

10.2. Asset Management Strategy and Asset Management Plans

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ENDORSED BY	Gary Parsons, Director Open Space and Infrastructure
ATTACHMENTS	<ol style="list-style-type: none">1. Asset Management Strategy 2025-2035 Final Draft [10.2.1 - 36 pages]2. Asset Management Strategy – Summary of Submissions and Responses [10.2.2 - 50 pages]3. NSC Asset Management Plan - Footpaths Asset Class 2025 [10.2.3 - 24 pages]4. NSC Asset Management Plan - Open Space and Recreation Asset Class 2025 [10.2.4 - 28 pages]5. NSC Asset Management Plan - Other Infrastructure Asset Class 2025 [10.2.5 - 50 pages]6. NSC Asset Management Plan - Property Asset Class 2025 [10.2.6 - 38 pages]7. NSC Asset Management Plan - Roads Asset Class 2025 [10.2.7 - 57 pages]8. NSC Asset Management Plan - Stormwater Drainage Asset Class 2025 [10.2.8 - 32 pages]
CSP LINK	<ol style="list-style-type: none">2. Our Built Infrastructure2.1 Infrastructure and assets meet diverse community needs

PURPOSE:

This report presents feedback received in relation to the public exhibition of Council’s Revised Asset Management Strategy, and seeks Council’s adoption of the Asset Management Strategy and Asset Management Plans

EXECUTIVE SUMMARY:

- At its meeting on the 25 November 2024 Council resolved to place the draft updated 2022/26 Delivery Program, revised Long Term Financial Plan (LTFP) and revised Asset Management Strategy on public exhibition from 27 November 2024 to 10 January 2025.
- When the public exhibition period closed, 262 responses specifically mentioned the Revised Asset Management Strategy.
 - o 152 of these responses received were general comments in relation to the general or financial management of Council.
 - o 53 respondents (approximately 20% of all respondents) wanted Council to explore divestment or leasing of community assets.
 - o 29 respondents (approximately 11% of all respondents) made comments or sought technical information in relation to the revised Asset Management Strategy.
 - o 17 Respondents (approximately 6.5% of respondents) noted their general support for the revised Asset Management Strategy.

- 2 respondents wanted Council to increase user charges to users of Council facilities to achieve full cost recovery.
 - 3 respondents noted that they were uncertain in relation to the revised Asset Management Strategy and therefore unable to comment.
- Asset Management Plans have now been prepared in alignment with the revised Asset Management Strategy.
- The Integrated Planning & Reporting (IP&R) Guidelines as enacted through the NSW Local Government Amendment (Governance and Planning) Act 2016, require Councils to prepare and adopt an Asset Management Strategy and Asset Management Plans for each class of asset.

RECOMMENDATION:

- 1. THAT** Council notes the responses received from the public exhibition of the Revised Asset Management Strategy
- 2. THAT** Council adopt the Revised Asset Management Strategy.
- 3. THAT** Council notes the suite of Asset Management Plans that have been developed for each of the classes of Assets outlined within the Asset Management Strategy; and
- 4. THAT** the Council adopts the suite of Asset Management Plans that have been developed for each of the classes of Assets outlined within the Asset Management Strategy.
- 5. THAT** Council note that Asset Management Plans are operational in nature and will be updated under delegation to the Chief Executive Officer on a regular basis.

Background

At its meeting of 25 November 2024, Council considered a report proposing community engagement on the proposal for a special rate variation (SRV) and undertaking public exhibition of the updated draft Long Term Financial Plan (LTFP), draft Amended Delivery Program, and draft Asset Management Strategy.

In response to the report, Council resolved as follows:

- 1. THAT Council undertake community consultation on the proposed Special Rate Variation (SRV) options, as detailed in the report and attachments, from 27 November 2024 to 10 January 2025.*
- 2. THAT Council place the updated draft updated 2022-26 Delivery Program, revised Long-term Financial Plan (LTFP) and revised Asset Management Strategy (attached to the report) on public exhibition from 27 November 2024 to 10 January 2025.*
- 3. THAT the Chief Executive Officer be authorised to make minor administrative changes to the strategic planning documents if required.*
- 4. THAT Council receive a report on the outcomes and feedback from the community engagement on the proposed SRV and the exhibition of the updated draft Delivery Program and LTFP at the ordinary meeting of Council scheduled for 10 February 2025.*

This report, in part, responds to item 4 of the above, providing Council with a summary of the feedback received from the public consultation process in relation to the revised Asset Management Strategy.

Report

The Integrated Planning and Reporting Guidelines as enacted through the NSW Local Government Amendment (Governance and Planning) Act 2016, require Council to prepare and adopt an Asset Management Policy, Asset Management Strategy, and Asset Management Plans for each class of asset.

Council has recently completed a review of its Asset Management Strategy, assessing the condition of assets as well as the renewal and maintenance requirements of its assets. This review provided Council with a clearer understanding of the costs involved in maintaining assets at their current levels, as well as the additional funding needed to improve the condition of deteriorating assets.

The costs to maintain, repair, replace, or upgrade community assets and infrastructure has risen significantly due to inflationary pressures, contributing to a growing infrastructure backlog. The infrastructure backlog refers to the total cost of renewal works required to bring assets up to an acceptable standard.

In reviewing the condition of assets and renewal requirements, an adjustment has been made to the classifications used to bring infrastructure assets to a satisfactory condition which determines that condition 4 and 5 are considered backlog.

Without additional funding, asset deterioration will continue, and the backlog will deteriorate further.

The Asset Management Strategy is the informing document which informs the development of Asset Management Plans for each class of asset. The key objectives of the Asset Management Strategy are to:

- guide the planning, construction, maintenance, and operation of the infrastructure essential for Council to provide services to the community;
- ensure that Council's infrastructure services are provided in a financial and economically sustainable way, enabling the appropriate level of service to residents, ratepayers, visitors, and the environment;
- meet legislative requirements for all Council operations;
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated; and
- inform the Asset Management Plans and Long-Term Financial Plan.

In accordance with the resolution of Council on the 25 November 2024, the Revised Asset Management Strategy was placed on public exhibition.

Engagement Outcomes – Revised Asset Management Strategy

Council received over 1000 responses in relation to the Special Rates Variation survey. 262 responses specifically mentioned the Revised Asset Management Strategy.

152 of the responses received were general comments in relation to the general or financial management of Council and therefore no-changes could be proposed in relation to the Revised Asset Management Strategy.

Specific feedback in relation to the Asset Management Strategy is noted as follows;

- a) 53 respondents (approximately 20% of all respondents) wanted Council to explore divestment or leasing of community assets.

The revised Asset Management Strategy does not consider the divestment of community assets as this would need to be tested in relation to Council's ability to divest and completion of due diligence in relation to the longer-term economic and social impacts, to inform the decision-making of Council.

Council would also need to consider Chapter 3 of the Local Government Act (1993), which requires Council to have regard in relation to achieving intergenerational equity, including ensuring that policy decisions are made after considering their financial effects on future generations and that the current generation funds the cost of its services.

Action 8.3 of Council's draft Governance Strategy notes the specific review of building assets and commercial property to ensure best value utilisation to align with Council's strategic direction.

- b) 29 respondents (approximately 11% of all respondents) made comments or sought technical information in relation to the revised Asset Management Strategy.

A large proportion of responses queried the approach proposed within the Asset Management Strategy, which proposed that the assets in 'poor' condition (category 4) be brought to a 'satisfactory' condition (category 3), when Council has previously assumed assets in 'poor' condition (category 4) are acceptable to the community.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including the figures category 3, 4 and 5 assets in the backlog, significantly compounding the financial deficit.

Whilst Council has not undertaken the exercise with the community to determine the 'agreed level of service', it was considered unreasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

In response to these submissions the Revised Asset Management Strategy has been amended to include information to further clarify the proposal to address assets currently assessed to be in a 'poor' condition (category 4).

- c) 17 Respondents (approximately 6.5% of respondents) noted their general support for the revised Asset Management Strategy.
- d) six respondents fundamentally disagreed with the preparation of the Asset Management Strategy.
- e) two respondents wanted Council to increase user charges to users of Council facilities to achieve full cost recovery.
- f) three respondents noted that they were uncertain in relation to the revised Asset Management Strategy and therefore unable to comment.

A summary of the submissions and responses is provided in Attachment 2 to this report.

Asset Management Plans

In accordance with the requirements of the Integrated Planning and Reporting Guidelines, Council has prepared Asset Management Plans in alignment with the draft Asset Management Strategy. Asset classes have been established in alignment with Council's financial management system, and are as follows;

Asset Management Plan Structure

- Road Asset Class Asset Management Plan
 - Bus Shelters
 - Kerb and Gutter
 - Road Pavements
 - Street Furniture
 - Traffic Facilities
- Footpaths Asset Class Asset Management Plan
- Other Infrastructure Asset Class Asset Management Plan
 - Fences
 - Marine Structures
 - Public Lighting
 - Retaining Walls
 - Seawalls
- Open Space and Recreation Asset Management Plan
- Property Asset Class Asset Management Plan
 - Buildings (Operational and Investment)
 - Specialised Buildings (Amenities)
- Stormwater Drainage Asset class Asset Management Plan
 - Gross Pollutant Traps
 - Stormwater Drainage Pipes
 - Stormwater Drainage Pits

Asset Management Plans have been prepared in accordance with the NSW Office of Local Government Integrated Planning and Reporting Guidelines, and have been cross-checked against the OLG self-assessment tool within the IP&R Handbook (2021) as part of organisational improvement efforts.

An industry standard-practice risk management model has been utilised to prioritise capital works within the suite of Asset Management Plans. This will assist Council to more effectively manage risks based on likelihood and consequences, in comparison to risk-based on condition.

When assessing replacement costs for infrastructure assets such as roads, footpaths, and drainage, values use unit rates based on actual replacement cost. However, the replacement costs for buildings follows a different approach.

Currently, renewal costs for Council's buildings are based on valuations that have been completed in accordance with the Australian Property Institute Code of Professional Practice, TPP 21-09 Valuation of Physical Non-Current Assets at Fair Value, and relevant Australian Accounting Standards, including AASB 13.

Under this methodology, gross replacement costs for buildings reflect only the 'like-for-like' replacement value of existing structures and components. However, actual replacement project costs for property replacement will often exceed this valuation. Factors such as compliance with current Building Codes and Australian Standards, evolving user needs, functionality site conditions, and project complexity, would exceed the gross replacement estimates noted within the Property AMP.

The Asset Management Plans for each Asset Class are attached to this report.

Consultation requirements

The Office of Local Government does not require the public exhibition of Asset Management Plans prior to adoption.

Financial/Resource Implications

All financial estimates within the respective Asset Management Plans align with Council's Revised Long Term Financial Plan, which was placed on public exhibition with the Revised Asset Management Strategy.

Legislation

- NSW Local Government Act 1993.
- Local Government (General) Regulation 2021.

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT STRATEGY 2025/35



OVERVIEW

Asset management is the lifecycle management of physical assets that takes into consideration the 'whole of life', including planning, procurement, construction, operation, maintenance and disposal of an asset. A key ongoing issue facing local governments in Australia is the management of ageing assets in need of renewal and replacement.

This extensive portfolio of infrastructure assets requires careful planning and management. Financing the needs of the portfolio can be significant, requiring planning for large peaks and troughs in expenditure for renewing and replacing assets. The demand for new and improved services adds to the planning and financing complexity. The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.

Council's Asset Management Strategy shows how the asset portfolio will meet the service delivery needs of the community into the future, that asset management policies are being achieved, and that existing asset management practices integrate with the Community Strategic Plan. Improvement in asset management involves formalising the knowledge about asset performance, maintenance

levels and community expectations to optimise both expenditure and service provision over a longer timeframe. The goal of asset management is to ensure that services are provided in the most cost-effective manner, through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets; and for present and future consumers.

The key objectives of the Asset Management Strategy are to:

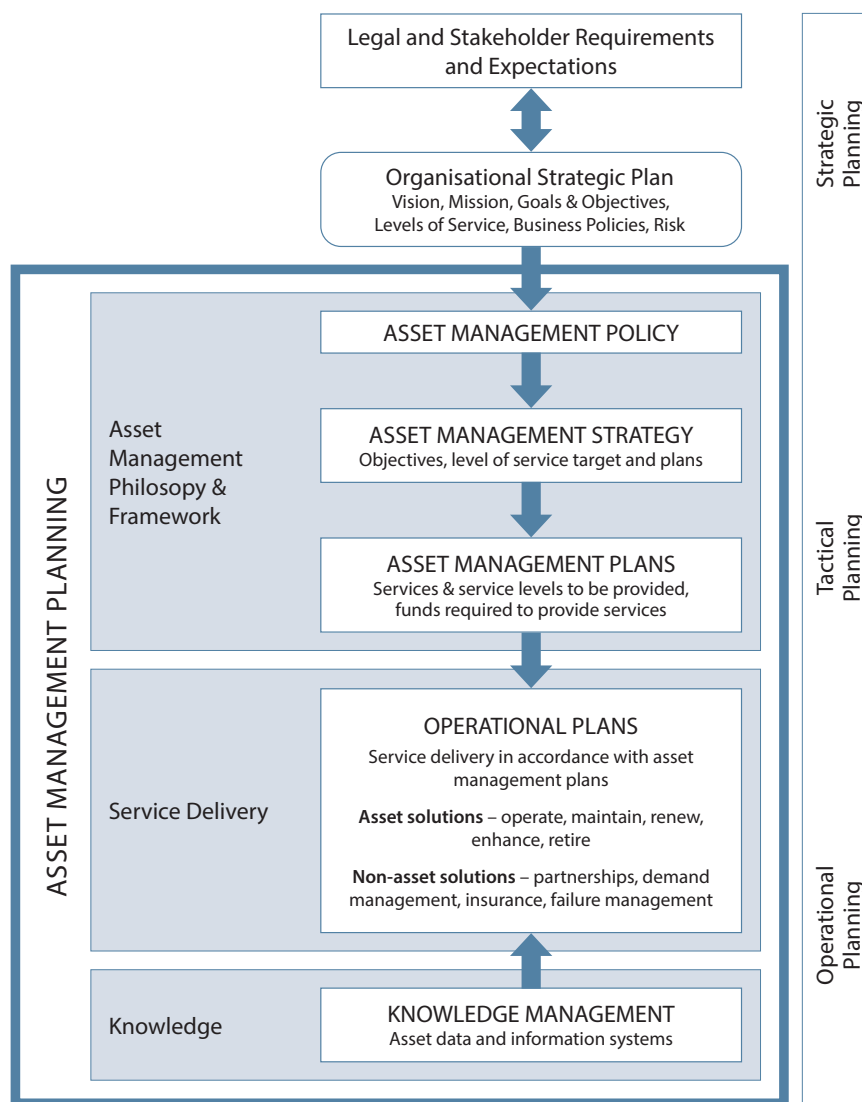
- guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community
- ensure that Council's infrastructure services are provided in a financial and economically sustainable way, enabling the appropriate level of service to residents, ratepayers, visitors and the environment
- meet legislative requirements for all Council operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- inform the *Asset Management Plans* and *Long Term Financial Plan*



Asset Management Framework

As outlined in the following diagram, asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic planning, developing an Asset Management Policy, Asset Management Strategy, Asset Management Plans and annual Operational Plan and Budget, linked to a Long-Term Financial Plan with a funding plan (IPWEA, 2009, AIFMG, Quick Guide).

Figure 1: Asset Management Framework



The key steps in preparing an effective *Asset Management Strategy* are:

1. develop an Asset Management Policy that underpins the Strategy. The Policy provides guiding principles for asset management and planning
2. develop Asset Management Plans
3. apply good governance and management arrangements to link asset management to service delivery and assign roles and responsibilities
4. define levels of service to establish mechanisms, including community consultation, to define the levels of service councils are expected to provide from their asset base
5. establish data and systems frameworks for asset management data collection
6. develop skills and processes as part of the continuous improvement program
7. evaluate the Strategy's effectiveness

Council's *Asset Management Strategy* has been prepared to help Council improve the way it delivers services from infrastructure. These infrastructure assets have a replacement cost of approximately \$1.5 billion as at 30 June 2024 (as per notes C1-5 and C1-6 Annual Financial Statements for the year ended 30 June 2024). The purpose of this Strategy is to show that:

- Council's asset portfolio will meet the service delivery needs of its community into the future
- asset management policies are being achieved
- asset management practices integrate with the Community Strategic Plan

This Strategy was prepared following a review of Council's service delivery, financial sustainability indicators, asset management maturity, and fit with the community's vision outlined in the *Community Strategic Plan*. The Improvement Plan details a program of tasks and the timeline for completion. The Improvement Plan will be periodically reviewed and re-prioritised to match available resources in Council's *Delivery Program* and *Long Term Financial Plan*.

Asset Management Policy

The provision and maintenance of assets to meet community needs and expectations is fundamental to Council's overall service delivery. The purpose of the *Asset Management Policy* (Appendix 1) is to demonstrate Council's commitment to the responsible management of its assets and to set the framework for the *Asset Management Strategy* and *Asset Management Plans*, while the Strategy and Plans support implementation of the Policy.

The policy:

- establishes goals and objectives for asset management
- integrates asset management within Council's corporate and strategic planning
- maximises value for money through lifecycle costing and performance measurement
- assigns accountability and responsibility for service delivery together with asset management
- promotes sustainability to protect the needs of future generations i.e. the principles of intergenerational equity

Asset Management Plans

Asset Management Plans support the *Asset Management Strategy*. These are long-term (10-year) plans that outline the asset activities for each service (asset class). They detail the intended asset management program for each asset class, based on controlling the organisation's understanding of customer requirements (including desired levels of service and satisfaction with current service levels), existing projected networks, and asset conditions and performance (International Infrastructure Management Manual 2011). Council has prepared the following Asset Management Plans:

Asset Category	Asset Sub-category
Footpaths	Footpaths - Parks
Other Infrastructure	Fences
	Marine Structures
	Public Lighting - Parks
	Retaining Walls - Roads
	Seawalls
Open Space and Recreation Facilities	Park Furniture
	Playgrounds
	Sporting Infrastructure
	Other Open Space and Recreation Facilities
Other Structures	Statues, Monuments, Memorials, Public Art
Property	Operational Buildings
	Amenity Buildings
	Coal Loader
	Quarantine Depot
	Community Housing
	Investment Properties
	Heritage Buildings
Roads	Bus Shelters
	Kerb and Gutter
	Road Pavements
	Street Furniture
	Traffic Facilities (Including Cycleways)
Stormwater Drainage	Pipes
	Pits
	Gross Pollutant Traps
Swimming Pools	Swimming Pools

All of Council's asset management documents are periodically reviewed and updated. Council's condition analysis reports, financial valuations, projections, maintenance and operation costs outlined in Council's *Asset Management Plans* are prepared using the best available data and will be improved as updated information becomes available. The ongoing implementation of the Corporate Asset Management System helps to achieve continuous improvement.

The *Asset Management Strategy* and *Asset Management Plans* identify the asset renewal and maintenance requirements for Council's ten-year Capital Works Program. This program addresses the identified infrastructure backlog whilst providing new and upgraded infrastructure and facilities to meet growing community demand in the future.



CURRENT ASSET ANALYSIS

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Existing Assets and Services

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1:

Table 14: Existing Infrastructure Assets and Services Summary

Existing Infrastructure Assets and Services		
Asset Class	Description	Services Provided
Footpaths	266km footpaths	Pedestrian access
Other infrastructure	44.4km fences	Safety, structural support, amenity, foreshore and environmental protection, property protection, waterway access
	2,618 bollards	
	22 km retaining walls	
	1,874 public lighting	
	4.9km seawalls	
	44 marine structures including wharves	
Open space and recreation facilities	Includes playgrounds, sporting infrastructure, park furniture, Maccallum Pool	Parks and recreation services supporting community and recreational needs
Other Structures	Various statues, monuments, memorials, public art	
Property	Investment properties, heritage buildings, amenity buildings, Coal Loader, community housing, operational, quarantine depot	Support administration, operational, social, recreational, cultural, heritage and economic infrastructure for the community
Roads	9.6km regional road pavements	Support transportation, and community and economic activities in the local government area
	130km local road pavements	
	260km kerb and gutter	
	1,173 traffic facility items	
	1,084 Street furniture items	
	67 bus shelters	
Stormwater drainage	106.6km pipes	Control local flooding and damage to infrastructure and property; control water quality of discharge of stormwater into the natural environment
	6,659 pits	
	27 stormwater quality improvement devices	
Swimming pools	North Sydney Olympic Pool complex	Swimming and recreational activities

Value of Current Assets

The current financial status of Council's infrastructure assets, per asset class, is shown in Table 2, as at the financial year ended 30 June 2024.

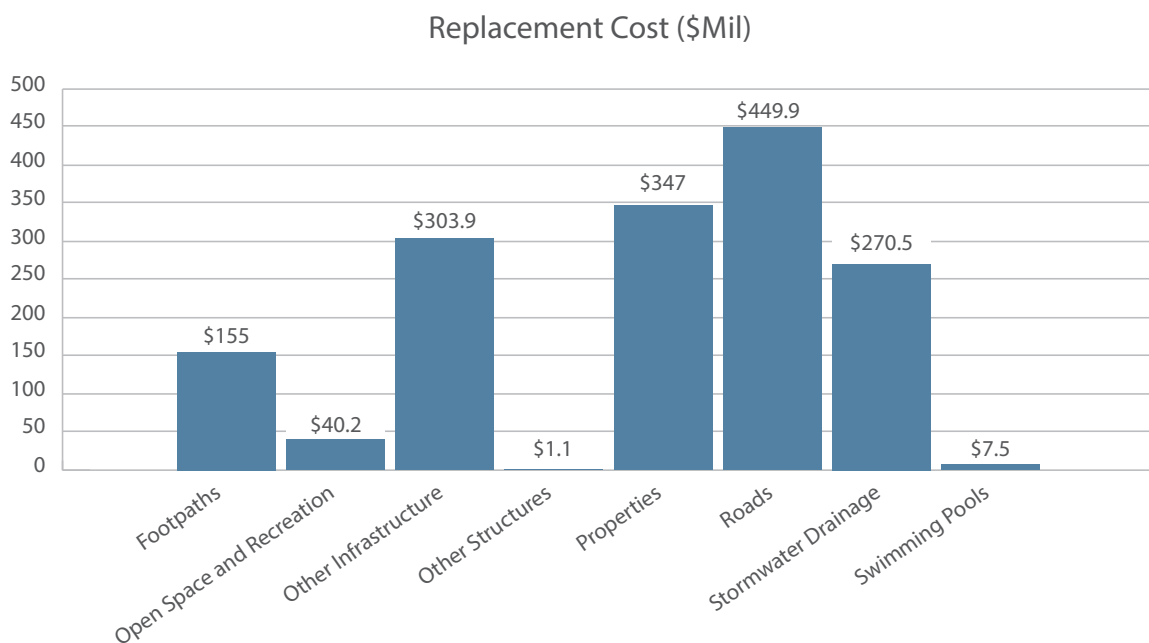
Table 2: Current Financial Status per Asset Class (\$) 2023/24

Asset Class	Replacement Cost	Accumulated Depreciation	Net Carrying Amount
Footpaths	\$155,038,554	\$59,693,239	\$95,345,314
Open Space and Recreation Assets	\$40,209,304	\$16,137,957	\$24,071,346
Other Infrastructure	\$303,916,424	\$99,570,660	\$204,345,765
Other Structures	\$1,146,200	\$175,337	\$970,863
Properties	\$347,014,881	\$145,083,006	\$201,931,876
Roads	\$449,886,586	\$143,575,246	\$306,311,340
Stormwater Drainage	\$270,450,822	\$81,971,986	\$188,478,836
Swimming Pools	\$7,546,950	\$4,616,275	\$2,930,675
TOTAL	\$1,575,209,722	\$550,823,706	\$1,024,386,016

Note: As at 30 June 2024 the North Sydney Olympic Pool redevelopment was not complete. Figures subject to change upon completion.

The 2023/24 replacement costs detailed in Table 2 are also represented in Figure 2 below. Council's largest asset classes, in terms of replacement costs, are Roads, Other Infrastructure and Properties.

Figure 2: Asset Replacement Cost (\$M) 2023/24



Consumption ratios are indicative of how much value remains in the asset. Figure 3 below shows the remaining value of Council's assets (as at 2024) compared to its replacement cost in percentage terms. It should be noted that accumulated depreciation does not necessarily indicate the extent of asset renewal required in the short to medium term. Some assets may be in fair condition resulting in higher depreciation but may not require renewal within the next ten years.

Figure 3: Accumulated Depreciation / Net Carrying Amount as a percentage of Replacement Cost, 2023/24

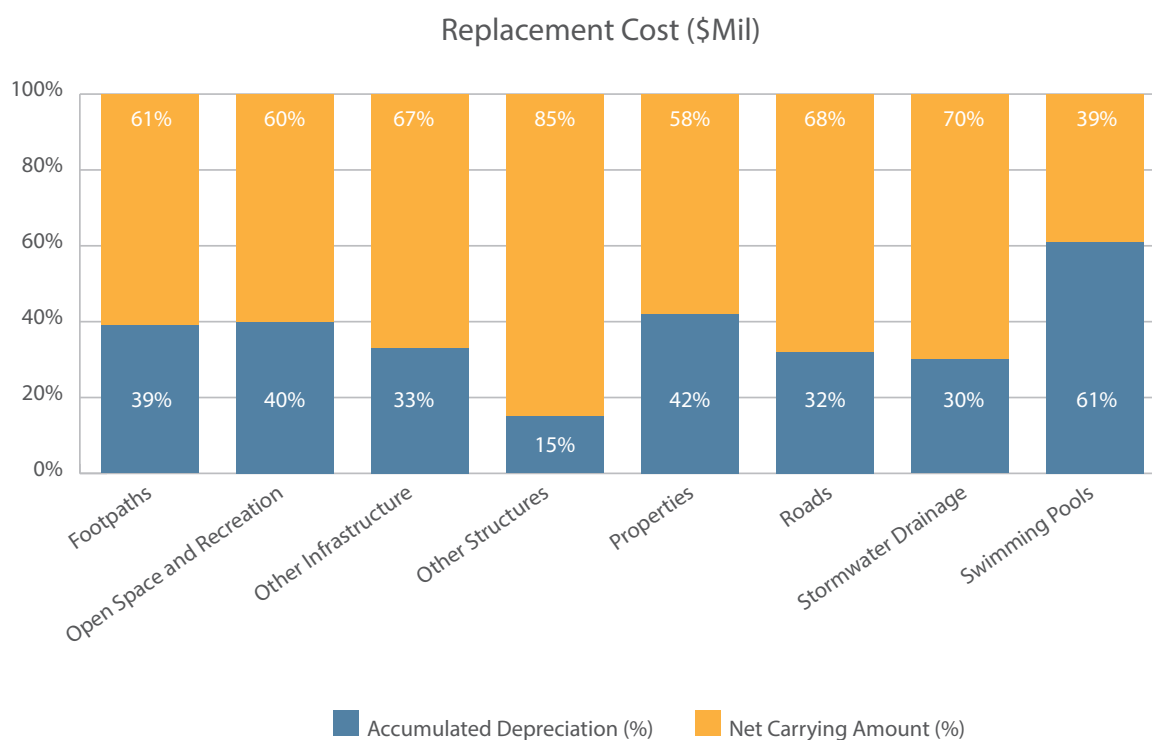
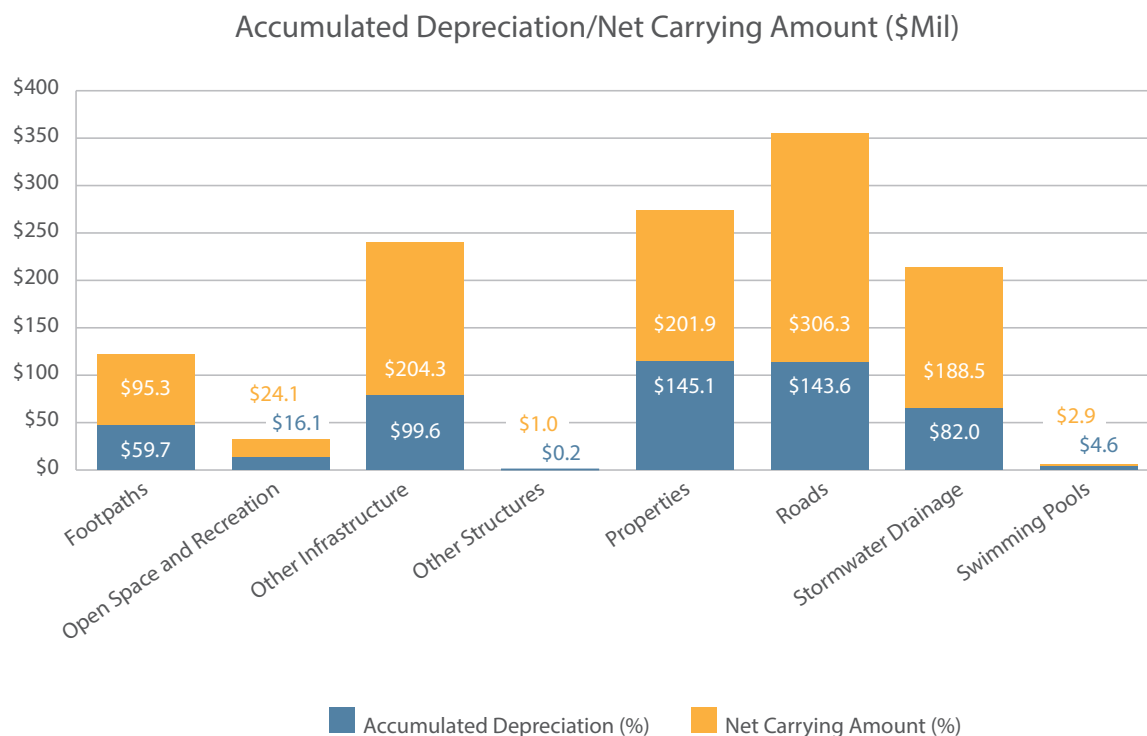


Figure 3 shows asset consumption as a percentage, while Figure 4 below shows it as the dollar value and brings the relativity of each asset group into the representation (as at 2024). These graphs should be read in conjunction with the renewal forecasts coming from the Asset Management Plans for the next ten years to achieve an appreciation of renewal requirements.

Figure 4: Accumulated Depreciation/Net Carrying Amount (\$Mil) 2023/24



Condition of Current Assets

The condition of Council's assets has been assessed using guidelines and practice notes produced by the Institute of Public Works Engineering Australasia. The condition gradings used range from condition 1 (very good) to condition 5 (very poor). Council undertakes detailed condition assessments of individual asset classes at regular intervals to provide a snapshot of asset class condition. These network surveys are generally undertaken every four to five years and depend on funding availability. The replacement of infrastructure assets can depend on many factors. Often this factor is condition, however other factors that affect replacement may include function, amenity, compliance, capacity and obsolescence.

The current condition of Council's assets is based on the most recent condition survey and adjusted each financial year as assets are constructed. The condition of each asset class is discussed below.

Condition of Footpath Assets

The condition of Council's footpaths was surveyed at 10m intervals in 2019 by consultants Rapid Map Services Pty Ltd. The condition scores used are shown in Table 3.

Table 3: Footpath Condition Matrix

Footpath Condition Matrix				
Score	Age Estimate	Minor Defects	Major Defects	Trips
1	Almost New (likely < 5 years)	0	0	
2	Minor Ageing (5 to 10 years)	<10%	0	
3	Moderate Ageing (10 to 15 years)	10 - 25%	< 10%	10 - 25mm
4	Significant Ageing (> 25 years)	25 - 50%	< 25%	> 25mm
5	N/A	> 50%	> 25%	> 50mm

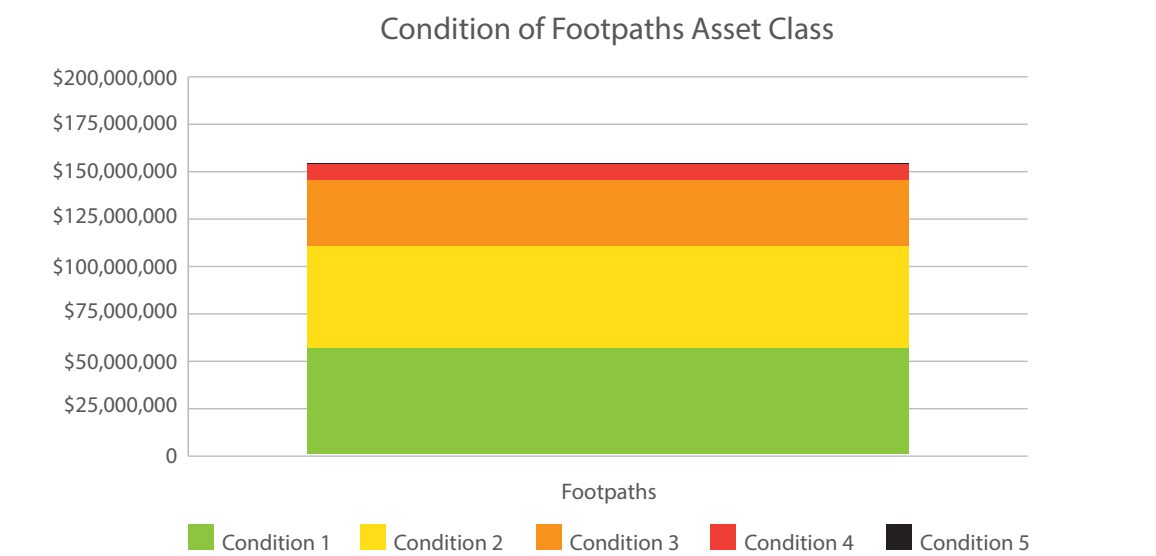
Table 4 below shows the replacement cost for each of the condition scores. It should be noted that the replacement cost is based on the condition of footpaths at 10m intervals. In practice and where funds permit, footpath sections in condition 3 are generally replaced at the same time as footpath sections in condition 4 or 5 if they are adjacent and it is cost effective.

Table 4: Replacement Cost of Footpaths Asset Class by Condition (\$)2024

Condition of Footpaths Asset Class in Terms of Replacement Cost	
Condition	Footpaths
1	\$56,081,304
2	\$54,773,810
3	\$34,979,521
4	\$8,667,839
5	\$536,080
Total	\$155,038,554

The Replacement Cost of Footpaths Asset Class by Condition is shown graphically in Figure 5.

Figure 5: Replacement Cost of Footpaths Asset Class by Condition (\$)2024



Examples of Footpath assets in very good condition are shown in the following photos:



Examples of Footpath assets in very poor condition are shown in the following photos:



Condition of Open Space and Recreation Assets

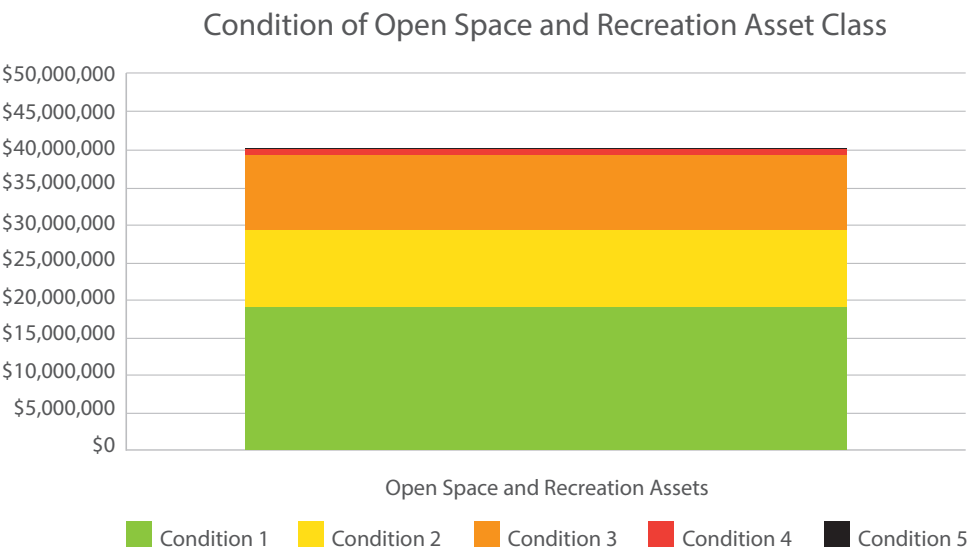
The Open Space and Recreation asset class includes the following asset categories: Playgrounds, Sporting Infrastructure, Park Furniture, Maccallum Pool. The replacement costs for each condition are detailed in Table 5.

Table 5:Replacement Cost of Open Space and Recreation Asset Class by Condition (\$)2024

Condition of Open Space and Recreation Asset Class in Terms of Replacement Cost	
Condition	Open Space and Recreation Assets
1	\$19,005,142
2	\$10,315,756
3	\$9,984,508
4	\$821,986
5	\$81,912
Total	\$40,209,304

The Replacement Cost of Open Space and Recreation Asset Class by Condition is shown graphically in Figure 6.

Figure 6: Replacement Cost of Open Space and Recreation Asset Class by Condition (\$)2024



Examples of Open Space and Recreation assets in very good condition are shown in the following photos:



Examples of Open Space and Recreation assets in very poor condition are shown in the following photos:



Condition of Other Structures Assets

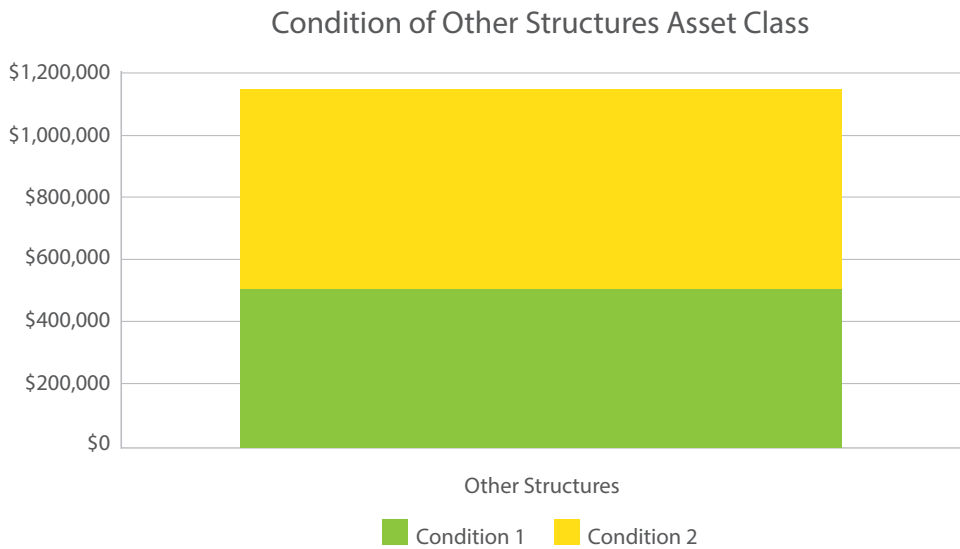
The Other Structures asset class includes the following assets: Statues, Monuments, Memorials, Public Art. The replacement costs for each condition are detailed in Table 6.

Table 6: Replacement Cost of Other Structures Asset Class by Condition (\$)2024

Condition of Other Structures Asset Class in Terms of Replacement Cost	
Condition	Open Space and Recreation Assets
1	\$505,000
2	\$641,200
3	\$0
4	\$0
5	\$0
Total	\$1,146,200

The Replacement Cost of Other Structures Asset Class by Condition is shown graphically in Figure 7.

Figure 7: Replacement Cost of Other Structures Asset Class by Condition (\$)2024



Condition of Other Infrastructure Assets

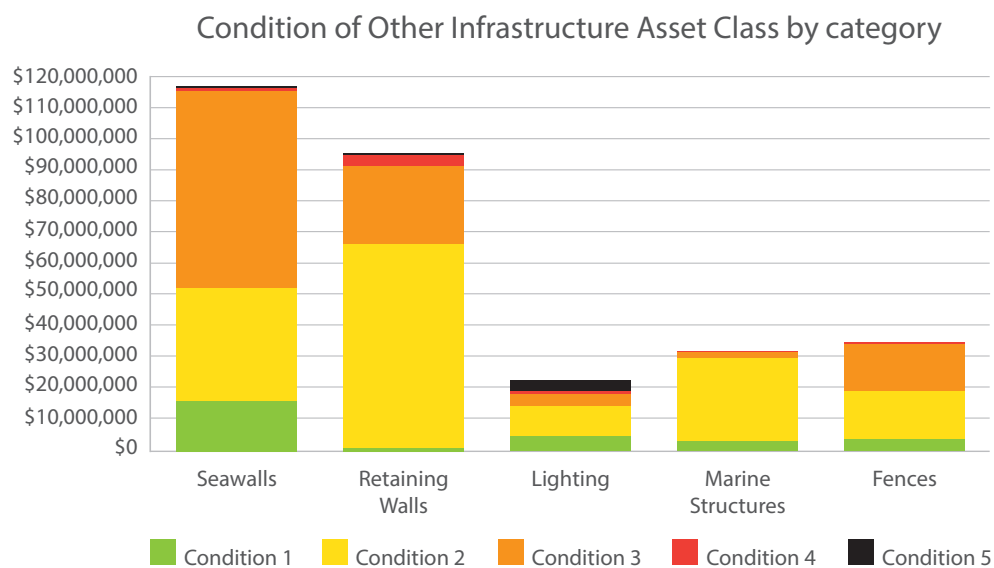
The Other Infrastructure asset class includes the following asset categories: Seawalls, Retaining Walls, Lighting, Marine Structures, Fences. The replacement costs for each condition are detailed in Table 7.

Table 7: Replacement Cost of Other Structures Asset Class by Condition (\$)'2024

Condition of Other Infrastructure Asset Class in Terms of Replacement Cost					
Condition	Seawalls	Retaining Walls	Lighting	Marine Structures	Fences
1	\$16,217,157	\$1,112,137	\$4,824,607	\$3,210,426	\$3,724,139
2	\$36,202,286	\$65,547,603	\$9,592,308	\$26,854,411	\$15,470,147
3	\$63,488,514	\$25,334,146	\$4,073,741	\$1,911,784	\$15,351,754
4	\$1,104,730	\$3,316,234	\$744,689	\$184,001	\$612,124
5	\$626,650	\$640,496	\$3,707,725	\$0	\$64,616
Total	\$117,639,337	\$95,950,616	\$22,943,070	\$32,160,622	\$35,222,780

The Replacement Cost of Other Infrastructure Asset Class per Asset Category by Condition is shown graphically in Figure 8.

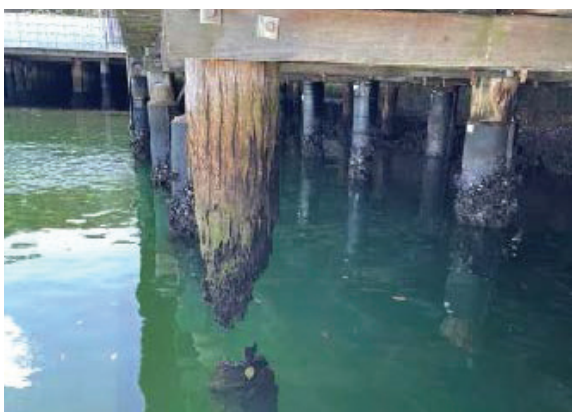
Figure 8: Replacement Cost of Other Infrastructure Asset Class per Asset Category by Condition (\$)'2024



Examples of Marine Structure assets in very good condition are shown in the following photos:



Examples of Marine Structure assets in very poor condition are shown in the following photos:



Examples of Seawalls in very good condition are shown in the following photos:



Examples of Seawalls in very poor condition are shown in the following photos::



Examples of Retaining Walls in very good condition are shown in the following photos:



Examples of Retaining Walls in very poor condition are shown in the following photos:



Condition of Property Assets

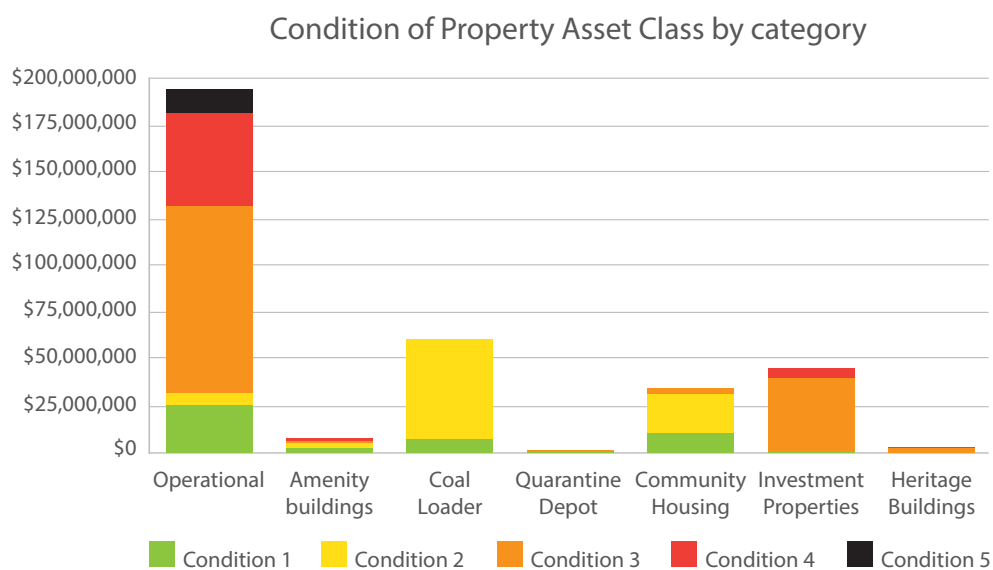
The Property asset class includes the following asset categories: Operational Buildings, Amenity Buildings, Coal Loader, Quarantine Depot, Community Housing, Investment Properties. The replacement costs for each condition are detailed in Table 8.

Table 8: Replacement Cost of Property Asset Class per Asset Category by Condition (\$)2024

Condition of Property Asset Class in Terms of Replacement Cost							
Condition	Operational	Amenity Buildings	Coal Loader	Quarantine Depot	Community Housing	Investment Properties	Heritage Buildings
1	\$25,293,954	\$2,599,664	\$7,146,289	\$212,842	\$10,403,646	\$849,995	\$0
2	\$6,932,535	\$2,590,802	\$53,648,603	\$0	\$21,066,556		\$0
3	\$99,957,433	\$1,320,340	\$0	\$1,076,971	\$2,840,781	\$39,252,000	\$2,444,000
4	\$49,326,429	\$1,184,951	\$0	\$0	\$12,234	\$5,300,000	\$500,000
5	\$13,054,858	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$194,565,209	\$7,695,757	\$60,794,891	\$1,289,813	\$34,323,216	\$45,401,995	\$2,944,000

The Replacement Cost of Property Asset Class per Asset Category by Condition is shown graphically in Figure 9.

Figure 9: Replacement Cost of Property Asset Class per Asset Category by Condition (\$)2024



Examples of Property assets in very good condition are shown in the following photos:



Examples of Property assets in very poor condition are shown in the following photos:



Condition of Roads Assets

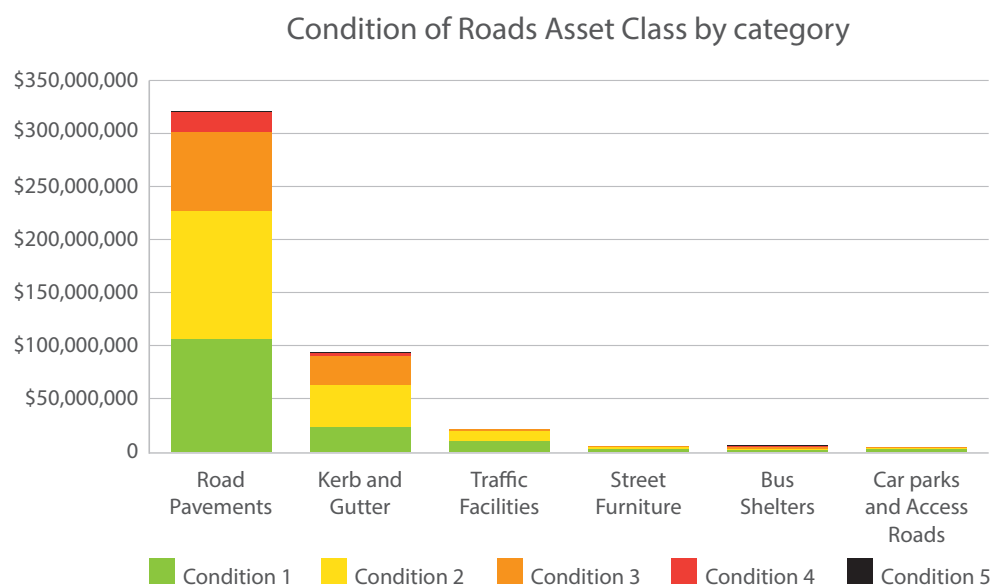
The Roads asset class includes the following asset categories: Bus Shelters, Kerb and Gutter, Road Pavements, Street Furniture, Traffic Facilities (Including Cycleways), Car Parks and Access Roads. The replacement costs for each condition are detailed in Table 9.

Table 9: Replacement Cost of Roads Asset Class per Asset Category by Condition (\$)2024

Condition of Roads Asset Class in Terms of Replacement Cost						
Condition	Road Pavements	Kerb and Gutter	Traffic Facilities	Street Furniture	Bus Shelters	Car Parks and Access Roads
1	\$105,804,786	\$22,704,429	\$10,190,706	\$2,396,237	\$1,305,387	\$2,070,342
2	\$121,288,242	\$40,390,623	\$8,887,524	\$1,606,852	\$732,020	\$1,093,106
3	\$73,883,408	\$26,813,382	\$1,639,750	\$648,532	\$1,756,850	\$567,327
4	\$18,804,721	\$2,948,098	\$320,291	\$67,892	\$1,683,646	\$0
5	\$1,375,239	\$506,252	\$25,870	\$9,065	\$366,010	\$0
Total	\$321,156,396	\$93,362,784	\$21,064,141	\$4,728,578	\$5,843,913	\$3,730,775

The Replacement Cost of Roads Asset Class per Asset Category by Condition is shown graphically in Figure 10.

Figure 10: Replacement Cost of Roads Asset Class per Asset Category by Condition (\$)2024



Examples of Road Pavements in very good condition are shown in the following photos:



Examples of Road Pavements in very poor condition are shown in the following photos:



Examples of Kerb and Gutter assets in very good condition are shown in the following photos:



Examples of Kerb and Gutter assets in very poor condition are shown in the following photos:



Examples of Street Furniture assets in very good condition are shown in the following photos:



Examples of Street Furniture assets in very poor condition are shown in the following photos:



Condition of Stormwater Drainage Assets

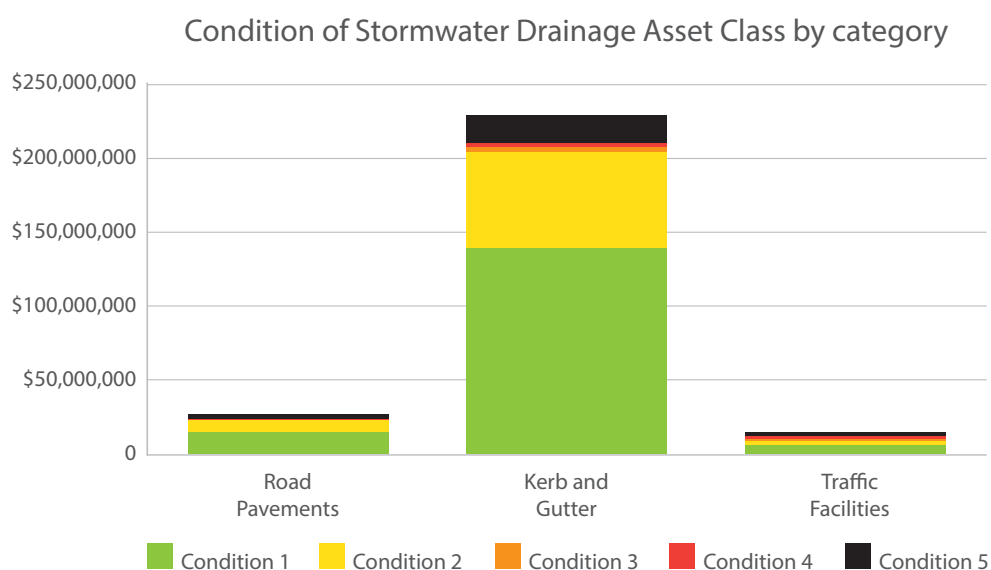
The Stormwater Drainage asset class includes the following asset categories: Pipes, Pits, Gross Pollutant Traps. The replacement costs for each condition are detailed in Table 10.

Table 10: Replacement Cost of Stormwater Drainage Asset Class per Asset Category by Condition (\$)2024

Condition of Open Space and Recreation Asset Class in Terms of Replacement Cost			
Condition	Pits	Pipes	GPTs
1	\$14,777,004	\$138,998,009	\$5,656,186
2	\$7,711,106	\$65,610,972	\$2,697,166
3	\$417,057	\$3,022,231	\$1,420,827
4	\$494,678	\$2,452,635	\$1,620,128
5	\$3,250,610	\$19,366,893	\$2,955,320
Total	\$26,650,455	\$229,450,740	\$14,349,627

The Replacement Cost of Stormwater Drainage Asset Class per Asset Category by Condition is shown graphically in Figure 11.

Figure 11: Replacement Cost of Stormwater Drainage Asset Class per Asset Category by Condition (\$)2024



Examples of Stormwater Drainage assets in very good condition (newly installed pipes and GPT) are shown in the following photos:



Examples of Stormwater Drainage assets in very poor condition are shown in the following photos:



Pipe in very poor condition



Pipe in very poor condition



Flooding issue



Flooding issue



Flooding issue



Sink hole in road near defective pipe

Condition of Swimming Pool Assets

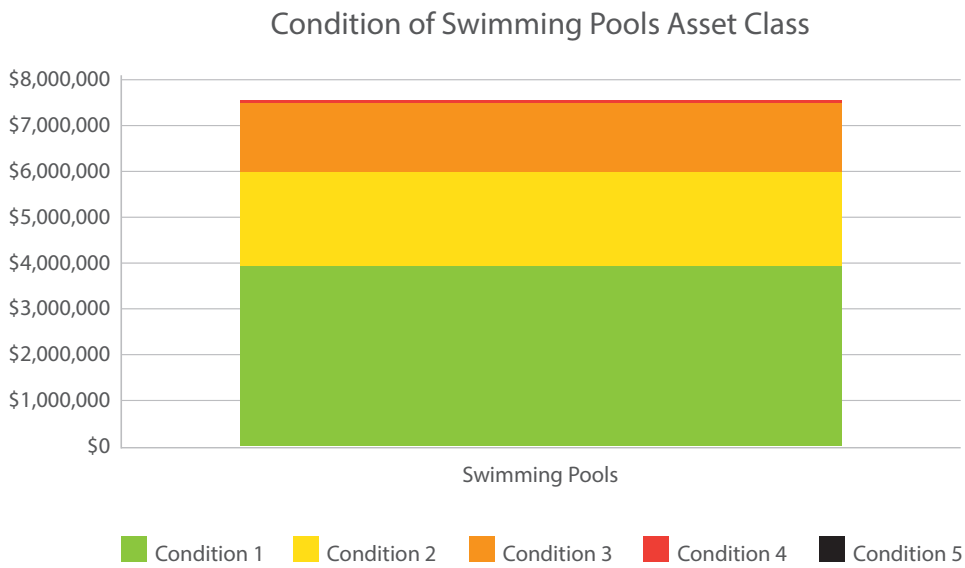
The Swimming Pool asset class includes the following assets: North Sydney Olympic Pool. The replacement costs for each condition are detailed in Table 11.

Table 11: Replacement Cost of Swimming Pool Asset Class by Condition (\$)2024

Condition of Swimming Pool Asset Class in Terms of Replacement Cost	
Condition	Swimming Pools
1	\$3,924,414
2	\$2,067,864
3	\$1,494,296
4	\$60,376
5	\$0
Total	\$7,546,950

The Replacement Cost of Swimming Pool Asset Class by Condition is shown graphically in Figure 12.

Figure 12: Replacement Cost of Swimming Pool Asset Class by Condition (\$)2024



PLANNING ASSUMPTIONS

Council recognises its stewardship role in appropriately managing the assets that have been provided by past and current generations. It also aims to fulfil its obligation in ensuring a sustainable level of infrastructure for future generations. The key challenges relating to managing an optimum level of infrastructure assets and delivering services are as follows:

- new residents and managing population increase and demographic changes
- retaining and continuing to attract business, industry and tourism to the area, and
- funding asset renewal requirements relating to ageing assets, in a sustainable manner and ensuring that required levels of service continue to be delivered.

Funding Requirements

Individual Asset Management Plans for the various asset categories include ten-year future funding predictions with capital renewal requirements. These ten-year funding programs are fed into Council's Long-Term Financial Plan, which drives the annual Budget.

The funding requirements for maintaining infrastructure assets are dependant on the expected level of service.

- A 'satisfactory' level of service refers to infrastructure that continues to function but requires maintenance to sustain its operational capacity. If maintenance is insufficient, infrastructure in this category will deteriorate further, leading to service disruptions and potential public safety risks.
- A 'good' level of service is defined as infrastructure that operates effectively with only minor maintenance required.

Table 12 below shows that:

- the current cost to bring all of Council's infrastructure assets to a 'satisfactory' standard is \$146.8m. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 9.3% of the total infrastructure network in terms of replacement cost.
- the total current annual depreciation expense for infrastructure assets is approximately \$24m or 1.5% of the total replacement cost of Council's Infrastructure assets.
- the long-term cost to bring all Council's infrastructure assets to a 'satisfactory' standard as well as maintain the current standard is \$386.8m over ten years, or an average annual cost of \$38.7m. This includes the total depreciation expense over ten years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next ten years (bringing all assets to a 'satisfactory' level of service).

Whilst a 'satisfactory' level of service has been used as the general standard to ensure the effective management of Council's infrastructure assets, the preferred level of service for property (Buildings) assets is 'good' to improve operational effectiveness. Currently, 62.32% of building assets are below a 'good' level of service, which has led to a range of service delivery issues, including: low utilisation rates; periods of closure for reactive maintenance; increased frequency and cost of ongoing reactive maintenance; and public safety risks.

An additional column has been included in Table 12 to show what the cost would be to bring all of Council's infrastructure assets (including property/ buildings assets) to a 'good' level of service.

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Asset Class / Category	Cost to bring assets to 'satisfactory' condition (4 + 5)	Total replacement cost	Depreciation expense (2024)	Funding required over ten years (depreciation x 10 + condition 4 + 5)	Average annual funding required (2024)	Cost to bring assets to 'good' condition (3+ 4 + 5)
Footpaths	\$9,203,919	\$155,038,554	\$3,903,505	\$48,238,971	\$4,823,897	\$44,183,440
Open Space and Recreation Assets	\$903,898	\$40,209,304	\$1,608,679	\$16,990,684	\$1,699,068	\$10,888,406
Other Infrastructure / Fences	\$676,740	\$35,222,780	\$848,952	\$9,166,256	\$916,626	\$16,028,494
Other Infrastructure / Lighting	\$4,452,413	\$22,943,070	\$716,983	\$11,622,246	\$1,162,225	\$8,526,155
Other Infrastructure / Marine Structures	\$184,001	\$32,160,622	\$408,304	\$4,267,046	\$426,705	\$2,095,785
Other Infrastructure / Retaining Walls	\$3,956,730	\$95,950,616	\$1,059,706	\$14,553,785	\$1,455,379	\$29,290,876
Other Infrastructure / Seawalls	\$1,731,380	\$117,639,337	\$1,059,698	\$12,328,361	\$1,232,836	\$65,219,894
Other Structures	\$0	\$1,146,200	\$13,494	\$134,943	\$13,494	\$0
Properties / Amenity Buildings	\$1,184,951	\$7,695,757	\$136,668	\$2,551,633	\$255,163	\$2,505,291
Properties / Coal Loader	\$0	\$60,794,891	\$350,824	\$3,508,238	\$350,824	\$0
Properties / Community Housing	\$12,234	\$34,323,216	\$870,699	\$8,719,228	\$871,923	\$2,853,015
Properties / Heritage Buildings	\$500,000	\$2,944,000	\$0	\$500,000	\$50,000	\$2,944,000
Properties / Investment Properties	\$5,300,000	\$45,401,995	\$0	\$5,300,000	\$530,000	\$44,552,000
Properties / Operational	\$62,381,286	\$194,565,209	\$3,685,636	\$99,237,647	\$9,923,765	\$162,338,720
Properties / Quarantine Depot	\$0	\$1,289,813	\$4,756	\$47,556	\$4,756	\$1,076,971

Asset Class / Category	Cost to bring assets to 'satisfactory' condition (4 + 5)	Total replacement cost	Depreciation expense (2024)	Funding required over ten years (depreciation x 10 + condition 4 + 5)	Average annual funding required (2024)	Cost to bring assets to 'good' condition (3+ 4 + 5)
Roads / Bus Shelters	\$2,049,656	\$5,843,913	\$110,481	\$3,154,470	\$315,447	\$3,806,506
Roads / Car Parks and Access Roads	\$0	\$3,730,775	\$53,994	\$539,942	\$53,994	\$567,327
Roads / Kerb and Gutter	\$3,454,350	\$93,362,784	\$1,331,873	\$16,773,082	\$1,677,308	\$30,267,732
Roads / Road Pavements - surface	\$9,766,649	\$64,641,232	\$2,231,215	\$32,078,800	\$3,207,880	\$27,330,477
Roads / Road Pavements - structure	\$10,413,311	\$234,463,491	\$2,599,225	\$36,405,559	\$3,640,556	\$66,732,891
Roads / Road Pavements - formation	\$0	\$22,051,673	\$0	\$0	\$0	\$0
Roads / Street Furniture	\$76,957	\$4,728,578	\$217,010	\$2,247,054	\$224,705	\$725,489
Roads / Traffic Facilities	\$346,161	\$21,064,141	\$303,549	\$3,381,647	\$338,165	\$1,985,911
Stormwater Drainage / GPTs	\$4,575,448	\$14,349,627	\$297,464	\$7,550,087	\$755,009	\$5,996,275
Stormwater Drainage / Pipes	\$21,819,528	\$229,450,740	\$1,778,479	\$39,604,319	\$3,960,432	\$24,841,759
Stormwater Drainage / Pits	\$3,745,288	\$26,650,455	\$332,711	\$7,072,400	\$707,240	\$4,162,345
Swimming Pools	\$60,376	\$7,546,950	\$74,559	\$805,963	\$80,596	\$1,554,672
TOTAL	\$146,795,276	\$1,575,209,722	\$23,998,464	\$386,779,918	\$38,677,992	\$560,474,429

Notes:

- Source: Note C1-5 Annual Financial Statements for the year ended 30 June 2024.
- Figures are not adjusted for inflation.
- As at 30 June 2024 the North Sydney Olympic Pool redevelopment was not complete, and the development is still currently ongoing. Figures subject to change upon completion.

Service Demand and Satisfaction

The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost-effective manner. Levels of service are key business drivers for asset planning,

Achieving and maintaining sustainability in local government requires consideration of services, their level of service, and associated costs and risks. The appropriate management of Council's infrastructure requires asset management estimates and accounting estimates that are realistic and support decision-making.

The linking of service levels and the cost of service delivery is an essential component of strategic asset management. It is essential that Council knows the true costs of service delivery, priorities placed by the community on infrastructure, the service levels the community desires, and what level they are willing to pay for.

Ultimately, setting service levels should be done in conjunction with the community. This enables Council to make informed decisions about the allocation of community resources in accordance with community priorities and willingness to pay.

Council periodically undertakes a Customer Satisfaction Survey to determine community attitudes towards its services and facilities. The survey is conducted on Council's behalf by an independent research company. The randomly selected representative sample consists of 400 residential and 200 business customers (both owners and renters). Full survey results are available on Council's website.

The Customer Satisfaction Survey provides Council with feedback about the appropriateness of each of its key services including some asset classes, and this information is used in the development of the Delivery Program and Asset Management Plans to ensure areas that are not meeting community expectation are reviewed and ultimately improved. It is clear from the most recent surveys that the North Sydney community expects the current level of service to be retained and is happy with what is currently being delivered.

Table 13 details 2023 resident and business satisfaction including comparison with the 2020 results.

Table 13: Customer Satisfaction Survey Results* – Asset Related Services

Service/Function	Category	2023	2023 v 2020 (% difference)
Maintenance of parks, ovals and bushland areas	Residents	95%	4%
Recreation facilities	Residents	84%	2%
Appearance of local village centres	Residents	93%	15%
Look and feel of commercial areas and villages	Businesses	87%	13%
Appearance of public spaces in the North Sydney CBD	Residents	91%	18%
Maintenance of commercial areas	Residents	64%	-9%
Appearance of public spaces in the North Sydney CBD	Businesses	90%	20%
Maintenance of local roads and footpaths	Residents	82%	9%
	Businesses	84%	11%
Pedestrian and cycle paths	Residents	66%	14%
Community centres and facilities	Residents	96%	46%

*Percentage of respondents who are at least somewhat satisfied with the services

Council should further develop these service levels in Asset Management Plans for each major asset class. This will improve the link between service levels and costs of service delivery. It will give a tool for community consultation and better inform decision-making on service levels and costs in setting budgets.

IMPROVEMENT PLAN

A whole-of-organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans need to be based on accurate data and require detailed valuations to be done on a periodic basis. Accurate valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within *Asset Management Plans*:

Asset	Last comprehensive valuation (Year)	Comprehensive valuation to be performed
Land:		
Operational Land	2022	Planned for 2025
Community Land	2023	No later than 2026
Crown Land	2023	No later than 2026
Depreciable Land Improvements	2022	No later than 2027
Infrastructure:		
Buildings – non-specialised	2023	No later than 2028
Buildings – specialised	2023	No later than 2028
Other Structures	2021	Schedule to be determined
Roads	2020	Planned for 2025
Footpaths	2020	Planned for 2025
Stormwater Drainage	2020	Planned for 2025
Swimming Pools	2018	Planned for 2025
Other Assets:		
Other Open Space and Recreation Assets	2020	Planned for 2025
Other Infrastructure	2023	No later than 2028
Heritage Collections	2021	Schedule to be determined

Further development of service levels is required to ensure that assets are meeting community needs. The quality, function, capacity and use of Council assets should be examined in detail and expanded through community engagement.

RESOURCING

The sustainable management of assets is a 'whole of council' responsibility, recognised at all levels within the organisation. Council has undertaken a strategic level review of its asset management practices and systems to provide future direction and guidance for improving its asset management performance. Implementing these improvement actions will have strategic and corporate significance to Council.

Council's *Asset Management Strategy* is directly aligned with the vision and desired outcomes of the *Community Strategic Plan* and *Delivery Program*. Central to this is forecasting service delivery needs and the capacity to meet them on a short, medium and long-term basis.

The cost of implementing the *Asset Management Strategy* has been incorporated within Council's *Delivery Program* and *Long-Term Financial Plan*. However, it should be noted that this Strategy reflects Council's intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.



MONITORING AND EVALUATION

Council's Open Space and Infrastructure Division leads monitoring and reporting against the *Asset Management Strategy*, *Asset Management Policy* and *Asset Management Plans*. However, implementation requires cross-organisational collaboration.

Council must prepare its asset performance reports in accordance with statutory requirements and accounting standards.

Within five months after the end of each financial year, Council must prepare its Annual Report in respect to the implementation of its Operational Plan and Budget. This report includes:

- the assets acquired by Council during that year
- the assets held by Council at the end of that year, for each of Council's principal activities
- a report on the condition of the public assets under the control of Council as at the end of that year, together with an estimate (at current value) of the amount of money required to bring the works up to a satisfactory standard, an estimate (at current value) of the annual expense of maintaining the works at that standard, and Council's program of maintenance for that year in respect of the works

The results in Council's Annual Report on the condition of infrastructure assets (reported in Council's Financial Statements) are used to inform funding requirements for assets to ensure that the service levels provided by infrastructure assets are maintained in line with the performance indicators detailed in the *Delivery Program*. Council will also continually monitor and review the condition of its infrastructure assets, the levels of service these assets provide, and any funding gaps. This data will be then used to inform and update *Asset Management Plans* and the *Asset Management Strategy*.



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TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषाया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सिडनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषाए के लिए अनुरोध करें। यह एक निःशुल्क सेवा है।

JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス (TIS) にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつなぐように伝えてください。当サービスは無料です。

PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02) 9936 8100. Este es un servicio gratuito

KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100 번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.

Asset Management Strategy – Submissions and responses

Please note, submissions have been ordered so that similar submissions are grouped together.

No.	Submission	Response
AMS001	I accept that assets have to be maintained. Maintenance should take place as needed and not deferred.	The respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
AMS002	Council should be seeking greater investment from the community through greater rates increases to take all of Councils assets to "good" and not leave a legacy of deteriorating assets for the next generation.	The respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
AMS003	It is essential to maintain Council's assets because they are valuable in themselves and because they provide the community with the means to function as a community. Planning for population growth will also require new facilities. Hence I support the increase that will allow Council to do this.	The respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
AMS004	It is plain that there are costs involved in upkeep of assets etc etc	The respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
AMS005	Please continue the good work in this area however at this point until trust between Council and the community is rebuilt I do not support a rate increase designed to bring the overall infrastructure condition level beyond satisfactory. I would be happy to support further rate increases in future years to bring asset conditions to a higher level.	The respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.
AMS006	I am fully supportive of planned maintenance. Asset management has been allowed to decline. The case has been made to restore the Assets to a minimum satisfactory level so that the backlog can be tackled and urgent repair done as necessary..	The respondent's general support for this Strategy is noted. With no actionable information, Council cannot put forward any changes as a result of this submission.

AMS007	<p>North Sydney Council is be commended on its methodical approach to asset upkeep vs other councils 2. Having identified the future asset upkeep cost my view it would be wrong to keep deferring it to future generations, but perhaps the inclusion of category 4 assets could be ramped up over say 5 years. 3. I've previously written to the Mayor to suggest the sale of at least some of the \$57m of Investment Assets shown in the balance sheet to part repay the NSOP debt. The Mayor has told me in broad terms what these assets are and I understand that Council is aware of the possibility but is reluctant to sell at fire sale prices. I note interest rates are expected to fall soon and this should cause current values on these properties to rise. My view remains that some of these assets should be sold</p>	<p>The respondent's comment is not specifically related to the draft Asset Management Strategy. Council cannot put forward any changes as a result of this submission.</p>
AMS008	<p>Feedback on the Updated Asset Management Strategy</p> <ol style="list-style-type: none"> 1. Addressing Asset Backlogs and Maintenance While the strategy acknowledges the importance of addressing infrastructure renewal backlogs, it must prioritise essential maintenance and renewal over expansion or upgrades. This approach is critical to ensuring public safety and service reliability without overextending the council's already constrained resources. 2. Need for Alternative Funding Sources The council must explore alternative funding mechanisms to support the Asset Management Strategy. Relying solely on rate increases or reallocation from existing budgets is unsustainable and risks further burdening ratepayers. Options to consider include: Grants: Aggressively pursuing state and federal grants for infrastructure renewal. Public-Private Partnerships (PPPs): Leveraging partnerships for co-funded asset development or upgrades. 	<p>The respondent's comment is not specifically related to the draft Asset Management Strategy. Council cannot put forward any changes as a result of this submission.</p>

	<p>Divestment of Non-Core Assets: Selling or repurposing underperforming or non-essential assets to reinvest in critical infrastructure.</p> <p>Cost-Cutting Measures</p> <p>Before committing to substantial expenditure on asset management, the council must identify cost-saving opportunities in other areas. This includes:</p> <p>Reducing Non-Essential Spending: Halting or deferring non-critical projects.</p> <p>Streamlining Operations: Improving internal efficiencies and cutting administrative overheads.</p> <p>Reassessing Project Portfolios: Ensuring only high-priority projects aligned with community needs proceed.</p> <p>3. Transparency and Community Engagement</p> <p>Ratepayers need assurance that funds allocated to asset management will be used effectively. The strategy must include:</p> <ul style="list-style-type: none"> • Detailed, transparent reporting on how funds are spent and the outcomes achieved. • Community consultation to ensure asset priorities reflect public needs and preferences. <p>5. Realistic Implementation Targets</p> <p>The strategy must set realistic goals, particularly in light of the council's financial challenges. Clear timelines, cost projections, and accountability measures are essential to ensure successful implementation without further financial strain.</p> <p>6. Focus on Core Asset Renewal</p> <p>The council must prioritise maintaining and renewing existing assets over developing new infrastructure. Expanding the asset base without addressing current backlogs risks further compounding financial and operational challenges.</p>	
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	<p>Summary</p> <p>The Asset Management Strategy must be grounded in financial realism, with a focus on maintaining existing infrastructure and seeking alternative funding sources. Ratepayers should not be expected to bear the cost of poor financial management, and the council must demonstrate cost discipline and transparency. By cutting non-essential expenses, exploring innovative funding options, and engaging the community, the strategy can achieve its objectives responsibly and sustainably.</p>	
AMS009	<p>Definitions for asset condition categories need to be included, (Only the footpath definition was included in the AMP). Include % of assets, count of assets or some other physical measure to inform of how many assets are in each condition category.</p>	<p>Respondent's comment is noted. All asset category conditions, and condition indexes and details are included within the AMPs.</p>
AMS010	<p>More regular proactive maintenance should be considered rather than refurbishment of assets left improperly maintained</p>	<p>Respondent's comments are noted. The AMS proposes the cyclic renewal of assets, which is regarded as proactive maintenance.</p>
AMS011	<p>An asset strategy should principally be about how the organisation intends to maintain its assets to achieve their design purpose. The fact that you have done a review and found issues has two inter-related implications:</p> <ol style="list-style-type: none"> 1. The existing maintenance strategy was ineffective which by the way is extraordinary given the state of knowledge in this field in this day and age; and/or 2. Council did not provide the resources needed to implement the strategy <p>Either way, further evidence of a lack of competence in basic council activity.</p>	<p>The AMS details the current state of Council's assets and funding requirements to meet certain service levels for infrastructure and property assets. Council is obligated to have an AMS which is consistent and integrated with integrated planning and reporting documentation. This update was undertaken to adhere to this, given other integrated planning and reporting documentation has also been updated.</p>
AMS012	<p>It is not clear what is spent on an annual basis on Asset Management and the increases required over the 10 year period in the LTFP. Improved transparency in these numbers</p>	<p>The LTFP details what is forecast to be spent on renewals over the 10-year period.</p>

	would enable a response to be made. There is no clear way from the LTFP to decipher the ongoing financial commitments and thus justify any of the options in question 9.	
AMS013	The Council should only proceed with the updated Asset Management Strategy when it can afford it. Given its current financial position, I would have preferred to see options on how the Council can also save money in areas where it can cut back on expenditure.	The AMS details the current state of Council's assets and funding requirements to meet certain service levels for infrastructure and property assets. Council is obligated to have an AMS which is consistent and integrated with integrated planning and reporting documentation. This update was undertaken to adhere to this, given other integrated planning and reporting documentation has also been updated.
AMS014	See answer to 6. The AMS assumes that a number of currently planned capital projects should proceed. This needs to be revisited and the AMS reconsidered so that an option is that capital is not expended on projects the community may no longer wish to pay for, but can be expended instead on maintaining assets at acceptable levels.	The AMS does not propose individual capital projects. The AMS provides the framework for Council's individual Asset Management Plans for the various asset categories that included ten-year future funding predictions to inform Council's Long-Term Financial Plan and Budget, which informs Council's ability to undertake specific capital projects.
AMS015	I had a brief review of the Asset Management Strategy, and whilst it does provide a breakdown of the asset portfolio, it would have been appreciative how this translated to the 10 year asset management plans, and to review the capex/opex cashflow forecasts, to provide the insights based on a cost, risk performance dimension. However, I note a statement I cited - Explore opportunities to enhance outdoor fitness equipment in North Sydney. I pass the fitness station at Anderson Park, and I have only seen this being used once. I really think expanding this to other parks, should be carefully considered, with other critical priorities.	The AMS has been updated along with the AMPs to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Risk, costs and priorities are detailed in the AMPs.
AMS016	The Asset Management Plan/Strategy as presented is flawed as it does not properly address the level of condition required by rate payers for various assets. Raising all assets to one high standard (and that standard level is undefined in the AM strategy) is not the approach for professional asset management of infrastructure assets. I am bewildered at the	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Council periodically undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation. Level of

	<p>staggering amount of roads that are shown as being in disrepair and requiring enormous sums to raise the road standard to a standard of "satisfactory" - whatever that means. Perhaps it is correct, but I feel, as a resident that does travel through the North Sydney area regularly that the status of poor condition is over-stated and enlarged. Generally, there is nothing wrong with bringing infrastructure up to a level of "satisfactory" so that it requires maintenance to keep it there, as that is often the most cost-effective approach. I have extensive experience in infrastructure asset management for railways (ARTC in particular), and overseas as a consultant, and the approach used internationally for asset management plans is based on need and level of service, however council's plan does not use this approach it seems. If need for condition improvement is driven by the rate payers demand for aesthetic beauty (say) then that needs to be dealt with, but for aspects such as roads, a level of satisfactory for service is quite sufficient, and regular maintenance is applied. As well, the approach shown in the AMP appears to be a lot of unnecessary cost numbers. Total replacement cost is not the measure to determine how much should be spent on the maintenance of an asset. It is the condition of the asset and the predicted deterioration of that asset that should be used in budgeting for asset management. As such your charts are there to confuse the uninformed about how asset management is undertaken, and I feel your approach lacks merit. Over the coming 12 months I suggest that the AMP is recast by professionals who know about infrastructure asset management and represented to the rate payers for their understanding. The outcome of such an approach could well demonstrate that less funds are needed in the short to medium term.</p>	<p>service requires community consultation prior to adoption by Council. This will be revisited in the future.</p>
AMS017	<p>The strategy does not adequately outline how the management of assets will directly benefit ratepayers. For</p>	<p>The AMS encompasses the management of existing assets, which have been created as a result of community consultation over</p>

	<p>example, with significant projects like the North Sydney Olympic Pool redevelopment, there is no clear articulation of how these assets will improve the quality of life for residents who are funding them.</p> <p>North Sydney has the least parklands per capita in the state, which is a significant issue for residents. The strategy does not provide a clear plan to address this critical shortfall in public green spaces. Children need a place to play sport and to run around. Particularly so given the significant increase to density that is planned without a solution for an increase to green space.</p> <p>While the strategy outlines the need for ongoing maintenance and investment, it lacks sufficient detail on how funds will be allocated and how residents can track progress.</p> <p>There appears to be a disproportionate focus on high-cost, high-visibility projects like the Olympic Pool redevelopment, while more routine but essential services (e.g., footpath maintenance, tree planting) may not receive adequate attention.</p> <p>The strategy does not account for the financial challenges faced by residents in a cost-of-living crisis. Major investments in assets should be tempered with sensitivity to current economic pressures.</p>	<p>many years. The AMS provides the framework for Council's individual Asset Management Plans for the various asset categories that included ten-year future funding predictions to inform Council's Long-Term Financial Plan and Budget, which informs Council's ability to undertake specific capital projects.</p>
AMS018	<p>The Asset Management Strategy is flawed as it doesn't consider a review if the Asset is needed, could be retired, or if there is another solution to improve a return on Investment. If the council hasn't been able to maintain its current assets, then this shows that poor management practices are in place which indicates incompetence at the executive level. Removal of the senior management and reappraisal to include options</p>	<p>The Respondent's comments are noted. The AMS is the primary document that sets the framework for the ongoing management of assets. Council's draft Governance strategy includes an action to review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.</p>

	of divesting of the asset should be done 1st before asking for more money. If you can't manage what you have, then you shouldn't be managing it at all.	
AMS019	Why has Level 4 been included for the first time (unlike other Councils)	Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS020	The update to the Asset Management strategy appears to be based on misleading statistics. Every other council in greater Sydney (bar Camden council) only calculates the rate based on infrastructure in very poor condition. While North Sydney Council is in apparent financial crisis, it is not the time to upgrade infrastructure that is not urgent and also inflate the figures. This does not need to be forever, and ideally things in	Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements

	poor condition would obviously be upgraded, but now is not the time to change this definition.	and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS021	<p>Given the current cost constraints, the Asset Management Strategy should continue to focus on maintaining assets at a "satisfactory level" (as outlined on page 28) and only commit to achieving a "good" standard in exceptional circumstances where there is a clear and near-term economic benefit.</p> <p>However, the Asset Management Strategy has not quantified the potential benefits of divesting non-core assets to reduce the council's exposure to significant ongoing upgrade and maintenance costs. Given that the cost to bring Operational Property (Table 12) to a satisfactory level is \$62 million—representing 42% of the total upgrade budget—and that the forward 10-year funding for property upgrades is \$99 million, or 26% of the total depreciation and upgrade budget, it is worth exploring whether there are opportunities to divest certain assets that have limited future value for the community or can more efficiently operated by private</p>	<p>Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a</p>

	interests.	recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS022	<p>Please refer to my response in 6 which covers the Asset Management Plan.</p> <p>In summary the year 10 current ration of over 5 is well above benchmark of 1.5.</p> <p>The financial situation which NSC is in due to bad management and poor governance of the previous councils means that asset plan of bringing everything to "good" in the timetable proposed cannot be supported. There are some assets that should be maintained to "satisfactory" and some through a risk analysis been brought to "good". This will be governed by the capacity of the NSC balance sheet.</p>	<p>Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.</p>
AMS023	The provide necessary investments do not line up with the reports provided in former years. Suddenly much higher costs	Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation

	are stated and the assumption provided do not line up with how other Sydney basin councils base their calculations on.	is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS024	The updated Asset Management Strategy is not feasible unless Council has the funds to deliver it. Where no funds are available Council should be re-working its strategy NOT putting rates up by more than 100% in perpetuity.	The Respondent's comments are noted. The AMS is the primary document that sets the framework for the ongoing management of assets.
AMS025	I object to including asset condition 4 items which appear to have increased the forecast spending by close to \$100m. There has been no case made to me that justifies such a step change increase which is way above all other Councils (except Camden)	Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of

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AMS026	<p>Based on the information provided by another resident of the local council area, it is unforgiven that NSC have not disclosed that the basis of the calculation has changed and that an addition category has been included.</p> <p>NSC Councillors should investigate whether there was a deliberate intent to deceive them.</p>	<p>Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the</p>

		North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS027	It has been identified that Council has recently changed the manner in which its infrastructure backlog figure is calculated. Council must revert to its previous methodology in circumstances where it is relying on this figure for a massive increase in rates. Moving forward Council should consult on changing its methodology so that future rate increase proposals can be analysed by ratepayers.	Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS028	I believe the AM Strategy is flawed, given there was a change in the way Council accounted for its assets in the 2022/2023 accounts. I feel it would be better to have an external body appointed	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Council periodically

	to look at and consider these Strategies, people with more expertise than Council.	undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation.
AMS029	Is there a credible Asset Protocol	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Council periodically undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation.
AMS030	I would prefer consistency with prior year condition assessment protocol that is in line Office of Local Government norms	Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates. The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets. North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2). At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.
AMS031	There are a lot of words in this document (as with the others). Isn't asset management (protecting the asset) a key	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated

	function of the Council? Why isn't/wasn't this asset management assessment carried out as a usual part of business. While all these words look great, how as the rate payer, can we be assured due diligence is being done/will be done. Is there an independent audit carried out? Why wasn't it done in the past -- which likely would have highlighted the issue.	planning and reporting documentation. Council periodically undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation. Internal and external audits are periodically undertaken for various departments writing Council.
AMS032	Planning Assumptions (p28) provides insufficient detail about the reasons and implications of the proposed change in the definition of 'satisfactory standard'.	Response noted. This section has been updated.
AMS033	Council is misrepresenting to ratepayers the actual infrastructure backlog through councils decision to amend its definition without providing ratepayers notice of this amendment. This style of scare tactic continues to highlight Council's lack of transparency, incompetence and inability to correctly manage ratepayers money	Response noted. AMS and AMPs have been updated to communicate consistent messaging regarding 'Cost to bring to Satisfactory'
AMS034	Complete lack of transparency in terms of how assets are now categorised to justify renewal and maintenance - to increase rates, misaligned with previous approach and the majority of other Councils.	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Council periodically undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation.
AMS035	Focus only on repairing assets that would result in injury or additional financial losses. Do not start any new projects. Why has the infrastructure backlog costs increased to dramatically as compared to previous years.	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Council periodically undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation.
AMS036	• Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in the Draft Asset Management Strategy 2025-35.	Council's AMPs have been updated along with the AMS to ensure that they are consistent with Council's integrated with integrated planning and reporting documentation. Council periodically

	<ul style="list-style-type: none"> Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical understanding of the maintenance issues associated with their centres. <p>A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.</p>	undertakes detailed condition assessments of all its assets to inform planning, risk assessment and prioritisation.
AMS037	<p>It needs to be independently tested and reviewed.</p> <p>As presented it lacks credibility.</p>	
AMS038 - 058	<p>There were 21 submissions for the Asset Management Strategy (AMS) containing comments suggesting that Council should divest from its held assets to various degrees.</p> <p>These submissions contain views ranging from selling non-functional assets to selling all assets.</p> <p>Refer to the table of all submissions, and the AMS reference numbers for specific submissions.</p>	The Respondent's comment is noted. Action 8.3 of Council's draft Governance Strategy is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy and will be considered following the review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.
AMS059	<p>Why not cut back on expenses and sell assets instead of overcharging residents for a swimming pool that many wont use.</p>	The Respondent's comment is noted. Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns

		<p>with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.</p> <p>Additionally, action 8.1 of the draft Governance Strategy identifies that Council will "Prepare a financial strategy to repair Council's financial situation and deliver an operating surplus each year.". Council's Strategic Direction 6, "Commit to efficiency and value for money in service delivery" also contains 6 actions, including action 6.6 to "Develop and implement a program evaluation framework to assess whether programs are delivering value and determine whether they should be continued."</p>
AMS060	<p>You are a council, fix the assets that need fixing and ditch/sell the pool.</p> <p>I'm happy to pay an increased rate charge, but give me reduced fee access to the pool and other facilities.</p>	<p>The Respondent's comment is noted. Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.</p> <p>Operational decisions on fees and charges for the North Sydney Olympic Pool and other facilities do not form part of the Asset Management Strategy (AMS). Council cannot put forward any changes to the AMS as a result of the submission.</p>

AMS061	Non critically essential council owned and maintained assets must be reduced along with the services they support and the people employed to provide them in favour of shifting the obligation to build and maintain these assets by private developers.	The Respondent's comment is noted. Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.
AMS062	This whole process is a disgrace and the council is only presenting options that suit it and not the ratepayers of North Sydney. They need to be more creative on finding new funding. Sell the pool site, or sell other assets. Raping the ratepayers is not the only solution.	<p>The Respondent's comment is noted. Extensive consultation was undertaken in relation to the proposed Special Rate Variation (SRV) prior to Council's proposal.</p> <p>Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.</p>
AMS063	Council is in a declining financial position due to its own negligence. The council members need to be held personally liable for the appalling state of affairs. The entire council should be sacked and independent external managers appointed. Assets need to be sold to fund the current dire financial position this council has put residents in.	The Respondent's comment is noted. Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the

		<p>review of these assets under their respective Asset Management Plans. The Respondent's comments on divestment will be considered in other plans following this review.</p> <p>Councillors are elected by the residents of North Sydney Council. All current Councillors were elected following Local Government Elections in September 2024. The Independent Pricing and Regulatory Tribunal (IPART) and Independent Commission against Corruption (ICAC) operate to investigate substantiated claims in the Local Government sector. Council has no role in such determinations, and supports any inquiries made by these independent regulatory bodies.</p>
AMS064	Council should explore avenues to reduce on going costs, asset sales and restructure prior to any SRV.	<p>The Respondent's comment is noted. Extensive consultation was undertaken in relation to the proposed Special Rate Variation (SRV) prior to Council's proposal.</p> <p>Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.</p>
AMS065	<p>There should be a careful but vigorous sale of all non core property assets. eg all shops owned by the Council (on Miller and Ridge streets) which effectively do not pay council rates should be sold at a profit that will maximize the property value with increased development and ensure rates are paid by the new owners.</p> <p>Council should make better use of its property. eg At a time</p>	<p>Action 8.3 of Council's draft Governance Strategy, is to "Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.". Strategic Direction 8 is to "Manage Council's finances through robust long-term planning and ongoing financial management ". Any asset investment or divestment determinations do not form part of the Asset Management Strategy, and will be considered following the</p>

	<p>when the electronic availability of information previously only available in printed form or subscriptions at libraries the library should be reduced in size and expense. All non residents ,including students should be required to pay a daily fee to use the library that covers the cost. Inter library loans of books should cease as they are generally more out than inwards.</p> <p>The space saved should be used to replace the old Council Chambers and office space in the old building. A meeting Room in the saved space could be used for multiple uses including the holding of Council Meetings with greater use of Tecnology to hold meeting by Video communication.</p> <p>An alternate use of the Old Council Chambers should be assessed, possible for profitable income like Boronia House or possibly demolition as the upkeep is a unnecessary drain of cash in a building that requires considerable repair and updating. As the Stanton Library could be better utilized as explained above to provide all of the necessary services, we do not require both buildings.</p> <p>The library should be reduced in size by about 50 % in 2 years.</p> <p>All sales of property should be considered before the Rate Increases are planned beyond the first year,</p> <p>If needed, we should consider selling the soon to be completed swimming center if the property can be sold for say \$180M to \$200M to a developer of expensive high-rise housing and entertainment purposes with a more modest Swimming center (possibly \$30M) like the new one at Lane Cove constructed on the land (St Leonard's Park) next to North Sydney Oval.</p>	<p>review of these assets under their respective Asset Management Plans. The Respondent's comments will be considered in other plans following this review.</p> <p>Additionally, action 6.4 of the Governance Strategy identifies that Council will "Review Council accommodation and technology to ensure an effective workplace environment and alignment with new ways of working following the COVID pandemic.".</p>
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AMS067 - 071	<p>These 6 submissions contained general comments on the Asset Management Strategy (AMS) or related Strategies/Plans.</p> <p>While mentioning assets, these submissions contained suggestions that fall outside of the scope of the AMS.</p> <p>Refer to the table of all submissions, and the AMS reference numbers for specific submissions.</p>	The Respondent's comments are noted; however, no change to the Asset Management Strategy can be put forward by Council as a result of this submission.	Commented [BA1]: Summary of general category
AMS072 - 074	<p>These 3 submissions contained general comments supporting the Asset Management Strategy (AMS) or related Strategies/Plans.</p> <p>While mentioning assets, these submissions contained suggestions that fall outside of the scope of the AMS.</p> <p>While mentioning assets, these submissions contained suggestions that fall outside of the scope of the AMS.</p>	The Respondent's general support for this Strategy is noted; however, no change can be put forward by Council as a result of this submission.	Commented [BA2]: Summary of General support category
AMS075	How effectively does the strategy communicate its goals and objectives to the community? Are there opportunities for increased transparency and public consultation in the asset management decision-making process? Does the strategy include a long-term financial plan for asset maintenance and renewal, ensuring the financial sustainability of these activities? Does it effectively identify and mitigate financial risks associated with asset management, such as unexpected maintenance costs or asset failures?	The Asset Management Strategy provides the framework for Individual Asset Management Plans for the various asset categories include ten-year future funding predictions with capital renewal requirements. These ten-year funding programs are fed into Council's Long-Term Financial Plan, which drives the annual Budget.	
AMS076 - 086	<p>These 11 submissions contained no comment, or an unclear comment on the Asset Management Strategy (AMS).</p> <p>Refer to the table of all submissions, and the AMS reference numbers for specific submissions.</p>	The Respondent has not provided a comment, or the comment provided is unclear. The Council cannot put forward any change to the Strategy as a result of this submission.	Commented [BA3]: Summary of 'no/unclear comment' category
AMS087 - 275	These 189 submissions contained comments that were not related to the Asset Management Strategy.	The Respondent's comment is not directly related to the Asset Management Strategy. No changes to the Strategy can be put forward by Council as a result of this submission.	Commented [BA4]: Summary of AMS - Non AMS category. Verbatim table contains full submissions.

	Refer to the table of all submissions, and the AMS reference numbers for specific submissions.	
AMS276	I am uncertain of the updated Asset Management Strategy.	The Respondent's uncertainty in relation to the AMS is noted.

Verbatim submissions

No.	Submission
AMS001	I accept that assets have to be maintained. Maintenance should take place as needed and not deferred.
AMS002	Council should be seeking greater investment from the community through greater rates increases to take all of Councils assets to “good” and not leave a legacy of deteriorating assets for the next generation.
AMS003	It is essential to maintain Council's assets because they are valuable in themselves and because they provide the community with the means to function as a community. Planning for population growth will also require new facilities. Hence I support the increase that will allow Council to do this.
AMS004	It is plain that there are costs involved in upkeep of assets etc etc
AMS005	Please continue the good work in this area however at this point until trust between Council and the community is rebuilt I do not support a rate increase designed to bring the overall infrastructure condition level beyond satisfactory. I would be happy to support further rate increases in future years to bring asset conditions to a higher level.
AMS006	I am fully supportive of planned maintenance. Asset management has been allowed to decline. The case has been made to restore the Assets to a minimum satisfactory level so that the backlog can be tackled and urgent repair done as necessary..
AMS007	North Sydney Council is be commended on its methodical approach to asset upkeep vs other councils 2. Having identified the future asset upkeep cost my view it would be wrong to keep deferring it to future generations, but perhaps the inclusion of category 4 assets could be ramped up over say 5 years. 3. I've previously written to the Mayor to suggest the sale of at least some of the \$57m of Investment Assets shown in the balance sheet to part repay the NSOP debt. The Mayor has told me in broad terms what these assets are and I understand that Council is aware of the possibility but is reluctant to sell at fire sale prices. I note interest rates are expected to fall soon and this should cause current values on these properties to rise. My view remains that some of these assets should be sold
AMS008	<p>Feedback on the Updated Asset Management Strategy</p> <p>1. Addressing Asset Backlogs and Maintenance</p> <p>While the strategy acknowledges the importance of addressing infrastructure renewal backlogs, it must prioritise essential maintenance and renewal over expansion or upgrades. This approach is critical to ensuring public safety</p>

	<p>and service reliability without overextending the council's already constrained resources.</p> <p>2. Need for Alternative Funding Sources</p> <p>The council must explore alternative funding mechanisms to support the Asset Management Strategy. Relying solely on rate increases or reallocation from existing budgets is unsustainable and risks further burdening ratepayers. Options to consider include:</p> <ul style="list-style-type: none"> • Grants: Aggressively pursuing state and federal grants for infrastructure renewal. • Public-Private Partnerships (PPPs): Leveraging partnerships for co-funded asset development or upgrades. • Divestment of Non-Core Assets: Selling or repurposing underperforming or non-essential assets to reinvest in critical infrastructure. <p>3. Cost-Cutting Measures</p> <p>Before committing to substantial expenditure on asset management, the council must identify cost-saving opportunities in other areas. This includes:</p> <ul style="list-style-type: none"> • Reducing Non-Essential Spending: Halting or deferring non-critical projects. • Streamlining Operations: Improving internal efficiencies and cutting administrative overheads. • Reassessing Project Portfolios: Ensuring only high-priority projects aligned with community needs proceed. <p>4. Transparency and Community Engagement</p> <p>Ratepayers need assurance that funds allocated to asset management will be used effectively. The strategy must include:</p> <ul style="list-style-type: none"> • Detailed, transparent reporting on how funds are spent and the outcomes achieved. • Community consultation to ensure asset priorities reflect public needs and preferences. <p>5. Realistic Implementation Targets</p> <p>The strategy must set realistic goals, particularly in light of the council's financial challenges. Clear timelines, cost projections, and accountability measures are essential to ensure successful implementation without further financial strain.</p> <p>6. Focus on Core Asset Renewal</p> <p>The council must prioritise maintaining and renewing existing assets over developing new infrastructure. Expanding the asset base without addressing current backlogs risks further compounding financial and operational challenges.</p>
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	<p>Summary</p> <p>The Asset Management Strategy must be grounded in financial realism, with a focus on maintaining existing infrastructure and seeking alternative funding sources. Ratepayers should not be expected to bear the cost of poor financial management, and the council must demonstrate cost discipline and transparency. By cutting non-essential expenses, exploring innovative funding options, and engaging the community, the strategy can achieve its objectives responsibly and sustainably.</p>
AMS009	Definitions for asset condition categories need to be included, (Only the footpath definition was included in the AMP). Include % of assets, count of assets or some other physical measure to inform of how many assets are in each condition category.
AMS010	More regular proactive maintenance should be considered rather than refurbishment of assets left improperly maintained
AMS011	<p>An asset strategy should principally be about how the organisation intends to maintain its assets to achieve their design purpose. The fact that you have done a review and found issues has two inter-related implications:</p> <ol style="list-style-type: none"> 1. The existing maintenance strategy was ineffective which by the way is extraordinary given the state of knowledge in this field in this day and age; and/or 2. Council did not provide the resources needed to implement the strategy <p>Either way, further evidence of a lack of competence in basic council activity.</p>
AMS012	It is not clear what is spent on an annual basis on Asset Management and the increases required over the 10 year period in the LTFP. Improved transparency in these numbers would enable a response to be made. There is no clear way from the LTFP to decipher the ongoing financial commitments and thus justify any of the options in question 9.
AMS013	The Council should only proceed with the updated Asset Management Strategy when it can afford it. Given its current financial position, I would have preferred to see options on how the Council can also save money in areas where it can cut back on expenditure.
AMS014	See answer to 6. The AMS assumes that a number of currently planned capital projects should proceed. This needs to be revisited and the AMS reconsidered so that an option is that capital is not expended on projects the community may no longer wish to pay for, but can be expended instead on maintaining assets at acceptable levels.

AMS015	I had a brief review of the Asset Management Strategy, and whilst it does provide a breakdown of the asset portfolio, it would have been appreciative how this translated to the 10 year asset management plans, and to review the capex/opex cashflow forecasts, to provide the insights based on a cost, risk performance dimension. However, I note a statement I cited - Explore opportunities to enhance outdoor fitness equipment in North Sydney. I pass the fitness station at Anderson Park, and I have only seen this being used once. I really think expanding this to other parks, should be carefully considered, with other critical priorities.
AMS016	The Asset Management Plan/Strategy as presented is flawed as it does not properly address the level of condition required by rate payers for various assets. Raising all assets to one high standard (and that standard level is undefined in the AM strategy) is not the approach for professional asset management of infrastructure assets. I am bewildered at the staggering amount of roads that are shown as being in disrepair and requiring enormous sums to raise the road standard to a standard of "satisfactory" - whatever that means. Perhaps it is correct, but I feel, as a resident that does travel through the North Sydney area regularly that the status of poor condition is over-stated and enlarged. Generally, there is nothing wrong with bringing infrastructure up to a level of "satisfactory" so that it requires maintenance to keep it there, as that is often the most cost-effective approach. I have extensive experience in infrastructure asset management for railways (ARTC in particular), and overseas as a consultant, and the approach used internationally for asset management plans is based on need and level of service, however council's plan does not use this approach it seems. If need for condition improvement is driven by the rate payers demand for aesthetic beauty (say) then that needs to be dealt with, but for aspects such as roads, a level of satisfactory for service is quite sufficient, and regular maintenance is applied. As well, the approach shown in the AMP appears to be a lot of unnecessary cost numbers. Total replacement cost is not the measure to determine how much should be spent on the maintenance of an asset. It is the condition of the asset and the predicted deterioration of that asset that should be used in budgeting for asset management. As such your charts are there to confuse the uninformed about how asset management is undertaken, and I feel your approach lacks merit. Over the coming 12 months I suggest that the AMP is recast by professionals who know about infrastructure asset management and represented to the rate payers for their understanding. The outcome of such an approach could well demonstrate that less funds are needed in the short to medium term.
AMS017	<p>The strategy does not adequately outline how the management of assets will directly benefit ratepayers. For example, with significant projects like the North Sydney Olympic Pool redevelopment, there is no clear articulation of how these assets will improve the quality of life for residents who are funding them.</p> <p>North Sydney has the least parklands per capita in the state, which is a significant issue for residents. The strategy</p>

	<p>does not provide a clear plan to address this critical shortfall in public green spaces. Children need a place to play sport and to run around. Particularly so given the significant increase to density that is planned without a solution for an increase to green space.</p> <p>While the strategy outlines the need for ongoing maintenance and investment, it lacks sufficient detail on how funds will be allocated and how residents can track progress.</p> <p>There appears to be a disproportionate focus on high-cost, high-visibility projects like the Olympic Pool redevelopment, while more routine but essential services (e.g., footpath maintenance, tree planting) may not receive adequate attention.</p> <p>The strategy does not account for the financial challenges faced by residents in a cost-of-living crisis. Major investments in assets should be tempered with sensitivity to current economic pressures.</p>
AMS018	The Asset Management Strategy is flawed as it doesn't consider a review if the Asset is needed, could be retired, or if there is another solution to improve a return on Investment. If the council hasn't been able to maintain it's current assets, then this shows that poor management practices are in place which indicates incompetence at the executive level. Removal of the senior management and reappraisal to include options of divesting of the asset should be done 1st before asking for more money. If you can't manage what you have, then you shouldn't be managing it at all.
AMS019	Why has Level 4 been included for the first time (unlike other Councils)
AMS020	The update to the Asset Management strategy appears to be based on misleading statistics. Every other council in greater Sydney (bar Camden council) only calculates the rate based on infrastructure in very poor condition. While North Sydney Council is in apparent financial crisis, it is not the time to upgrade infrastructure that is not urgent and also inflate the figures. This does not need to be forever, and ideally things in poor condition would obviously be upgraded, but now is not the time to change this definition.
AMS021	Given the current cost constraints, the Asset Management Strategy should continue to focus on maintaining assets at a "satisfactory level" (as outlined on page 28) and only commit to achieving a "good" standard in exceptional circumstances where there is a clear and near-term economic benefit. However, the Asset Management Strategy has not quantified the potential benefits of divesting non-core assets to reduce the council's exposure to significant ongoing upgrade and maintenance costs. Given that the cost to bring

	Operational Property (Table 12) to a satisfactory level is \$62 million—representing 42% of the total upgrade budget—and that the forward 10-year funding for property upgrades is \$99 million, or 26% of the total depreciation and upgrade budget, it is worth exploring whether there are opportunities to divest certain assets that have limited future value for the community or can more efficiently operated by private interests.
AMS022	Please refer to my response in 6 which covers the Asset Management Plan. In summary the year 10 current ration of over 5 is well above benchmark of 1.5. The financial situation which NSC is in due to bad management and poor governance of the previous councils means that asset plan of bringing everything to "good" in the timetable proposed cannot be supported. There are some assets that should be maintained to "satisfactory" and some through a risk analysis been brought to "good" . This will be governed by the capacity of the NSC balance sheet.
AMS023	The provide necessary investments do not line up with the reports provided in former years. Suddenly much higher costs are stated and the assumption provided do not line up with how other Sydney basin councils base their calculations on.
AMS024	The updated Asset Management Strategy is not feasible unless Council has the funds to deliver it. Where no funds are available Council should be re-working its strategy NOT putting rates up by more than 100% in perpetuity.
AMS025	I object to including asset condition 4 items which appear to have increased the forecast spending by close to \$100m. There has been no case made to me that justifies such a step change increase which is way above all other Councils (except Camden)
AMS026	Based on the information provided by another resident of the local council area, it is unforgiven that NSC have not disclosed that the basis of the calculation has changed and that an addition category has been included. NSC Councillors should investigate whether there was a deliberate intent to deceive them.
AMS027	It has been identified that Council has recently changed the manner in which its infrastructure backlog figure is calculated. Council must revert to its previous methodology in circumstances where it is relying on this figure for a massive increase in rates. Moving forward Council should consult on changing its methodology so that future rate increase proposals can be analysed by ratepayers.
AMS028	I believe the AM Strategy is flawed, given there was a change in the way Council accounted for its assets in the 2022/2023 accounts.

	I feel it would be better to have an external body appointed to look at and consider these Strategies, people with more expertise than Council.
AMS029	Is there a credible Asset Protocol
AMS030	I would prefer consistency with prior year condition assessment protocol that is in line Office of Local Government norms
AMS031	There are a lot of words in this document (as with the others). Isn't asset management (protecting the asset) a key function of the Council? Why isn't/wasn't this asset management assessment carried out as a usual part of business. While all these words look great, how as the rate payer, can we be assured due diligence is being done/will be done. Is there an independent audit carried out? Why wasn't it done in the past -- which likely would have highlighted the issue.
AMS032	Planning Assumptions (p28) provides insufficient detail about the reasons and implications of the proposed change in the definition of 'satisfactory standard'.
AMS033	Council is misrepresenting to ratepayers the actual infrastructure backlog through councils decision to amend its definition without providing ratepayers notice of this amendment. This style of scare tactic continues to highlight Council's lack of transparency, incompetence and inability to correctly manage ratepayers money
AMS034	Complete lack of transparency in terms of how assets are now categorised to justify renewal and maintenance - to increase rates, misaligned with previous approach and the majority of other Councils.
AMS035	Focus only on repairing assets that would result in injury or additional financial losses. Do not start any new projects. Why has the infrastructure backlog costs increased to dramatically as compared to previous years.
AMS036	<ul style="list-style-type: none"> • Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect, in the Draft Social Inclusion Strategy, largely concerns community asset planning and management. However, this is not referenced in the Draft Asset Management Strategy 2025-35. • Over the last decade maintenance of community centres has largely been reactive, rather than proactive. It would be good to see community centres listed as a specific asset sub-category, with a closer look taken at the current and future maintenance issues facing each of the existing community centres, all of which are older than 25 years. Review could be usefully conducted with Community Centre Managers, all of whom have a practical

	<p>understanding of the maintenance issues associated with their centres.</p> <p>A multiyear asset management plan used to be presented to Council as part of the annual review of the Joint Strategic Plans for each centre, for no apparent reason this practice ceased several years ago. It would be good to see this reinstated.</p>
AMS037	<p>It needs to be independently tested and reviewed.</p> <p>As presented it lacks credibility.</p>
AMS038	Stop keeping unused assets.
AMS039	Sell assets to create financial space. Don't put burden on rate payers who don't have choice to move.
AMS040	Sell some assets. that will alleviate the financial pressure rather than putting the burden back on to rate payers.
AMS041	Consider asset sales - including the pool.
AMS042	Assets should be sold and new activities avoided
AMS043	SELL OFF STREETS, ROADS, LANES, PARKING, LAND, ETC SO THAT THEY DON'T NEED NSC WORKS, MONEY
AMS044	Is the NS pool an asset or a liability?? Please sell it to NSW Govt so they can pick up the tab!!!
AMS045	Sell investment assets that have no community value to cover some of your costs
AMS046	Over time certain assets no longer benefit the community so should be disposed off (ie retail shops and landlord commercial offices and industrial spaces) and the proceeds allocated to new community beneficial projects and assets
AMS047	Council should sell assets to fund the swimming pool deficit.
AMS048	Sell some assets and do it quickly this needs to be a priority
AMS049	SELL ASSETS THAT ARE NOT FUNCTIONAL
AMS050	The Council should seriously review their overall spending and asset management. If assets are not viable consideration should be given to sale/rental.
AMS051	Sell if necessary to correct your now recently admitted poor financial position
AMS052	Assets should be sold to cover the overrun costs for the North Sydney Pool.

AMS053	more options should have been explored. eg: sell off commercial investment properties. the money could be used for Community based projects like repairing the Olympic Pool and the proposed N Sydney Oval upgrade
AMS054	Council should sell off some of assets such as apartment blocks to assist making up the shortfall.
AMS055	Sell any assets which are not part of a long term plan but keep the rest
AMS056	Don't be afraid to sell some assets to help fund the Olympic Pool debacle and please be very selective in the purchase of new assets.
AMS057	More aggressive asset sales should be explored
AMS058	Explore more asset sales to reduce or eliminate the need of the SRV.
AMS059	Why not cut back on expenses and sell assets instead of overcharging residents for a swimming pool that many won't use.
AMS060	You are a council, fix the assets that need fixing and ditch/sell the pool. I'm happy to pay an increased rate charge, but give me reduced fee access to the pool and other facilities.
AMS061	Non critically essential council owned and maintained assets must be reduced along with the services they support and the people employed to provide them in favour of shifting the obligation to build and maintain these assets by private developers.
AMS062	This whole process is a disgrace and the council is only presenting options that suit it and not the ratepayers of North Sydney. They need to be more creative on finding new funding. Sell the pool site, or sell other assets. Raping the ratepayers is not the only solution.
AMS063	Council is in a declining financial position due to its own negligence. The council members need to be held personally liable for the appalling state of affairs. The entire council should be sacked and independent external managers appointed. Assets need to be sold to fund the current dire financial position this council has put residents in.
AMS064	Council should explore avenues to reduce on going costs, asset sales and restructure prior to any SRV.
AMS065	There should be a careful but vigorous sale of all non core property assets. eg all shops owned by the Council (on Miller and Ridge streets) which effectively do not pay council rates should be sold at a profit that will maximize the property value with increased development and ensure rates are paid by the new owners.

	<p>Council should make better use of its property. eg At a time when the electronic availability of information previously only available in printed form or subscriptions at libraries the library should be reduced in size and expense. All non residents ,including students should be required to pay a daily fee to use the library that covers the cost. Inter library loans of books should cease as they are generally more out than inwards.</p> <p>The space saved should be used to replace the old Council Chambers and office space in the old building. A meeting Room in the saved space could be used for multiple uses including the holding of Council Meetings with greater use of Tecnology to hold meeting by Video communication.</p> <p>An alternate use of the Old Council Chambers should be assessed, possible for profitable income like Boronia House or possibly demolition as the upkeep is a unnecessary drain of cash in a building that requires considerable repair and updating. As the Stanton Library could be better utilized as explained above to provide all of the necessary services, we do not require both buildings.</p> <p>The library should be reduced in size by about 50 % in 2 years.</p> <p>All sales of property should be considered before the Rate Increases are planned beyond the first year,</p> <p>If needed, we should consider selling the soon to be completed swimming centre if the property can be sold for say \$180M to \$200M to a developer of expensive high-rise housing and entertainment purposes with a more modest Swimming centre (possibly \$30M) like the new one at Lane Cove constructed on the land (St Leonard's Park) next to North Sydney Oval.</p>
AMS066	The Asset Management Strategy seems reasonable; however, my earlier points regarding the SRV still stand. I'm not convinced there is a clear link between the Asset Management Strategy and the options provided in the SRV (they seem to significantly over-budget).
AMS067	Again, I would like council to asses existing assets and maybe lease out to business to run them in a more commercial manner
AMS068	Lease assets such they're run in a more commercial manner rather than the council trying to manage these assets. Council should consider selling assets (houses) to raise funds. Additionally there still appears to be large waste i.e. cycle path costing \$5million. Yes, the state government matches \$3 for every \$1. Council should consider a PPP with the pool or handover the pool to the state government.
AMS069	Council should look to achieve asset maintenance within current rates funding envelope. Council should look to options for amalgamation with adjacent councils to achieve greater efficiencies and reduce cost of delivery and

	unlock greater rate revenue to use for essential asset repairs and refresh. I am not supportive of any rates increases beyond the rate peg.
AMS070	Council should only be renewing and maintaining assets that are of service to the greater common in North Sydney Council. This includes roads, pavements, street lighting, libraries and parks. All other assets which pertain to minority interest groups rather than the greater common should be user pays and therefore the management and maintenance of such assets should be user pays. Such minority interest group assets include sports fields, fun parks, pools, sports centres, and other such assets.
AMS071	Your AMS is incoherent. Why the need to change the rates after agreeing on a budget.
AMS072	I agree with the proposal to implement an asset management strategy to ensure that services are provided in the most cost-effective manner, through the creation, acquisition, maintenance, operation, rehabilitation and disposal of asset. Please ensure the cost of doing so is spread over the life time of assets and not covered by current rate payers.
AMS073	Maintaining current Council-owned assets should be a priority, and renewing such assets at 'end of life' use is a necessity. This comes at a cost that the community needs to bear if we, the community, are to have continued access to these services. However, based on past performance of previous NS Councils, there has been a lack of due diligence in capably addressing these matters, and I would go so far as to say that Council was 'wilfully negligent' under the direction of Mayor Gibson.
AMS074	Clearly assets need to be maintained. Major maintenance undertakings should be supported by a business case
AMS075	How effectively does the strategy communicate its goals and objectives to the community? Are there opportunities for increased transparency and public consultation in the asset management decision-making process? Does the strategy include a long-term financial plan for asset maintenance and renewal, ensuring the financial sustainability of these activities? Does it effectively identify and mitigate financial risks associated with asset management, such as unexpected maintenance costs or asset failures?
AMS076	No comment
AMS077	Unclear
AMS078	Nil
AMS079	None

AMS080	No comment
AMS081	No comment.
AMS082	N/A
AMS083	Cant find the Updated Asset Managment Strategy (AMS) , but am familiar with AMS 2018/19 2027/28 and commend the Council for achieving a pleasant living environment.
AMS084	N/A
AMS085	As above.
AMS086	N/A
AMS087	It appears to me that this strategy requires optimisation. For example the Council appears to replacing all the kerb and guttering in Waverton whereas probably on some parts need replacement.
AMS088	The Asset Management Strategy should have been assessed ahead of throwing a hundred million dollars of cash on hand and debt at the North Sydney pool.
AMS089	Again, assets should look to be sold and financials recycled - the Council has no place as a major landowner for car parks and other such things.
AMS090	Unfocused priorities
AMS091	N/A
AMS092	Many of the voluntary planning agreements struck with developers result in the supply of additional built assets and facilities all requiring additional ongoing asset maintenance expenditures. These should cease and change to indexed longer term payments to Council. Sale of the swimming pool site should be considered (99 year lease etc) to fund a pool elsewhere.
AMS093	Council has mismanaged public funds and it is time the local government minister intervenes and the Council be put in administration. It is unacceptable to be coming to the community at this stage having had such a historical disregard for public funds. Perhaps if Council were in the business of approving considered development their would be more public funds for community infrastructure as per how most other Council's fund provision of such infrastructure. Seeking to more than double council rates over a period of 3 years has total disregard for the community and is frankly embarrassing for your constituency. It's time the state government intervened and an

	internal audit be had to the internal project managers / development team that ran the Sydney Olympic Pool and budget into the ground. I seriously wonder as to the legitimacy of this spending.
AMS094	delay until council can prove that it has the ability to manage projects
AMS095	As above
AMS096	See question 10
AMS097	Council have proven they are incapable of managing 'new initiatives'. A pool renovation for \$100+mill, that benefits so few people in the area? Seriously, we should dissolve council and appoint competent administrators to work through these issues and get back to financial stability.
AMS098	Is there an option to cease further work on the pool until council finances are in better shape or long term lease the site - a wonderful site that should be a council asset.
AMS099	I am very comfortable not paying additional money for maintaining or renewing assets, whether they be bus shelters, fences or pavements. Our assets are already at a high standard compared with many other councils and 'making do' with these assets is therefore hardly a sacrifice. Many councils would be delighted to have these assets as they are. Only spend on essential things as many people are having to do now. Reflect reality rather than a dream list - particularly as you are spending other people's money and particularly as it is the council that got itself into this mess.
AMS100	Make the North Sydney pool free to North Sydney residents. If we've paid to build it
AMS101	I suggest the council provides other options and detailed plan on how you are accountable.
AMS102	Shame on North Sydney Council.
AMS103	This entire proposal is disgraceful
AMS104	Just because you produce a detailed report (paid for by me and my neighbours) doesn't mean you can spend as you please.
AMS105	Find another way instead of slogging it to your constituents. Also your parking meters are an absolutely disgrace and so difficult and not user friendly at all. This model should have never been implemented considering a lot of your residents are elderly.

AMS106	Overall plan sounds ok, generally speaking. It is how it is implemented and carried out that will determine how well it will serve the community.
AMS107	This is a pretty obvious thing that any asset manager should have had planned for and saved for? What have you been doing??? Any assets has. A ten year maintenance cycle just like a strata? So where's all the money been going?
AMS108	This should have been sent my email to rate payers based on notice preference. Further waste. Why does this only talk about the minimum. I currently pay \$1800 per year so you are asking me to double this
AMS109	Why hasn't Council been on top of this information before? If these assets are not in good enough condition, Council should have known and remedied earlier. Potentially by not allowing this financial situation to get out of hand.
AMS110	Assets should sold or mothballed until in the ordinary course of business NSC can again fund them.
AMS111	The council is already over funded.
AMS112	As above
AMS113	Council Rate increase seems to be reviewed following the cost blow out of the Sydney Olympic Pool project. Residents should not be paying for the council's incompetence in managing this project. A preferred option should be a base rate increase as is - no special levy added to residents!
AMS114	The council should sell some assets!!
AMS115	No 60 storey skyscrapers to be built in LGA
AMS116	Council should stick to their knitting, doing major developments and building sporting facilities is not one of them
AMS117	See above.
AMS118	DISGUSTING!!! It is not the rate payers responsibility to bail you out of your financial mismanagement. Absolutely disgraceful that we have to cough up ridiculous amounts to fix a problem we not only didn't ask for but didn't cause. You're making it harder for families in a current cost of living crisis. You should be ashamed of yourselves.
AMS119	Why didn't Council have a clear understanding of this in the first place and at all times. That is what you are paid to do.
AMS120	Flawed. Descope instead and live within our means.

AMS121	<p>Poor management by council members who don't have any real work consequences are causing real world implications for residents.</p> <p>The inability for money to be recouped from council wages but just from residents is disgraceful</p>
AMS122	Terrible
AMS123	Infrastructure upgrades need to be debated. Why are there, for instance, no electric vehicle chargers as part of the plan?
AMS124	<p>Whoever approved the pool works should be fired</p> <p>Your financial mismanagement of public assets property and services should not be rewarded by pilfering the constituents</p>
AMS125	Note that Question 7, my answer is no increase
AMS126	<p>Dear Cr Baker and Ms Cole,</p> <p>I am writing in opposition to the dramatic rate rises that North Sydney Council has proposed.</p> <p>These proposed increases are out of touch with reality and Council should be looking internally to make amends for its own complete mismanagement, not imposing it on ratepayers - whatever their means. If it were private enterprise there would be severe repercussions and there would be no 'lifeline'.</p> <p>I urge North Sydney Council to reconsider this position and not unfairly burden local ratepayers and businesses.</p>
AMS127	Infrastructure to support the rezoning/TOD will be an impediment to maintaining built form. Quality will suffer at both ends and resource availability will be a major obstacle.
AMS128	Please see my comments in point 10 which also apply here.
AMS129	<p>This is utter incompetence, incumbent Zoe Baker for the last 3 years has put us in a terrible financial position and yet claims to be the saviour of our financial position. Zoe's plan for building a pool, and many other changes such as new parking meters have evidently been not only tone deaf, but financially irresponsible, and frankly reprehensible.</p> <p>Your schemes for resolving this matter only include significant increases to rates, where any sensible</p>

	<p>organisation in such financial ruin would be cutting expenses and selling off assets. Where is the option to cut back on our councillors' expenditures such as travelling to events around the country incl. flights, accommodation, meals all expensed from public money. Where is the option to cut back on the number and quality of events occurring which benefit the few whilst costing the many, until at least our financial position is strong enough to start bringing them back again.</p> <p>Frankly, these councillors are utterly clueless. There are no such sensible options as they are not capable of operating a council in the green and evidently have no experience in doing so, given the full 3 years of Zoe Bakers incumbency has led to perhaps the most embarrassing moment for our council in history. I suggest to all residents that we fight back against this ridiculous proposal in favour of common sense.</p>
AMS130	The current funding situation is the result of council incompetence. The North Sydney pool site should be disposed of as it is of little benefit to most residents and ratepayers. Councillor and non-customer facing expenses should be cut.
AMS131	<p>Charge schools the equivalent of rates as they are increasingly heavy users of public assets as they overdevelop their land.</p> <p>Residents should only pay subsidised reduced fees to use the pool. Council needs to show fiscal responsibility and cost reductions while maintaining basic amenity in nth Sydney in any options not just variations of increases. Financial and management incompetence. Unacceptable.</p>
AMS132	Get the funds for your totally inadequate handling of finances from the Government and resign.
AMS133	I would like to see more information of the Swimming Centre and its long-term viability and its positive revenue contribution to the Council and ratepayers. Its seems a significant asset that has limited overall benefit for most residents and ratepayers.
AMS134	Asset Management has been terrible for years. Money is being wasted with very little results. There is little to no supervision. A perfect example is the mess on Willoughby Road.
AMS135	I think this council has financially miss managed its budget and should be held to account.
AMS136	Asset management strategy is commendable, but SRV wouldn't be necessary if Council had better managed the North Sydney Pool upgrade. Why rip up an almost new 25m pool as part of the project, and then replace it? This is not using rate payer funds efficiently.
AMS137	The local council has over extended itself and now is asking for the people who pay their wages to bail them out. Perhaps they could decrease the green and waste collections to once a month rather than fortnightly.

AMS138	Sell the pool, I find it ridiculous that local residents will be paying for a pool redevelopment that they will still have to pay admission to use.
AMS139	There should be minimal rate increase beyond CPI and disasters like the pool should be addressed through an increase in user pays. We should remove unnecessary services and increase the rate base by allowing more mixed use throughout the LGA. an additional 3,000 homes is ridiculously low for a location like north Sydney now with 2 new metros
AMS140	I accept that investments are required in order for council to be able to provide for the community.
AMS141	Councils need to have room to manage their assets so that the community gets the best use of them. It benefits no-one to let assets rundown and only repair them when they are no longer fit for purpose.
AMS142	Pensioners and struggling families will find it difficult
AMS143	Stop ripping up pavements time after time and other futile projects and save money
AMS144	Car parks should be sold off especially in Crows Nest due to the Metro
AMS145	Council has not proposed any cost cutting or efficiency mechanisms. Could any assets be sold in order to cover renewal and maintenance costs of other deteriorating assets? I do not understand why selling the North Sydney Pool site has not been put forward as an option to securing financial security for the council.
AMS146	I have ZERO confidence in this council to do any proper assessment of any assets now or in the future. Nor can they be trusted to They are beyond incompetent. They cannot be trusted.
AMS147	I think measures must be in place to hold accountable people making decision on expenditure, how is it possible that the North Sydney Pool has created such a big hole in the council's finances? and there is no date for completion yet.
AMS148	Work harder to come up with options that are not lazy and obvious. Manage money better. Look to other strategies to obtain monies as other councils do. So much mismanagement council and fingerprinting and blame gaming are just getting in the way of creative solutions.
AMS149	Perhaps dropping some staff and some of the executive is a good idea?
AMS150	Council must and should be expected to maintain its Asset Management Strategy within it's existing budget
AMS151	I am disappointed and disgusted with Council

AMS152	Council needs to push the burden to new developments and their developers, not incumbent rate payer residents and businesses.
AMS153	I believe there should be evidence provided to rate payer that the council can effectively manage the existing finance and assets before new ones are provided
AMS154	If there are debts to pay off, then pay them off quickly. Council can't run around with a hand out for more money and then go and spend it on vanity projects to keep its Councilors in power.
AMS155	The council needs to sell assets to get themselves out of the mess created by the needless pool rebuild. Any attempt to raise funds from residents who have already been inconvenienced by a delay in opening the pool and the disastrous Warringah freeway roadworks disruptions and noise, would be extremely distasteful.
AMS156	Reduce yours in-house costs if you believe further funding is needed for our assets. Why was this not brought up prior to the election? This is blatantly abuse of power and the fact that your putting a 65% increase as the minimum option shows your lack of understanding of the current economic climate
AMS157	Council should consider selling its non-community assets like luxury apartments, retail stores and office space to afford its own budget over-runs, and eliminate the need for steep rate increases for residents.
AMS158	Forensic review . Given NSC has recently completed a review, and still remains in financial ruin, the Administrator should be tasked with targeting non asset and asset debts, including the removal of the North Sydney Pool project from NSC ownership/responsibility. See 6), especially point [3]
AMS159	All councillors should be removed and administrators appointed. Why should residents pay for NSC incompetence?
AMS160	Sell assets to cover some of the costs. Sell the Ridge St parking lot - hardly anyone uses it, it is so expensive.
AMS161	Like all organisations who have spent investment - assets need to be consolidated and sold to pay for the overspent.
AMS162	I am unhappy that the council is holding assets that are not required for the community
AMS163	Council should look to increasing revenue from existing assets by aggressively targeting user pay model for full cost recovery. Rate payers should not be forced to pay higher rates in order to subsidise the activity if minorities such as swimmers and other sports

AMS164	<p>There should be more options than the above and considering I voted for independents I am disillusioned in this choice now as this should have been known and part of the election campaign. This is very sad to see how these councillors have deceived the ratepayers and voters.</p> <p>Please provide more options, look at business paying more and assets that are not used by the community. Also consider not upgrading the oval wasting more money when this is unnecessary at the current time and financial climate.</p>
AMS165	Assets should not have been allowed to deteriorate so much. Repair should be the top priority, not new projects
AMS166	Due to my disability I am unable to comment
AMS167	Council needs to prioritise. Some investment appears to be wasteful eg new paving in Waverton park
AMS168	Council should consider selling some of its commercial non community assets to help with the financial shortfall and help keep the annual rates low.
AMS169	We are again paying the price for previous poor management. Cash them in and use some creative thinking to get developers onboard to enhance the possible use of these assets.
AMS170	Please place all projects on hold until council is able to afford new projects.
AMS171	No comment as I am opposed to any changes until Council prove it is financially unsustainable and demonstrate what cuts Council is making to rectify this situation.
AMS172	I do not agree with any of the proposed options and request council provide an explanation for how this situation occurred and alternate means of mitigation.
AMS173	I have only ticked option 1 for question 9 as I have no alternative. Nice trick. Why haven't you included another option....no increase! As, again I am vehemently opposed to be funding council incompetence.
AMS174	Updating the asset mgt strategy is a good idea, But not at the total expense of the 2025 Ratepayer. The development of the Pool, North Sydney oval and the Sports centre will take years and council should seek all avenues for revenue as suggested by Councillor Spenceley other than ratepayers. for example the Council should ensure that there is a commercial kitchen a the pool so high end functions can be attracted.

AMS175	reduce future expenditure
AMS176	see above
AMS177	I'm sorry but you've lost my trust. I will never vote for this council and mayor again if we proceed with any of the proposed rate increases.
AMS178	I am not supportive of any of the options proposed. Council should not be managing large projects as they have proven themselves incapable of doing so. The current council blaming the previous council is unacceptable.
AMS179	Find a better way to fund this - I do not support any of your options
AMS180	Not read. Perhaps you need to be more creative/dynamic with how you raise money in future, rather than moving to increase rates. Are you seeking best quotes, etc for works done?
AMS181	Refer attachment
AMS182	Like all bodies, Council must learn to live within their means. Tighter Procurement policies and supplier/contract management will undoubtedly reduce the spend on maintenance and increase the life of assets already owned. What work has been completed around this?
AMS183	I don't believe that the approaches are realistic. A more balance approach should have been taken including long term NSW government debt, selling commercial assets as well as considering future services we could afford not ones which we would like to have (and then by the way lets work out how to pay for them).
AMS184	Where are education and consultation arrangements for residents to be better informed and be able to ask questions?
AMS185	less funding for on street parking - more funding for active transport options
AMS186	for analysis purposes, I do not agree with any of the options in question no. 9
AMS187	Don't know enough to comment.
AMS188	See #6
AMS189	Don't agree with any of the proposals
AMS190	it is very ordinary and fails to instil confidence it will be managed well.

AMS191	See answer to 6 above.
AMS192	Asset renewal and maintenance is important but until council can prove that it is able to carry out Option 1 successfully then the other options should be considered. To date council has not shown a good track record.
AMS193	Get rid of the pool.
AMS194	I am concerned that Council has mis-managed the financial development of the North Sydney pool (which I don't even use!), so much so that it now has insufficient capital resources available to fund its future development works program (upgrade of bus shelters and other necessary infrastructure).
AMS195	Councillors need to be fully qualified in financial management. They made a complete hash of the renovations. Their pay should be docked and any bonuses recovered. They have been negligent.
AMS196	As indicated, I don't think this is particularly relevant to the main issue facing rate payers - which is an expectation that rate payers should bale Council out of the financial issues created by mismanagement. I think it is time to live within means/ cut your coat according to the resources before you. I don't see that rationale in any of the options provided.
AMS197	Council should sell any properties that are under-utilised or in need of repair/replacement. (The pool demonstrates that Council would struggle to successfully manage renovations on their own.) I note community centres are under-utilised.
AMS198	I am opposed to all increases, as north Sydney council assets are already incredibly over services in comparison to other Sydney LGAs
AMS199	Rate payers should not have to bear the burden of council bad management as we are not the main users of the facilities
AMS200	Forcing people to pick one terrible option is not a choice. I don't agree with anything that means the public have to pay more than they already do, for what they get which is nothing more than excuses and gaslit
AMS201	Do necessary works. Stop taking grants that require NS Council to match or contribute. We simply can't afford it. All projects must be costed INCLUDING ongoing maintenance. It's ridiculous that we are burdened with maintenance for projects, regardless how they're funded ie NSW Gov
AMS202	Not interested in the council wasting money. Why was this not considered when thinking of wasting over a hundred million for the pool? Also, consider merging with a stronger council such as Willoughby and or Mosman,

	so that there can be economies of scale. All counsellors deserve to be sacked and the sham election results rescinded given the lack of this information prior to the vote.
AMS203	All the financials are wrong, so it's not possible to make a reasonable assessment
AMS204	Refer above
AMS205	See the above comments.
AMS206	Please see the above feedback.
AMS207	Please refer to notes above
AMS208	As above Until there sustained accountable performance I won't agree to more increases.
AMS209	It is regretted that a wider and earlier discussion of this issue was not attempted over a longer period. The single issue of the swimming pool, of course, has been subjected to lay press commentary over a long period but Council commentary has been notably sparse until after the last election period.
AMS210	I do not have the expertise to make a comment on this.
AMS211	I do not support a special rate variation
AMS212	None of you have any qualifications or experience to spend other people's money. So, stop.
AMS213	Na
AMS214	Stop spending money on shit we don't need and can't afford!!
AMS215	False survey making you have to accept an option I don't agree with.
AMS216	We have to learn to live within our means and look for opportunities to project manage all assets better. The lack of control of costs at North Sydney pool is an indictment on Council and those responsible within Council for managing the project.
AMS217	Sell the swimming pool; construct a fenced harbour pool.
AMS218	North Sydney has assets that need to be sold off and financial restructure need to be done before asking unreasonable increases from council rates
AMS219	Management of North Sydney Pool renovation needs investigation

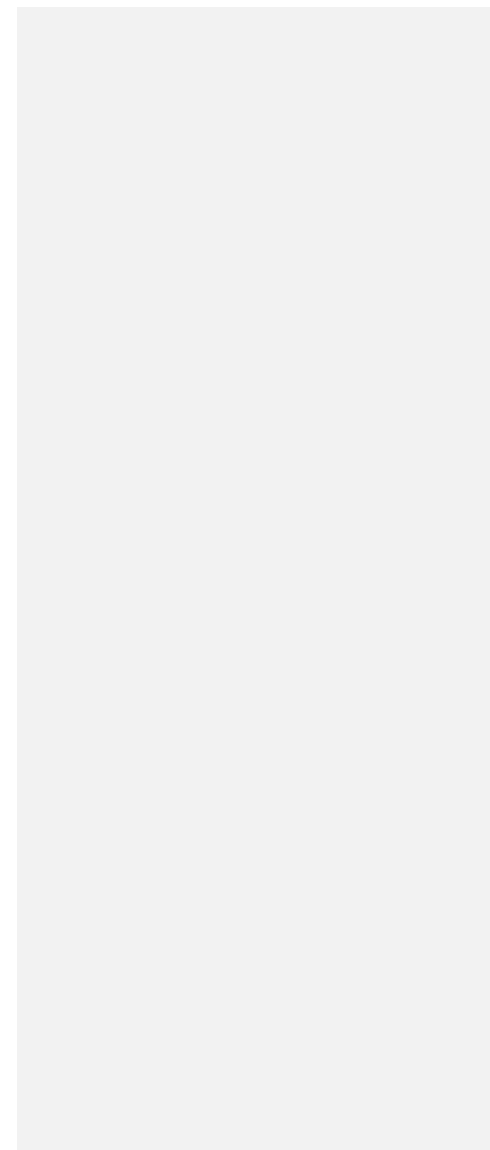
AMS220	I think the council needs to look at asset disposal of underperforming assets. Also why have council changed the definition of assets that must be renewed to include a much larger portion of assets - out of step with historical definitions and other metro councils?
AMS221	Do not increase rates more than cpi - you should have more coming in with additional apartments and commercial buildings
AMS222	Poor planning leads to poor delivery - its clear that the appropriately skilled staff are not employed in council, leading to judgement errors on managing assets. The degradation is due to a council that continues to make poor decisions for its rates payers.
AMS223	This review should prudently have been ongoing over the last decade and progressive maintenance and renewal actioned to avoid such an untenable 'catch up' of funding against current and future ratepayers, Any non-urgent maintenance or spending whether for asset renewal or new projects should be deferred in a revised budget and serious cost cutting implemented.
AMS224	Seek a low interest loan from NSW treasury to cover the blowout cost associated with the North Sydney Pool - a consequence of the inept and unaccountable management and governance.
AMS225	See comments above, need to seriously reduce expenditure on asset management for the next few years and spend only on essential repairs.eg do we need such frequent household throw out collection? Reduce to quarterly and charge users.
AMS226	Ridiculous, council should take some accountability and not make rate holders beholden to there own mistakes, perhaps council should consider receivership and liquidation.
AMS227	If Council is struggling to maintain existing assets to a good level, what is the justification of providing new assets?
AMS228	The council is incapable of financial management.
AMS229	Minimise staff in council. We have to much spending on staff employed. Do we really need that many employees in Council. The cost of the employee is generally around 70% of council spending from the budget.
AMS230	Assets acquisition should not be the priority when financial mismanagement is such an issue. Focusing on financial repair should be where funds are spent.
AMS231	Disgusting that we are only provided with options of excessive rate increases.

AMS232	Cut costs and retrench poor performance staff before raising rates. Especially fire everyone involved with the swimming pool fiasco.
AMS233	I do support any pf the options for rate variations as put forward by the Council. The maximum rate increase should be no more than the CPI increase that I received for my Defence Pension ie less that 2%. That's what the Government expected me to live on. The same should apply to the rates. I do not any other changes.
AMS234	The North Sydney Pool funding should not be subsidised by street parking. True costs should be reflected and true income shown. A lot of street parking is not for pool purposes. Asset Management is an ongoing process and I am surprised that Council has only now worked out that its previous processes were not effective. Sometimes as all businesses know an asset has to be moved on, Council appears to be reluctant to do this.
AMS235	N/A
AMS236	Council should rely on rate-payers to identify and report where necessary, the condition of assets. Make reporting of issues more efficient through the Council website.
AMS237	Do not do it.
AMS238	We believe it is more important to focus on the repair and maintenance of existing assets to maintain safety and usability rather than investing in new initiatives other than the Olympic pool until the pool is finalised. Also with the North Sydney Pool, given that residents from other Councils use this pool perhaps Sydney Council or local government could assist with costs to finalise this landmark facility. In addition future revenue from pool use should be discounted for North Sydney residents if we are mainly funding it's completion.
AMS239	It is extremely disappointed and it has been politicised enough. Young people, families and the elder should be spared for having to pay additional council fees.
AMS240	Any increase in rates should be directed asap to maintenance of assets to ensure no further deterioration and to hopefully support an increase in fees of that those assets that are leased/rented to generate improved income.
AMS241	I urge council to reconsider the time frame for budget repair to reduce the impact.
AMS242	See my com above under Q6 and Submission below.
AMS243	Aged pensioner who cannot afford any increase in the already exorbitant rates charged on my residential home.

AMS244	Council need to strategically think about what is required for its residents, gain our input prior to commencing upgrades/works. Are they really necessary, look at where we are now with the swimming pool - it's a pure shambles!
AMS245	"Asset Management" is a misnomer, I believe Council has not diligently managed ratepayers money and we are now being asked to subsidise mismanagement to which I vehemently object to. (North Sydney Swimming Pool is at the forefront)
AMS246	What about possible asset sales.
AMS247	I feel Council should consider a most gradual and longer term budget recuperation. Not everyone in the community is financially secure and many would not be using the future pool, if every it is completed.
AMS248	Outsource the pool
AMS249	cut back on projects and costs instead of doing the SRV
AMS250	I hope by not answering 9 and 10 you will still consider my objection as there should have been a 4th option of no rate increases for home owners..
AMS251	Any justification for increase of rates with the excuse of "managing assets" is manipulative and must NOT be implemented. SURPLUS MUST BE USED TO ADDRESS ANY ASSET MAINTENANCE.
AMS252	I do not trust council with new strategies or initiatives at this stage. Finish the pool and then look at new initiatives. I currently travel to UNSW to do laps and pay tolls to do so as lane cove is too crowded because of all the pool shut downs. As long as you keep community events such as the farmers markets the crows nest festival I am a happy resident. Council have messed up with the pool and parking metres and it is so frustrating. Do not sell off assets to rectify the mistakes of past councillors. Assets are important to keep and you are responsible to hold on to and care for them on our behalf- our custodians. Please stop allowing private schools to purchase private properties and business reducing the rate contributions to Nth Syd council. .
AMS253	To me the survey is not entirely free and options are limited. What a wonderful world it would be to have creative business brains employed or community generated, working out the best management plans for the entire community with innovative solutions not only price hikes dished out to the community.

AMS254	Like for the LTFP, drafting an Asset Management Strategy makes complete sense but it's then a question of timing and prioritisation. NSC needs to better engage the community on what's being proposed when, particularly given the damage through the poor management of the upgrade to North Sydney pool. NSC has low credibility in light of the overruns on that project and so they need to restore community confidence in their ability to deliver projects and manage a budget.
AMS255	Why has the council allowed the current situation to develop!
AMS256	<p>I do not trust this council to spend any additional funds at this time for any other purpose. There needs to be some space between this fiasco and building back up trust with ratepayers to allow them to spend amounts on new projects.</p> <p>I do not think it is appropriate to consider this to be public consultation on this document at the same time as the special rates variation - it is 50 pages and I have not had appropriate time to consider at this time.</p>
AMS257	agree the priority assets agreed by the community need to be maintained at minimum cost.
AMS258	n/a
AMS259	No comment
AMS260	Your mismanagement shouldn't impact me financially
AMS261	If council have correctly accounted for assets and used depreciation and asset management appropriately in the past then future funding of asset maintenance and upgrades should be already funded. The management of funds arising from depreciation should be considered and reported separately.
AMS262	I have no faith at all in Council to provide valid asset management
AMS263	hardly relevant
AMS264	There is insufficient detail provided in the LTFP to provide feedback.
AMS265	Why has this not been done on an ongoing basis, rather than panic stations" now?
AMS266	The Fact sheet should have included details of the change in definition of the degraded assets. As the Mayor writes about wanting to be more transparent. But making the problem sounding worse than before (due to a change in definition) is Not being transparent.
AMS267	There is no asset Management strategy until the Elephant in the room is sorted.

AMS268	I think procurement strategies should be consider to reduce costs and drive savings.
AMS269	Perhaps we need to prioritize projects with safety being the top and nice to have at the bottom and actioned over a longer tenor period.
AMS270	Reduce your Expenditure North Sydney Council. Your rate revenue is already increasing due to all the increased residential and business developments around the new Crows Nest Railway Station
AMS271	Get a long term NSW State loan to fund the gold plate North Sydney Pool project
AMS272	Put ALL informing Strategies on hold for up to 5 years and the costs associated with it while financial positions are addresses and hopefully improve.
AMS273	<p>I do not support additional funding for asset management purposes.</p> <p>To quote from the Asset Management Strategy "A key ongoing issue facing local governments in Australia is the management of ageing assets in need of renewal and replacement."</p> <p>If the council is managing assets the way it has managed the redevelopment of the pool, then god help us all.</p> <p>All of the evidence points to the fact that the council is incapable of managing assets or funds. The redevelopment of the pool is a case in point. The running of a consultation process over the summer holidays is another case in point. Council is clearly trying to hide it's incompetence and pull the wool over rate payers.</p> <p>I think the council should be placed into administration and let professionals run it properly. I have no confidence in the councillors or the council administration to manage anything.</p>
AMS274	I supposed the council outsourced the creation of this strategy to a consulting firm which probably cost us a fortune as well. And I am sure they couldn't care less about the cost of this to residents.
AMS275	<p>It is appalling that Council assets have been allowed to deteriorate to such an extent - eg Council Chamber building, Library - needed a new roof and repairs long ago ... what was Council's asset manger been doing ? Let alone the state of the NS Oval's grandstands and function areas - which I attended a function in that space in December - and the exposed trip electrical cords, the damaged grandstands seats etc., let alone the poor designed bar and function space. These assets should have been being maintained more regularly in a planned manner over many years - rather than being left to 'rot'!</p> <p>These assets need to be brought up to a 'good' standard or better immediately - and be completed before any NEW projects as per the informing strategies are commenced</p>
AMS276	I am uncertain of the updated Asset Management Strategy.



NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

FOOTPATHS ASSET CLASS

2025/35



Document Control		Asset Management Plan			
Document ID: NSC AMP Footpaths Asset Class 2025					
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1.0 Executive Summary

In the North Sydney Council Local Government Area (LGA) there are approximately 265.9 km of footpath assets located within road reserves and parks (including walking tracks). The total replacement cost of this asset class is \$155,038,554. This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost-effective manner while outlining associated risks within each of the asset classes.

Footpath assets in North Sydney provide a vital service to the local community providing access to all parts of the council area in all weather conditions. Different surface treatments are specified for the North Sydney Centre, Village Centres/Activity Strips, Special Areas (St Leonards, Education Precinct and Bradfield Park) and Local/Residential Areas within Council's Public Domain Style Manual (PDSM).

The footpath surface treatment, in general, is as follows:

- North Sydney Centre and Education Precinct is granite on a reinforced concrete slab base.
- Village Centres/Activity Strips and the Special Area of St Leonards is precast concrete unit paver on a reinforced concrete slab base.
- Local/Residential Areas is concrete with a wood float finish.
- Parks and reserves are a mixture of Asphalt and Concrete.

Generally, funding for these projects is from the Footpath Program and from specific Streetscape or Park Upgrade Programs.

The Table below shows that the current cost to bring all Council's Footpath infrastructure assets to a satisfactory standard is \$9.2M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 5.9% of the Footpath infrastructure network in terms of Replacement Cost. This means that 94.1% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$3.9M or 2.5% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 39.7 years on average.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$48.2M over 10 years or an average annual cost of \$4.8M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$) 2024

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Footpaths	\$9,203,919	\$155,038,554	\$3,903,505	\$48,238,971	\$4,823,897

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

- Assets progressively deteriorating over time
- Increasing asset failures and potential closures

- Service levels not fully meeting the needs of users

2.0 Asset Description

As shown in the Table below the Footpath network comprises of:

- Pedestrian footpath - pavers = 37.4% (combined)
- Pedestrian footpath - concrete = 33.7%
- Stairs = 25.8% (combined)

Council has an extensive stair network due to the topography of the LGA. Stairs are relatively expensive to replace. Whilst Foot Bridges and Viewing Platforms make up a low percentage of the network they represent potential areas of high risk.

Table: Asset Description

Footpath Type	Material	Length (m)	Sum of Replace Costs (2023)	% of the Network
Foot Bridge	Concrete	57	\$266,187	0.2%
	Fibreglass	64	\$217,916	0.1%
	Steel	67	\$308,520	0.2%
	Timber	144	\$378,027	0.2%
Sub Total		332	\$1,170,649	0.8%
Pedestrian Footpath	Asphaltic Concrete	11,695	\$2,328,343	1.5%
	Brick Paver	773	\$606,045	0.4%
	CNS Brick paver (Chamfered)	13,058	\$14,422,610	9.3%
	CNS Brick Paver (Not Chamfered)	8,099	\$7,993,832	5.2%
	Concrete	200,069	\$52,295,150	33.7%
	Concrete Honed Paver	478	\$688,800	0.4%
	Concrete Paver	216	\$185,457	0.1%
	Ernest Place Style Honed Concrete Paver	620	\$1,302,477	0.8%
	Fibreglass	89	\$545,372	0.4%
	Granite Paver	6,260	\$21,245,950	13.7%
	Gravel	1,212	\$115,666	0.1%
	Interlocking Concrete Paver - Charcoal	65	\$57,520	0.0%
	Interlocking Concrete Paver - Terracotta	601	\$1,034,140	0.7%
	Mitchell St Plaza Style Pavers	1,577	\$2,658,514	1.7%
	Precast Concrete Paver- Honed	5,995	\$6,907,016	4.5%
	Sandstone Paver	22	\$38,191	0.0%
	Soft Fall Material	59	\$29,226	0.0%
	Stone	236	\$329,455	0.2%
	Stone Pitchers	241	\$502,924	0.3%

Footpath Type	Material	Length (m)	Sum of Replace Costs (2023)	% of the Network
	Synthetic Turf	15	\$10,414	0.0%
	Unsealed	615	\$0	0.0%
Sub Total		251,995	\$113,297,100	73.1%
Stairs	Asphaltic Concrete	151	\$828,889	0.5%
	Brick Paver	33	\$120,621	0.1%
	CNS Brick paver (Chamfered)	117	\$1,086,694	0.7%
	CNS Brick Paver (Not Chamfered)	55	\$353,266	0.2%
	Concrete	5,428	\$24,147,244	15.6%
	Concrete Honed Paver	6	\$24,956	0.0%
	Concrete Paver	7	\$17,192	0.0%
	Fibreglass	16	\$51,274	0.0%
	Granite Paver	39	\$293,918	0.2%
	Metal	15	\$124,645	0.1%
	Sandstone Paver	133	\$938,345	0.6%
	Steel	123	\$918,380	0.6%
	Stone	1,575	\$8,484,199	5.5%
	Stone Pitchers	49	\$293,057	0.2%
	Timber	806	\$2,129,127	1.4%
	Unsealed	100	\$208,521	0.1%
Sub Total		8,654	\$40,020,326	25.8%
Viewing Platform	Concrete	4	\$2,422	0.0%
	Metal	68	\$399,116	0.3%
	Timber	23	\$53,682	0.0%
Sub Total		95	\$455,219	0.3%
Walking Track	Gravel	36	\$13,626	0.0%
	Soft Fall Material	10	\$6,931	0.0%
	Stone	60	\$74,703	0.0%
	Unsealed	4,686	\$0	0.0%
Sub Total		4,792	\$95,260	0.1%
Grand Total		265,867	\$155,038,554	100.0%

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleansing, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath repair – patching, minor works),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath replacement and or footpath reconstruction),
- Upgrade – the activities to provide a higher level of service (e.g. widening a footpath or replacing an existing footpath with a different type as per Public Domain Style Manual).

- New - the activities to provide an additional level of service (e.g. constructing a footpath where none previously existed).

The Table below shows the technical levels of service expected to be provided for Footpaths. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Footpaths – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Proactive inspections to monitor condition	Inspect as per MMS schedule	Inspect as per MMS schedule	Inspect as per MMS schedule
Maintenance	Service requests completed within adopted timeframes	Respond to inspection outcomes and complaints	Minor repairs undertaken in accordance with MMS intervention matrix and considering available resources	Minor repairs undertaken in accordance with MMS intervention matrix with no resource issues
Renewal	Maintain existing assets to a satisfactory condition	Percentage of Footpaths in 'poor' or 'very poor' (4, 5) Condition.	5.9% of Footpaths in 'poor' or 'very poor' (4, 5) Condition.	Improve. Replace Condition 4-5 assets
Upgrade	Footpaths meet the standard of the Public Domain Style Manual.	Area of Footpaths meet the standard of the Public Domain Style Manual.	Footpaths constructed meet the standard of the Public Domain Style Manual.	All Footpaths meet the standard of the Public Domain Style Manual.
New	Satisfactory provision of formed footpaths.	New Footpaths provided subject to needs, physical constraints, demand, and cost.	Footpath provision assessed as required.	Footpath provision assessed as required.

3.1 Future Demand

Drivers affecting demand for footpaths include things such as population change, regulation changes, new development, community expectations, public safety, technological changes, economic factors, climate change, and environmental factors. As North Sydney is a "brown field" site most footpath capital projects are either renewal or upgrade to meet Public Domain Style Manual. Generally, no new paths are built. The provision of new footpaths is assessed as required. There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the State Government and demand for active transport. This will have significant implications on demand for these assets.

4.0 Asset Condition

The condition of Council's Footpath network was surveyed in 2019 by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd. A sample condition assessment will be carried out in 2024/25 for the purposes of valuation. The following condition criteria was used.

Table: Footpaths Condition Survey Criteria

Grade	Condition	Description
0	Not inspected	Not inspected as no footpath structure exists at segment or due to access issues.
1	Very Good	Almost new construction, with perfect alignment and excellent surface condition. Displays no defects, substantial surface blemishes, post construction patching or reinstatements. No work required
2	Good	Sound construction with good surface condition and no obvious distortion. May show limited surface ageing by revealing the tops of sporadic stone aggregates. Still exhibits a smooth surface profile. May include joint stepping < 10mm, successful reinstatements, isolated slight surface grinding or minor distress not exceeding 10% of inspection area. Only minor work required
3	Fair	Reasonable construction with serviceable surface. May show moderate surface ageing revealing substantial portions of stone aggregates. May display minor surface defects, moderate to heavy surface grinding, areas of substantial surface deterioration or distortions that consist of stepping between 10mm and 25mm vertically or reasonably obvious undulations up to 75mm, non-reinstated areas, minor defects affecting < 25% of inspection area, major defects affecting < 10% of inspection area. Some work required
4	Poor	Construction displays substantial surface deterioration. May show surface ageing where the majority is rough from highly exposed or missing aggregates. May display distortions that consist of stepping between 25mm and 50mm vertically or obvious undulations between 75mm and 150mm affecting pedestrian traffic, minor defects affecting between 25% and 50% of inspection area, major defects affecting < 25% of inspection area. Some replacement or rehabilitation needed
5	Very Poor	Construction displays extensive surface deterioration. May show extreme ageing of surface. May display distortions that consist of stepping > 50mm or undulation > 150mm within the predominant pedestrian traffic area, minor defects affecting >50% of inspection area, major defects affecting > 25% of inspection area. Urgent replacement/rehabilitation required

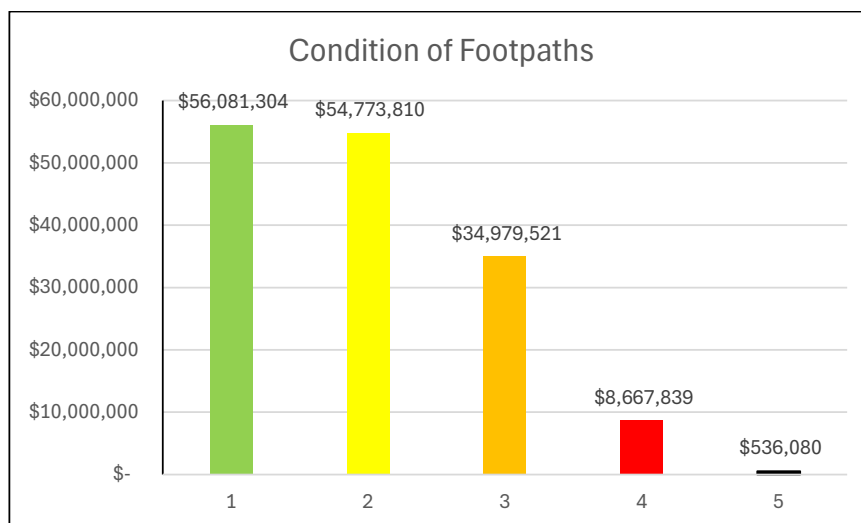
The Table below shows the Replacement Cost for each of the condition scores. It should be noted that the replacement cost is based on the condition of footpaths in a minimum of 10m segments.

Table: Footpaths Condition Survey Results - Overall

Condition	Replacement Cost	% Condition (based on cost)
1 (Very Good)	\$56,081,304	36.2%
2 (Good)	\$54,773,810	35.3%
3 (Fair)	\$34,979,521	22.6%
4 (poor)	\$8,667,839	5.6%
5 (Very Poor)	\$536,080	0.3%
Total	\$155,038,554	100.0%

It is important to note that replacement costs are based on “like for like” replacement only. Council has an adopted Public Domain Style Manual (PDSM) which includes, for example, replacing standard pavers on road base with granite pavers on a concrete base in the CBD. Therefore, replacing the existing footpath materials with upgraded materials will increase the replacement costs.

The Graph below shows the condition of Footpath assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the footpath network is shown in the Table below as at 30 June 2024.

Table: Valuation

Asset Category	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Footpaths	\$155,038,554	59,693,239	\$95,345,314	\$3,903,505

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council's infrastructure assets to a satisfactory standard is \$9.2M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 5.9% of the total infrastructure network in terms of Replacement Cost. In addition, 71.5% of the portfolio is in very good to good condition (1-2), 22.6% of the portfolio is in fair good (3).

The Table also shows that the total current Depreciation Expense is \$3.9M or 2.5% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 39.7 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$48.2M over 10 years or an average annual cost of \$4.8M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Footpaths	\$9,203,919	\$155,038,554	\$3,903,505	\$48,238,971	\$4,823,897

5.3 Useful Lives

The useful lives of all types of Footpath assets were reviewed by Australis Pty Ltd and are shown in the following Table. The Weighted Average useful life is 39.7 years. It should be noted that approximately 40% of Council's footpath network is within the vicinity of tree roots. This is significant and reduces the typical life of footpath assets.

Table: Useful Lives

Type – Material	Useful Life
Foot Bridge - Concrete	60
Foot Bridge - Fibreglass	30
Foot Bridge - Steel	60
Foot Bridge - Timber	30
Pedestrian Footpath - Asphaltic Concrete	20
Pedestrian Footpath - Brick Paver	30
Pedestrian Footpath - CNS Brick paver (Chamfered)	30
Pedestrian Footpath - CNS Brick Paver (Not Chamfered)	30
Pedestrian Footpath - Concrete	40
Pedestrian Footpath - Concrete Honed Paver	40
Pedestrian Footpath - Concrete Paver	30

Type – Material	Useful Life
Pedestrian Footpath - Ernest Place Style Honed Concrete Paver	40
Pedestrian Footpath - Fibreglass	30
Pedestrian Footpath - Granite Paver	50
Pedestrian Footpath - Gravel	10
Pedestrian Footpath - Interlocking Concrete Paver - Charcoal	40
Pedestrian Footpath - Interlocking Concrete Paver - Terracotta	40
Pedestrian Footpath - Mitchell St Plaza Style Pavers	40
Pedestrian Footpath - Precast Concrete Paver- Honed	40
Pedestrian Footpath - Sandstone Paver	20
Pedestrian Footpath - Soft Fall Material	10
Pedestrian Footpath - Stone	20
Pedestrian Footpath - Stone Pitchers	20
Pedestrian Footpath - Synthetic Turf	10
Pedestrian Footpath - Unsealed	10
Stairs - Asphaltic Concrete	20
Stairs - Brick Paver	40
Stairs - CNS Brick paver (Chamfered)	40
Stairs - CNS Brick Paver (Not Chamfered)	40
Stairs - Concrete	40
Stairs - Concrete Honed Paver	40
Stairs - Concrete Paver	40
Stairs - Fibreglass	30
Stairs - Granite Paver	40
Stairs - Metal	60
Stairs - Sandstone Paver	40
Stairs - Steel	60
Stairs - Stone	40
Stairs - Stone Pitchers	40
Stairs - Timber	30
Stairs - Unsealed	10
Viewing Platform - Concrete	50
Viewing Platform - Metal	60
Viewing Platform - Timber	30
Viewing Platform - Timber, Concrete	30
Walking Track - Gravel	10
Walking Track - Soft Fall Material	10
Walking Track - Stone	20
Walking Track - Unsealed	10

The useful lives are consistent with industry standards. The Table below shows the ranges of useful lives from the IPWEA 2017 Practice Note – “Useful Life of Infrastructure” from detailed studies in South Australia, Tasmania, as well as an IPWEA Workshop.

INDUSTRY COMPARISON - USEFUL LIVES OF FOOTPATHS			
Primary Material	IPWEA	South Aust.	Tasmania
Asphaltic Concrete	25 to 30	40 to 80 aver 54	Lower 20 upper 30
CNS Brick paver	40 to 60	30 to 60 aver 46	Lower 10 upper 50
Concrete	50	40 to 80 aver 54	Lower 50 upper 80
Gravel		5 to 40 aver 16	

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Increase in trip hazards which may result in personal injury
- Closing and barricading assets off such as stairways and restricting public access where required and if possible
- Footpath failure caused by tree roots resulting in displacement, cracking or loose underfoot sections of pavement
- Damage by vehicles travelling, e.g. footpath sweepers or standing, e.g. utility services vehicles, delivery vehicles on the footpath causing collapse, cracking or loose underfoot sections of paving
- Utility Services damage caused when Utility Authorities install new infrastructure or undertake maintenance on existing infrastructure
- Premature footpath failure due to poor initial construction by either Developer or Council contractors

We will endeavour to manage these risks within available funding by:

- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Partial or full closure where necessary

The Risk Matrix used to prioritise works is shown in the Table below.

Table: Risk Matrix – Footpaths

Risk Matrix - Footpaths					
Condition	Footpath Hierarchy		All Other Areas	Medium Traffic	High Traffic
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 – Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of footpath risks in the North Sydney LGA.





Concrete footpath in poor condition



Tree root affected pavers and tree site infill



Tree root affected concrete footpath including ponding



7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. trip hazard repair. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The current maintenance expenditure levels are adequate to meet projected service levels.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the Public Domain Style Manual.

7.2 Capital Works – Prioritised list based on risk

The list of prioritised capital works for this asset category are based on the Risk Matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

1. Risk sorting score (descending order)
2. Risk rating score (descending order)
3. % Condition 5 (descending order)
4. % Condition 4 (descending order)

The following Table shows the prioritised list of capital works. Only projects with a Very High or High (with a Rating score 12 or higher) are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimate is undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are replaced at the same time as assets in condition 4 or 5 generally, if they are adjacent if there are potential risks and if it is cost effective.

It should be noted that footpaths may also be replaced based on other criteria including:

- Damage.
- Restorations.

- Works in association with other projects such as kerb & guttering or drainage works.
- Streetscape projects.
- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.

7.3 Capital Works – Prioritised list based on risk – Footpaths

Location	Risk Rating	Risk Rating Score	Cost Estimate
Brook St (PSID 116)	Very High	20	\$87,961
Rangers Rd (PSID 457)	Very High	16	\$52,058
Military Rd (PSID 366)	Very High	16	\$10,203
Miller St (PSID 380)	Very High	16	\$30,354
Ennis Rd (PSID 678)	Very High	16	\$321,772
Murdoch St (PSID 410)	Very High	16	\$59,841
Falcon St (PSID 231)	Very High	16	\$121,599
Chandos St (Westbound) (PSID 156)	Very High	16	\$27,482
Ernest St (PSID 218)	Very High	16	\$54,990
Miller St (PSID 383)	Very High	16	\$22,322
Shirley Rd (PSID 496)	Very High	16	\$45,283
Blues Point Reserve	Very High	15	\$471,874
Shirley La (PSID 494)	Very High	15	\$5,407
Brightmore Reserve	Very High	10	\$52,458
Middlemiss St (PSID 362)	Very High	10	\$6,826
Robertson La (PSID 984)	Very High	10	\$2,543
Hayberry La (PSID 269)	Very High	10	\$2,313
Smoothey Park	Very High	10	\$33,133
Samora Ave (PSID 488)	Very High	10	\$5,221
Lloyd Ave (PSID 341)	Very High	10	\$2,423
Berry Island Reserve	High	12	\$71,631
Blues Point Rd (PSID 106)	High	12	\$84,329
Blues Point Rd (PSID 861)	High	12	\$22,625
Bent St (PSID 92)	High	12	\$13,291
Milson Rd (PSID 395)	High	12	\$9,735
Cremorne Reserve	High	12	\$96,502
Bent St (PSID 93)	High	12	\$14,742
Milson Rd (PSID 394)	High	12	\$36,065
Gillies St (PSID 246)	High	12	\$6,654
Balls Head Reserve	High	12	\$1,903,737
St Leonards Park	High	12	\$49,076
West St (PSID 566)	High	12	\$11,551
West St (PSID 567)	High	12	\$23,034
Carr St (PSID 145)	High	12	\$15,940
Nicholson St (PSID 419)	High	12	\$10,290
Bay Rd (PSID 60)	High	12	\$7,883

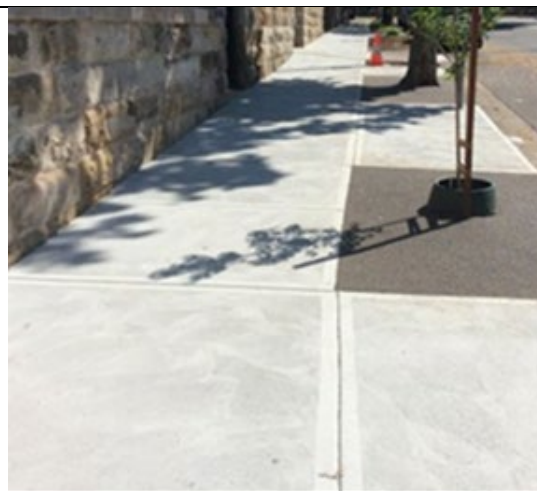
Location	Risk Rating	Risk Rating Score	Cost Estimate
Ernest St (PSID 217)	High	12	\$52,603
Shirley La (PSID 495)	High	12	\$9,487
Henry Lawson Ave (PSID 275)	High	12	\$105,046
Alfred St North (Southbound) (PSID 891)	High	12	\$90,681
Young St (PSID 801)	High	12	\$5,485
Rocklands Rd (PSID 477)	High	12	\$36,075
Blues Point Rd (PSID 104)	High	12	\$5,234
Bay Rd (PSID 58)	High	12	\$8,924
Miller St (PSID 378)	High	12	\$76,516
Rangers Rd (PSID 458)	High	12	\$34,154
Macpherson St (Northbound) (PSID 347)	High	12	\$34,854
Amherst St (PSID 23)	High	12	\$84,168
Bay Rd (PSID 61)	High	12	\$69,469
Belgrave St (PSID 67)	High	12	\$63,473
Burton St (PSID 998)	High	12	\$21,174
Pacific Hwy (PSID 816)	High	12	\$72,743
Chandos St (PSID 154)	High	12	\$20,782
Chandos St (Westbound) (PSID 157)	High	12	\$29,586
Clark Rd (PSID 164)	High	12	\$32,333
Miller St (PSID 376)	High	12	\$218,229
Clark Rd (PSID 165)	High	12	\$24,663
Belgrave St (PSID 66)	High	12	\$45,642
Crows Nest Rd (PSID 186)	High	12	\$70,622
River Rd (PSID 474)	High	12	\$145,583
Yeo St (PSID 609)	High	12	\$25,631
Atchison St (PSID 35)	High	12	\$24,232
Ernest St (PSID 220)	High	12	\$22,696
Ernest St (PSID 221)	High	12	\$40,219
Military Rd (PSID 365)	High	12	\$23,938
Falcon St (PSID 229)	High	12	\$82,838
Military Rd (PSID 368)	High	12	\$85,738
Falcon St (PSID 230)	High	12	\$21,208
Miller St (PSID 377)	High	12	\$61,547
Miller St (PSID 379)	High	12	\$79,332
Falcon St (PSID 232)	High	12	\$47,228
Miller St (PSID 382)	High	12	\$25,252
Falcon St (PSID 874)	High	12	\$13,684
Gerard St (PSID 244)	High	12	\$9,231
Belgrave St (PSID 68)	High	12	\$19,921
Gerard St (PSID 245)	High	12	\$2,038
Pacific Hwy (PSID 817)	High	12	\$21,396
Grosvenor St (PSID 259)	High	12	\$12,472
Harriette St (PSID 265)	High	12	\$66,304
Ben Boyd Rd (PSID 80)	High	12	\$9,657

Location	Risk Rating	Risk Rating Score	Cost Estimate
River Rd (Westbound) (PSID 846)	High	12	\$32,354
Ben Boyd Rd (PSID 958)	High	12	\$16,977
Shirley Rd (PSID 500)	High	12	\$24,433
High St (PSID 278)	High	12	\$112,252
High St (PSID 882)	High	12	\$21,413
Telopea St (PSID 520)	High	12	\$38,857
Waters Rd (PSID 557)	High	12	\$24,613
Kurraba Rd (PSID 320)	High	12	\$31,346
Kurraba Rd (PSID 321)	High	12	\$25,883
Albany St (PSID 7)	High	12	\$14,580

7.4 Examples of completed Capital Works Projects



Morton Street, Waverton



Walker Street, North Sydney



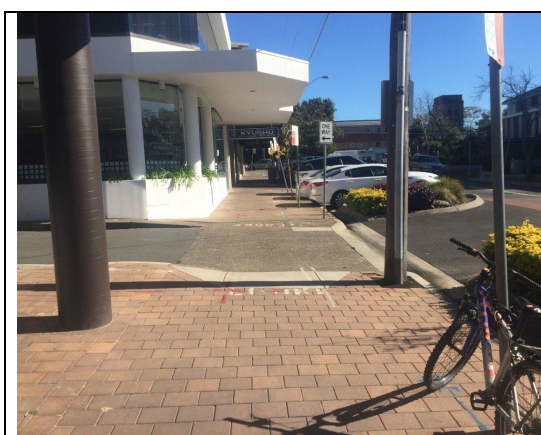
Pacific Highway, North Sydney – Mount Street to Walker Street



Alexander Street, Crows Nest – Pebblecrete



Grosvenor Street, Neutral Bay - Pebblecrete



Grosvenor Street, Neutral Bay – Before and After



Pacific Highway, North Sydney – Granite

	
Doris Street, North Sydney – Before	Doris Street, North Sydney – After
	
Peel Street, Kirribilli – Before	Peel Street, Kirribilli – After
	
Carr Street, Waverton – Before	Carr Street, Waverton – After



8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council’s Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs.

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Footpaths	2020	Planned for 2025
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- Footpaths Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd.
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2014, Version 2, 'Condition Assessment & Asset Performance Guidelines Practice Note 1: Footpaths & Cycleways', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: Maintenance Management System

Defect Management Inspection – Footpaths

Inspection areas have been defined in accordance with their usage – high (**red**), medium (**blue**) or low (**white**).

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections. The results of inspections are downloaded into the MMDS database

Red – 2 times per year; **Blue** – Once each year; **White** – Once every 2 years

There are 5 categories in which a defect may be placed.

Cat 5		Will be completed or made safe no later than 2 working days after allocation of defect to work crew. If made safe defect will then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be repaired no later than 40 working days after allocation of defect to work crew.
Cat 2		Will be repaired no later than 160 working days after allocation of defect to work crew.
Cat 1		As new. Surface displaying no defects. May have aesthetic issues such as gum, stains, services mark-up, etc.

Intervention Matrix – Footpaths

DISPLACEMENT (mm)	DISTORTION GRADE (mm) > 1 in 5	SLIPPERINESS	SEVERITY	RISK ADJUSTED FOR PEDESTRIAN VOLUME AND AGE		
				WHITE	BLUE	RED
< 10	< 20			LOW	LOW	LOW
10 to 25	20 to 50		Slight	MEDIUM	HIGH	HIGH
25 to 50	50 to 100		Moderate	HIGH	HIGH	VERY HIGH
> 50	> 100	Yes	Extreme	HIGH	VERY HIGH	VERY HIGH

NOTES:

1. Appearance defects (gum, stains, surface marks etc) are not safety issues. Response time TBA. Record in "Category" as "A".
2. Slipperiness includes loose under foot.
3. Displacement may be height or width.
4. Distortion is uneven or undulating surface with gradient greater than 1 in 5.
5. "Red" footpaths have high pedestrian traffic and high usage by older pedestrians.
6. "Blue" footpaths have medium pedestrian traffic.
7. "White" footpaths have low pedestrian traffic.

The focus of footpath inspections is the hard surface areas - concrete, asphalt, or paving - between the building line and the kerb. Areas identified for repairs assume whole panel replacement unless otherwise specified by inspector.

Scheduled Maintenance

Paver cleaning undertaken as per Paving Cleaning Program.

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

OPEN SPACE AND RECREATION ASSET CLASS

2025/35



Document Control		Asset Management Plan			
Document ID: NSC AMP Open Space and Recreation Asset Class 2025					
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1.0 Executive Summary

This Asset Management Plan (AMP) covers the Open Space and Recreation Asset Class and details the following asset categories: Park Furniture, Playgrounds, Sporting Infrastructure (including the Maccallum Pool). This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost-effective manner while outlining associated risks within each of the asset classes. The scope and value of this Asset Class is shown in the Table below:

Table: Scope and Replacement Cost of Open Space and Recreation Asset Class by Asset Category (\$)'2024

Open Space and Recreation Asset Class		
Asset Category	Scope	Replacement Cost (2024)
Park Furniture	2,508 items	\$10,569,373
Playgrounds	44 items	\$14,308,364
Sporting Infrastructure	88 items	\$15,297,775
TOTAL	2,640 items	\$40,175,513

All assets within the Open Space and Recreation Asset Class in North Sydney provide an important service to the local community. These assets support community and recreational needs in the Local Government Area (LGA). This AMP should be read in conjunction with the various adopted Plans of Management.

The Table below shows that the current cost to bring all Council's Open Space and Recreation assets to a satisfactory standard is \$903,898. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 2.2% of the Open Space and Recreation infrastructure network in terms of Replacement Cost. This means that 97.8% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$1,608,679 or 4.0% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 25.0 years on average.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$16,990,684 over 10 years or an average annual cost of \$1,699,068. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$)'2024

Asset Class	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Open Space & Recreation Assets	\$903,898	\$40,209,304	\$1,608,679	\$16,990,684	\$1,699,068

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

- Assets progressively deteriorating over time
- Increasing asset failures and potential closures
- Service levels not fully meeting the needs of users

2.0 Asset Description

2.1 Asset Description – Open Space & Recreation Assets

The quantities, replacement costs, and percentages of Open Space & Recreation Assets are shown in the Table below.

Open Space & Recreation Asset Types	Quantity	Replacement Cost (2024)	% of the Network
Furniture (Subtotal)	2,508	\$10,577,442	26.3%
Air Pump	1	\$5,914	0.0%
Backflow Device	21	\$88,489	0.2%
BBQ	8	\$139,154	0.3%
Bike Rack	40	\$173,943	0.4%
Bin - Cigarette	5	\$2,899	0.0%
Bin Enclosure	41	\$222,567	0.6%
Bin Stand	77	\$50,226	0.1%
Bird Bath	2	\$591	0.0%
Bubbler	67	\$772,090	1.9%
Emergency Phone	1	\$7,393	0.0%
Entrance - Large	4	\$443,555	1.1%
Entrance - Medium	2	\$86,972	0.2%
Entrance - Small	1	\$21,743	0.1%
Fire Hydrant	18	\$39,398	0.1%
Fish Cleaning Station	1	\$5,914	0.0%
Flagpole	14	\$71,027	0.2%
Information Board	11	\$55,807	0.1%
Park Sign - Name	62	\$179,741	0.4%
Park Sign - Small	730	\$846,523	2.1%
Picnic setting - shelter	4	\$86,972	0.2%
Planter Box	39	\$56,532	0.1%
Plaque	197	\$291,268	0.7%
Power Outlet	30	\$15,872	0.0%
Seat	639	\$2,408,242	6.0%
Shade Sail	1	\$36,238	0.1%
Shade Structure	4	\$8,697	0.0%
Shelter	15	\$389,104	1.0%
Shower	2	\$7,248	0.0%
Storage Space	1	\$5,073	0.0%
Table	111	\$442,468	1.1%
Table Tennis	1	\$12,837	0.0%
Tap	157	\$87,161	0.2%
Telephone Box	1	\$43,486	0.1%
Wall - Brick	16	\$59,612	0.1%
Wall - Concrete	75	\$246,734	0.6%
Wall - Metal	2	\$153,638	0.4%
Wall - Rendered Brick	4	\$6,075	0.0%

Open Space & Recreation Asset Types	Quantity	Replacement Cost (2024)	% of the Network
Wall - Stone	57	\$1,092,954	2.7%
Wall - Stone - Low <500mm	43	\$249,858	0.6%
Wall - Timber	2	\$7,293	0.0%
Park Furniture Hume Street Park Entrance	1	\$1,656,134	4.1%
Playground (Subtotal)	44	\$14,321,317	35.6%
Com. Cent. Playground - Large	1	\$507,334	1.3%
Com. Cent. Playground - Medium	3	\$869,716	2.2%
Com. Cent. Playground - Small	7	\$1,420,535	3.5%
Playground - District	9	\$6,522,867	16.2%
Playground - Local	22	\$2,536,670	6.3%
Playground - Regional	2	\$2,464,194	6.1%
Sports (Subtotal)	88	\$15,310,546	38.1%
Basketball Goal	1	\$4,638	0.0%
Cricket Nets - Double	2	\$231,924	0.6%
Cricket Nets - Single	2	\$159,448	0.4%
Cricket Sight Screens - Set	3	\$347,886	0.9%
Fitness Equipment	5	\$286,953	0.7%
Goal Posts - Set	8	\$102,916	0.3%
Hockey Nets	2	\$14,495	0.0%
Irrigation System	11	\$1,427,783	3.6%
Long Jump Pit	1	\$3,624	0.0%
Marquee	1	\$54,357	0.1%
Netball/Basketball Court	1	\$159,448	0.4%
Ornamental Well	1	\$3,624	0.0%
Playground - Local	1	\$36,238	0.1%
Pool - Outdoor Ocean	1	\$536,325	1.3%
Safety Fencing	1	\$22,613	0.1%
Skate Park	1	\$880,587	2.2%
Sportsfield Lighting - Large	1	\$1,014,668	2.5%
Sportsfield Lighting - Std.	6	\$1,565,488	3.9%
Stage	1	\$36,528	0.1%
Stormwater Harvesting	3	\$2,174,289	5.4%
Synthetic Cricket Wicket - Base	8	\$405,867	1.0%
Synthetic Cricket Wicket - Surface	8	\$121,760	0.3%
Synthetic Sports Field - Base	1	\$1,032,787	2.6%
Synthetic Sports Field - Surface	1	\$826,230	2.1%
Tennis Courts	3	\$942,192	2.3%
Tennis-Netball Court Fencing	3	\$195,686	0.5%
Turf Cricket Drop in pitch	1	\$1,522,002	3.8%
Turf Wicket Covers	3	\$76,100	0.2%
Water Tank	4	\$115,962	0.3%
Electronic Media Screen	1	\$864,903	2.2%
Hume Street Park Irrigation System	1	\$55,129	0.1%
Southern Lawn Irrigation System	1	\$88,094	0.2%
Grand Total	2,640	\$40,209,304	100.0%

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleansing, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath repair – patching, minor works),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath replacement and or footpath reconstruction),
- Upgrade – the activities to provide a higher level of service (e.g. widening a footpath or replacing an existing footpath with a different type as per Public Domain Style Manual).
- New - the activities to provide an additional level of service (e.g. constructing a footpath where none previously existed).

The Table below shows the technical levels of service expected to be provided for the Open Space and Recreation Asset Class infrastructure assets. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Open Space and Recreation Asset Class – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Undertake network inspections to monitor condition	Network inspections to monitor condition	<ul style="list-style-type: none"> • Park Furniture (2019) • Playgrounds (2020) • Sporting Infrastructure (2020) 	Network inspected every 5 years
Maintenance	Reactive service Requests completed in a timely manner or made safe.	Respond to complaints.	Minor repairs undertaken in accordance with Maintenance Management System	Minor repairs undertaken in accordance with Maintenance Management Delivery System.
Renewal	Maintain existing assets to a satisfactory condition	Percentage of assets in 'poor' or 'very poor' (4, 5) Condition.	• Open Space and Recreation (2.2%)	Improve
Upgrade	Assets meet the standard of the Public Domain Style Manual.	Number of assets meet the standard of the Public Domain Style Manual.	When assets are renewed, they are replaced with assets that meet the standard of the Public Domain Style Manual.	When assets are renewed, they are replaced with assets that meet the standard of the Public Domain Style Manual.
New	Satisfactory provision of assets.	New assets provided subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.

3.1 Future Demand

Drivers affecting demand for Park Furniture, Playgrounds, Sporting Infrastructure include things such as population change, regulation changes, new development, community expectations, public safety, technological changes, economic factors, climate change, and environmental factors. As North Sydney is a “brown field” site, most capital projects are either renewal or upgrade to meet the Public Domain Style Manual. Generally, no new assets are built. The provision of new assets is assessed as required subject to needs, physical constraints, demand, and cost. There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the State Government and demand for active transport. This will have significant implications on demand for these assets.

4.0 Asset Condition

4.1 Asset Condition – Open Space and Recreation Assets

The condition of Council’s Park Furniture was surveyed in 2019 by Consultants, Rapid Map Services Pty Ltd. The condition of Council’s Playgrounds and Sporting Infrastructure was surveyed in 2020 by Consultants, Xyst Pty Ltd. The following condition criteria was used.

Table: Park Furniture, Playgrounds, Sporting Infrastructure Condition Survey Criteria

Grade	Condition	Description
1	Very Good	Sound - constructed to current standards, well maintained with no defects. Meets Council’s current Public Domain Style Manual standards. No work required
2	Good	As grade 1 but not constructed to current standards or showing minor wear, tear, and deterioration. E.g. weathering of timber, staining of fastenings but no decay of timber or corrosion of steel. Deterioration has no significant impact on safety & appearance of the park furniture. Only minor work required
3	Fair	Park furniture functionally sound, but appearance affected by minor defects e.g. vandalism, slight decay of timber, and mild corrosion of fastenings. Deterioration beginning to affect the stability, functionality or appearance of the park furniture or does not meet Council’s current Public Domain Style Manual. Some work required
4	Poor	Park furniture functioning but with problems due to significant defects e.g. rotting/ splitting of timber, corrosion, loosening of fastenings, causing a marked deterioration in stability, functionality or appearance or does not meet Council’s current Public Domain Style Manual. Some replacement or rehabilitation needed within 1 year
5	Very Poor	Park furniture has serious problems and has failed or are about to fail in the near future, causing unacceptable deterioration in stability, safety, and appearance. Urgent replacement/ rehabilitation required

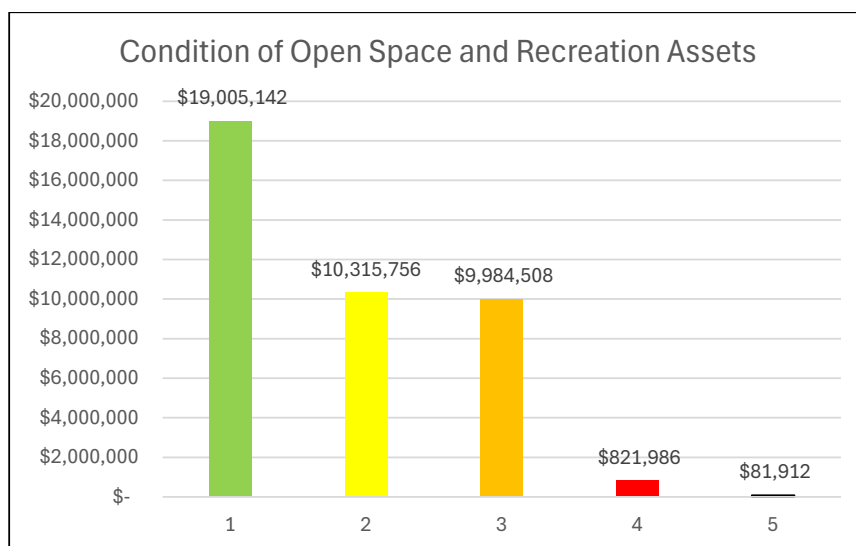
As per IPWEA Condition Assessment & Asset Performance Guidelines Practice Note 10.1

The Table below shows the Replacement Cost for each of the condition scores.

Table: Open Space and Recreation Assets Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$19,005,142	47.3%
2 (Good)	\$10,315,756	25.7%
3 (Fair)	\$9,984,508	24.8%
4 (Poor)	\$821,986	2.0%
5 (Very Poor)	\$81,912	0.2%
Total	\$40,209,304	100.0%

The Graph below shows the condition of Open Space and Recreation Assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the Open Space and Recreation Asset Class network is shown in the Table below as at 30 June 2024.

Table: Open Space and Recreation Asset Class Valuation \$2024

Asset Class	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Open Space and Recreation Asset Class	\$40,209,304	16,137,957	\$24,071,346	\$1,608,679

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council's Open Space and Recreation assets to a satisfactory standard is \$903,898. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 2.2% of the Open Space and Recreation infrastructure network in terms of Replacement Cost. This means that 97.8% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$1,608,679 or 4.0% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 25.0 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$16,990,684 over 10 years or an average annual cost of \$1,699,068. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Class	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Open Space & Recreation Assets	\$903,898	\$40,209,304	\$1,608,679	\$16,990,684	\$1,699,068

5.3 Useful Lives – Open Space & Recreation Assets

The useful lives of all types of Open Space & Recreation Assets were reviewed by Xyst Pty Ltd and are shown in the following Table.

Asset Type	Useful Life
Air Pump	15
Backflow Device	15
Basketball Goal	25
BBQ	20
Bike Rack	20
Bin - Cigarette	20
Bin Enclosure	20
Bin Stand	20

Asset Type	Useful Life
Bird Bath	25
Bubbler	20
Com. Cent. Playground - Large	15
Com. Cent. Playground - Medium	15
Com. Cent. Playground - Small	15
Cricket Nets - Double	30
Cricket Nets - Single	30
Cricket Sight Screens - Set	30
Electronic Media Screen	15
Emergency Phone	20
Entrance - Large	75
Entrance - Medium	50
Entrance - Small	50
Fire Hydrant	50
Fish Cleaning Station	20
Fitness Equipment	15
Flag Pole	40
Goal Post - 1 bar	25
Hockey Nets	25
Information Board	15
Irrigation System	25
Long Jump Pit	15
Marquee	20
Netball/Basketball Court	20
Ornamental Well	50
Park Furniture Hume Street Park Entrance	15
Park Sign - Name	15
Park Sign - Small	15
Picnic setting - shelter	50
Planter Box	25
Plaque	75
Playground - District	15
Playground - Local	15
Playground - Regional	15
Pool - Outdoor Ocean	50
Power Outlet	15
Safety Fencing	40
Seat	25
Shade Sail	20
Shade Structure	20
Shelter	30
Shower	25
Skate Park	35
Sport Court Lights	40

Asset Type	Useful Life
Sportsfield Lighting - Large	55
Sportsfield Lighting - Std.	55
Stage	35
Storage Space	30
Stormwater Harvesting	50
Synthetic Cricket Wicket - Base	40
Synthetic Cricket Wicket - Surface	10
Synthetic Sports Field - Base	40
Synthetic Sports Field - Surface	10
Table	25
Table Tennis	20
Tap	35
Telephone Box	50
Tennis Courts	20
Tennis-Netball Court Fencing	40
Tree Guard	15
Turf Cricket Drop in pitch	30
Turf Wicket Covers	4
Wall - Brick	90
Wall - Concrete	90
Wall - Concrete, Brick	90
Wall - Metal	60
Wall - Rendered Brick	90
Wall - Stone	100
Wall - Stone - Low <500mm	80
Wall - Timber	60

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Increase in trip hazards which may result in personal injury
- Damage due to vandalism
- Playgrounds or Sporting Infrastructure in poor condition causing injury to children

Council will endeavour to manage these risks within available funding by:

- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Applying for government grants where applicable
- Partial or full closure where necessary

Table: Risk Matrix – Open Space & Recreation Assets

Risk Matrix - Open Space & Recreation Assets					
Condition	Playground Hierarchy		Local Playgrounds	District Playgrounds	Community Centre Playgrounds / Regional Playgrounds
	Public Domain Area	Local and Residential Areas / Parks and Open Spaces	Hayes Street Wharf / Wollstonecraft	Cremorne / Crows Nest / Milsons Point / Kirribilli / Union Street / Blues Point Road	North Sydney Centre / Special Area - Bradfield Park / Special Area - St Leonards
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 - Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of Open Space & Recreation Assets risks in the North Sydney LGA.







7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. trip hazard repair. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The current maintenance expenditure levels are considered to be adequate to meet projected service levels.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the Public Domain Style Manual.

7.2 Capital Works – Prioritised list based on risk

The list of prioritised capital works for this asset category are based on the Risk Matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

1. Risk sorting score (descending order)
2. Risk rating score (descending order)
3. % Condition 5 (descending order)
4. % Condition 4 (descending order)

The following Table shows the prioritised list of capital works. Only projects with a Very High-Risk Sorting Score or High-Risk Sorting Score (with a Risk Rating Score 8 or higher) are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimate is undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are generally replaced at the same time as assets in condition 4 or 5 if they are adjacent if there are potential risks and if it is cost effective.

It should be noted that these assets may also be replaced (or removed) based on other criteria including:

- Plans of Management
- Damage.

- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.
- Changes to park usage.

7.3 Capital Works – Prioritised list based on risk – Park Furniture

Table: Prioritised Capital Works - Park Furniture

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Seat, Hume Street Park, Crows Nest	Very High	20	\$19,596
Park Sign - Name, Bradfield Park, Milsons Point	Very High	16	\$3,769
Park Sign - Small, Ted Mack Civic Park, North Sydney	Very High	16	\$9,048
Plaque, Bradfield Park, Milsons Point	Very High	16	\$9,610
Seat, Christie Street Reserve, St Leonards	Very High	16	\$44,091
Seat, Doris Fitton Park, North Sydney	Very High	16	\$14,697
Seat, Ted Mack Civic Park, North Sydney	Very High	16	\$58,788
Table, Bradfield Park, Milsons Point	Very High	16	\$15,546
Table, Hume Street Park, Crows Nest	Very High	16	\$5,182
Table, Ted Mack Civic Park, North Sydney	Very High	16	\$20,728
Tap, Bradfield Park, Milsons Point	Very High	16	\$2,888
Park Sign - Small, Cremorne Reserve, Cremorne Point	Very High	15	\$6,032
Park Sign - Small, St Leonards Park, North Sydney	Very High	15	\$18,096
Plaque, Balls Head Reserve, Waverton	Very High	15	\$11,532
Seat, Cremorne Reserve, Cremorne Point	Very High	15	\$4,899
Tap, Balls Head Reserve, Waverton	Very High	15	\$1,444
Bubbler, Smoothey Park, Wollstonecraft	Very High	10	\$29,962
Park Sign - Small, Badangi Reserve, Wollstonecraft	Very High	10	\$3,016
Park Sign - Small, Brightmore Reserve, Cremorne	Very High	10	\$3,016
Park Sign - Small, Cheal Park, Neutral Bay	Very High	10	\$1,508
Park Sign - Small, Forsyth Park, Neutral Bay	Very High	10	\$3,016
Park Sign - Small, Primrose Park, Cremorne	Very High	10	\$6,032
Park Sign - Small, Waverton Park (includes Merrett Playground), Waverton	Very High	10	\$4,524
Seat, Waverton Park (includes Merrett Playground), Waverton	Very High	10	\$24,495
Tap, Forsyth Park, Neutral Bay	Very High	10	\$722
Bubbler, Blues Point Reserve, McMahon's Point	High	12	\$29,962
Park Sign - Small, Balls Head Reserve, Waverton	High	12	\$1,508
Park Sign - Small, Coal Loader Parklands, Waverton	High	12	\$1,508
Plaque, Cremorne Reserve, Cremorne Point	High	12	\$1,922
Plaque, St Leonards Park, North Sydney	High	12	\$5,766
Seat, Balls Head Reserve, Waverton	High	12	\$9,798
Seat, Blues Point Reserve, McMahon's Point	High	12	\$9,798
Seat, Coal Loader Parklands, Waverton	High	12	\$4,899
Seat, St Leonards Park, North Sydney	High	12	\$68,586

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Tap, St Leonards Park, North Sydney	High	12	\$1,444
Air Pump, Bradfield Park, Milsons Point	High	12	\$7,688
Backflow Device, Bradfield Park, Milsons Point	High	12	\$10,956
Bike Rack, Ted Mack Civic Park, North Sydney	High	12	\$5,653
Bin Enclosure, Bradfield Park, Milsons Point	High	12	\$7,057
Bubbler, Hume Street Park, Crows Nest	High	12	\$14,981
Entrance - Medium, Bradfield Park, Milsons Point	High	12	\$56,532
Fire Hydrant, Ted Mack Civic Park, North Sydney	High	12	\$5,690
Park Sign - Name, Ted Mack Civic Park, North Sydney	High	12	\$3,769
Park Sign - Small, Bradfield Park, Milsons Point	High	12	\$12,064
Park Sign - Small, Christie Street Reserve, St Leonards	High	12	\$1,508
Park Sign - Small, Doris Fitton Park, North Sydney	High	12	\$1,508
Picnic setting - shelter, Bradfield Park, Milsons Point	High	12	\$28,266
Plaque, Ted Mack Civic Park, North Sydney	High	12	\$3,844
Seat, Bradfield Park, Milsons Point	High	12	\$93,081
Shelter, Ted Mack Civic Park, North Sydney	High	12	\$61,845
Table Tennis, Bradfield Park, Milsons Point	High	12	\$16,688
Tap, Ted Mack Civic Park, North Sydney	High	12	\$1,444
Wall - Brick, Ted Mack Civic Park, North Sydney	High	12	\$10,210
Wall - Concrete, Bradfield Park, Milsons Point	High	12	\$9,039
Wall - Stone - Low <500mm, Ted Mack Civic Park, North Sydney	High	12	\$1,148
Wall - Stone, Ted Mack Civic Park, North Sydney	High	12	\$41,426
Backflow Device, Primrose Park, Cremorne	High	8	\$5,478
Bubbler, Waverton Park (includes Merrett Playground), Waverton	High	8	\$14,981
Park Sign - Name, Forsyth Park, Neutral Bay	High	8	\$3,769
Park Sign - Small, Anderson Park, Neutral Bay	High	8	\$3,016
Park Sign - Small, Cammeray Park, Cammeray	High	8	\$1,508
Park Sign - Small, Smoothey Park, Wollstonecraft	High	8	\$4,524
Park Sign - Small, Tunks Park, Cammeray	High	8	\$1,508
Plaque, Anderson Park, Neutral Bay	High	8	\$1,922
Plaque, St Thomas' Rest Park, Crows Nest	High	8	\$3,844
Plaque, Tunks Park, Cammeray	High	8	\$1,922
Plaque, Waverton Park (includes Merrett Playground), Waverton	High	8	\$1,922
Seat, Forsyth Park, Neutral Bay	High	8	\$4,899
Seat, Milson Park, Kirribilli	High	8	\$4,899
Seat, Primrose Park, Cremorne	High	8	\$9,798
Seat, Quibaree Park, Lavender Bay	High	8	\$4,899
Table, St Thomas' Rest Park, Crows Nest	High	8	\$5,182
Tap, Primrose Park, Cremorne	High	8	\$722
Wall - Stone - Low <500mm, St Thomas' Rest Park, Crows Nest	High	8	\$98,706

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Wall - Stone, St Thomas' Rest Park, Crows Nest	High	8	\$12,889

7.4 Capital Works – Prioritised list based on risk – Playgrounds

Table: Prioritised Capital Works - Playgrounds

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Com. Cent. Playground - Medium, Kendall KU Preschool Playground, Cammeray	High	12	\$376,877
Com. Cent. Playground - Medium, Kendall Occasional Child Care Centre Playground, Cammeray	High	12	\$376,877
Com. Cent. Playground - Small, Crows Nest Occasional Child Care Centre Playground, Crows Nest	High	12	\$263,814
Com. Cent. Playground - Small, Early Education Playground, North Sydney	High	12	\$263,814
Com. Cent. Playground - Small, Forsyth Park Community Centre Playground, Neutral Bay	High	12	\$263,814
Com. Cent. Playground - Small, Kelly's Place Children's Centre Playground, Crows Nest	High	12	\$263,814
Com. Cent. Playground - Small, Kirribilli Neighbourhood Centre Playground, Kirribilli	High	12	\$263,814
Playground - Regional, Bradfield Park Playground, Milsons Point	High	12	\$1,601,726
Playground - Regional, St Leonards Park Playground, North Sydney	High	12	\$1,601,726

7.5 Capital Works – Prioritised list based on risk – Sporting Infrastructure

Table: Prioritised Capital Works - Sporting Infrastructure

Asset Type and Location	Risk Rating	Risk Rating Score	Cost Estimate
Fitness Equipment, Ted Mack Civic Park, North Sydney	High	12	\$37,688
Fitness Equipment, Tunks Park, Cammeray	High	8	\$37,688
Goal Posts - Set, Tunks Park, Cammeray	High	8	\$20,728
Long Jump Pit, Forsyth Park, Neutral Bay	High	8	\$4,711
Playground - Local, Primrose Park, Cremorne	High	8	\$47,110
Synthetic Cricket Wicket - Base, Forsyth Park, Neutral Bay	High	8	\$37,688
Synthetic Cricket Wicket - Base, Primrose Park, Cremorne	High	8	\$150,751
Synthetic Cricket Wicket - Surface, Forsyth Park, Neutral Bay	High	8	\$11,306
Synthetic Cricket Wicket - Surface, Primrose Park, Cremorne	High	8	\$45,225
Water Tank, Tunks Park, Cammeray	High	8	\$37,688
Tennis Courts, Green Park, Cammeray	High	4	\$244,970
Tennis-Netball Court Fencing, Green Park, Cammeray	High	4	\$50,878

7.6 Examples of completed Capital Works Projects





8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Open Space and Recreation Asset Class: Park Furniture, Playgrounds, Sporting Infrastructure	2020	Planned for 2025
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- 2019 Park Furniture Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd.
- 2020 Condition audit of Council's Playgrounds and Sporting Infrastructure by Consultants, Xyst Pty Ltd.
- 2014, North Sydney Council Public Domain Style Manual
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: List of Parks and Open Spaces

Inventory No.	Park Name
1	Ancrum Street Reserve
2	Anderson Park
3	Anderson Street Road Closure
4	Anzac Avenue Reserve
5	Anzac Park
6	Badangi Reserve
7	Balls Head Reserve
8	Bank Reserve
9	Barry Street Road Reserve
10	Bay Road Reserve
11	Bellevue Park
12	Bellevue Street Reserve
13	Ben Boyd Road Park
14	Bernard Lane Road Closure
15	Berry Island Reserve
16	Beulah Street Reserve
17	Blues Point Reserve
18	Boatbuilders Walk
19	Bob Gordon Reserve
20	Boyle Street Road Closure
21	Bradfield Park
22	Brennan Park
23	Brightmore Reserve
24	Bromley Avenue Road Reserve
25	Brothers Memorial Reserve
26	Browns Lane Road Reserve
27	Bydown Street Road Reserve
28	Cahill Playground
29	Cammeray Park
30	Captain Henry Waterhouse Reserve
31	Carradah Park
32	Cheal Park
33	Clark Park
34	Clark Road Island
35	Clifton Street Road Reserve
36	Coal Loader Parklands
37	Colin Street Road Reserve
38	Colindia Avenue Road Reserve
39	Colindia Reserve
40	Copes Lookout
41	Cremorne Garden Plaza

Inventory No.	Park Name
42	Cremorne Reserve
43	Darby Gardens
44	David Earle Reserve
45	Doris Fitton Park
46	Doris Street Reserve
47	Dowling Street Road Reserve
48	Dr Mary Booth Lookout
49	East Avenue Road Reserve
50	East Crescent Street Lookout
51	Echo Street Reserve
52	Ellis Lookout
53	Ernest Place
54	Euroka Street Playground
55	Ex Platypus Site Open Space
56	Folly Point Reserve
57	Forsyth Park
58	Four Figs Park
59	Fred Hutley Reserve
60	French Street Reserve
61	Gannura Reserve
62	Glenferrie Avenue Road Reserve
63	Gore Cove Reserve
64	Grasmere Children's Park
65	Grasmere Reserve
66	Green Park
67	Guthrie Avenue Road Reserve
68	Hamilton Reserve
69	Harriette Street Road Closure
70	Harry Howard Reserve
71	Hayberry Street Road Closure
72	Hayes Street Foreshore
73	Henry Lawson Reserve
74	Highview Avenue Pedestrian Link
75	Hodgson Lookout
76	Holdsworth Road Reserve
77	Honda Road Reserve
78	Hopkins Park
79	Ilbery Park
80	Jeaffreson Jackson Reserve
81	John Street Open Space
82	Johnstone Avenue Road Reserve
83	Judith Ambler Reserve
84	Kenneth Bolton Lookout
85	Kesterton Park

Inventory No.	Park Name
86	King Street Road Reserve
87	Kurraba Reserve
88	Kurraba Wharf Reserve
89	Lady Gowrie Lookout
90	Lambert Street Gardens
91	Langley Place
92	Lavender Bay Foreshore
93	Lithgow Street Road Closure
94	Little Young Street Road Closure
95	Lloyd Avenue Reserve
96	Lloyd Rees Lookout
97	Lodge Road Island
98	Lodge Road Playground
99	Lodge Road Road Reserve
100	Lord Street Road Reserve
101	Lower Spofforth Walk (includes Hunts Lookout)
102	Manns Avenue Road Reserve
103	Margaret Street Road Reserve
104	Mary French Reserve
105	Mater Gardens
106	May Gibbs Place
107	McIntosh Lane Reserve
108	Merlin Street Reserve
109	Mil Mil Street Road Reserve
110	Miller Street Gardens
111	Milson Park
112	Miss Gladys Carey Reserve
113	Mitchell Street Park
114	Mitchell Street Plaza
115	Mortlock Reserve
116	Morton Lane Road Reserve
117	Mount Street Plaza
118	Neutral Bay Foreshore
119	Neutral Street Road Reserve
120	North Avenue Road Reserve
121	North Sydney Civic Centre Park
122	Nottingham Street Reserve
123	O'Briens Gardens
124	Olympic Park
125	Oyster Cove Reserve
126	Paling Street Road Closure
127	Phillips Street Playground
128	Pine Street/Arkland Street Reserve
129	Powell Street Open Space

Inventory No.	Park Name
130	Primrose Park
131	Prior Avenue Reserve
132	Prospect Avenue Road Reserve
133	Quibaree Park
134	Reserve Street Road Reserve
135	Richmond/Tobruk Pedestrian Link
136	Ridge Street Road Closure
137	Riley Street Road Closure
138	River Road Pedestrian Link
139	Robertson Lane Road Closure
140	Rose Avenue Reserve
141	Ryries Parade Road Closure
142	Samora Avenue Road Closure
143	Sawmillers Reserve
144	Shellbank Reserve
145	Shirley Road Pedestrian Link
146	Sinclair Street Pedestrian Link
147	Sinclair Street Rose Garden
148	Sirius Street Playground
149	Smoothey Park
150	Spains Wharf Road Reserve
151	Spruson Street Road Reserve
152	St Leonards Park
153	St Peters Park
154	St Thomas' Rest Park
155	Stanton Lookout
156	Sugar Works Reserve
157	Suspension Bridge Reserve
158	Tiley Street Road Closure
159	Tobruk Avenue Lookout
160	Toongarah Road Road Reserve
161	Tunks Park
162	Tye Park
163	Upper Pitt Street Pedestrian Link
164	Victoria Street Playground
165	Victoria/Mitchell Street Junction
166	Walker Street Road Reserve
167	Walumetta Park
168	Warringa Park
169	Warringa Road Road Closure
170	Watersleigh Park
171	Watt Park
172	Waverton Park (includes Merrett Playground)
173	Weaver Park

Inventory No.	Park Name
174	Weringa Avenue Road Reserve
175	West Crescent Street Road Reserve
176	Westleigh Lane Road Closure
177	Westleigh Street Road Closure
178	Whatmore Lane Reserve
179	Will Ashton Lookout
180	Willow Tree Park
181	Wilson Street Road Closure
182	Winnie Street Laneway Reserve
183	Winslow Lane Road Closure
184	Winslow Street Road Closure
185	Wonga Road Reserve
186	Woolcott Street Open Space
187	Wrixton Park
188	Wyagdon/Alfred Street North Reserve
189	Wyagdon Street Reserve
190	Wyong Road Open Space
191	Young Street/Earle Street Island
A	Balfour Street Park
B	Christie Street Reserve
C	Crows Nest Uniting Church Park
D	Don Bank Museum Gardens
E	Hume Street Park
F	Nicholson Street Road Closure
G	Wakelin Reserve
H	Wendys Garden
I	Wollstonecraft Railway Station Park
RE1 - Public Recreation	Stannards Place Open Space
RE1 - Public Recreation	High Street Reserve
RE1 - Public Recreation	Whaling Road Reserve
RE1 - Public Recreation	Sexton Place Open Space
RE1 - Public Recreation	Brook Street Open Space
RE1 - Public Recreation	Ancrum Street Pedestrian Link

11.0 Appendix B: List of Playgrounds

Playground	Location
Berry Island Reserve Playground	Shirley Road, Wollstonecraft
Blues Point Reserve Playground	Blues Point Road, McMahon's Point
Bradfield Park Playground	Alfred Street South, Milsons Point
Bradfield Park Table Tennis	Alfred Street South, Milsons Point
Brennan Park Playground	King Street, Wollstonecraft

Playground	Location
Brightmore Reserve Tricycle Track Playground	Young Street, Cremorne
Cahill Playground	Sophia Street, Crows Nest
Civic Park Fitness	Miller Street, North Sydney
Cremorne Reserve	Milson Road, Cremorne Point
Crows Nest Occasional Child Care Centre	Ernest Place, Crows Nest
Early Education	Cunningham Street, North Sydney
Euroka Street Playground	Euroka Street, Waverton
Forsyth Park Community Centre	Montpelier Street, Neutral Bay
Forsyth Park Playground	Montpelier Street, Neutral Bay
Fred Hutley Reserve	Palmer Street, Cammeray
Grandstand Pre School	Fig Tree Lane, North Sydney
Grasmere Children's Park	Grasmere Road, Cremorne
Grasmere Reserve	Benelong Lane, Cremorne
Green Park Fitness	Cammeray Road, Cammeray
Green Park Junior	Warwick Avenue, Cammeray
Green Park Senior	Warwick Avenue, Cammeray
Hodgsons Lookout Playground	Kurraba Road, Kurraba Point
Ilbery Reserve Playground	Barry Street, Neutral Bay
Kelly's Place Children's Centre	Hume Street, Crows Nest
Kendall KU Preschool	Warwick Avenue, Cammeray
Kendall Occasional Child Care Centre	Warwick Avenue, Cammeray
Kesterton Park Playground	High Street, North Sydney
Kirribilli Neighbourhood Centre	Fitzroy Street, Kirribilli
Lodge Road Playground	Lodge Road, Cremorne
Mary French Reserve Playground	Mil Mil Street, McMahon's Point
McMahon's Point Community Centre	Blues Point Road, McMahon's Point
Merrett Playground	Woolcott Street, Waverton
Milson Park Playground	McDougall Street, Kirribilli
North Sydney Family Day Care	Bank Street, North Sydney
North Sydney Leisure Centre Playgrounds	Miller Street, North Sydney
Phillips Street Playground	Phillips Street, Neutral Bay
Primrose Park	Young Street, Cremorne
Prior Avenue Reserve	Prior Avenue, Cremorne Point
Sirius Street Playground	Sirius Street, Cremorne Point
St Leonards Park Playground	Falcon Street, North Sydney
St Thomas Rest Park Playground	West Street, Crows Nest
Tunks Park	Brothers Avenue, Cammeray
Tunks Park Fitness	Brothers Avenue, Cammeray
Tye Park	Ancrum Street, Waverton
Victoria Street Playground	Victoria Street, McMahon's Point
W H Brothers Memorial Park	Fifth Avenue, Cremorne
Warringa Park Playground	Rawson Street, Neutral Bay
Watt Park Playground	Lavender Crescent, Lavender Bay
Waverton Park Fitness	Larkin Street, Waverton
Wollstonecraft Railway Station Park	Telopea Street, Wollstonecraft

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

OTHER INFRASTRUCTURE ASSET CLASS

2025/35



Document Control		Asset Management Plan			
Document ID: NSC AMP Other Infrastructure Asset Class 2025					
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1.0 Executive Summary

This Asset Management Plan (AMP) covers the Other Infrastructure Asset Class as defined in Council's Asset Management Strategy, which includes Fences, Lighting, Marine Structures, Retaining Walls, and Seawalls. This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost-effective manner while outlining associated risks within each of the asset classes. The scope and value of this Asset Class is shown in the Table below:

Table: Scope and Replacement Cost of Other Infrastructure Asset Class by Asset Category (\$)'2024

Other Infrastructure Asset Class		
Asset Category	Scope	Replacement Cost (2024)
Fences	44.4km fences, 2,618 bollards	\$35,222,780
Lighting	1,874 assets	\$22,943,070
Marine Structures	44 assets	\$32,160,622
Retaining Walls	25km	\$95,950,616
Seawalls	4.9km	\$117,639,337
	TOTAL	\$303,916,424

All assets within the Other Infrastructure Class in North Sydney provide a vital service to the local community. Fences provide a protective barrier. Lighting provides safety at night. Marine Structures provide access to the foreshore. Retaining Walls provide structural support. Seawalls provide environmental protection of the foreshore.

The North Sydney LGA covers 10.5 square kilometres or 1049 hectares. Many of Council's assets in North Sydney were originally built from 1880 onwards. Further development and subdivisions increased significantly with the opening of the Sydney Harbour Bridge in 1932 and continued after World War 2. It was during this development period that much of the infrastructure in North Sydney was originally built. Therefore, North Sydney faces the continual challenge of maintaining a large portfolio of aging road infrastructure.

The Table below shows that the current cost to bring all Council's Other Infrastructure assets to a satisfactory standard is \$11.0M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 3.6% of the Other Infrastructure network in terms of Replacement Cost. This means that 96.4% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$4.1M or 1.3% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 74.2 years on average.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$51.9M over 10 years or an average annual cost of \$5.2M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Other Infrastructure / Fences	\$676,740	\$35,222,780	\$848,952	\$9,166,256	\$916,626
Other Infrastructure / Lighting	\$4,452,413	\$22,943,070	\$716,983	\$11,622,246	\$1,162,225
Other Infrastructure / Marine Structures	\$184,001	\$32,160,622	\$408,304	\$4,267,046	\$426,705
Other Infrastructure / Retaining Walls	\$3,956,730	\$95,950,616	\$1,059,706	\$14,553,785	\$1,455,379
Other Infrastructure / Seawalls	\$1,731,380	\$117,639,337	\$1,059,698	\$12,328,361	\$1,232,836
TOTAL	\$11,001,264	\$303,916,424	\$4,093,643	\$51,937,694	\$5,193,769

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

- Assets progressively deteriorating over time
- Increasing asset failures and potential closures
 - Service levels not fully meeting the needs of users
 - Increased capital costs due to cost escalation.

2.0 Asset Description

2.1 Asset Description – Fences

As shown in the Table below the Fences network mainly comprises of:

- Ordinance Fence = 28.4%
- Safety Fence - Steel Post & Cable = 18.1%

Fence Type	Quantity	Replacement Cost (2024)	% of the Network
Armco Guardrail	97	\$2,478,269	7.0%
Bicentennial Fence	4	\$2,199,246	6.2%
Boom Gate	1	\$13,757	0.0%
Collapsible	5	\$6,018	0.0%
Concrete Post and Chain Wire Fence	15	\$415,185	1.2%
Concrete Post and Rail Fence	62	\$520,690	1.5%
Concrete Road Barrier	5	\$119,801	0.3%
Decorative	560	\$618,342	1.8%

Fence Type	Quantity	Replacement Cost (2024)	% of the Network
Galvanised Post and Chain Wire Fence	111	\$2,372,713	6.7%
Galvanised Post and Rail Fence	119	\$920,505	2.6%
Gate Post	1	\$1,030	0.0%
Handrail Stainless Steel	77	\$281,265	0.8%
Handrail Steel	397	\$1,637,567	4.6%
Holding Rail	173	\$112,477	0.3%
Log Fence	44	\$38,254	0.1%
Ordinance Fence	978	\$10,020,764	28.4%
Other	20	\$68,168	0.2%
Pedestrian - Double	6	\$19,930	0.1%
Pedestrian - Single	74	\$65,518	0.2%
Picket Fence - Metal	102	\$564,903	1.6%
Picket Fence - Timber	36	\$283,457	0.8%
Removable	116	\$139,623	0.4%
RTA Pedestrian Fence	175	\$1,305,317	3.7%
Safety Fence - Galvanised Post & Rail on Concrete	20	\$2,275,239	6.5%
Safety Fence - Steel Post & Cable	35	\$6,378,106	18.1%
Special - Post and Rail Fence with Glass	1	\$20,472	0.1%
Special - Post and Rail Fence with Glass Panels	9	\$114,719	0.3%
Steel Post and Chain Fence	5	\$23,971	0.1%
Structural	1,772	\$1,956,610	5.6%
Timber Post and Chain Fence	2	\$14,453	0.0%
Timber Post and Rope	1	\$15,235	0.0%
Vehicle - Double	17	\$113,357	0.3%
Vehicle - Single	23	\$107,819	0.3%
Grand Total	5,063	\$35,222,780	100.0%

2.2 Asset Description – Lighting

As shown in the Table below the Lighting network mainly comprises of:

- Multi-function pole = 55.7%

Lighting Types	Quantity	Replacement Cost (2024)	% of the Network
4-unit battery pole green coated	5	\$26,018	0.1%
Awning Light - Elizabeth Plaza	8	\$21,102	0.1%
Banner Pole	33	\$249,838	1.1%
Bega Graphite finish 4.5 meters 100mm O/D straight pole with access door	2	\$19,553	0.1%
Bollard	68	\$353,039	1.5%
Brick Light	34	\$61,661	0.3%
Burton St Tunnel	1	\$233,088	1.0%
Bus Stop	58	\$70,943	0.3%
Cammeraygal PI Artwork	5	\$38,764	0.2%

Lighting Types	Quantity	Replacement Cost (2024)	% of the Network
Catenary Light - Elizabeth Plaza	1	\$150,247	0.7%
Decorative Fin Light - Brett Whiteley Place	2	\$20,253	0.1%
Decorative Seating Light - Brett Whiteley Place	11	\$63,080	0.3%
Down Light - Elizabeth Plaza	6	\$5,068	0.0%
Eclipse Light Pole	5	\$48,884	0.2%
Fairy Lights (multiple luminaires)	6	\$175,920	0.8%
Flexible Linear Led Strip Mounted with U Clips on Corten Walls	3	\$17,692	0.1%
Fountain Light - Brett Whiteley Place	3	\$163,409	0.7%
GM Poles 4.5M 90MM Pipe Pole Galvanised Steel	8	\$60,210	0.3%
GM Poles 5.0M 90MM Pipe Pole Galvanised Steel	16	\$158,960	0.7%
GM Poles PP-90-4.0 4M 90MM Pipe Pole c/w Marine Grade Powder Coat	19	\$185,757	0.8%
Handrail Light	13	\$12,732	0.1%
Handrail Light - Bob Gordon Reserve	35	\$32,933	0.1%
Handrail Light - Brett Whiteley Place/ Elizabeth Plaza	15	\$28,837	0.1%
Hexagonal Vic Pole Spaceship	76	\$743,030	3.2%
Inground Strip Light - Elizabeth Plaza	26	\$145,667	0.6%
Inground Strip Light - Grosvenor Lane	16	\$86,170	0.4%
Inground Uplight - Bradfield Plaza	42	\$91,326	0.4%
Inground Uplight - Brett Whiteley Place	22	\$47,837	0.2%
Inground Uplight Small	112	\$243,535	1.1%
Interpol Metal pole	49	\$479,059	2.1%
Lantern only special	2	\$8,797	0.0%
LED Recessed Linear LED Wall Grazer Mounted	5	\$29,487	0.1%
LED Spotlight with Glare Shield Mounted on Tapered Round Pole	1	\$9,777	0.0%
Memorial	4	\$52,776	0.2%
Metal Pole Ball	68	\$664,816	2.9%
Metal Pole Other	16	\$156,427	0.7%
Multi-Function Pole	312	\$12,769,782	55.7%
Pedestrian Ceiling Light	4	\$4,980	0.0%
Projector	7	\$92,358	0.4%
Shelter Light	5	\$5,494	0.0%
Shop Light - Elizabeth Plaza	3	\$7,913	0.0%
Sign Light	2	\$8,797	0.0%
Small Pedestrian Light	15	\$32,989	0.1%
Sportsfield	7	\$373,092	1.6%
Stair Light - Brett Whiteley Place	5	\$4,553	0.0%
Stair Light - Mitchell Street Plaza	10	\$31,394	0.1%
Stair Light only	9	\$8,196	0.0%
Straight Round 140mm Diameter Pole	10	\$97,767	0.4%
Tapered Octagonal Column	29	\$315,088	1.4%
Tapered Round Pole	28	\$259,928	1.1%
Taperline Pole Gooseneck Double	119	\$1,163,428	5.1%
Taperline Pole Gooseneck Single	41	\$400,845	1.7%

Lighting Types	Quantity	Replacement Cost (2024)	% of the Network
Totem Light Pole (Cluster)	7	\$103,700	0.5%
Under Awning Light - Recessed	53	\$211,577	0.9%
Under Awning Light - Surface Mount	299	\$1,193,615	5.2%
Under seat lighting - Miller Street Forecourt	6	\$35,384	0.2%
Vent Light only	9	\$19,793	0.1%
Vic Poles - 4.0m Tapered Base Octagonal	36	\$351,962	1.5%
Vic Poles - 4.6m Tapered Base Octagonal	23	\$224,864	1.0%
Vic Poles - 8.0m Road Light Pole	2	\$21,688	0.1%
VICPOLE Galvanised Steel	2	\$19,553	0.1%
Wall Mounted Light	21	\$200,148	0.9%
Wall mounted light - lane Parraween carpark	14	\$27,487	0.1%
Grand Total	1,874	\$22,943,070	100.0%

2.3 Asset Description – Marine Structures

As shown in the Table below the Marine Structures network mainly comprises of:

- Wharf/Jetty = 80.6%

Marine Structure Types	Quantity	Replacement Cost (2024)	% of the Network
Boardwalk	2	\$1,782,533	5.5%
Boardwalk/Bridge	1	\$420,068	1.3%
Boat Ramp	5	\$1,054,323	3.3%
Bridge	2	\$310,035	1.0%
Bridge/Boardwalk	1	\$73,042	0.2%
Decking	1	\$94,955	0.3%
Dinghy Storage	17	\$406,975	1.3%
Floating pontoon and access way	1	\$95,974	0.3%
Jetty	1	\$403,644	1.3%
Jetty/Wharf	1	\$798,085	2.5%
Kayak Storage	5	\$76,017	0.2%
Sandstone Jetty	1	\$136,219	0.4%
Shed	1	\$68,109	0.2%
Slipway	1	\$0	0.0%
Stairway and Jetty	1	\$145,951	0.5%
Tunks Park, Pontoon, Access & Jetty	1	\$382,013	1.2%
Wharf/Jetty	2	\$25,912,678	80.6%
Grand Total	44	\$32,160,622	100.0%

2.4 Asset Description – Retaining Walls

As shown in the Table below the Retaining Walls network mainly comprises of:

- Block Wall = 51.5%
- Stone Pitching - Mortar packed = 21.9%
- Reinforced Concrete = 14.0%

Retaining Wall Types	Quantity	Length (m)	Replacement Cost (2024)	% of the Network
Block Wall	433	12,756	\$49,380,389	51.5%
Block Wall - Quality facing	6	100	\$307,620	0.3%
Block Wall & Natural Rock	4	333	\$1,492,145	1.6%
Boulder	4	101	\$101,813	0.1%
Brick Wall	10	117	\$235,722	0.2%
Brick Wall - no mortar	1	12	\$734	0.0%
Brick Wall - rendered finish	1	2	\$3,221	0.0%
Crib Wall	3	122	\$482,699	0.5%
Crib Wall - Block wall each end	2	44	\$111,987	0.1%
Gabion Wall	2	28	\$415,028	0.4%
Gravity Block	13	559	\$1,564,549	1.6%
Interlocking brick	1	15	\$42,048	0.0%
Log Wall	3	31	\$15,641	0.0%
Mass Concrete	4	179	\$1,290,973	1.3%
Natural Sandstone Wall	7	229	\$776,930	0.8%
Reinforced Concrete	39	1,870	\$13,449,830	14.0%
Reinforced Concrete - Battered slope	3	24	\$35,517	0.0%
Reinforced Concrete - Rendered finish	2	93	\$468,965	0.5%
Reinforced Concrete - Sandstone capping	3	70	\$243,086	0.3%
Shot-crete to Natural rock	4	68	\$170,174	0.2%
Sleeper	13	128	\$27,312	0.0%
Sleeper - freestanding	1	7	\$2,591	0.0%
Stone Pitching - Battered slope	1	23	\$33,381	0.0%
Stone Pitching - Dry packed	66	1,041	\$1,650,057	1.7%
Stone Pitching - Mortar packed	308	6,432	\$21,021,402	21.9%
Stone Pitching - Mortar packed - Battered slope	2	92	\$178,578	0.2%
Stone Pitching - Mortar Packed - Composite	2	11	\$20,671	0.0%
Stone Pitching - Mortar Packed - Rendered Finish	7	247	\$921,589	1.0%
Unknown	9	361	\$1,505,962	1.6%
Grand Total	954	25,092	\$95,950,616	100.0%

2.5 Asset Description – Seawalls

As shown in the Table below the Seawalls network mainly comprises of:

- Sandstone and Concrete = 46.2%
- Sandstone = 42.3%

Seawall Types	Quantity	Replacement Cost (2024)	% of the Network
Concrete	6	\$3,361,092	2.9%
Concrete and Others	2	\$10,170,676	8.6%
Sandstone	23	\$49,772,696	42.3%
Sandstone and Concrete	11	\$54,334,872	46.2%
Grand Total	42	\$117,639,337	100.0%

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleansing, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath repair – patching, minor works),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath replacement and or footpath reconstruction),
- Upgrade – the activities to provide a higher level of service (e.g. widening a footpath or replacing an existing footpath with a different type as per Public Domain Style Manual).
- New - the activities to provide an additional level of service (e.g. constructing a footpath where none previously existed).

The Table below shows the technical levels of service expected to be provided for the Other Infrastructure Asset Class infrastructure assets. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Other Infrastructure Asset Class – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Undertake network inspections to monitor condition	Network inspections to monitor condition	<ul style="list-style-type: none"> • Fences (2023) • Lighting (2023) • Marine Structures (2023) • Retaining Walls (2023) • Seawalls (2023) 	Network inspected every 5 years
Maintenance	Reactive service Requests completed in a timely manner or made safe.	Respond to complaints.	Minor repairs undertaken in accordance with Maintenance Management System	Minor repairs undertaken in accordance with Maintenance Management Delivery System.
Renewal	Maintain existing assets to a satisfactory condition	Percentage of assets in 'poor' or 'very poor' (4, 5) Condition.	<ul style="list-style-type: none"> • Fences (1.9%) • Lighting (19.4%) • Marine Structures 0.6% • Retaining Walls (4.1%) • Seawalls (1.5%) 	Improve
Upgrade	Assets meet the standard of the	Number of assets meet the standard	When assets are renewed, they are	When assets are renewed, they are

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
	Public Domain Style Manual.	of the Public Domain Style Manual.	replaced with assets that meet the standard of the Public Domain Style Manual.	replaced with assets that meet the standard of the Public Domain Style Manual.
New	Satisfactory provision of assets.	New assets provided subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.

3.1 Future Demand

Drivers affecting demand for Fences, Lighting, Marine Structures, Retaining Walls, and Seawalls include things such as population change, regulation changes, new development, community expectations, public safety, technological changes, economic factors, climate change, and environmental factors. As North Sydney is a “brown field” site most capital projects are either renewal or upgrade to meet Public Domain Style Manual. Generally, no new assets are built. The provision of new assets is assessed as required subject to needs, physical constraints, demand, and cost. There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the State Government and demand for active transport. This will have significant implications on demand for these assets.

The number of Public Lighting assets is expected to increase into the future. This is due to the following factors:

- When several lights in an area require replacing, additional lights are often required to meet current standards.
- Replacing Ausgrid lights as part of CBD upgrades (note that whilst Ausgrid lights are owned by Ausgrid however they are funded by council).
- There are 124 Ausgrid “decorative” light poles. Ausgrid have a Policy of not replacing these assets and no longer store any parts. These will need to be replaced and owned by council.
- Assets constructed by Property developers

4.0 Asset Condition

4.1 Asset Condition – Fences

The condition of Council’s Fence network was surveyed in 2023 by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd. The following condition criteria was used.

Table: Fences Condition Survey Criteria

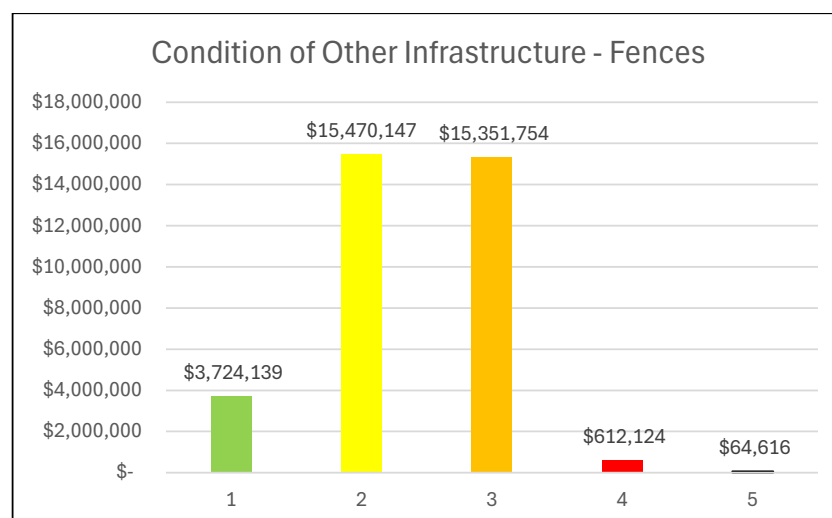
Grade	Condition	Description
1	Very Good	Sound fence or bollard designed to current standards and well maintained with no defects. No work required
2	Good	As grade 1 but not designed to current standards or showing minor wear, tear, and deterioration of surfaces e.g. rust – corrosion and weathering, but no undermining of fence / bollard structure. Needs to be reinspected in 2- 3 years. Deterioration has no significant impact on stability and appearance of the fence / bollard. Only minor work required
3	Fair	Fence / bollard functionally sound, but appearance affected by minor defects e.g. loose straps, surface weathering, warping and or minor loss of stability, isolated undermining of fence / bollard foundations, but no overall loss of stability. Some deterioration beginning to be reflected in stability and appearance of fence / bollard. Some work required
4	Poor	Fence / bollard functioning but with problems due to significant defects e.g. damaged/ missing railings, loss of stability, undermining of foundations, severe corrosion and deformation and loss of support, likely to cause marked deterioration of stability and appearance likely within 1 year. Some replacement or rehabilitation needed within 1 year
5	Very Poor	Fence / bollard has serious problems and has failed or are about to fail in the near future, causing unacceptable stability, appearance and public safety hazard. Urgent replacement/ rehabilitation required

The Table below shows the Replacement Cost for each of the condition scores.

Table: Fences Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$3,724,139	10.6%
2 (Good)	\$15,470,147	43.9%
3 (Fair)	\$15,351,754	43.6%
4 (poor)	\$612,124	1.7%
5 (Very Poor)	\$64,616	0.2%
Total	\$35,222,780	100.0%

The Graph below shows the condition of Fence assets in terms of replacement cost.



4.2 Asset Condition – Lighting

The condition of Council's Lighting network was surveyed in 2023 by R J Mifsud Electrical in conjunction with a report prepared in 2018 by Gary Roberts & Associates Pty Ltd which prioritised the renewal of Lighting based on obsolescence. The following condition criteria was used.

Table: Lighting Condition Survey Criteria

Grade	Condition	General Meaning
1	Very Good	<p><u>Condition</u> Well maintained with no defects. Pole is sound, straight and true. No evidence of corrosion or decay. Pole surface finish in good condition. Lantern is intact and securely fixed to pole. No evidence of water or insect ingress. Lens is clear and intact. No corrosion visible on luminaire. No work required.</p> <p><u>Pole Obsolescence</u> The pole is suitable for use in contemporary lighting projects. This includes aesthetic and physical qualities including height, finish and utility access facilities etc.</p> <p><u>Luminaire attributes</u> The performance and efficiency of the lighting fixture is generally in line with current technology trends and provides compliance with current or recent public lighting design standards.</p>
2	Good	<p><u>Condition</u> The luminaires and supporting structures may show minor deterioration with some wear and tear typical of the age such as discolouration (fading) of the luminaire and hair line cracks in concrete around the support structure, but no concrete staining. Slight impact damage, but no loss of protective coating. Deterioration has no significant impact on strength, operation and appearance of the light. The luminaire internal reflective surfaces may show slight discolouration but are not excessive corrosion. Only minor work required. Luminaire has minor insect ingress that can be rectified with routine cleaning to manufacturers recommendations.</p> <p><u>Pole Obsolescence</u> The pole is older than grade 1 but remains suitable for use in contemporary lighting projects pending onsite inspection and general agreement that the aesthetic is suitable for new projects.</p> <p><u>Luminaire attributes</u> As grade 1 but the lighting fixture is older and may use obsolete or technology of lower efficiency. There may not be evidence of compliance with current or recent public lighting design standards.</p>
3	Fair	<p><u>Condition</u> The luminaire is functionally sound, but the appearance is affected by minor defects i.e. slight impact damage; concrete cracks <2mm, loss of protective coating on fittings, minor chipping/ spalling of concrete. Poles have signs of light corrosion/decay especially at or just below ground level (May require further qualified inspection or testing). External deterioration is beginning to affect the strength, operation and appearance of the luminaire. The internal reflective surfaces of the luminaire may show signs of corrosion. Likely to require renewal within 6-10 years approx.</p> <p><u>Pole Obsolescence</u> The pole is older than grade 2 and may not be suitable for use in contemporary lighting projects pending onsite inspection and general agreement that the aesthetic is suitable for new projects.</p> <p><u>Luminaire attributes</u> As grade 2 but the lighting fixture uses obsolete or technology of lower efficiency. There is no evidence of compliance with current or past public lighting design standards.</p>
4	Poor	<p><u>Condition</u></p>

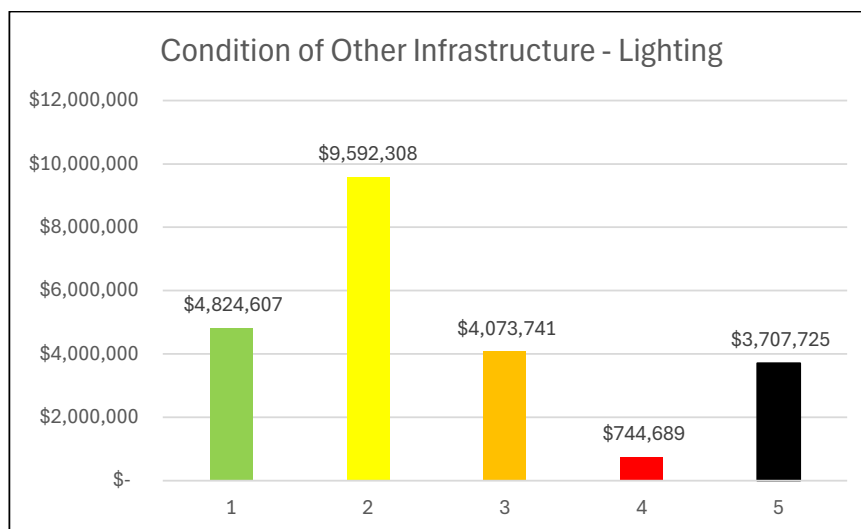
Grade	Condition	General Meaning
		<p>The luminaire functions but has significant defects e.g. structural cracks >2mm, concrete staining, impact damage, corrosion, instability of foundation; causing a marked deterioration in strength, stability, operation and appearance of the light within.</p> <p>Poles show signs of moderate corrosion/decay especially at or just below ground level (Will require further qualified inspection or testing).</p> <p>The luminaire has either insect or water ingress that can be rectified with replacement parts. The lens and/or reflector has deteriorated. Intermittent lamp failure may indicate lamp replacement is necessary.</p> <p>Likely to require renewal within 3-5 years.</p> <p><u>Pole Obsolescence</u></p> <p>The pole is not suitable for use in contemporary lighting projects.</p> <p><u>Luminaire attributes</u></p> <p>The lighting fixture uses obsolete technology of low efficiency. There is no evidence of compliance with current or past public lighting design standards.</p>
5	Very Poor	<p><u>Condition</u></p> <p>The luminaire has failed or is about to fail in the near future due to irreparable deterioration in strength, stability, operation and appearance.</p> <p>Poles have sustained impact damage or clear signs of corrosion/decay – especially at or just below ground level.</p> <p>The luminaire shows signs of damage due to water and insect ingress. The lens is yellowed or broken. The luminaire body and reflector are corroded.</p> <p>Priority renewal is required.</p> <p><u>Pole Obsolescence</u></p> <p>The pole is at the end of its life and should be replaced as a priority.</p> <p><u>Luminaire attributes</u></p> <p>The lighting fixture uses obsolete technology of low efficiency. There is no evidence of compliance with current or past public lighting design standards. The lumen output is diminished due to both internal and external aging.</p>

The Table below shows the Replacement Cost for each of the condition scores.

Table: Lighting Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$4,824,607	21.0%
2 (Good)	\$9,592,308	41.8%
3 (Fair)	\$4,073,741	17.8%
4 (poor)	\$744,689	3.2%
5 (Very Poor)	\$3,707,725	16.2%
Total	\$22,943,070	100.0%

The Graph below shows the condition of Lighting assets in terms of replacement cost.



4.3 Asset Condition – Marine Structures

The condition of Council's Marine Structures was surveyed in 2023 by Consultants, Manly Hydraulics Laboratory. The following condition criteria was used.

Table: Marine Structures Condition Survey Criteria

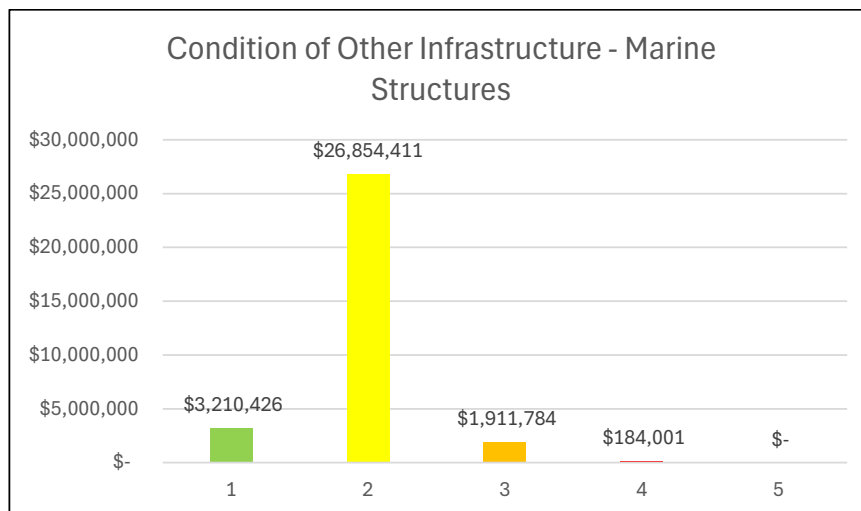
Grade	Condition	Description
1	Very good	Sound Physical condition. Asset likely to perform adequately without major work.
2	Good	Acceptable physical condition: minimal short-term failure risk but potential for deterioration in long-term (10 years plus). Only minor work required (if any).
3	Fair	Significant deterioration evident; failure unlikely within next 2 years but further deterioration likely and replacement likely within next 10 years. Work may be required but asset is still serviceable: minor components or isolated sections of the asset need replacement or repair now, but asset still functions safely at an adequate level of service.
4	Poor	Failure likely in short-term. Likely need to replace most or all of asset within 2 years. Substantial work required in short term, asset barely serviceable: no immediate risk to health or safety but works required within 2 years to ensure asset remains safe.
5	Very poor	Failed or failure imminent. Major work or replacement required urgently. Immediate need to replace most or all of asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to users.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Marine Structures Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$3,210,426	10.0%
2 (Good)	\$26,854,411	83.5%
3 (Fair)	\$1,911,784	5.9%
4 (poor)	\$184,001	0.6%
5 (Very Poor)	\$0	0.0%
Total	\$32,160,622	100.0%

The Graph below shows the condition of Marine Structures assets in terms of replacement cost.



4.4 Asset Condition – Retaining Walls

The condition of Council's Retaining Walls network was surveyed in 2023 by Consultants, Rapid Map Services Pty Ltd. The following condition criteria was used:

Table: Retaining Walls Condition Survey Criteria

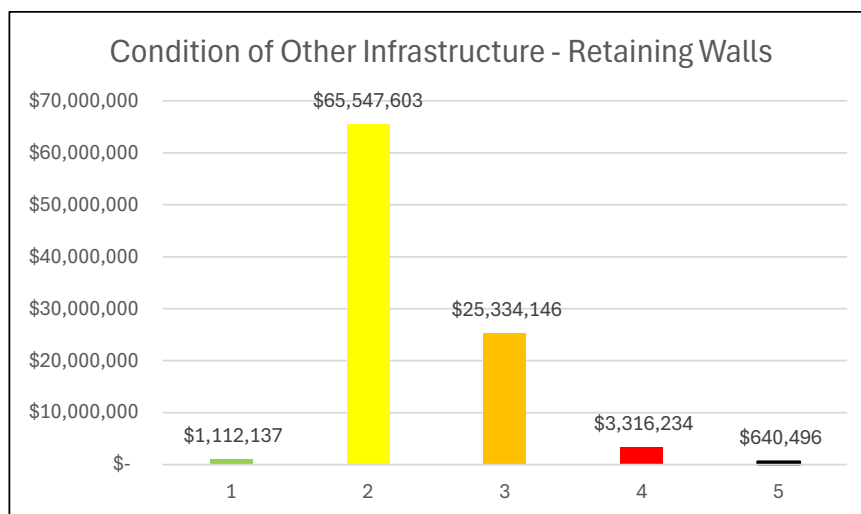
Grade	Condition	Description
0	Not inspected	Could not be accessed/inspected (e.g. vegetation growth, safety risk/hazard, access limitation).
1	Very Good	Wall overall looks relatively new and has no significant defects. Very minor wear, tear and deterioration to surfaces. Wall not in conditions 2, 3, 4 or 5. No work required.
2	Good	Wall with overall only minor defects (e.g. minor cracks, minor mortar loss, minor chipping, minor vegetation growth at joints, moderate weathering). Minor work is advised.
3	Fair	Wall is overall functionally sound but has visible defects (e.g. moderate cracks, moderate mortar loss, moderate chipping, moderate vegetation growth at joints, minor out of plane movement (bulging, tilting, bowing), minor loss of material). Some work is required.
4	Poor	Wall is overall mostly functioning but has significant visible defects that can be subject to rapid deterioration. (e.g. major cracks, major mortar loss, major chipping, moderate out of plane movement (bulging, tilting, bowing), moderate loss of material, partial failure of wall). Rehabilitation or replacement is recommended.
5	Very Poor	Wall overall has failed or is about to fail and has major defects (e.g. major cracks, major mortar loss, major chipping, major out of plane movement (bulging, tilting, bowing), significant loss of material and full or partial failure of wall). Urgent rectification works is recommended.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Retaining Walls Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$1,112,137	1.2%
2 (Good)	\$65,547,603	68.3%
3 (Fair)	\$25,334,146	26.4%
4 (poor)	\$3,316,234	3.5%
5 (Very Poor)	\$640,496	0.7%
Total	\$95,950,616	100.0%

The Graph below shows the condition of Retaining Walls assets in terms of replacement cost.



4.5 Asset Condition – Seawalls

The condition of Council's Seawalls network was surveyed in 2023 by consultants, Royal HaskoningDVH Pty Ltd. The following condition criteria was used.

Table: Seawalls Condition Survey Criteria

Grade	Condition	Description
1	Very Good	Sound wall designed to current standards and well maintained with no defects. No work required
2	Good	As grade 1 but not designed to current standards or showing minor wear, tear and deterioration of surfaces e.g. minor mortar loss and weathering, but no undermining of foundation. Needs to be reinspected in 2- 3 years. Deterioration has no significant impact on stability and appearance of the wall. Only minor work required
3	Fair	Wall functionally sound, but appearance affected by minor defects e.g. cracks <2mm, surface weathering, chipping of stone and minor loss of mortar, isolated undermining of foundation, but no loss of stability. Some deterioration beginning to be reflected in stability and appearance of the wall. Some work required

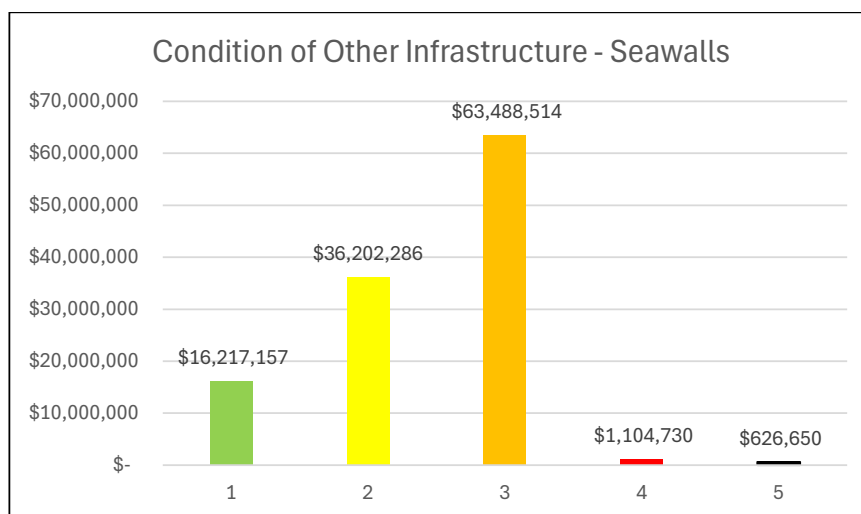
Grade	Condition	Description
4	Poor	Wall functioning but with problems due to significant defects e.g. cracks 2-10mm, mortar loss, loss of stone, undermining of foundations, deformation and loss of support, likely to cause marked deterioration of stability and appearance likely within 1 year. Some replacement or rehabilitation needed within 1 year
5	Very Poor	Wall has serious problems and has failed or are about to fail in the near future, causing unacceptable stability, appearance and is a Public Safety Hazard. Urgent replacement/ rehabilitation required

The Table below shows the Replacement Cost for each of the condition scores.

Table: Seawalls Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$16,217,157	13.8%
2 (Good)	\$36,202,286	30.8%
3 (Fair)	\$63,488,514	54.0%
4 (Poor)	\$1,104,730	0.9%
5 (Very Poor)	\$626,650	0.5%
Total	\$117,639,337	100.0%

The Graph below shows the condition of Seawalls assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the Other Infrastructure Asset Class network is shown in the Table below as at 30 June 2024.

Table: Other Infrastructure Asset Class Valuation \$2024

Asset Category	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Fences	\$35,222,780	12,269,222	\$22,953,559	\$848,952
Lighting	\$22,943,070	8,472,343	\$14,470,727	\$716,983
Marine Structures	\$32,160,622	6,989,479	\$25,171,143	\$408,304
Retaining Walls	\$95,950,616	29,728,835	\$66,221,780	\$1,059,706
Seawalls	\$117,639,337	42,110,781	\$75,528,556	\$1,059,698
TOTAL	\$303,916,424	\$99,570,660	\$204,345,765	\$4,093,643

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council's Other Infrastructure assets to a satisfactory standard is \$11.0M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 3.6% of the Other Infrastructure network in terms of Replacement Cost. This means that 96.4% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$4.1M or 1.3% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 74.2 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$51.9M over 10 years or an average annual cost of \$5.2M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$)2024

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Other Infrastructure / Fences	\$676,740	\$35,222,780	\$848,952	\$9,166,256	\$916,626
Other Infrastructure / Lighting	\$4,452,413	\$22,943,070	\$716,983	\$11,622,246	\$1,162,225
Other Infrastructure / Marine Structures	\$184,001	\$32,160,622	\$408,304	\$4,267,046	\$426,705
Other Infrastructure / Retaining Walls	\$3,956,730	\$95,950,616	\$1,059,706	\$14,553,785	\$1,455,379
Other Infrastructure / Seawalls	\$1,731,380	\$117,639,337	\$1,059,698	\$12,328,361	\$1,232,836
TOTAL	\$11,001,264	\$303,916,424	\$4,093,643	\$51,937,694	\$5,193,769

5.3 Useful Lives – Fences

The useful lives of all types of Fences assets were reviewed by iinsights Pty Ltd in 2023 and are shown in the following Table.

Feature	Fence Type	Useful Life
Bollard	Collapsible	35
Bollard	Decorative	35
Bollard	Other	35
Bollard	Removable	35
Bollard	Structural	35
Bollard	Holding Rail	35
Fence	Armco Guardrail	35
Fence	Bicentennial Fence	80
Fence	Boom Gate	30
Fence	Concrete Post and Chain Wire Fence	50
Fence	Concrete Post and Rail Fence	50
Fence	Concrete Road Barrier	50
Fence	Galvanised Post and Chain Wire Fence	50
Fence	Galvanised Post and Rail Fence	50
Fence	Handrail Stainless Steel	35
Fence	Handrail Steel	35
Fence	Ordinance Fence	35
Fence	Other	35
Fence	Picket Fence - Metal	35
Fence	RTA Pedestrian Fence	35
Fence	Safety Fence - Galvanised Post & Rail on Concrete	50

Feature	Fence Type	Useful Life
Fence	Safety Fence - Steel Post & Cable	50
Fence	Steel Post and Chain Fence	50
Fence	Timber Post and Chain Fence	50
Fence	Timber Post and Rope	35
Fence	Gate Post	35
Fence	Holding Rail	35
Fence	Log Fence	35
Fence	Pedestrian - Double	35
Fence	Pedestrian - Single	35
Fence	Special - Post and Rail Fence with Glass	35
Fence	Special - Post and Rail Fence with Glass Panels	35
Fence	Vehicle - Double	35
Fence	Vehicle - Single	35
Fence	Picket Fence - Timber	35
Fence	Barrier	35
Fence	Bicycle Barrier	35
Fence	Picket	35
Fence	Pillar	35
Fence	Pool Gate	30
Fence	Slide Rail	35
Fence	Structural	35
Fence	Unknown Post	35

5.4 Useful Lives – Lighting

The useful lives of all types of Lighting assets were reviewed by insights Pty Ltd in 2023 and are shown in the following Table. The Weighted Average Useful Life is 32.0 years.

Pole Type	Useful Life
4-unit battery pole green coated	35
Awning Light - Elizabeth Plaza	20
Banner Pole	35
Bega Graphite finish 4.5 meters 100mm O/D straight pole with access door	35
Bollard	20
Brick Light	20
Burton St Tunnel	35
Bus Stop	25
Cammeraygal PI Artwork	20
Catenary Light - Elizabeth Plaza	20
Decorative Fin Light - Brett Whiteley Place	20
Decorative Seating Light - Brett Whiteley Place	20
Down Light - Elizabeth Plaza	20
Eclipse Light Pole	35
Fairy Lights (multiple luminaires)	20
Flexible Linear Led Strip Mounted with U-Clips on Corten Walls	20

Pole Type	Useful Life
Fountain Light - Brett Whiteley Place	20
GM Poles 4.5M 90MM Pipe Pole Galvanised Steel	35
GM Poles 5.0M 90MM Pipe Pole Galvanised Steel	35
GM Poles PP-90-4.0 4M 90MM Pipe Pole c/w Marine Grade Powder Coat	35
Handrail Light	20
Handrail Light - Bob Gordon Reserve	20
Handrail Light - Brett Whiteley Place/ Elizabeth Plaza	20
Hexagonal Vic Pole Spaceship	35
Inground Strip Light - Elizabeth Plaza	20
Inground Strip Light - Grosvenor Lane	20
Inground Uplight - Bradfield Plaza	20
Inground Uplight - Brett Whiteley Place	20
Inground Uplight Small	20
Interpol Metal pole	35
Lantern only special	35
LED Recessed Linear LED Wall Grazer Mounted	20
LED Spotlight with Glare Shield Mounted on Tapered Round Pole	35
Memorial	35
Metal Pole Ball	35
Metal Pole Other	35
Multi-Function Pole	35
Pedestrian Ceiling Light	20
Projector	20
Shelter Light	25
Shop Light - Elizabeth Plaza	20
Sign Light	20
Small Pedestrian Light	20
Sportsfield	35
Stair Light - Brett Whiteley Place	20
Stair Light - Mitchell Street Plaza	20
Stair Light only	20
Straight Round 140mm Diameter Pole	35
Tapered Octagonal Column	35
Tapered Round Pole	35
Taperline Pole Gooseneck Double	35
Taperline Pole Gooseneck Single	35
Totem Light Pole (Cluster)	35
Under Awning Light - Recessed	20
Under Awning Light - Surface Mount	20
Under seat lighting - Miller Street Forecourt	20
Vent Light only	20
Vic Poles - 4.0m Tapered Base Octagonal	35
Vic Poles - 4.6m Tapered Base Octagonal	35
Vic Poles - 8.0m Road Light Pole	35
VICPOLE Galvanised Steel	35

Pole Type	Useful Life
Wall Mounted Light	20
Wall mounted light - lane Parraween carpark	20

5.5 Useful Lives – Marine Structures

The useful lives of all types of Marine Structures assets were reviewed by insights Pty Ltd in 2023. They determined that the useful life of all marine structures is 50 years except for the concrete wharf at Wandakiah which was determined of having a useful life of 100 years.

5.6 Useful Lives – Retaining Walls

There are a wide variety of Retaining Wall types in North Sydney. Notes from the IPWEA 2017 Practice Note – “Useful Life of Infrastructure” are shown in the following Table. The useful lives of were reviewed by insights Pty Ltd in 2023 who determined that the useful lives of all types of retaining wall assets should be 90 years.

RETAINING WALLS - Notes from IPWEA 2017 Practice Note – “Useful Life of Infrastructure”						
Component	Low rates' description	High rates' description	Unit ID	Useful Lives (years)		
				Std	Low	High
Block Wall	150mm block, footing, no finish	250mm block, footing, no finish	m2	75	60	90
Brick Wall	100mm thick	200mm thick	m2	50	40	60
Retaining Walls (Concrete)	600mm maximum retaining, Grip block precast interlocking	740mm maximum retaining, Grip block precast interlocking	m2	75	60	90
Retaining Walls (Timber)	1800mm maximum retaining, Timber crib	6300mm maximum retaining, Timber crib	m2	60	45	72

5.7 Useful Lives – Seawalls

The construction of seawalls in North Sydney was primarily undertaken by the State Government on Crown Land, before these assets were transferred to North Sydney Council for "Care, Control, and Management". Specific information on the construction dates is unknown as Council was not involved in their construction or recordkeeping.

Detailed aerial photography taken in 1943 is available through the State Government. This shows that 84% of seawalls existed in their current location in 1943. This information, whilst vague, at least provides evidence of the existence of seawalls at a point in time. It is interesting to note that about 40% of the sandstone seawalls that were in existence in 1943 have significant concrete sections within them. This suggests that major rehabilitation work was undertaken to stabilise these walls at some time unknown (prior to the 1980s). What is known is that, because of significant deterioration of these seawalls, North Sydney has undertaken major rehabilitation on many sections of nearly every single seawall under its care since the early 1990s onwards. This includes major rehabilitation on seawalls that were constructed after 1943. It is also clear that, if this action was not taken these seawalls would have fully collapsed into the harbour. In some instances due to the nature

of sudden failures some sections of seawalls have previously collapsed into the harbour before rehabilitation could be conducted. The seawall at McMahon's Point fully collapsed which required full reconstruction in 2006.

The aggressive nature of the harbour environment affects the useful life of seawalls with waves constantly pounding against the sandstone wall founded on the harbour foreshore often on soil with weak bearing capacity. Both the volume, type, and size of harbour traffic also influence the useful life of seawalls including Ferries, Cruise Liners, commercial, and recreational craft. The river catamaran, with its unique wave frequency and amplitude, affects the life of seawalls. Also, under certain tides and conditions waves currently overtop at some seawall locations. This, combined with future sea level rise, will further increase the frequency waves currently overtop seawalls, reducing the remaining life and useful life of seawalls.

Most of the original sandstone seawall blocks are still in place and most of these seawalls have been rehabilitated. Until further detailed research is completed a "long life, short life" approach has been adopted in accordance with accounting standards. Until further detailed research is completed, a short life of 80 years has been adopted which is the estimated period when major seawall rehabilitation is required. Major seawall rehabilitation may extend the life of seawalls by a further 40 years. Therefore, until further detailed research is completed a long life of 120 years has been adopted for seawalls.

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Increase in trip hazards which may result in personal injury
- Fences and Bollards provide separation from steep drop offs, waterbodies, or hazardous areas. Failure of these assets may cause serious injury.
- Lighting poles suddenly failing and falling and causing property damage, injury, or death.
- Lighting Luminaires failing resulting in the area being poorly lit making the area unsafe for the public.
- Marine Structures - damage to infrastructure due to major storm events and large waves.
- Retaining Walls – Retaining Walls generally fail with very little warning. This usually occurs after heavy rainfall due to the increased water pressure behind the wall.
- Seawalls – seawalls generally fail with very little warning. Large voids can appear behind a seawall which may not be visible from the surface. This means that both seawalls and the backfill behind the seawall could collapse with little warning.

Council will endeavour to manage these risks within available funding by:

- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Partial or full closure where necessary

The Risk Matrix used to prioritise capital works for each Asset Category is shown in the Tables below.

Table: Risk Matrix – Fences

Risk Matrix - Fences					
Condition	Drop Height	0 to 1m	>1m to 2m	>2m to 3m	>3m
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Park Hierarchy	Local	District	Regional	
	Slope below fence	Shallow	Medium	Steep	Vertical
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 – Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

Table: Risk Matrix –Lighting

Risk Matrix - Lighting					
Condition	Footpath Hierarchy		All Other Areas	Medium Traffic	High Traffic
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 – Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

Table: Risk Matrix –Marine Structures

Risk Matrix - Marine Structures					
Condition	Relative Usage	Low	Medium	High	Very High
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 – Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

Table: Risk Matrix – Retaining Walls

Risk Matrix - Retaining Walls					
Condition	Wall Height	0 to 1m	>1m to 2m	>2m to 3m	>3m
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Footpath Hierarchy	All Other Areas	Medium Traffic	High Traffic	
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 - Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

Table: Risk Matrix – Seawalls

Risk Matrix - Seawalls					
Condition	Seawall Height	0 to 1m	>1m to 2m	>2m to 3m	>3m
	Relative Usage	Low	Medium	High	Very High
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 - Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of Fence risks in the North Sydney LGA.





Examples of failed and failing Fences in the North Sydney LGA



6.2 Examples of Lighting risks in the North Sydney LGA.



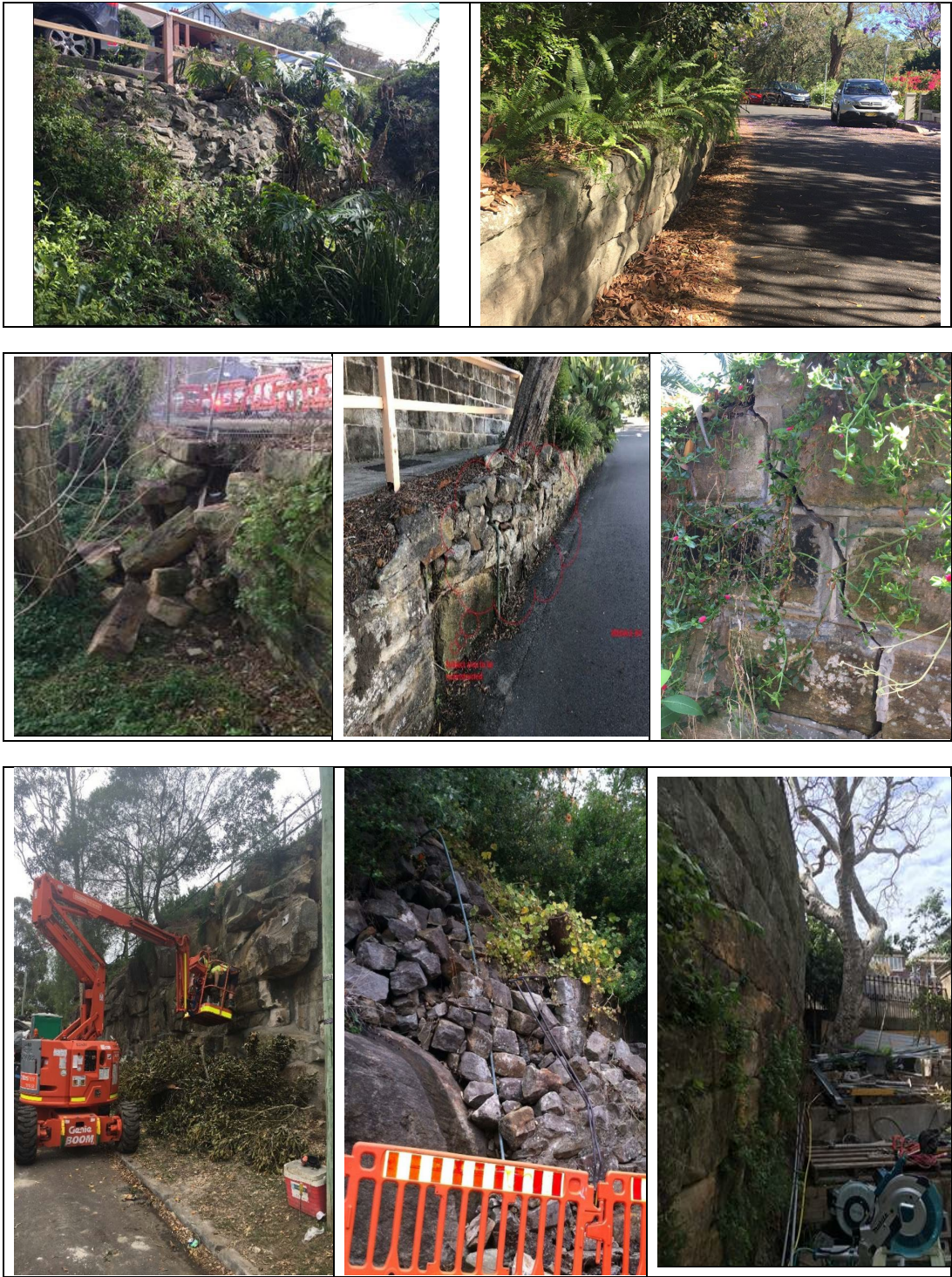
Examples of Lights in poor condition in the North Sydney LGA

6.3 Examples of Marine Structure risks in the North Sydney LGA.

	
Examples of piles in very poor condition in the North Sydney LGA	

	
Evidence of marine worms in timber structure	Termites found in timber marine structure

6.4 Examples of Retaining Wall risks in the North Sydney LGA.



6.5 Examples of Seawall risks in the North Sydney LGA.



Examples of failed and failing seawalls in Bradfield Park



Examples of failed and failing seawalls in Sawmillers Reserve



7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. trip hazard repair. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The current maintenance expenditure levels are considered to be adequate to meet projected service levels.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the Public Domain Style Manual.

7.2 Capital Works – Prioritised list based on risk

The list of prioritised capital works for this asset categories are based on the Risk Matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

1. Risk sorting score (descending order)
2. Risk rating score (descending order)
3. % Condition 5 (descending order)
4. % Condition 4 (descending order)

The following Table shows the prioritised list of capital works. Only projects with a Very High Risk Sorting Score are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimate is undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are generally replaced at the same time as assets in condition 4 or 5 if they are adjacent if there are potential risks and if it is cost effective.

It should be noted that these assets may also be replaced based on other criteria including:

- Damage.

- Restorations.
- Works in association with other projects.
- Streetscape projects.
- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.

7.3 Capital Works – Prioritised list based on risk – Fences

Table: Prioritised Capital Works - Fences

Location	Risk Rating	Risk Rating Score	Cost Estimate
Badangi Reserve, Wollstonecraft	Very High	20	\$7,818
Primrose Park, Cremorne	Very High	20	\$530,240
Tramway La, Neutral Bay	Very High	20	\$7,638
Warringa Park, Neutral Bay	Very High	20	\$14,822
Bradfield Park, Milsons Point	Very High	16	\$95,180
Carter St, Cammeray	Very High	16	\$84,623
Hampden St, North Sydney	Very High	16	\$78,081
Tunks Park, Cammeray	Very High	16	\$112,211
Willow Tree Park, Neutral Bay	Very High	16	\$92,801
Alfred St North (Southbound), Neutral Bay	Very High	16	\$4,623
Balls Head Reserve, Waverton	Very High	16	\$121,722
Belgrave St, Cremorne	Very High	16	\$178,235
Ben Boyd Road Park, Neutral Bay	Very High	16	\$22,992
Beulah Street Reserve, Kirribilli	Very High	16	\$4,188
Blues Point Reserve, McMahon's Point	Very High	16	\$181,176
Chandos St (Westbound), St Leonards	Very High	16	\$9,446
Cremorne Rd, Cremorne Point	Very High	16	\$294,573
Cremorne Reserve, Cremorne Point	Very High	16	\$335,322
Ennis Rd, Kirribilli	Very High	16	\$1,365,648
Falcon St, North Sydney	Very High	16	\$4,583
Forsyth Park, Neutral Bay	Very High	16	\$205,227
Fred Hutley Reserve, Cammeray	Very High	16	\$12,497
Gerard St, Cremorne	Very High	16	\$1,528
Gillies St, Wollstonecraft	Very High	16	\$3,350
Hamilton Reserve, Cammeray	Very High	16	\$44,739
High St, North Sydney	Very High	16	\$163,024
Ilbery Park, Neutral Bay	Very High	16	\$16,001
Johnstone Avenue Road Reserve, Cammeray	Very High	16	\$21,774
King Street Road Reserve, Waverton	Very High	16	\$11,416
Lambert Street Gardens, Cammeray	Very High	16	\$21,163
Little Young St, Cremorne	Very High	16	\$22,427
Shirley Rd, Crows Nest	Very High	16	\$3,055
Sugar Works Reserve, Waverton	Very High	16	\$46,206
Tiley La, Cammeray	Very High	16	\$17,308

Location	Risk Rating	Risk Rating Score	Cost Estimate
Upper Pitt Street Pedestrian Link, Kirribilli	Very High	16	\$5,337
Wendys Garden, Lavender Bay	Very High	16	\$21,899
Wonga Road Reserve, Cremorne	Very High	16	\$281,017
St Leonards Park, North Sydney	Very High	15	\$169,141
Waverton Park (Includes Merrett Playground), WAVERTON	Very High	15	\$99,719
Brightmore Reserve, Cremorne	Very High	12	\$45,565
Judith Ambler Reserve, Cammeray	Very High	12	\$119,489
Harriott St, Waverton	Very High	10	\$900

7.4 Capital Works – Prioritised list based on risk – Lighting

Table: Prioritised Capital Works - Lighting

Location	Risk Rating	Risk Rating Score	Cost Estimate
Alexander Street, Crows Nest - Board Located Cnr Alexander St and Burlington St	Very High	20	\$26,149
Alexander Street, Crows Nest - Db Cnr Albany St and Alexander St	Very High	20	\$149,425
Alexander Street, Crows Nest - Db Cnr Ernest St and Alexander St	Very High	20	\$224,138
Bay Road, Waverton - Board in Grass Area Adj to Lights	Very High	20	\$11,869
Blues Point Road, McMahons Point - Board Under Cafe	Very High	20	\$10,673
Blues Point Road, McMahons Point - Supplied from SSS Off Ausgrid Pole Mo 75395	Very High	20	\$85,386
Blues Point Road, McMahons Point - Supplied from SSS Off Ausgrid Pole Mo 97097	Very High	20	\$32,020
Broughton Street, Kirribilli - Board on Broughton St and Burton St	Very High	20	\$42,693
Broughton Street, Milsons Point - Board on Broughton St and Burton St	Very High	20	\$39,141
Broughton Street, Milsons Point - Sub Board in Wall Structure Kirribilli Village	Very High	20	\$22,597
Burton Street, Kirribilli - Board on Broughton St and Burton St	Very High	20	\$96,059
Burton Street, Kirribilli - Board on Burton & Broughton St	Very High	20	\$10,673
Clarke Street, Crows Nest - Cnr Burlington St & Willoughby Rd	Very High	20	\$21,790
Ernest Place, Crows Nest - Nil	Very High	20	\$16,530
Ernest Street, Crows Nest - Board at Cnr Alexander St & Ernest Street	Very High	20	\$43,581
Falcon Street, Crows Nest - Supplied from SSS Off Ausgrid Pole Mo 94355	Very High	20	\$53,366
Falcon Street, Crows Nest - Supplied from SSS Off Ausgrid Pole Mo 94357	Very High	20	\$21,346
In Front of Stanton Library, North Sydney	Very High	20	\$10,470
Kelrose Lane, North Sydney	Very High	20	\$32,020
McMahons Point Community Centre	Very High	20	\$21,346
Military Road, Cremorne	Very High	20	\$23,100
Military Road, Cremorne - Board in Garden on Pole Parraween St	Very High	20	\$23,100
Military Road, Cremorne - Board in Located in Spencer St Adj To 269 Military Rd	Very High	20	\$39,223
Military Road, Neutral Bay - Board in Basement Neutral Bay Community Centre	Very High	20	\$91,520
Military Road, Neutral Bay - Board in Front Of 156 Wycombe Rd	Very High	20	\$47,939
Military Road, Neutral Bay - Board in Front Of 167 Wycombe Rd	Very High	20	\$52,297
Miller Street, North Sydney - Controlled from Board Side of Ros Crichton Pavilion	Very High	20	\$10,673

Location	Risk Rating	Risk Rating Score	Cost Estimate
North Sydney Civic Centre Park, North Sydney - Green Turret Driveway North Sydney Community Centre	Very High	20	\$42,154
North Sydney Civic Centre Park, North Sydney - Light Supply from Stanton Library	Very High	20	\$160,098
Pathway From Civic Centre Park to James Place, North Sydney	Very High	20	\$10,673
Pathway From Olympic Drive to Luna Park	Very High	20	\$47,476
Warringah Expressway, Milsons Point - Board on Broughton St and Burton St	Very High	20	\$42,711
Atchison Street, St Leonards - Switchboard Located Front 20 Atchison St	Very High	16	\$74,713
Berry Street, North Sydney - Board Located Cnr Mount St & William St, Rear Post Office	Very High	16	\$44,682
Berry Street, North Sydney - MPP TCS	Very High	16	\$44,682
Denison Street, North Sydney - Board Located Se Cnr Miller St & Berry St	Very High	16	\$89,364
Grosvenor Lane, Cremorne (Carpark)	Very High	16	\$138,752
Military Road, Cremorne - Supplied from Underground SSS	Very High	16	\$1,335
Miller Street, North Sydney - Board Located Cnr Mount St & William St, Rear Post Office	Very High	16	\$44,682
Miller Street, North Sydney - MPP TCS	Very High	16	\$44,682
Pacific Highway, North Sydney - Board Located Se Cnr Miller St & Berry St	Very High	16	\$44,682
Warringah Expressway, Milsons Point - Switch Board Cnr Alfred St and Burton St	Very High	16	\$263,957
Willoughby Road, Crows Nest - Nil	Very High	16	\$8,265
Wycombe Road, Neutral Bay - Board in Front Of 156 Wycombe Rd	Very High	16	\$26,149
Albany Street, Crows Nest - Db Cnr Albany St and Alexander St	Very High	15	\$53,366
Bradfield Park (North), Milsons Point	Very High	15	\$11,869
Bradfield Park, Milsons Point - Switch Board Cnr Alfred St and Burton St	Very High	15	\$143,297
Broughton Street, Kirribilli - Board Located on Broughton St and Burton St	Very High	15	\$21,346
Broughton Street, Kirribilli - Board Located on Broughton St and Willoughby Rd	Very High	15	\$21,346
Broughton Street, Kirribilli - Board Located on Broughton St and Willoughby Rd	Very High	15	\$21,346
Broughton Street, Kirribilli - Board Located on Broughton St and Willoughby Rd	Very High	15	\$53,366
Cammeray Road, Cammeray - Supplied from SSS Off Ausgrid Pole Mo 59083	Very High	15	\$53,366
Fitzroy Street, Kirribilli - Pit Cnr Fitzroy St and Broughton St	Very High	15	\$96,059
May Gibbs Place, Neutral Bay - Board Located Storeroom Off Car Park	Very High	15	\$10,673
Military Road, Neutral Bay - Board Located Storeroom Off Car Park	Very High	15	\$10,673
St Leonards Park, North Sydney - Main Switch Room N.S.O	Very High	15	\$436,533
St Leonards Park, North Sydney - Supplied from SSS Off Ausgrid Pole Mo 79239	Very High	15	\$1,200
St Leonards Park, North Sydney - Switch Board Db1 Near Score Board	Very High	15	\$32,020
St Leonards Park, North Sydney - Switch Board Planet X	Very High	15	\$42,693
Abbott Street, Cammeray - Supplied from SSS Off Ausgrid Pole Mo 89453	Very High	10	\$21,346
Abbott Street, Cammeray - Supplied from SSS Off Ausgrid Pole Mo 89455	Very High	10	\$21,346
Balfour Lane, Wollstonecraft - Supplied From SSS	Very High	10	\$17,004
Cammeraygal Place, Cammeray - Distribution Board in Garden	Very High	10	\$42,693
Cammeraygal Place, Cammeray - Supplied from SSS Off Ausgrid Pole Mo 89448	Very High	10	\$42,693
Cremorne Garden Plaza, Cremorne - Board in Garden on Pole Parraween St	Very High	10	\$59,696
Horace Street, Waverton - Supplied from SSS Off Ausgrid Pole GL 54537	Very High	10	\$71,695
Hume Lane, Crows Nest - Board Located Cnr Pole La and Hume La	Very High	10	\$21,346
Hume Street, Crows Nest - Supplied from Switch Board Hume Street Car Park	Very High	10	\$21,346
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73879	Very High	10	\$2,401

Location	Risk Rating	Risk Rating Score	Cost Estimate
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73880	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73881	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73882	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73883	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73884	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73885	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73886	Very High	10	\$2,401
Langley Avenue, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 73887	Very High	10	\$2,401
Lavender Bay Wharf, Lavender Bay	Very High	10	\$1,200
Miller Lane Carpark, Cammeray	Very High	10	\$42,693
Miller Street, Cammeray - Supplied from SSS Off Ausgrid Pole Mo 89448	Very High	10	\$21,346
Mount Street, North Sydney - Board at Corner of Mount St & Denison St	Very High	10	\$59,464
North Sydney Civic Centre Park, North Sydney - Controlled from Board Side of Ros Crichton Pavilion	Very High	10	\$45,092
North Sydney Civic Centre Park, North Sydney - Lights Controlled from Board on Pole NSCL029	Very High	10	\$10,673
North Sydney Civic Centre Park, North Sydney - Stanton Library	Very High	10	\$70,370
Pathway Between 9 And 11 Shellcove Road, Kurraba Point	Very High	10	\$22,671
Pathway, Cremorne - Board in Garden on Pole Parraween St	Very High	10	\$34,007
Raleigh Street, Cammeray - Distribution Board in Garden	Very High	10	\$21,346
Smoothey Park, Wollstonecraft - Battery on Board	Very High	10	\$28,403
Spencer Road, Cremorne - Board in Located in Spencer St Adj To 269 Military Rd	Very High	10	\$8,716
Tunks Park, Cammeray - Board Located End of Park on Footpath	Very High	10	\$74,713
Tunks Park, Cammeray - Board Mounted End of Park on Footpath	Very High	10	\$32,020
Waters Road, Cremorne - Supplied from SSS Off Ausgrid Pole Mo 56633	Very High	10	\$21,346
Willoughby Lane, Crows Nest - Supplied from SSS Off Ausgrid Pole Mo 94374	Very High	10	\$10,673

7.5 Capital Works – Prioritised list based on risk – Marine Structures

Table: Prioritised Capital Works - Marine Structures

Location	Risk Rating	Risk Rating Score	Cost Estimate
Boardwalk, Lavender Bay at Lavender Bay Foreshore	Very High	20	\$38,323
Jetty, Lavender Bay at Lavender Bay Foreshore	Very High	20	\$7,704
Bridge/Boardwalk, Boatbuilders Walk adjacent to 16-18 Munro Street	Very High	15	\$31,368
Boardwalk, End of Hayes Street Foreshore Walk	Very High	10	\$338,987
Jetty/Wharf, Sawmillers Reserve at southern end of Sawmillers Reserve	Very High	10	\$228,495
Wharf/Jetty, Wondakiah at end of Gas Works Road, Wondakiah	Very High	10	\$8,946,030
Tunks Park, Pontoon, Access & Jetty, Tunks Park at Brothers Avenue, Cammeray	High	12	\$7,291
Boat Ramp, Tunks Park at Brothers Avenue, Cammeray	High	12	\$422,500
Dinghy Storage, Folly Point	High	8	\$4,645
Decking, Neutral Bay Land locked. Access via Nutcote	High	5	\$72,496

7.6 Capital Works – Prioritised list based on risk – Retaining Walls

Table: Prioritised Capital Works - Retaining Walls

Location	Risk Rating	Risk Rating Score	Cost Estimate
Wall ID DT250001080 Milray Ave, Wollstonecraft	Very High	16	\$209,547
Wall ID 10175 Bent St, Neutral Bay	Very High	16	\$248,508
Wall ID 10811 Clifton Street Road Reserve, Waverton	Very High	16	\$281,725
Wall ID 10737 Milray Ave, Wollstonecraft	Very High	16	\$238,308
Wall ID 10345 Kareela Rd, Cremorne Point	Very High	15	\$19,217
Wall ID 10613 Winslow Street Road Closure, Kirribilli	Very High	15	\$8,161
Wall ID 10802 Waverton Park (includes Merrett Playground), Waverton	Very High	15	\$6,844
Wall ID 10804 Waverton Park (includes Merrett Playground), Waverton	Very High	15	\$9,740
Wall ID DT150000919 Milray Ave, Wollstonecraft	Very High	15	\$16,058
Wall ID 10629 Anderson Park, Neutral Bay	Very High	15	\$556,510
Wall ID 10789 Carr St, Waverton	Very High	15	\$131,098
Wall ID 10833 St Leonards Park, North Sydney	Very High	15	\$91,874
Wall ID 10042 Wyong Road Open Space, Cremorne	High	12	\$27,378
Wall ID 10062 Richmond/Tobruk Pedestrian Link, Cremorne	High	12	\$5,791
Wall ID 10066 Shellbank Reserve, Cremorne	High	12	\$10,003
Wall ID 10075 Little Young Street Road Closure, Cremorne	High	12	\$7,108
Wall ID 10090 Colin Street Road Reserve, Cammeray	High	12	\$23,166
Wall ID 10093 Colin Street Road Reserve, Cammeray	High	12	\$24,482
Wall ID 10100 Ellis Lookout, Cammeray	High	12	\$5,002
Wall ID 10123 Ellis Lookout, Cammeray	High	12	\$5,791
Wall ID 10147 Tobruk Avenue Lookout, Cremorne	High	12	\$4,212
Wall ID 10148 Tobruk Avenue Lookout, Cremorne	High	12	\$7,634
Wall ID 10181 Holdsworth St, Neutral Bay	High	12	\$42,383
Wall ID 10197 Milson Rd, Cremorne Point	High	12	\$7,634
Wall ID 10200 Milson Rd, Cremorne Point	High	12	\$2,106
Wall ID 10201 Milson Rd, Cremorne Point	High	12	\$37,645
Wall ID 10210 Milson Rd, Cremorne Point	High	12	\$10,003
Wall ID 10237 Milson Rd, Cremorne Point	High	12	\$221,656
Wall ID 10240 Cremorne Rd, Cremorne Point	High	12	\$23,262
Wall ID 10241 Milson Rd, Cremorne Point	High	12	\$20,462
Wall ID 10287 Lower Spofforth Walk (includes Hunts Lookout), Cremorne Point	High	12	\$8,400
Wall ID 10312 Milson Rd, Cremorne Point	High	12	\$111,355
Wall ID 10323 Cremorne Reserve, Cremorne Point	High	12	\$9,477
Wall ID 10328 Sirius Street Playground, Cremorne Point	High	12	\$28,000
Wall ID 10337 Montpelier St, Neutral Bay	High	12	\$19,600
Wall ID 10338 Montpelier St, Neutral Bay	High	12	\$16,321
Wall ID 10347 Eaton St, Neutral Bay	High	12	\$12,277
Wall ID 10371 Cremorne Reserve, Cremorne Point	High	12	\$266,409
Wall ID 10406 PENSHURST AVE, Kurraba Point	High	12	\$13,952

Location	Risk Rating	Risk Rating Score	Cost Estimate
Wall ID 10415 KAREELA RD, Cremorne Point	High	12	\$34,486
Wall ID 10422 KAREELA RD, Cremorne Point	High	12	\$18,691
Wall ID 10664 Bradfield Park, Milsons Point	High	12	\$2,369
Wall ID 10732 Milray Ave, Wollstonecraft	High	12	\$61,337
Wall ID 10776 Mckye St, Waverton	High	12	\$4,738
Wall ID 10785 St Peters Park, Lavender Bay	High	12	\$9,477
Wall ID 10796 Milray Ave, Wollstonecraft	High	12	\$121,621
Wall ID 10803 Waverton Park (includes Merrett Playground), Waverton	High	12	\$4,212
Wall ID DT250000467 Balls Head Reserve, Waverton	High	12	\$24,123
Wall ID DT250001117 Shirley Rd, Wollstonecraft	High	12	\$15,005
Wall ID DT250001154 Shirley Rd, Wollstonecraft	High	12	\$3,422
Wall ID DT350000042 WALUMETTA DR, Wollstonecraft	High	12	\$3,662
Wall ID 10364 Kurraba Reserve, Kurraba Point	High	12	\$406,721
Wall ID 10609 Kesterton Park, North Sydney	High	12	\$326,430
Wall ID 10842 North Sydney Civic Centre Park, North Sydney	High	12	\$143,734
Wall ID 10778 Mckye St, Waverton	High	12	\$26,325
Wall ID 10346 Kareela Rd, Cremorne Point	High	12	\$67,392
Wall ID 10264 Phillips Street Playground, Neutral Bay	High	12	\$9,046
Wall ID 10192 Harriette St, Neutral Bay	High	12	\$306,949
Wall ID 10267 Honda Road Reserve, Kurraba Point	High	12	\$149,526
Wall ID 10572 Broughton St, Kirribilli	High	12	\$24,219
Wall ID 10521 Olympic Dr, Kirribilli	High	12	\$21,850
Wall ID DT150001018 Milray Ave, Wollstonecraft	High	12	\$76,079
Wall ID 10142 Wyong Road Open Space, Cremorne	High	12	\$40,732
Wall ID 10163 Wilson Street Road Closure, Cammeray	High	12	\$221,684
Wall ID 10775 Mckye St, Waverton	High	12	\$21,169
Wall ID DT250001161 BAY RD, Waverton	High	12	\$63,970
Wall ID 10171 Bent St, Neutral Bay	High	12	\$117,146
Wall ID 10311 Milson Rd, Cremorne Point	High	12	\$19,217
Wall ID 10408 Cremorne Reserve, Cremorne Point	High	12	\$59,969
Wall ID 10286 Lower Spofforth Walk (includes Hunts Lookout), Cremorne Point	High	12	\$10,123
Wall ID 10265 Westleigh St, Neutral Bay	High	12	\$99,245
Wall ID 10288 Lower Spofforth Walk (includes Hunts Lookout), Cremorne Point	High	12	\$180,063
Wall ID 10586 Margaret Street Road Reserve, North Sydney	High	12	\$243,243
Wall ID 10806 Waverton Park (includes Merrett Playground), Waverton	High	12	\$780,272
Wall ID 10037 Illiliwa St, Cremorne	High	12	\$654,702
Wall ID 10322 Kareela Rd, Cremorne Point	High	12	\$88,440
Wall ID 10216 Milson Rd, Cremorne Point	High	12	\$7,969
Wall ID 10321 Kareela to Bromley Footway, Cremorne Point	High	12	\$58,968
Wall ID 10409 KAREELA RD, Cremorne Point	High	12	\$95,560
Wall ID 10605 Ben Boyd Road Park, Neutral Bay	High	12	\$543,970
Wall ID 10281 Kurraba Wharf Reserve, Kurraba Point	High	12	\$197,174

Location	Risk Rating	Risk Rating Score	Cost Estimate
Wall ID 10527 Copes Lookout, Kirribilli	High	12	\$40,804
Wall ID 10618 Lady Gowrie Lookout, Kirribilli	High	12	\$31,327
Wall ID 10783 Carr St, Waverton	High	12	\$152,422
Wall ID 10190 Bertha Rd, Cremorne	High	12	\$672,035
Wall ID 10390 Alfred St North, Neutral Bay	High	12	\$752,635
Wall ID 10645 Copes Lookout, Kirribilli	High	12	\$4,475
Wall ID 10026 Wilson Street Road Closure, Cammeray	High	12	\$183,485
Wall ID 10094 Colin Street Road Reserve, Cammeray	High	12	\$25,798
Wall ID 10196 Milson Rd, Cremorne Point	High	12	\$27,904
Wall ID 10225 Cremorne Rd, Cremorne Point	High	12	\$54,708
Wall ID 10217 Milson Rd, Cremorne Point	High	12	\$11,583
Wall ID 10274 Prior Avenue Reserve, Cremorne Point	High	12	\$40,181
Wall ID 10266 Harriette Street Road Closure, Neutral Bay	High	12	\$331,168
Wall ID 10377 Lower Spofforth Walk (includes Hunts Lookout), Cremorne Point	High	12	\$777,640
Wall ID 10843 North Sydney Civic Centre Park, North Sydney	High	12	\$324,324
Wall ID 10787 St Peters Park, North Sydney	High	12	\$194,015
Wall ID 10777 Mckye St, Waverton	High	12	\$18,308
Wall ID 10177 Bent St, Neutral Bay	High	12	\$91,874
Wall ID 10185 Forsyth Park, Neutral Bay	High	12	\$682,080
Wall ID 10189 Bertha Rd, Cremorne	High	12	\$352,228
Wall ID 10376 Iredale Ave, Cremorne Point	High	12	\$1,174,621
Wall ID 10622 Stannards to Reserve Footway, Kirribilli	High	12	\$290,365
Wall ID 10191 Billong St, Kurraba Point	High	12	\$142,418
Wall ID 10180 Willow Tree Park, Neutral Bay	High	12	\$61,337
Wall ID 10828 Sawmillers Reserve, McMahon's Point	High	12	\$211,509
Wall ID 10368 Murdoch St, Cremorne Point	High	12	\$359,599
Wall ID 10139 Young St, Cremorne	High	12	\$205,598
Wall ID 10184 Forsyth Park, Neutral Bay	High	12	\$209,284
Wall ID 10186 Barry St, Neutral Bay	High	12	\$468,848
Wall ID 10620 Stannards to Reserve Footway, Kirribilli	High	12	\$371,734
Wall ID 10441 East Crescent St, Lavender Bay	High	12	\$65,812
Wall ID 10801 Waverton Park (includes Merrett Playground), Waverton	High	12	\$343,509
Wall ID 10194 Murdoch St, Cremorne Point	High	12	\$448,051
Wall ID 10155 VERNON ST, Cammeray	High	12	\$2,570,897
Wall ID 10603 Warringa Park, Neutral Bay	High	12	\$159,266
Wall ID 10606 Ben Boyd Road Park, Neutral Bay	High	12	\$441,334
Wall ID 10010 The Boulevarde, Cammeray	High	12	\$206,340
Wall ID 10004 Miller St, Cammeray	High	12	\$220,077
Wall ID 10160 GRASMERE RD, Cremorne	High	12	\$409,353
Wall ID 10174 Bent St, Neutral Bay	High	12	\$144,261
Wall ID 10179 Darley St, Neutral Bay	High	12	\$85,277
Wall ID 10235 Milson Rd, Cremorne Point	High	12	\$21,850
Wall ID 10448 Waiwera St, McMahon's Point	High	12	\$393,032





Location	Risk Rating	Risk Rating Score	Cost Estimate
Wall ID 10538 Blues Point Reserve, McMahon's Point	High	12	\$783,168
Wall ID 10548 Watt Park, Lavender Bay	High	12	\$88,189
Wall ID 10560 Watt Park, Lavender Bay	High	12	\$254,826
Wall ID 10882 Hampden St, North Sydney	High	12	\$511,758
Wall ID DT250001159 TELOPEA ST, Wollstonecraft	High	12	\$238,768

7.7 Capital Works – Prioritised list based on risk – Seawalls

Table: Prioritised Capital Works - Seawalls

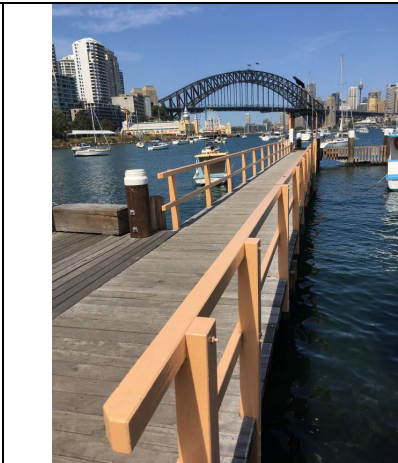
Location	Risk Rating	Risk Rating Score	Cost Estimate
BERRY ISLAND RESERVE, GORE COVE	Very High	20	\$334,984
MILSON PARK, CAREENING COVE	Very High	20	\$155,972
BLUES PT RD, BLUES POINT RESERVE	Very High	20	\$2,558,813
LUNA PARK WHARF TO JEFFREYS STREET WHARF, MILSONS POINT	Very High	16	\$2,037,375
WAVERTON PARK, BERRYS BAY	Very High	16	\$1,391,847
SAWMILLERS RESERVE, BERRYS BAY	Very High	15	\$1,189,688
WALLARINGA MANSIONS, NEUTRAL BAY FORESHORES	Very High	10	\$243,000
MUNRO ST, BERRYS BAY	Very High	10	\$619,281
WARUDA STREET, DR MARY BOOTH LOOKOUT	High	12	\$70,875
KURRABA POINT RESERVE, KURRABA POINT	High	12	\$1,037,250
BERRY ISLAND RESERVE, BALLS HEAD BAY	High	12	\$407,135
KESTERTON PARK AND HIGH STREET WHARF, NEUTRAL BAY	High	12	\$91,125
CREMORNE POINT WHARF, MILSON RD	High	12	\$227,250
ANDERSON PARK, NEUTRAL BAY	High	12	\$707,881
PUBLIC RESERVE, LAVENDER BAY	High	12	\$242,775
HENRY LAWSON AVE, MCMAHONS PT	High	12	\$91,688

7.8 Examples of completed Capital Works Projects

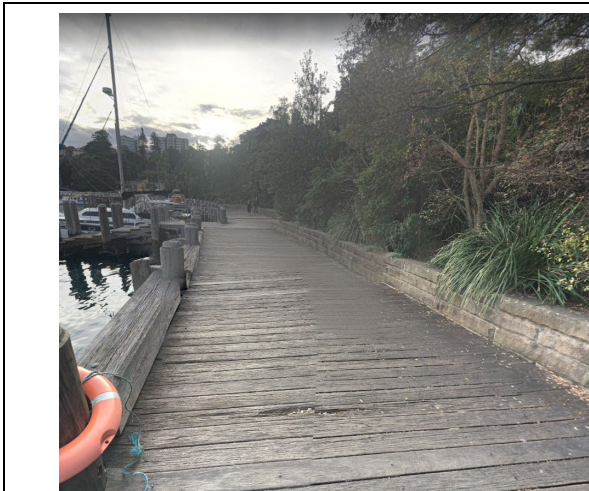
	
Fences - North Sydney Oval Picket Fence replacement	Fences - Young Street – Neutral Bay Road Closure – new Bollards
	
Fences - McDougall Street Kirribilli – Timber Ordinance Fence	Fences - Military Road Neutral Bay (After) – Decorative Safety Fence
	
Lighting – North Sydney Centre Upgrade	



Marine Structures - Lavender Bay Jetty - before



Marine Structures - Lavender Bay Jetty - after



Marine Structures - Lavender Bay Boardwalk - before



Marine Structures - Lavender Bay Boardwalk - after



Retaining Wall - Milson Road, Cremorne - Before



Retaining Wall - Milson Road, Cremorne - After



Retaining Wall - Middlemiss Street, North Sydney



Retaining Wall - Alfred Street North



Seawall Grout Injection rehabilitation at Sawmillers Reserve -- before



Seawall Grout Injection rehabilitation at Sawmillers Reserve -- after



Seawall reconstruction at McMahon's Point -- before



Seawall reconstruction at McMahon's Point -- after

8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs.

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Other infrastructure Fences, Lighting, Marine Structures, Retaining Walls, and Seawalls.	2023	No later than 2028
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- 2023 Fences Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd.
- 2018 Report from Gary Roberts & Associates Pty Ltd, "Prioritising the Upgrade of External Lighting Based on Technical Criteria".
- 2023 Lighting Data Collection & Condition Survey Audit by R J Mifsud Electrical.
- 2023 North Sydney Council Marine Structures Condition Audit by Consultants, Manly Hydraulics Laboratory.
- 2023 Retaining Wall Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd.
- 2023 North Sydney Council Seawall Condition Audit by Consultants, Royal HaskoningDVH Pty Ltd.
- 2014, North Sydney Council Public Domain Style Manual
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: Maintenance Management System - Fences

Inspection areas have been defined in accordance with their usage – high (**red**), medium (**blue**) or low (**white**)

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections. The results of inspections are downloaded into the MMDS database.

Red – 2 times per year

Blue – Once each year

White – Once every 2 years

There are 5 categories in which a defect may be placed.

Cat 5		Will be completed or made safe no later than 2 working days after allocation of defect to work crew. If made safe defect will then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be repaired no later than 40 working days after allocation of defect to work crew.
Cat 2		Will be repaired no later than 160 working days after allocation of defect to work crew.
Cat 1		As new. Surface displaying no defects. May have aesthetic issues such as gum, stains, services mark-up, etc.

Intervention Matrix – Fences

DEFECT	SEVERITY	RISK ADJUSTED FOR PEDESTRIAN VOLUME AND AGE		
		WHITE	BLUE	RED
Minor defects only with faded paint or graffiti		LOW	LOW	LOW
Requires maintenance to return to acceptable level of service; typically, minor evidence of wood rot, unstable movement of posts; damaged chain wire mesh; presence of rust; loosened straps on timber fence	Slight	MEDIUM	HIGH	HIGH
Sections require replacement or significant renewal; evidence of wood rot; posts moving with ease	Moderate	HIGH	HIGH	VERY HIGH
Broken beyond repair; over 50% requires replacement; has missing sections; very unstable posts	Extreme	HIGH	VERY HIGH	VERY HIGH

NOTES:

1. Appearance defects (gum, stains, surface marks etc) are not safety issues. Response time TBA. Record in "Category" as "A".
2. **Red** areas are where failure is most disruptive and expensive to the community/users and/or high traffic (both pedestrian and vehicular) flows, e.g. retail/commercial areas; schools; hospitals; plazas.
3. **Blue** areas have medium traffic flows, e.g. streets leading to retail/commercial areas; schools; hospitals; plazas.

White areas have low traffic flows, e.g. residential street.

11.0 Appendix B: Maintenance Management System - Lighting

Inspection areas have been defined in accordance with the identified key factors of:

- Areas where failure is most disruptive and expensive to the community/users.
- Traffic (both vehicular and pedestrian) flows, e.g. pedestrian use areas; retail/commercial areas; schools and hospitals

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections.

Red – 2 times per year; **Blue** – Annual; **Other** – Once every 2 years;

The results of inspections will be downloaded into the MMDS database.

There are 5 categories in which a defect may be placed. Not all categories may be applicable to every inspection area and/or type of asset:

Cat 5		Will be made safe no later than 2 working days after allocation of defect to work crew. Defect may then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be placed on Zone Maintenance Program. This program operates on an 8-week cycle, however, depending on workload and reactive maintenance requests, Cat 3 defects may miss a cycle or more before repairs are able to be undertaken.
Cat 2		Deferred maintenance. Defect may be repaired if close-by to Cat 4 or Cat 3 defect that is being repaired. Otherwise, will be re-inspected on next area inspection.
Cat 1		As new. Surface displaying no defects. May have aesthetic aspects such as gum, stains, services mark-up, etc.

Intervention Matrix

STREET LIGHTING	RED	BLUE	OTHER
NON-FUNCTIONING or STRUCTURALLY UNSOUND	28	24	21
DAMAGED BUT STILL FUNCTIONING	23	19	16
MINOR DAMAGE AND FUNCTIONING	20	16	13
FUNCTIONING – PAINT/DIRTY/BENT SHADE	18	14	11
AS NEW	10	6	3

Scoring example: 28 = High Use Area score 10 and Defect of Missing or Unstable score 18

Inspections of street lighting will include all the street lighting that the EPS Division is responsible for.

NORTH SYDNEY COUNCIL - GUIDE FOR STREET LIGHTING DEFECT RATING		
AN EXPLANATION OF THE DEFECT INSPECTION SYSTEM		
AREA OF INSPECTION		SCORE
RED	HIGH PEDESTRIAN TRAFFIC AREAS WITH SIGNIFICANT USAGE BY PEDESTRIANS OVER 50 YEARS OLD INSPECTIONS - 2 PER YEAR	10
BLUE	HIGH PEDESTRIAN TRAFFIC AREAS WITH MODERATE USAGE BY PEDESTRIANS OVER 50 YEARS OLD or MEDIUM PEDESTRIAN TRAFFIC AREAS WITH SIGNIFICANT USAGE BY PEDESTRIANS OVER 50 YEARS OLD INSPECTIONS - ANNUAL	6
WHITE	ALL OTHER AREAS IN LGA INCLUDING PARKS; RESERVES and PLAZAS INSPECTION - EVERY 2 YEARS	3
STREET LIGHTING TYPE		
MULTI FUNCTION POLE	LANEWAY/SHARED ZONE LIGHT POLE	
HERITAGE LIGHT POLE	LANEWAY/SHARED ZONE LIGHT WALL MOUNTED	
CIVIC LIGHT POLE	ILLUMINATED BOLLARD	
OCTAGONAL LIGHT POLE	ILLUMINATED HAND RAIL	
UNDER AWNING LIGHTING	OTHER	
DEFECT		
NON-FUNCTIONAL, STRUCTURALLY UNSOUND - CORROSION, DAMAGED or UNSTABLE		18
MAJOR SURFACE EXTERNAL CORROSION, DISCOLOURED LAMP SHADE		13
MINOR SURFACE EXTERNAL CORROSION		10
FADED PAINT, BENT SHADE - STILL FULLY FUNCTIONAL OTHERWISE		8
AS NEW		0
HAZARD TYPE		
LIGHT OUT - BLOWN LAMP OR DAMAGE TO FITTING/POLE	BROKEN/DISCOLOURED - SECTION or PART DAMAGED	
MISSING - SECTION or PART NO LONGER IN ITS PLACE	BENT - NO LONGER AS INSTALLED VERTICAL POLE	
CORRODED - SHOWS OBVIOUS SIGNS OF CORROSION	FINISH - FADED; PEELING; DIRTY; GRAFFITI	
OTHER ASPECTS		
AREA HAS OBSTRUCTIONS DUE TO OVERHANGING TREE or VEGETATION		PRESENCE OF PARTICULAR ASPECT/S NOTED PRIOR TO DEPARTURE FROM PSID. REFERRED TO RELEVANT NSC SECTION VIA EMAIL
AREA HAS GRASS and/or WEED GROWTH ENCROACHING ONTO ASSET		
AREA APPEARS TO HAVE BEEN AFFECTED BY NEARBY TREE ROOTS		

12.0 Appendix C: Maintenance Management System – Marine Structures

Inspection areas have been defined in accordance with the identified key factors of:

- Areas where failure is most disruptive and expensive to the community/users.
- Traffic (both vehicular and pedestrian) flows, e.g. pedestrian use areas; retail/commercial areas; schools and hospitals

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections.

Red – 2 times per year;

Blue – Annual;

Other – Once every 2 years;

The results of inspections will be downloaded into the MMDS database.

There are 5 categories in which a defect may be placed. Not all categories may be applicable to every inspection area and/or type of asset:

Cat 5		Will be made safe no later than 2 working days after allocation of defect to work crew. Defect may then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be placed on Zone Maintenance Program. This program operates on an 8-week cycle, however, depending on workload and reactive maintenance requests, Cat 3 defects may miss a cycle or more before repairs are able to be undertaken.
Cat 2		Deferred maintenance. Defect may be repaired if close-by to Cat 4 or Cat 3 defect that is being repaired. Otherwise, will be re-inspected on next area inspection.
Cat 1		As new. Surface displaying no defects. May have aesthetic aspects such as gum, stains, services mark-up, etc.

Intervention Matrix

MARINE STRUCTURES	RED	BLUE	OTHER
MISSING or UNSTABLE	28	24	21
NOT FUNCTIONAL	23	19	16
DAMAGED BUT STILL FUNCTIONAL	20	16	13
FUNCTIONAL - PAINT/GRAFFITI/DIRTY	18	14	11
AS NEW	10	6	3

Scoring example: 28 = High Use Area score 10 and Defect of Missing or Unstable score 18

Inspections of marine structures will include all the marine structures that the EPS Division is responsible for. Inspections will involve the identification of **surface visible defects** only.

Expert structural assessments of each marine structure will be a separate element of the asset management regime.

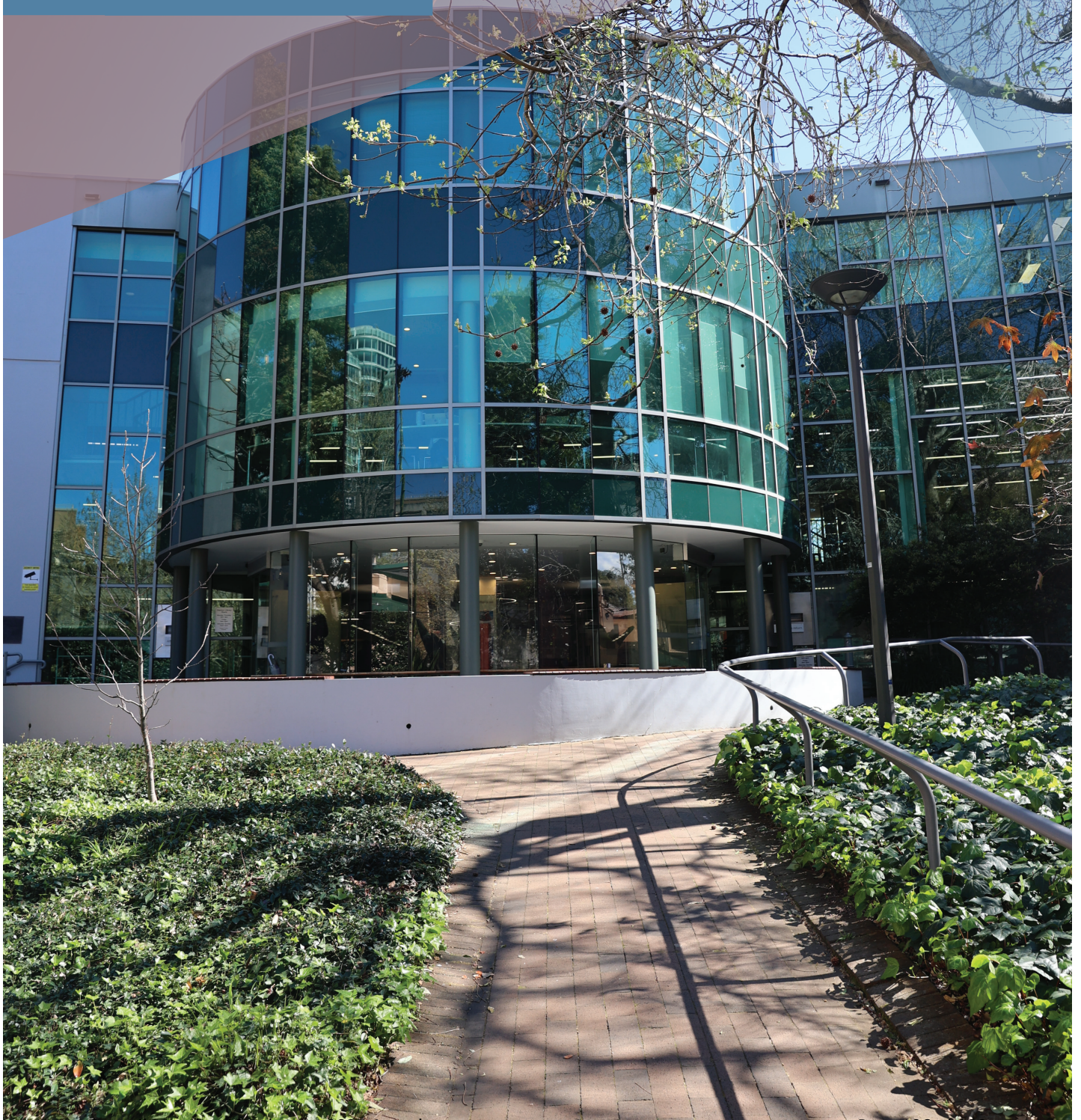
NORTH SYDNEY COUNCIL - GUIDE FOR MARINE STRUCTURES DEFECT RATING		
AN EXPLANATION OF THE DEFECT INSPECTION SYSTEM		
SITE OF INSPECTION		SCORE
RED	MS001; MS002; MS003; MS006; MS007; MS008; MS009; MS010; MS011; MS012; MS013; MS014; MS016; MS021 and MS022 INSPECTIONS - 2 PER YEAR	10
BLUE	MS015; MS017; MS018 and MS024 INSPECTION - ANNUAL	6
WHITE	MS004; MS005; MS019; MS023 and MS025 INSPECTION - EVERY 2 YEARS	3
MARINE STRUCTURE TYPE		
TIMBER DECKING - WHARF, JETTY or BOARDWALK	HANDRAIL - WHARF, JETTY or BOARDWALK	
CONCRETE DECKING - WHARF, JETTY or BOARDWALK	PONTOON + GANGWAY	
KERBING - WHARF or BOARDWALK	ACCESS LADDER or STAIRS	
BOAT RAMP	PILES or OTHER VISIBLE STRUCTURAL MEMBERS *	
LIGHTING - WHARF, JETTY or BOARDWALK	OTHER eg. SHELTER or SIGNAGE	
* INSPECTION WILL BE UNDERTAKEN FROM DECK. PHOTOS TAKEN and IDENTIFIED DEFECTS WILL BE REFERRED TO MARINE STRUCTURE EXPERTS FOR ASSESSMENT + RECOMMENDATION		
DEFECT - WHEN UNSURE REFER TO PHOTOS IN GUIDELINES FOR GUIDANCE		
MISSING, DAMAGED AT A CRITICAL LOCATION or UNSTABLE		18
NON-FUNCTIONAL - THE DAMAGE IS SUCH THAT NO LONGER FIT FOR PURPOSE		13
RED/BLUE SITES - GAPS and/or RISE & FALL BETWEEN TIMBER DECK PLANKS GREATER THAN 10MM		13
WHITE SITES - GAPS and/or RISE & FALL BETWEEN TIMBER DECK PLANKS GREATER THAN 20MM		13
ALL SITES - GAPS, SETTLEMENT, RISE & FALL ON CONCRETE DECK SECTIONS GREATER THAN 10MM		13
FUNCTIONAL - THE DAMAGE IS SUCH THAT THE ASSET CAN STILL BE USED.		10
RED/BLUE SITES - GAPS and/or RISE & FALL BETWEEN TIMBER DECK PLANKS LESS THAN 10MM		10
WHITE SITES - GAPS and/or RISE & FALL BETWEEN TIMBER DECK PLANKS LESS THAN 20MM		10
ALL SITES - GAPS, SETTLEMENT, RISE & FALL ON CONCRETE DECK SECTIONS LESS THAN 10MM		10
FUNCTIONAL - THE DAMAGE IS FADED PAINT; GRAFFITI; PEELING PAINT; DIRTY; etc		8
AS NEW		0
HAZARD TYPE		
MISSING - SECTION or PART NO LONGER IN ITS PLACE	BROKEN - SECTION DAMAGED, eg. HOLES, SPLITS, CRACKS	
ROTTEN - TIMBER ROTTING/SPLIT; METAL RUSTING, etc.	BENT/SAGGING - NOT IN LINE/FLUSH (VERT or HORIZ)	
LOOSE - ABLE TO BE MOVED WHEN IT SHOULDN'T BE	FINISH - FADED; PEELING; DIRTY; GRAFFITI	
NECKING OF TIMBER PILE - DIAMETER < 300MM		

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

PROPERTY ASSET CLASS

2025/35



Document Control		Asset Management Plan			
Document ID: NSC AMP Property Asset Class 2025					
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1.0 Executive Summary

This Asset Management Plan (AMP) covers the Property Asset Class and details the following asset categories: Amenity Buildings, Coal Loader, Community Housing, Heritage Buildings, Investment Properties, Operational, Quarantine Depot. This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost-effective manner while outlining associated risks within each of the asset classes. The scope and value of this Asset Class is shown in the Table below:

Table: Scope and Replacement Cost of Property Asset Class by Asset Category (\$) 2024

Property Asset Class		
Asset Category	Scope	Replacement Cost (2024)
Amenity Buildings	31 Buildings	\$7,695,757
Coal Loader	1 Structure (platform)	\$60,794,891
Community Housing	29 Properties	\$34,323,216
Heritage Buildings	2 Properties	\$2,944,000
Investment Properties	11 Properties	\$45,401,995
Operational	63 Individual Buildings / Structures	\$194,565,209
Quarantine Depot	3 Buildings	\$1,289,813
	TOTAL	\$347,014,881

Note: There are also 17 Investment Properties that are part of Operational Buildings

All assets within the Property Asset Class in North Sydney play a vital role in the delivery of services to the local community. These assets support administration, operational, social, recreational, cultural, heritage and economic infrastructure for the community.

The Table below shows that the current cost to bring all Council's Property infrastructure assets to a satisfactory standard is \$69.4M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5).

The Table also shows that the total current Depreciation Expense is \$5.0M or 1.5% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 68.7 years on average.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$119.9M over 10 years or an average annual cost of \$12M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$)2024

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Amenity buildings	\$1,184,951	\$7,695,757	\$136,668	\$2,551,633	\$255,163
Coal Loader	\$0	\$60,794,891	\$350,824	\$3,508,238	\$350,824
Community Housing	\$12,234	\$34,323,216	\$870,699	\$8,719,228	\$871,923
Heritage Buildings	\$500,000	\$2,944,000	\$0	\$500,000	\$50,000
Investment Properties	\$5,300,000	\$45,401,995	\$0	\$5,300,000	\$530,000
Operational	\$62,381,286	\$194,565,209	\$3,685,636	\$99,237,647	\$9,923,765

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Quarantine Depot	\$0	\$1,289,813	\$4,756	\$47,556	\$4,756
TOTAL	\$69,378,471	\$347,014,881	\$5,048,583	\$119,864,303	\$11,986,430

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

Assets progressively deteriorating over time

Increasing asset failures and potential closures

- Service levels not fully meeting the needs of users

2.0 Asset Description

Property Assets have been categorised in alignment with Council's Financial system to ensure consistency in reporting. These categories include but are not limited to;

- Amenity buildings – Public toilets and sports field changerooms
- Coal Loader – Coal Loader platform
- Community Housing – Community and affordable housing properties
- Heritage Buildings – Don Bank Museum and May Gibbs' Nutcote Museum
- Investment Properties – Investment and rental properties
- Operational – Council offices and depots, community centres, car parking stations, North Sydney Oval and St Leonards Park Offices and depot, Stanton Library,
- Quarantine Depot – Building assets at Quarantine Depot site in Balls Head

2.1 Asset Description – Amenity Buildings

The Amenity Buildings Asset Category comprises of the following assets:

Asset Name	Replacement Cost (2024)
Anderson Park - Amenities	\$732,541
Balls Head Reserve - Toilet Block	\$209,398
Barry Street Car Park - Toilet Block	\$241,671
Berry Island Reserve - Toilet Block	\$164,562
Blues Point Reserve - Toilet Block	\$161,638
Bon Andrews Pavilion (Building 1)	\$699,269
Bon Andrews Pavilion (Building 2)	\$266,039
Bradfield Park - Amenities (South)	\$220,391
Bradfield Park - Heritage Shelter North	\$200,355
Bradfield Park - Heritage Shelter South	\$200,355
Bradfield Park - Toilet Block (North)	\$317,152
Brennan Park - Toilet Block	\$216,708
Brightmore Reserve - Amenities	\$59,078
Cammeray Park - Amenities	\$351,054

Asset Name	Replacement Cost (2024)
Civic Centre Park - Toilet Block	\$157,306
Cremorne Point - Storage Shed	\$305,135
Cremorne Reserve - Toilet Block	\$179,291
Kesterton Park - Toilet Block	\$164,562
Milson Park - Storage Shed	\$200,355
Milson Park - Toilet Block 1	\$67,146
Milson Park - Toilet Block 2	\$47,002
Primrose Park - Storage Shed	\$111,495
Primrose Park - Toilet Block	\$333,726
Quibaree Park - Toilet Block	\$65,413
St Leonards Park - Shelter	\$249,361
St Leonards Park - Toilet Block	\$197,364
Tunks Park - Kiosk	\$129,039
Tunks Park - Single Storey Toilet and Change Rooms	\$344,123
Tunks Park - Toilet & Dressing Shed	\$520,815
Waverton Park - Dressing Shed	\$418,850
Waverton Park - Toilet Block	\$164,562
TOTAL	\$7,695,757

2.2 Asset Description – Coal Loader

The Coal Loader Asset Category comprises of the following assets:

Asset Name	Replacement Cost (2024)
Coal Loader Platform	\$60,794,891

2.3 Asset Description – Community Housing

The Community Housing Asset Category comprises of the following assets:

Asset Name	Replacement Cost (2024)
12 Lytton Street (Units 6,9,10) - Lower North Shore Coalition for Health	\$84,828
124 Ben Boyd Road – Department of Housing (Affordable Housing)	\$78,977
17 Ben Boyd Road - LNSCH (Affordable Housing)	\$49,060
19 Clifton Street - Department of Housing (Affordable Housing)	\$1,130,913
2 Tucker Street	\$28,906
215 Chandos Street	\$12,234
2-24 Cunningham Street	\$1,552,419
23 Nicholson Street - LNSCH (Affordable Housing)	\$681,212
23-25 Queens Avenue - LNSCH (Affordable Housing)	\$63,368

Asset Name	Replacement Cost (2024)
30 Euroka Street	\$843,172
34 Boyle Street - LNSCH (Affordable Housing)	\$195,142
40 McDougall Street	\$1,153,020
429D Alfred Street, Neutral Bay	\$38,042
55 Huntington St - Department of Housing (Affordable Housing)	\$110,394
67 Euroka Street - Department of Housing (Affordable Housing)	\$45,581
85 Kirribilli Avenue - Department of Housing (Affordable Housing)	\$67,149
Aged People Residence - Sophia Street	\$278,326
Level 1, 7-17 Nicholson Street	\$19,112,940
Unit 1, 5 Macarthur Avenue	\$117,828
Unit 1003 10 Atchison Street	\$748,122
Unit 1103 10 Atchison Street	\$770,060
Unit 2, 5 Macarthur Avenue	\$110,293
Unit 505 10 Atchison Street	\$1,203,356
Unit 507 10 Atchison Street	\$687,789
Unit 508 10 Atchison Street	\$1,282,337
Unit 605 10 Atchison Street	\$1,212,131
Unit 705 10 Atchison Street	\$1,220,908
Unit 707 10 Atchison Street	\$706,437
Unit 903 10 Atchison Street	\$738,249
Total	\$34,323,192

2.4 Asset Description – Heritage Buildings

The Heritage Buildings Asset Category comprises of the following assets:

Asset Name	Replacement Cost (2024)
Don Bank Museum	\$1,899,000
May Gibbs' Nutcote Museum	\$1,045,000
Total	\$2,944,000

2.5 Asset Description – Investment Properties

The Investment Properties Asset Category comprises of the following assets:

Asset Name	Replacement Cost (2024)
1 James Place NORTH SYDNEY NSW 2060	\$28,938,000
11 Ernest Street CROWS NEST NSW 2065	\$330,000
232 Miller Street NORTH SYDNEY NSW 2060	\$1,175,000
240 - 248 Miller Street NORTH SYDNEY NSW 2060	\$2,739,000
40A McDougall Street KIRIRIBILLI NSW 2061	\$456,000

Asset Name	Replacement Cost (2024)
41 Alfred Street South MILSONS POINT NSW 2061	\$2,487,000
43-51 Ridge Street NORTH SYDNEY NSW 2060	\$3,701,000
53-57 Ridge Street NORTH SYDNEY NSW 2060	\$2,456,000
56 Alfred Street South MILSONS POINT NSW 2061	\$928,000
80 Pacific Highway NORTH SYDNEY NSW 2060	\$233,000
U 1 2A Wallaringa Avenue KURRABA POINT NSW 2089	\$1,109,000
34-48 Alexander Street CROWS NEST NSW 2065- Retail Component (Lots 2)	\$849,995
Total	\$45,401,995

2.6 Asset Description – Operational

The Operational Asset Category comprises of the following assets:

Asset Name	Location	Replacement Cost (2024)
250 West Street	250 West Street Crows Nest NSW 2065	\$344,611
Alexander Street - Carpark (lot 3)	34-48 Alexander Street Crows Nest NSW 2065	\$25,293,952
Barry Street	68-70 Barry Street Neutral Bay NSW 2089	\$1,076,123
Cammeray Park (Croquet Greens)	Cammeray Road Cammeray NSW 2062	\$185,193
Cammeray Park (Tennis Courts)	Fig Tree Lane North Sydney NSW 2060	\$356,632
Central Depot	187 Ernest Street Cammeray NSW 2062	\$5,707,031
Council Chambers & Offices (Kelrose)	200 Miller Street North Sydney NSW 2060	\$10,748,719
Council Chambers & Offices (Ros Chrichton)	200 Miller Street North Sydney NSW 2060	\$616,931
Council Chambers & Offices (Wylie Wing)	200 Miller Street North Sydney NSW 2060	\$7,545,665
Cremorne Early Childhood Health Centre	108 Parraween Street Cremorne NSW 2090	\$28,808
Crows Nest Community Centre	2 Ernest Place Crows Nest NSW 2065	\$12,114,546
Crows Nest Indoor Sports Centre	Hume Street Crows Nest NSW 2065	\$11,264,177
Family Day Care Centre	96 Bank Street North Sydney NSW 2060	\$683,698
Forsyth Park Community Centre	2b Montpelier Street Neutral Bay NSW 2089	\$1,159,027
Forsyth Park Scout Hall	2a Montpelier Street Neutral Bay NSW 2089	\$436,395
Greenwood Childcare	36 Blue Street North Sydney NSW 2060	\$389,718
Harnett Street	Harnett Street North Sydney NSW 2060	\$170,085
Holtermann Street	2 Ernest Place Crows Nest NSW 2065	\$8,032,936
Hume Street	Hume Street Crows Nest NSW 2065	\$12,538,703
Kelly's Place Children's Centre	36 Hume Street Crows Nest NSW 2065	\$1,498,655
Kendall Community Centre	Cammeray Road Cammeray NSW 2062	\$2,244,075
Kirribilli Boat Shed - 62 Willoughby Road	62 Willoughby Street Kirribilli NSW 2061	\$192,341
Kirribilli Neighbourhood Centre	16-18 Fitzroy Street Kirribilli NSW 2061	\$3,720,873

Asset Name	Location	Replacement Cost (2024)
McMahons Point Community Centre Building 1	165 Blues Point Road McMahon's Point NSW 2060	\$1,504,829
McMahons Point Community Centre Building 2	165 Blues Point Road McMahon's Point NSW 2060	\$1,170,000
Music Shell / Planet X	St Leonards Park North Sydney NSW 2060	\$755,338
Neutral Bay Community Centre	190-192 Military Road Neutral Bay NSW 2089	\$1,295,660
Nicholson Street	7-17 Nicholson Street Wollstonecraft NSW 2065	\$7,258,970
North Sydney Community Centre	220 Miller Street North Sydney NSW 2060	\$3,164,714
North Sydney Early Education Centre	3 Cunningham Street North Sydney NSW 2060	\$497,747
North Sydney Oval - Caretakers Flat	Fig Tree Lane North Sydney NSW 2060	\$391,450
North Sydney Oval - Duncan Thompson Stand/Pavilion	Fig Tree Lane North Sydney NSW 2060	\$3,675,485
North Sydney Oval - Fig Tree Lane Media Tower	Fig Tree Lane North Sydney NSW 2060	\$754,472
North Sydney Oval - Figtree Lane Oval Entrance	Fig Tree Lane North Sydney NSW 2060	\$61,893
North Sydney Oval - Ken Irvine Scoreboard Building	Fig Tree Lane North Sydney NSW 2060	\$407,912
North Sydney Oval - Kiosk Adjacent to McCartney St	Fig Tree Lane North Sydney NSW 2060	\$42,237
North Sydney Oval - Kiosk Adjacent to Mollie Dive	Fig Tree Lane North Sydney NSW 2060	\$33,032
North Sydney Oval - Kiosk on the Hill	Fig Tree Lane North Sydney NSW 2060	\$42,237
North Sydney Oval - McCartney Stand	Fig Tree Lane North Sydney NSW 2060	\$4,424,542
North Sydney Oval - Members' Oval Entrance	Fig Tree Lane North Sydney NSW 2060	\$49,493
North Sydney Oval - Miller Street Oval Entrance	Fig Tree Lane North Sydney NSW 2060	\$61,893
North Sydney Oval - Observation Tower (southern end)	Fig Tree Lane North Sydney NSW 2060	\$166,511
North Sydney Oval - O'Reilly Stand	Fig Tree Lane North Sydney NSW 2060	\$3,938,167
North Sydney Oval - Television Tower	Fig Tree Lane North Sydney NSW 2060	\$777,865
North Sydney Oval - The Bob Stand & Works Depot	Fig Tree Lane North Sydney NSW 2060	\$3,187,879
North Sydney Oval - The Hill Grandstand	Fig Tree Lane North Sydney NSW 2060	\$331,181
North Sydney Oval Function Centre	Fig Tree Lane North Sydney NSW 2060	\$3,516,609
Primrose Park (Clubhouse & 4 Tennis Courts)	Young Street Cremorne NSW 2090	\$252,881
Primrose Park Art & Craft Centre	Young Street Cremorne NSW 2090	\$1,852,472
Ridge Street	37 Ridge Street North Sydney NSW 2060	\$7,026,233
Smoothey Park Men's Shed (Scout Hall)	Milray Avenue Wollstonecraft NSW 2065	\$341,524
St Leonards Park Depot Poisons Store	Fig Tree Lane North Sydney NSW 2060	\$39,800
St Leonards Park Depot Shed Round Roof	Fig Tree Lane North Sydney NSW 2060	\$25,288
St Leonards Park Depot Store Car Port	Fig Tree Lane North Sydney NSW 2060	\$27,562
St Leonards Park Depot Store Shed	Fig Tree Lane North Sydney NSW 2060	\$20,036

Asset Name	Location	Replacement Cost (2024)
Stanton Library	234 Miller Street North Sydney NSW 2060	\$28,936,295
Ward Street	22 Ward Street North Sydney NSW 2060	\$8,890,000
Waverton Coal Loader Site - Amenities	Balls Head Drive Waverton NSW 2060	\$138,083
Waverton Coal Loader Site - Building 1 - Mess Hall	Balls Head Drive Waverton NSW 2060	\$364,592
Waverton Coal Loader Site - Building 4 - SES HQ	Balls Head Drive Waverton NSW 2060	\$1,357,865
Waverton Coal Loader Site - Cafe	Balls Head Drive Waverton NSW 2060	\$437,586
Waverton Coal Loader Site - Sustainability Centre	Balls Head Drive Waverton NSW 2060	\$840,354
Waverton Coal Loader Site - Workshop Buildings	Balls Head Drive Waverton NSW 2060	\$155,629
Total		\$194,565,209

2.7 Asset Description – Quarantine Depot

The Quarantine Depot Asset Category comprises of the following assets:

Asset Name	Replacement Cost (2024)
Cottage 1	\$540,380
Cottage 2	\$536,591
Quarantine Station Depot - Amenities Block	\$212,842
Total	\$1,289,813

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleaning, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. Building repair – painting, minor works).
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. Building services and or Building components replacement).
- Upgrade/New – the activities to provide a higher level of service (e.g. demolition of existing building and complete re-construction).

The Table below shows the technical levels of service expected to be provided for the Property Asset Class infrastructure assets. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Property Asset Class – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Regular inspections to assess condition	Regular inspections and feedback from building users	Building portfolio inspected 6-monthly or annually	Building portfolio inspected every 3 – 6 months depending on usage
Maintenance	Maintain existing assets and facilities operating properly and safely	Regular service provided by qualified contractors & responds to complaints	Regular service & repairs to any defects found	Regular service & repairs to any defects found
Renewal	Maintain existing assets to a satisfactory condition	Percentage of assets in 'poor' or 'very poor' (4, 5) Condition.	<ul style="list-style-type: none"> • Amenity Buildings (15.4%) • Coal Loader (0.0%) • Community Housing (0.0%) • Heritage Buildings (17.0%) • Investment Properties (11.7%) • Operational (32.1%) • Quarantine Depot (0.0%) 	Improve
Upgrade	Upgrade existing assets to meet the needs of the community	Review with building users to achieve the optimal use of the assets	Upgrade or alteration work when required	Upgrade or alteration work as per Asset Management Plan
New	Satisfactory provision of assets.	New assets provided subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.

3.1 Future Demand

Drivers affecting demand for Amenity Buildings, Coal Loader, Community Housing, Heritage Buildings, Investment Properties, Operational, Quarantine Depot include things such as changes to the population change, regulations changes, new development, community expectations, technology, public safety and climate change are all factors that impact Council owned property.

Public safety, technological changes, economic factors, climate change, environmental factors, recent planning legislation changes and the proposed increase in population density by the NSW State Government will result in a significant increase in population density within the North Sydney LGA and will have profound implications for Council's infrastructure assets.

The provision of new assets is assessed based on community needs, as required subject to needs, physical constraints, demand, and cost. There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the NSW State Government and demand for active transport. This will have significant implications on the demand for these assets.

4.0 Asset Condition

The following criteria was used to assess the condition of all buildings within the Property Asset Class:

Table: Property Asset Class Condition Survey Criteria

Grade	Condition	Description
1	Very Good	Asset has no defect. Asset is as new. No additional maintenance required.
2	Good	Asset is functional and displays superficial defects only (minor signs of deterioration to surface finishes, but does not require major maintenance, no major defects exist). No component replacement required.
3	Fair	Asset is functional but shows signs of moderate wear & tear; deteriorated surfaces require attention; services are functional but require attention; backlog maintenance work exists. Minor maintenance intervention and/or minor component replacement required.
4	Poor	Asset functionality is reduced. Asset has significant defects affecting major components (deteriorated surfaces cause significant attention; services are functional but failing often; significant backlog maintenance work exists). Significant ongoing maintenance intervention or major component or asset replacement required.
5	Very Poor	Asset is not functional. Asset has deteriorated badly, serious structural problems, general appearance is poor with eroded protective coatings, elements are not safe or performing, significant number of major defects exist. Asset requires decommissioning and/or replacement.

4.1 Asset Condition – Amenity Buildings

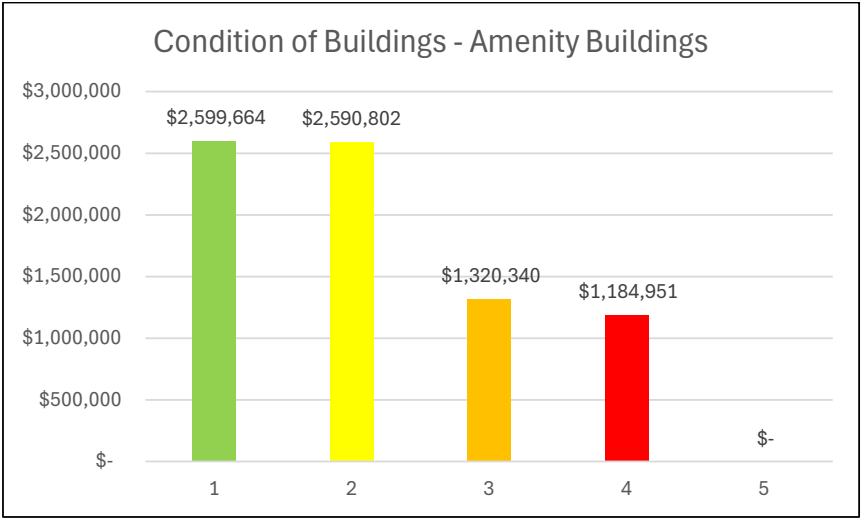
The condition of Council's Amenity Buildings was assessed and valued in 2023 by Consultants, Australis Pty Ltd.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Amenity Buildings Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$2,599,664	33.8%
2 (Good)	\$2,590,802	33.7%
3 (Fair)	\$1,320,340	17.2%
4 (Poor)	\$1,184,951	15.4%
5 (Very Poor)	\$0	0.0%
Total	\$7,695,757	100.0%

The Graph below shows the condition of Amenity Buildings assets in terms of replacement cost.



4.2 Asset Condition – Coal Loader

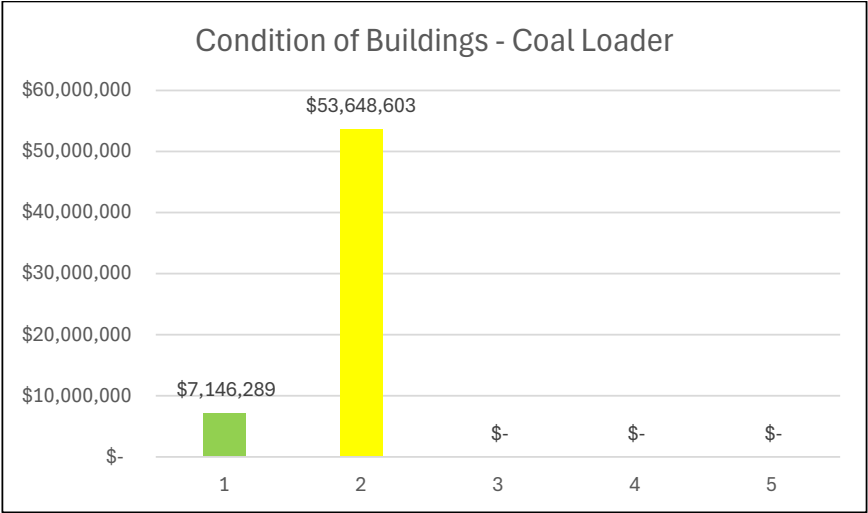
The condition of the Coal Loader was assessed and valued in 2023 by Consultants, Australis Pty Ltd.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Coal Loader Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$7,146,289	11.8%
2 (Good)	\$53,648,603	88.2%
3 (Fair)	\$0	0.0%
4 (Poor)	\$0	0.0%
5 (Very Poor)	\$0	0.0%
Total	\$60,794,891	100.0%

The Graph below shows the condition of Coal Loader assets in terms of replacement cost.



4.3 Asset Condition – Community Housing

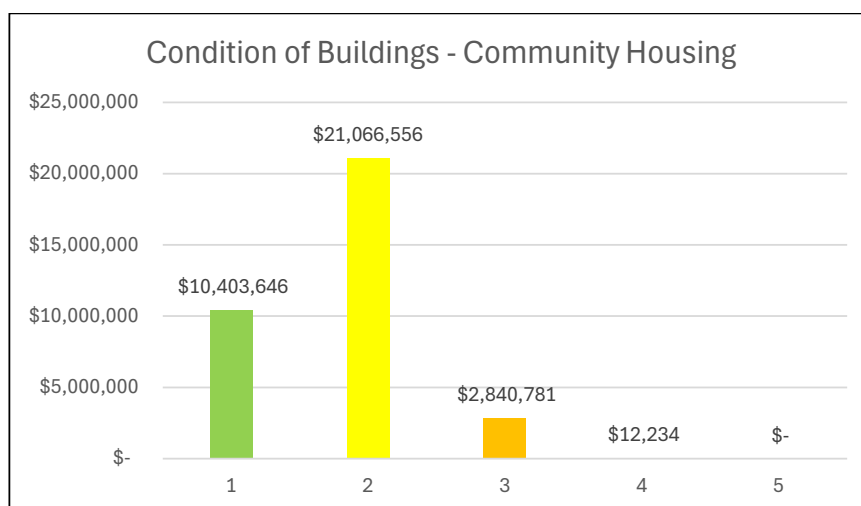
The condition of Council's Community Housing assets was assessed and valued in 2023 by Consultants, Australis Pty Ltd.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Community Housing Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$10,403,646	30.3%
2 (Good)	\$21,066,556	61.4%
3 (Fair)	\$2,840,781	8.3%
4 (Poor)	\$12,234	0.0%
5 (Very Poor)	\$0	0.0%
Total	\$34,323,216	100.0%

The Graph below shows the condition of Community Housing assets in terms of replacement cost.



4.4 Asset Condition – Heritage Buildings

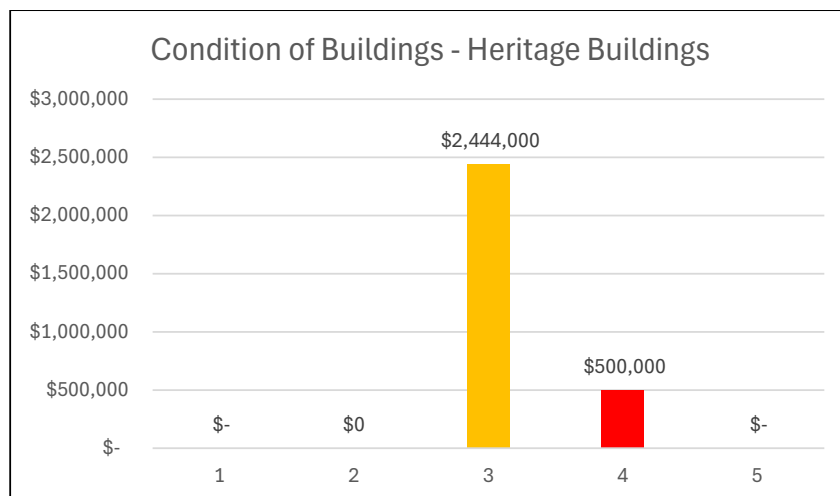
The condition of Council's Heritage Buildings was assessed and valued in 2023 by consultants, McWilliam & Associates Pty Ltd (heritage buildings were subcontracted to Scott Fullarton).

The Table below shows the Replacement Cost for each of the condition scores.

Table: Heritage Buildings Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$0	0.0%
2 (Good)	\$0	0.0%
3 (Fair)	\$2,444,000	83.0%
4 (Poor)	\$500,000	17.0%
5 (Very Poor)	\$0	0.0%
Total	\$2,944,000	100.0%

The Graph below shows the condition of Heritage Buildings assets in terms of replacement cost.



4.5 Asset Condition – Investment Properties

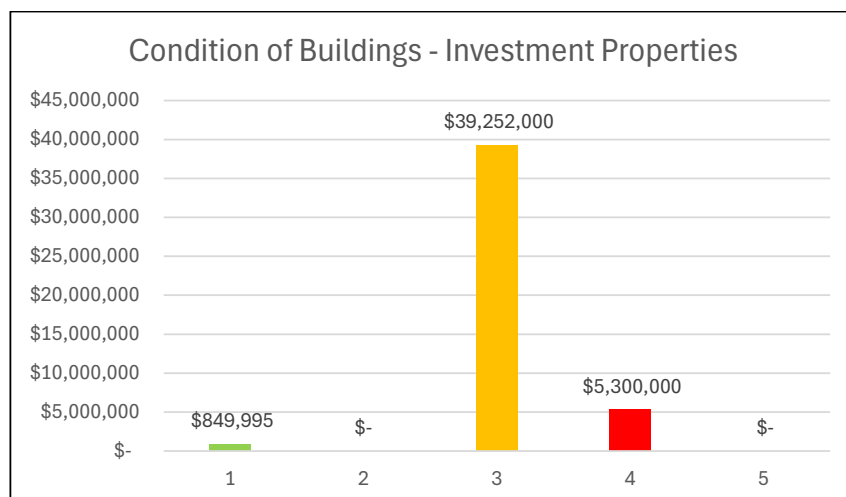
Australis Pty Ltd undertook a desktop valuation of Council's Investment Properties in 2024. No condition assessments have been completed for financial reporting purposes as they are not required for buildings accounted for under AASB 140 Investment Properties.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Investment Properties Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$849,995	1.9%
2 (Good)	\$0	0.0%
3 (Fair)	\$39,252,000	86.5%
4 (Poor)	\$5,300,000	11.7%
5 (Very Poor)	\$0	0.0%
Total	\$45,401,995	100.0%

The Graph below shows the condition of Investment Property assets in terms of replacement cost.



4.6 Asset Condition – Operational Properties

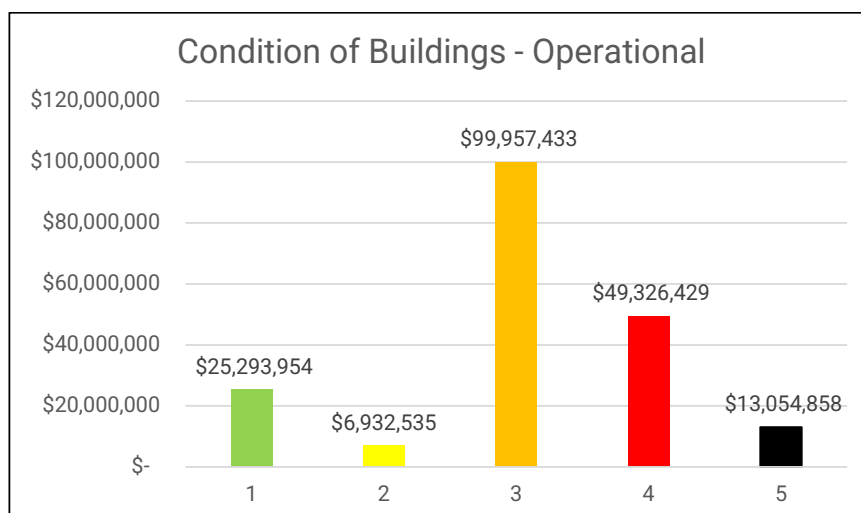
The condition of Council's Operational Properties was assessed and valued in 2023 by Consultants, Australis Pty Ltd.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Operational Properties Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$25,293,954	13.0%
2 (Good)	\$6,932,535	3.6%
3 (Fair)	\$99,957,433	51.4%
4 (Poor)	\$49,326,429	25.4%
5 (Very Poor)	\$13,054,858	6.7%
Total	\$194,565,209	100.0%

The Graph below shows the condition of Operational Property assets in terms of replacement cost.



4.7 Asset Condition – Quarantine Depot

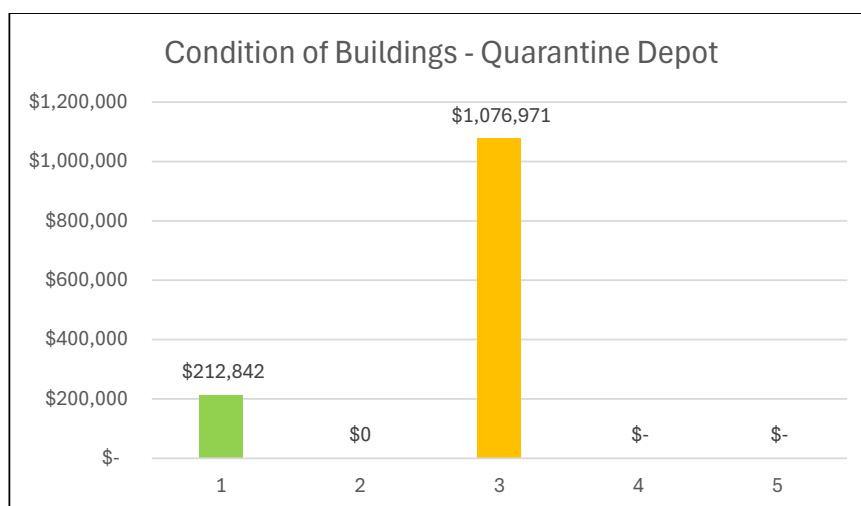
The condition of Council's Quarantine Depot was assessed and valued in 2023 by Consultants, Australis Pty Ltd.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Quarantine Depot Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$212,842	16.5%
2 (Good)	\$0	0.0%
3 (Fair)	\$1,076,971	83.5%
4 (Poor)	\$0	0.0%
5 (Very Poor)	\$0	0.0%
Total	\$1,289,813	100.0%

The Graph below shows the condition of Quarantine Depot assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the Property Asset Class network is shown in the Table below as at 30 June 2024.

Table: Property Asset Class Valuation \$2024

Asset Category	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Amenity buildings	\$7,695,757	\$3,007,143	\$4,688,614	\$136,668
Coal Loader	\$60,794,891	\$22,532,956	\$38,261,935	\$350,824
Community Housing	\$34,323,216	\$2,687,647	\$31,635,570	\$870,699
Heritage Buildings	\$2,944,000	\$2,109,500	\$834,500	\$0

Asset Category	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Investment Properties	\$45,401,995	\$31,729,631	\$13,672,364	\$0
Operational	\$194,565,209	\$82,482,660	\$112,082,549	\$3,685,636
Quarantine Depot	\$1,289,813	\$533,469	\$756,344	\$4,756
TOTAL	\$347,014,881	\$145,083,006	\$201,931,876	\$5,048,583

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council's Property infrastructure assets to a satisfactory standard is \$69.4M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 20.0% of the Property infrastructure network in terms of Replacement Cost. This means that 80.0% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$5.0M or 1.5% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 68.7 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$119.9M over 10 years or an average annual cost of \$12M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total Replacement Cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Amenity buildings	\$1,184,951	\$7,695,757	\$136,668	\$2,551,633	\$255,163
Coal Loader	\$0	\$60,794,891	\$350,824	\$3,508,238	\$350,824
Community Housing	\$12,234	\$34,323,216	\$870,699	\$8,719,228	\$871,923
Heritage Buildings	\$500,000	\$2,944,000	\$0	\$500,000	\$50,000
Investment Properties	\$5,300,000	\$45,401,995	\$0	\$5,300,000	\$530,000
Operational	\$62,381,286	\$194,565,209	\$3,685,636	\$99,237,647	\$9,923,765
Quarantine Depot	\$0	\$1,289,813	\$4,756	\$47,556	\$4,756
TOTAL	\$69,378,471	\$347,014,881	\$5,048,583	\$119,864,303	\$11,986,430

5.3 Useful Lives – Property Asset Class

The useful lives of building components were reviewed by consultants as part of the 2023 Valuation process. The useful lives of the same components can vary depending on various factors such as materials used, deterioration rate due to usage etc. The useful lives determined by consultants are shown in the following Table.

Asset Category	Component	Minimum Useful Life	Maximum Useful Life
Amenities Buildings	Parent Asset	25	200
Coal Loader	Decks/Signage	50	50
	Finishes	30	30
	Fittings	25	25
	Roof Cladding	50	50
	Services	50	50
	Substructure	250	250
	Superstructure	250	250
Community Housing	Buildings (no components)	28	105
Operational	Buildings (no components)	100	100
	Finishes	8	30
	Fittings	13.75	30
	Mechanical Services	16.5	40
	Other Services	30	60
	Parent Asset	10	150
	Roof Cladding	22.5	60
	Substructure	44	200
	Superstructure	44	200
Quarantine Depot	Parent Asset	200	200
	Amenity Block	50	50

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Sudden failure of Building components – damage due to environmental impact or disasters– causing property damage – public safety hazards, injury, or death.

Council will endeavour to manage these risks within available funding by:

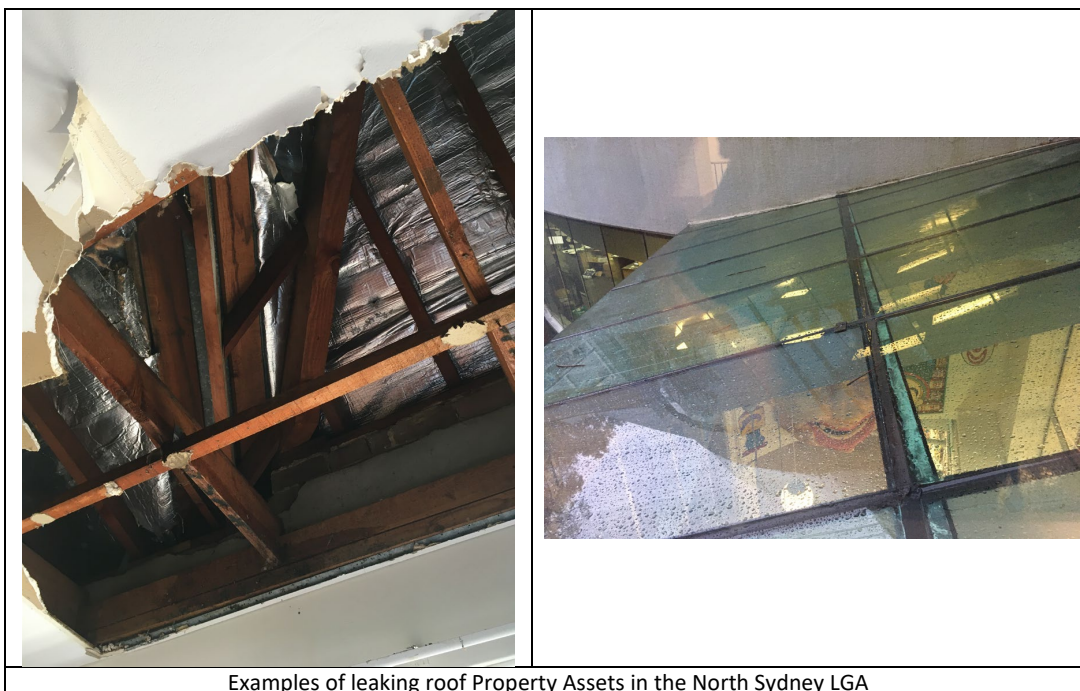
- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Partial or full closure where necessary

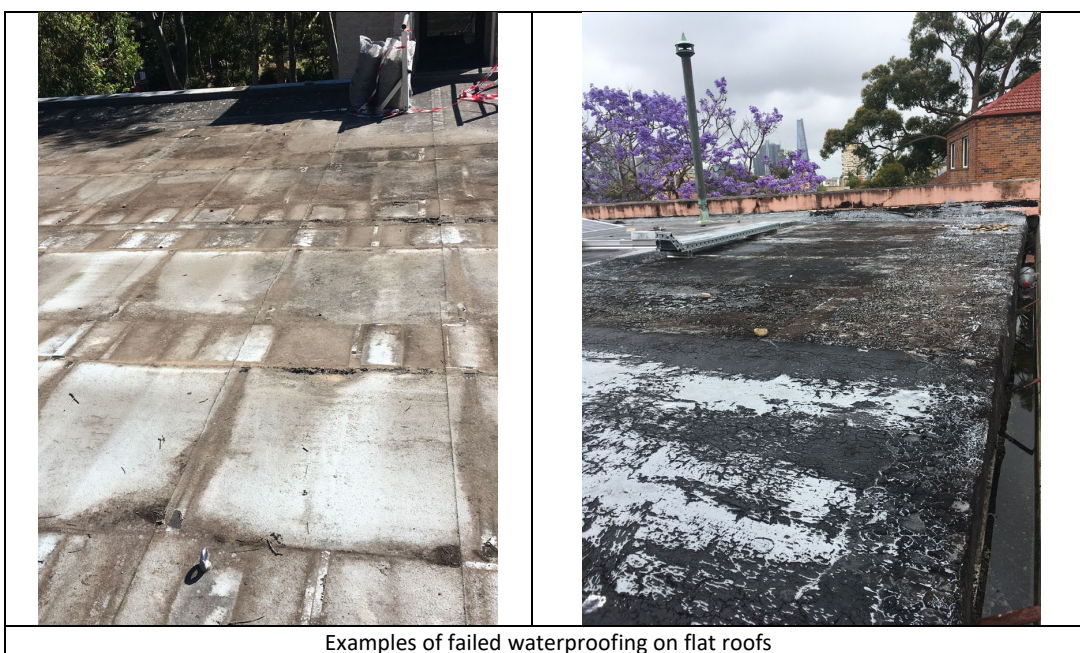
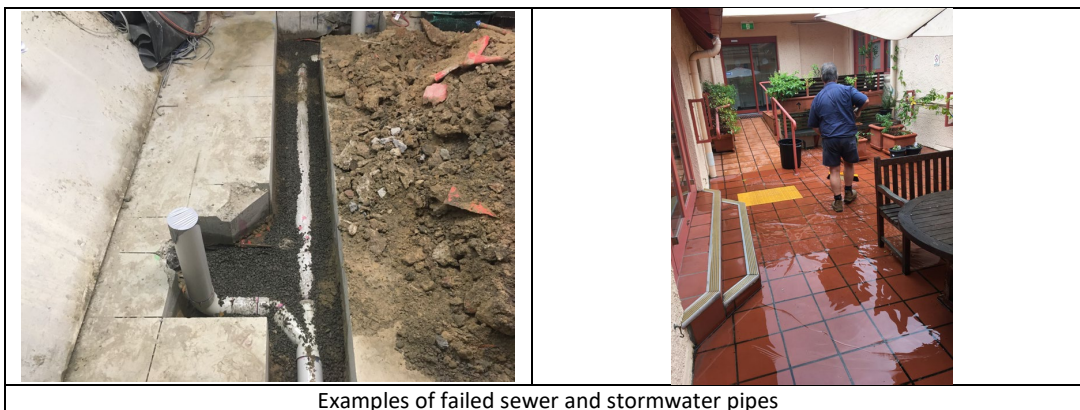
The Risk Matrix used to prioritise capital works for the Property Asset Class is shown in the Table below. This matrix will be reviewed.

Table: Risk Matrix – Property Asset Class

Risk Matrix - Property Asset Class					
Condition	Relative Consequence	Amenities Buildings in Local Reserves	Investment Properties / Quarantine Depot / Amenities Buildings in District Reserves / Operational (Carparks, Music Shell)	Community Housing / Heritage Buildings / Operational (Other) / Amenities Buildings in Regional Reserves	Coal Loader / Operational (Childcare, Community Centres, NS Oval, Indoor Sports Centre, Library)
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 - Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of Property risks in the North Sydney LGA.







Examples of failed and failing Property Assets in the North Sydney LGA



Examples of structural issues in Property Assets in the North Sydney LGA



Examples of failed and failing Property Assets in the North Sydney LGA



Examples of leaky roof Property Assets in the North Sydney LGA







7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. painting. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the community needs.

7.2 Prioritised Expenditure based on risk

The list of prioritised expenditure for this asset category is based on the risk matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

- 1. Risk sorting score (descending order)
- 2. Risk rating score (descending order)
- 3. % Condition 5 (descending order)
- 4. % Condition 4 (descending order)

The following Table shows the prioritised list of expenditure based on the risk matrix. Only projects with a Very High Risk Sorting Score or High Risk Sorting Score are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimate is undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are generally replaced at the same time as assets in condition 4 or 5 if they are adjacent if there are potential risks and if it is cost effective.

When assessing replacement costs for infrastructure assets such as roads, footpaths, drainage and unit rates are based on actual replacement cost. However, the replacement costs for buildings follow a different approach. Current renewal costs for buildings are based on valuations completed in accordance with the Australian Property Institute Code of Professional Practice, TPP 21-09 Valuation of Physical Non-Current Assets at Fair Value, and relevant Australian Accounting Standards, including AASB 13. Under this methodology, gross replacement costs for buildings reflect only the ‘like-for-like’ replacement value of existing structures and components. However, actual project costs for property replacement often exceed this valuation. Factors such as compliance

with current Building Codes and Australian Standards, evolving user needs, site conditions, and project complexity can increase final costs beyond the gross replacement estimate.

It should be noted that these assets may also be replaced based on other criteria including:

- Damage.
- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.

7.3 Prioritised expenditure based on risk – Property

Table: Prioritised Expenditure - Property

Location	Risk Rating	Risk Rating Score	Cost Estimate
Crows Nest Community Centre	Very High	20	\$12,114,546
Kelly's Place Children's Centre	Very High	20	\$1,498,655
McMahons Point Community Centre Building 1	Very High	20	\$1,504,829
Stanton Library	Very High	20	\$28,936,295
Cammeray Park (Croquet Greens)	Very High	16	\$185,193
Cammeray Park (Tennis Courts)	Very High	16	\$356,632
Council Chambers & Offices (Ros Crichton Pavilion)	Very High	16	\$616,931
Cremorne Early Childhood Health Centre	Very High	16	\$28,808
Crows Nest Indoor Sports Centre	Very High	16	\$11,264,177
Family Day Care Centre	Very High	16	\$683,698
Forsyth Park Community Centre	Very High	16	\$1,159,027
Greenwood Childcare	Very High	16	\$389,718
Kendall Community Centre	Very High	16	\$2,244,075
Kirribilli Neighbourhood Centre	Very High	16	\$2,818,128
McMahons Point Community Centre Building 2	Very High	16	\$1,170,000
North Sydney Early Education Centre	Very High	16	\$406,937
North Sydney Oval - Duncan Thompson Stand/Pavilion	Very High	16	\$3,675,485
North Sydney Oval - Figtree Lane Oval Entrance	Very High	16	\$61,893
North Sydney Oval - Ken Irvine Scoreboard Building	Very High	16	\$407,912
North Sydney Oval - Kiosk Adjacent to McCartney St	Very High	16	\$42,237
North Sydney Oval - Kiosk Adjacent to Mollie Dive	Very High	16	\$33,032
North Sydney Oval - Kiosk on the Hill	Very High	16	\$42,237
North Sydney Oval - McCartney Stand	Very High	16	\$4,424,542
North Sydney Oval - Members' Oval Entrance	Very High	16	\$49,493
North Sydney Oval - Miller Street Oval Entrance	Very High	16	\$61,893
North Sydney Oval - Observation Tower (southern end)	Very High	16	\$166,511
North Sydney Oval - O'Reilly Stand	Very High	16	\$3,938,167
North Sydney Oval Function Centre	Very High	16	\$3,516,609
Waverton Coal Loader Site - Sustainability Centre	Very High	16	\$840,354
Central Depot	Very High	15	\$5,707,031
Council Chambers & Offices (Kelrose)	Very High	15	\$2,200,602
Blues Point Reserve - Toilet Block	High	12	\$161,638
Council Chambers & Offices (Wylie Wing)	High	12	\$928,456

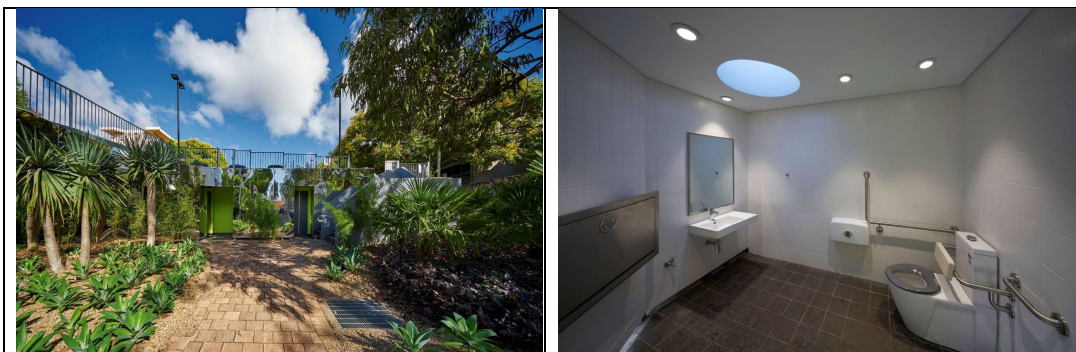
Location	Risk Rating	Risk Rating Score	Cost Estimate
North Sydney Oval - The Bob Stand & Works Depot	High	12	\$3,187,879
St Leonards Park - Toilet Block	High	12	\$197,364
St Leonards Park Depot Poisons Store	High	12	\$39,800
St Leonards Park Depot Shed Round Roof	High	12	\$25,288
St Leonards Park Depot Store Shed	High	12	\$20,036
215 Chandos Street	High	12	\$12,234
Neutral Bay Community Centre	High	12	\$1,295,660
North Sydney Community Centre	High	12	\$756,692
North Sydney Oval - Caretakers Flat	High	12	\$391,450
North Sydney Oval - Fig Tree Lane Media Tower	High	12	\$754,472
North Sydney Oval - The Hill Grandstand	High	12	\$331,181
Primrose Park Art & Craft Centre	High	12	\$1,537,752
Waverton Coal Loader Site - Amenities	High	12	\$138,083
Waverton Coal Loader Site - Building 1 - Mess Hall	High	12	\$364,592
Waverton Coal Loader Site - Cafe	High	12	\$437,586
Waverton Coal Loader Site - Workshop Buildings	High	12	\$155,627
Hume Street	High	8	\$51,118
Music Shell / Planet X	High	8	\$113,877
St Leonards Park Depot Store Car Port	High	8	\$27,562
Tunks Park - Toilet & Dressing Shed	High	8	\$520,815
250 West Street	High	4	\$344,611
Cremorne Point - Storage Shed	High	4	\$305,135

7.4 Examples of completed Capital Works Projects

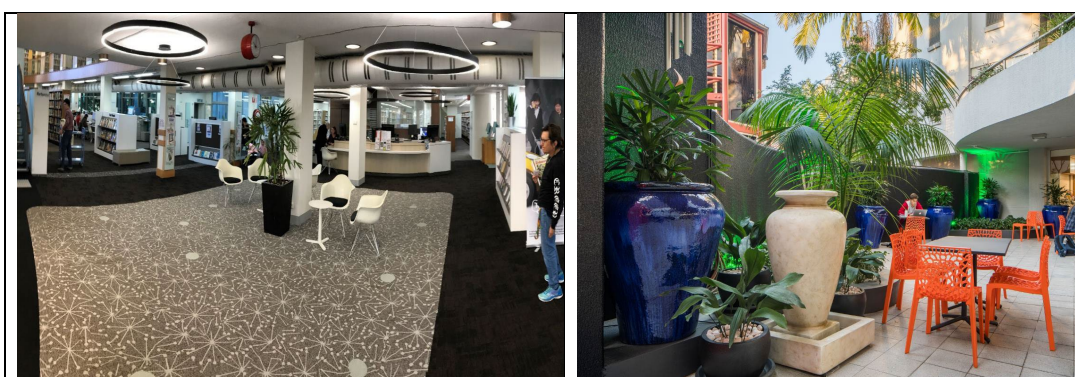
	
<p>Primrose Park – Arts Centre – refurbished in April 2019</p>	<p>New Amenity Block</p>
	
<p>Before - Alexander Street Car park Re-development- completed 2016 (Public Private Partnership) with Woolworths</p>	<p>After - Alexander Street Car park Re-development- completed 2016 (Public Private Partnership) with Woolworths</p>



Ward Street Carpark – North Sydney Centre – Council took back possession of this three storey car park in the middle of North Sydney in August 2020 from Wilson Parking after the 50 year lease expired. The property in 2016 was valued at over \$80 million on the open market in terms of development potential.



New Public Toilets have been built in the Barry Street Carpark – Neutral Bay in 2016

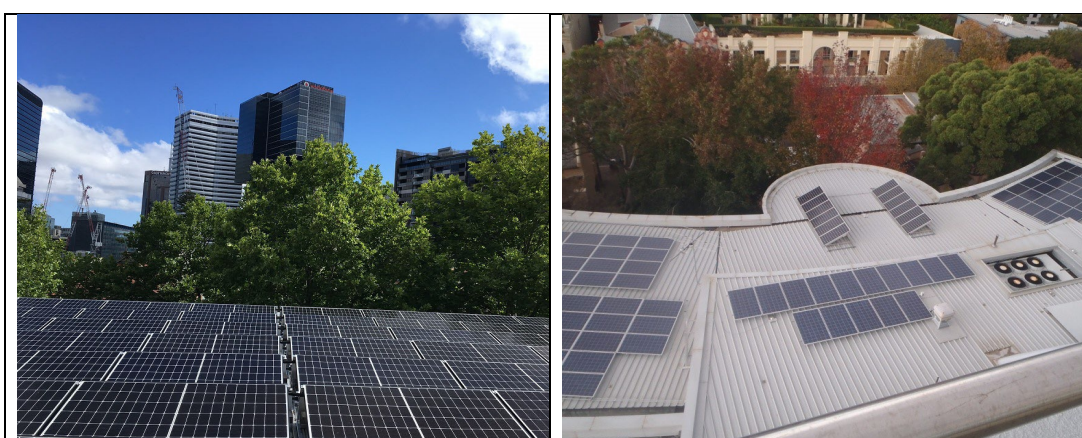


Stanton Library Foyer and Courtyard Upgrade 2017

Stanton Library Foyer and Courtyard Upgrade 2017



Upgrade of the Neutral Bay Community Centre – completed April 2019



Solar Panels have been rolled out across a number of Councils Community and operational buildings over the last 5 years as part of an ongoing program. North Sydney Council Chambers Wyllie Wing roof

Solar Panels have been rolled out across a number of Councils Community and operational buildings over the last 5 years as part of an ongoing program. Stanton Library

8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs.

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Property Asset Class: Amenity Buildings, Coal Loader, Community Housing, Heritage Buildings, Investment Properties, Operational, Quarantine Depot.	2023	No later than 2028
Strategic Property Review	2021	No later than 2027
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- IPWEA, 2016, Building Condition & Performance Assessment Guidelines, Practice Note 3 V2, Institute of Public Works Engineering Australasia
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: Maintenance Management and Building Inspections

Levels of Services – Council buildings

Maintenance programs for property assets comprise two main categories, namely reactive maintenance and preventive maintenance.

Reactive maintenance includes corrective or repair works arising from the CRM (Customer Request Module). They are prioritised in accordance with urgency and put into the property maintenance program. The repair work is organised by the Property Maintenance Supervisor under the supervision of the Depot Works Manager.

Preventive maintenance programs are designed to deliver maintenance and servicing to property assets and building services on a regular basis. The Preventive maintenance program for each facility has been developed to encompass:

- cyclic programs for the servicing, cleaning and routine repairs and replacement of building elements and building services items
- scheduled tests and inspections to ensure that all statutory obligations such as Work Health and Safety, Building Code and Australian Standards are complied with

The levels of service delivered by these programs can be defined or stipulated by the frequency of delivery. The table below details the frequencies of service for various types of work.

Systems	Levels of service
Air conditioning	Monthly service (and repairs as necessary)
Passenger lifts	Monthly service (and repairs as necessary)
Fire services	Monthly service on sprinklers, monthly for alarms Six monthly for fire extinguishers, hose reels
Exit and emergency lighting	Six monthly testing and repairs
Kitchen exhaust system	Six monthly service and repairs
Pest control	Quarterly or bi-monthly for most services
Cleaning contracts	Daily services for most buildings
Sanitary waste removal	Monthly service
Graffiti	Regular inspection, removal in two days
Roof gutter cleaning	Quarterly
Building inspection	Quarterly or monthly (See Inspection Regime table)
Cooling towers (currently Nil)	Monthly inspection, Legionella testing quarterly
Electrical appliances testing	Yearly for workshops and depots Two-yearly for office environments

Response times required from the service provider will be based on a risk management approach with faster response time assigned for high-risk situations. The following table shows the various response times in relation to different scenarios and risk ratings.

Scenario	Risk Rating	Priority	Response Time within
Equipment breakdown or WH&S issues e.g. Air Handling Unit fault, trip hazard, electrical faults	High	Top	3 hours
General building repairs e.g. Rainwater tank pump failure, repair to roof guttering or downpipes	Moderate	High	24 hours
Non-urgent repairs e.g. Furniture repairs, signage repairs, touch up painting	Low	Medium	7 days
Preventive maintenance e.g. Routine service of lift and automatic doors	Nil	Low	30 days

Inspections and Condition Survey – Council buildings

All Council premises in the property portfolio are currently inspected and visited on a regular basis by the Property Maintenance Supervisor, Property Asset Manager, Property Officer, Council's property consultant and Fire Audit Inspector.

An external Fire Audit Inspector is engaged annually to check and ensure that emergency services are maintained and tested in accordance with statutory requirements and that all fire doors and egress routes are clear of obstruction. The Inspector also performs general building inspection at the same time as the Fire Audit inspection.

A program of building inspection and condition survey is formalised in the Property Asset Management Manual to ensure that each property is up to the required maintenance standard and that any WH&S issues will be addressed and attended to, as necessary. This proactive approach of an inspection regime is important in dealing with any future public liability claims to demonstrate Council's due diligence in undertaking our maintenance responsibilities as the owner of the buildings.

Inspection Regime

Property Type	Statement of use	Level of Inspection	Performed by
Council Premises	General offices, meeting rooms and amenities	Quarterly Yearly, as and when required	Manager Trades and Fleet Services & Facilities & Building Co-ordinator & Property Officer Asset Management Coordinator & Fire Audit Inspector (Contractor)
Community Facilities • High usage • Low usage	Community Centres and Early Childhood Health Centres Scout Halls	Monthly Quarterly Half-yearly Yearly, as and when required	Site Contact & Manager Trades and Fleet Services & Facilities & Building Co-ordinator & Property Officer Site Contact & Manager Trades and Fleet Services & Facilities & Building Co-ordinator & Property Officer Asset Management Coordinator & Fire Audit Inspector (Contractor)
Parking Stations	Permanent parking and casual parking	Quarterly Yearly, as and when required	Parking Station Supervisor & Manager Trades and Fleet Services & Facilities & Building Co-ordinator & Property Officer Asset Management Coordinator & Fire Audit Inspector (Contractor)
Rental Properties	Commercial offices, retail shops, cafeteria, and residences	Quarterly Yearly, as and when required	Rental Property Agent Commercial Property Specialist & Fire Audit Inspector (Contractor)

Maintenance service reports, Inspection reports are registered and scanned into ECM. In addition, inspection results are kept in the Asset and Infrastructure Management (AIM) module in Authority. They are linked to each property so that any enquiries in relation to the building can be traced.

Scheduled Maintenance

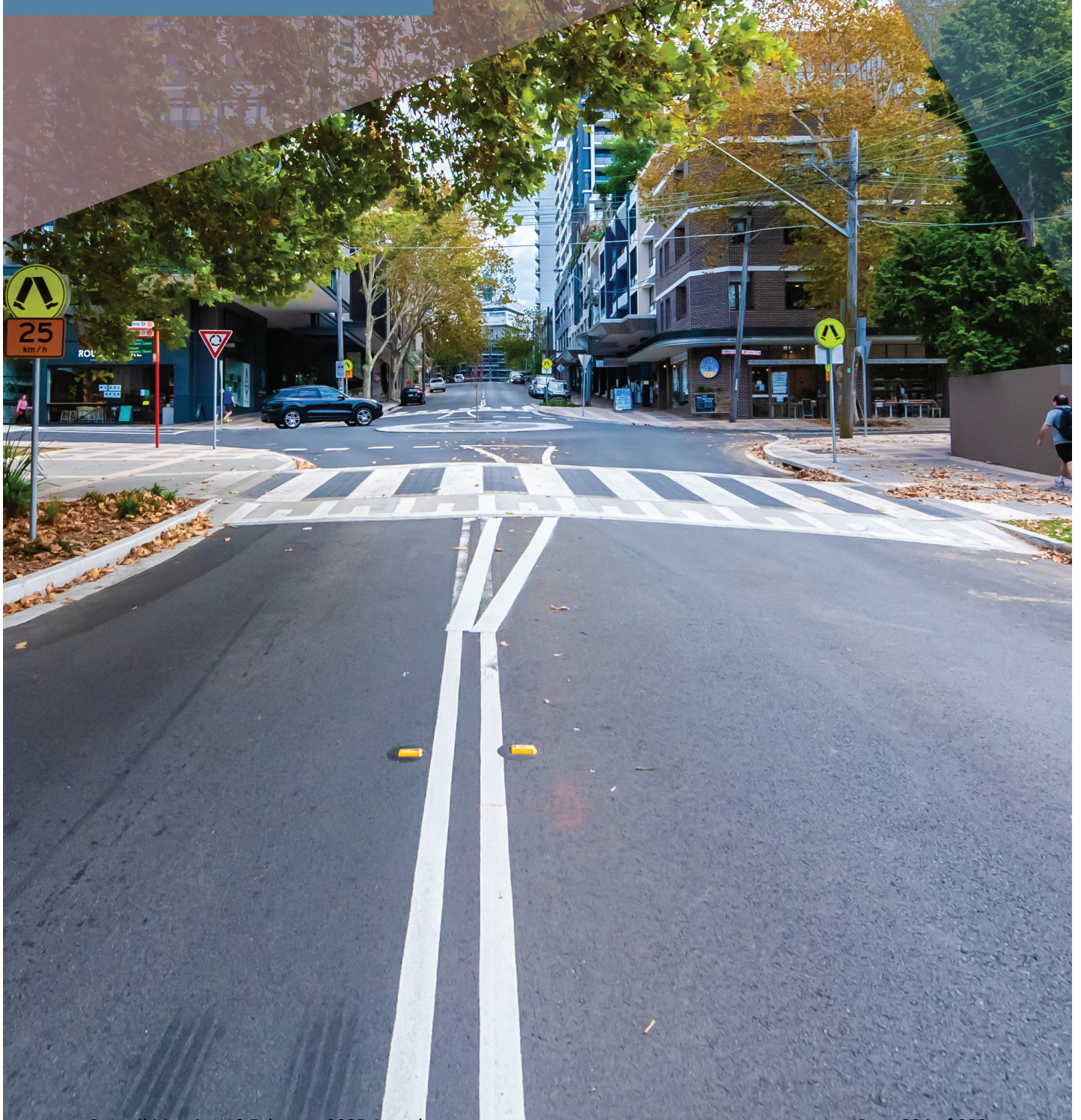
Council building services maintenance and cleaning are undertaken as per Property Maintenance Program. Refer to Property Asset Maintenance Manual – this document can be found in ECM Doc ID 9064534.

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

ROADS ASSET CLASS

2025/35



Document Control		Asset Management Plan			
Document ID : NSC AMP Roads Asset Class 2025					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	23/01/2025	Final version	IM	SC	GP

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1.0 Executive Summary

This Asset Management Plan (AMP) covers the Roads Asset Class and details the following asset categories: Bus Shelters, Kerb and Gutter, Road Pavements, Street Furniture, and Traffic Facilities. This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost effective manner while outlining associated risks within each of the asset classes. The scope and value of this Asset Class is shown in the Table below:

Table: Scope and Replacement Cost of Roads Asset Class by Asset Category (\$)'2024

Roads Asset Class		
Asset Category	Scope	Replacement Cost (2024)
Bus Shelters	66 items	\$5,843,913
Kerb and Gutter	260km	\$93,362,784
Road Pavements	152.5km	\$324,887,171
Street Furniture	1,084 items	\$4,728,578
Traffic Facilities	1,173 items	\$21,064,141
	TOTAL	\$449,886,586

All assets within the Roads Asset Class in North Sydney provide a vital service to the local community providing access to all parts of the council area in all weather conditions. These assets support transportation and economic activities in the Local Government Area (LGA).

The North Sydney LGA covers 10.5 square kilometres or 1049 hectares. Road Pavements and Kerb and Gutter make up a significant proportion of Council's asset portfolio. Within Council's area there are approximately 152.5km of local and regional roads. Many of the roads in North Sydney were originally built from 1880 onwards. Further development and subdivisions increased significantly with the opening of the Sydney Harbour Bridge in 1932 and continued after World War 2. It was during this development period that much of the infrastructure in North Sydney was originally built. Therefore, North Sydney faces the continual challenge of maintaining a large portfolio of aging road infrastructure.

The Table below shows that the current cost to bring all Council's Road infrastructure assets to a satisfactory standard is \$26.1M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 5.8% of the Road infrastructure network in terms of Replacement Cost. This means that 94.2% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$6.8M or 1.5% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 65.7 years on average.

The Table shows that the 10 year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$94.6M over 10 years or an average annual cost of \$9.5M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$) 2024

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Roads / Bus Shelters	\$2,049,656	\$5,843,913	\$110,481	\$3,154,470	\$315,447
Roads / Kerb and Gutter	\$3,454,350	\$93,362,784	\$1,331,873	\$16,773,082	\$1,677,308
Roads / Road Pavements	\$20,179,960	\$324,887,171	\$4,884,434	\$69,024,301	\$6,902,430
Roads / Street Furniture	\$76,957	\$4,728,578	\$217,010	\$2,247,054	\$224,705
Roads / Traffic Facilities	\$346,161	\$21,064,141	\$303,549	\$3,381,647	\$338,165
TOTAL	\$26,107,084	\$449,886,586	\$6,847,347	\$94,580,553	\$9,458,055

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

- Assets progressively deteriorating over time
- Increasing asset failures and potential closures
- Service levels not fully meeting the needs of users

2.0 Asset Description

2.1 Asset Description – Bus Shelters

As shown in the Table below the Bus Shelter network mainly comprises of:

- NSC (North Sydney Council) Style Timber = 65.2% (combined)

Bus Shelter Type	Quantity	Replacement Cost (2024)	% of the Network
JCDcaux	11	\$941,036	16.1%
NSC Style Timber	55	\$4,902,877	83.9%
Grand Total	66	\$5,843,913	100%

2.2 Asset Description – Kerb and Gutter

As shown in the Table below the Kerb and Gutter network mainly comprises of:

- Concrete Barrier Kerb = 65.2% (combined)
- Sandstone Kerb = 23.7%

It should be noted that both Granite Kerb and Sandstone Kerb are relatively very expensive to replace.

Type	Kerb Material	Length (m)	Replacement Cost (2024)	% of the Network
Barrier	Asphalt (Formed)	210	\$28,485	0.0%
	Brick	21	\$4,338	0.0%
	Concrete	217,446	\$60,898,343	65.2%
	Granite	5,697	\$6,813,833	7.3%
	Sandstone	26,623	\$22,132,510	23.7%
	Timber	21	\$4,470	0.0%
Barrier Total		250,018	\$89,881,978	96.3%
Dish crossing	Concrete	8	\$2,742	0.0%
	No Kerb	6,010	\$1,997,675	2.1%
Dish crossing Total		6,018	\$2,000,418	2.1%
Mountable kerb	Asphalt (Formed)	205	\$52,310	0.1%
	Concrete	2,942	\$752,443	0.8%
	Granite	71	\$125,630	0.1%
Mountable kerb Total		3,217	\$930,383	1.0%
Semi-mountable kerb	Concrete	476	\$121,640	0.1%
	Sandstone	263	\$428,364	0.5%
Semi-mountable kerb Total		738	\$550,005	0.6%
Grand Total		259,991	\$93,362,784	100.0%

2.3 Asset Description – Road Pavements

As shown in the Table below the Road Pavements network mainly comprises of:

- Road Pavements - Structure = 73.0%

Asset Component	Area (sqm)	Replacement Cost (2024)	% of the Network
Road Pavement Surface	1,201,065	\$64,641,232	20.1%
Road Pavement Structure	1,213,241	\$234,463,491	73.0%
Road Pavement Formation		\$22,051,673	6.9%
Car Parks and Access Roads		\$3,730,775	1.1%
Total		\$324,887,171	100.0%

2.4 Asset Description – Street Furniture

As shown in the Table below the Street Furniture network mainly comprises of:

- Seats = 43.2%
- Bike Racks = 10.6%
- Bins = 10.0%

Street Furniture Types	Quantity	Replacement Cost (2024)	% of the Network
Backflow Device	2	\$8,424	0.2%
Bike Rack	210	\$500,286	10.6%
Bin	87	\$472,140	10.0%

Street Furniture Types	Quantity	Replacement Cost (2024)	% of the Network
Bubbler	6	\$75,376	1.6%
Fire Hydrant	5	\$10,937	0.2%
Flagpole	18	\$61,852	1.3%
Information Board	6	\$15,917	0.3%
Planter Box	201	\$294,896	6.2%
Plaque	17	\$25,125	0.5%
Power Outlet	1	\$528	0.0%
Seat	399	\$2,042,940	43.2%
Shade Structure	2	\$146,329	3.1%
Shelter	1	\$37,451	0.8%
Sign	19	\$18,990	0.4%
Table	8	\$30,741	0.7%
Tap	10	\$5,542	0.1%
Tree Guard	47	\$195,193	4.1%
Wall - Brick	6	\$23,854	0.5%
Wall - Concrete	22	\$109,600	2.3%
Wall - Concrete, Brick	1	\$2,484	0.1%
Wall - Metal	3	\$452,606	9.6%
Wall - Stone	12	\$190,713	4.0%
Wall - Timber	1	\$6,651	0.1%
Grand Total	1,084	\$4,728,578	100.0%

2.5 Asset Description – Traffic Facilities

As shown in the Table below the Traffic Facilities network mainly comprises of:

- Raised Thresholds = 38.9%
- Separated Cycleways = 18.0%
- Median Strips (total) = 11.2%

Traffic Facility Types	Quantity	Replacement Cost (2024)	% of the Network
Footpath Continuation	63	\$1,304,364	6.2%
Kerb Island (Landscaped Infill)	183	\$358,563	1.7%
Kerb Island (Paved Infill)	124	\$292,223	1.4%
Kerb Island (Tree)	121	\$50,126	0.2%
Median (Landscaped Infill)	5	\$54,817	0.3%
Median (Paved Infill)	111	\$2,295,227	10.9%
Pedestrian Refuge Island	147	\$1,092,855	5.2%
Rain Garden	5	\$378,538	1.8%
Roundabout (Landscaped Infill)	17	\$207,936	1.0%
Roundabout (Paved Infill)	10	\$197,470	0.9%
Separated Cycleway	22	\$3,799,318	18.0%
Speed Cushion	16	\$174,816	0.8%

Traffic Facility Types	Quantity	Replacement Cost (2024)	% of the Network
Speed Hump	53	\$579,078	2.7%
Splitter Island (Landscaped Infill)	24	\$251,477	1.2%
Splitter Island (Paved Infill)	94	\$654,765	3.1%
Threshold (Flush)	44	\$1,168,863	5.5%
Threshold (Raised)	131	\$8,203,703	38.9%
Traffic Dome	3	\$0	0.0%
Grand Total	1,173	\$21,064,141	100%

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleansing, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath repair – patching, minor works),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath replacement and or footpath reconstruction),
- Upgrade – the activities to provide a higher level of service (e.g. widening a footpath or replacing an existing footpath with a different type as per Public Domain Style Manual).
- New - the activities to provide an additional level of service (e.g. constructing a footpath where none previously existed).

The Table below shows the technical levels of service expected to be provided for the Road Asset Class infrastructure assets. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Road Asset Class – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Undertake network inspections to monitor condition	Network inspections to monitor condition	<ul style="list-style-type: none"> • Bus Shelters (2023) • Kerb & Gutter (2018) • Road Pavements (2024) • Street Furniture (2019) • Traffic Facilities (2018) 	Network inspected every 5 years
Maintenance	Reactive service Requests completed in a timely manner or made safe.	Respond to complaints.	Minor repairs undertaken in accordance with Maintenance Management System	Minor repairs undertaken in accordance with Maintenance Management Delivery System.
Renewal	Maintain existing assets to a satisfactory condition	Percentage of assets in 'poor' or 'very poor' (4, 5) Condition.	<ul style="list-style-type: none"> • Bus Shelters (35.1%) • Kerb & Gutter (3.7%) • Road Pavements (6.2%) 	Improve

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
			<ul style="list-style-type: none"> • Street Furniture (1.6%) • Traffic Facilities (1.6%) 	
Upgrade	Assets meet the standard of the Public Domain Style Manual.	Number of assets meet the standard of the Public Domain Style Manual.	When assets are renewed, they are replaced with assets that meet the standard of the Public Domain Style Manual.	When assets are renewed, they are replaced with assets that meet the standard of the Public Domain Style Manual.
New	Satisfactory provision of assets.	New assets provided subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.	Provision of new assets assessed as required subject to needs, physical constraints, demand, and cost.

3.1 Future Demand

Drivers affecting demand for Bus Shelters, Kerb and Gutter, Road Pavements, Street Furniture, and Traffic Facilities include things such as population change, regulation changes, new development, community expectations, public safety, technological changes, economic factors, climate change, and environmental factors. As North Sydney is a “brown field” site most capital projects are either renewal or upgrade to meet Public Domain Style Manual. Generally no new assets are built. The provision of new assets is assessed as required subject to needs, physical constraints, demand, and cost.

With respect to Road Pavements, very few new roads have been constructed within the past few decades. No new assets are anticipated to be acquired. However, increasing development and population is likely to lead to increased traffic volumes resulting in increased deterioration of the road network. Traffic growth factors have been accounted for in Council’s Pavement Management System and will be monitored in the future.

With respect to Traffic Facilities, as part of the North Sydney Integrated Traffic and Parking Strategy (2015), Council has adopted Local Area Traffic Management (LATM) Action Plans. The LATM implementation procedure adopts a methodology that takes into consideration an area wide traffic management scheme and allows the community’s high priority traffic projects to be ranked according to a number of criteria, including safety, traffic volume, speeds, pedestrian and cycling volumes, surrounding land uses, and alignment with the Community Strategic Plan.

The Action Plans form the basis of a works program to be implemented by Council going forward. The Action Plans are also updated and reviewed on an ongoing basis to ensure they are relevant and up to date. Projects are planned on an annual basis subject to the priorities within the Action Plans, availability of funding and community consultation.

In addition, the North Sydney Integrated Cycling Strategy (‘Cycling Strategy’) was adopted by Council in 2014. The Cycling Strategy proposes a range of significant infrastructure works which aim to facilitate significant growth in cycling as a transport mode for people of all ages and abilities.

There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the State Government and demand for active transport. This will have significant implications on demand for these assets.

4.0 Asset Condition

4.1 Asset Condition – Bus Shelters

The condition of Council's Bus Shelters was surveyed in 2023 by Consultants, Urbanspec Engineering Pty Ltd.

The following condition criteria was used.

Table: Bus Shelters Condition Survey Criteria

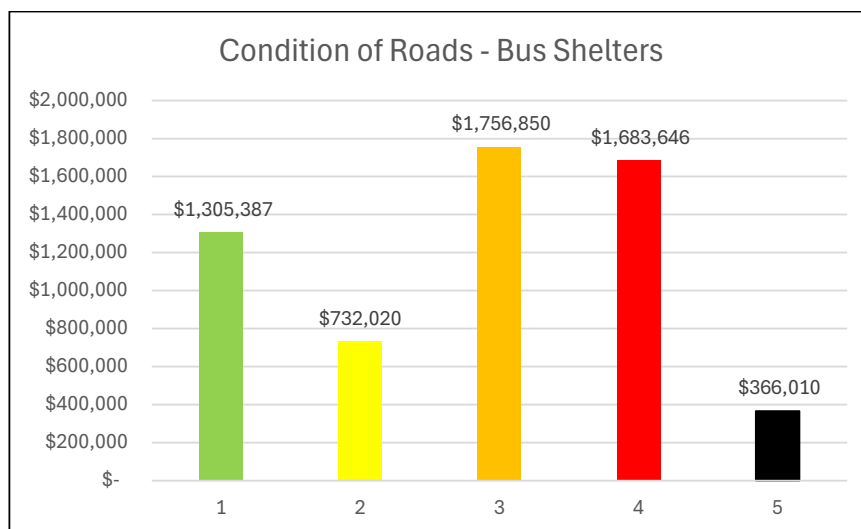
Grade	Condition	Description
1	Very Good	Sound shelter constructed to current standards, well maintained with no defects. No work required
2	Good	As grade 1 but not constructed to current standards or showing minor wear, tear and deterioration. E.g. weathering of timber, staining of fastenings but no decay of timber or corrosion of steel. Deterioration has no significant impact on, safety & appearance of the shelter. Only minor work required
3	Fair	Shelter functionally sound, but appearance affected by minor defects e.g. vandalism, slight decay of timber, and mild corrosion of fastenings. Deterioration beginning to affect the stability, functionality or appearance of the shelter. Some work required
4	Poor	Shelter functioning but with problems due to significant defects e.g. rotting/ splitting of timber, corrosion, loosening of fastenings, causing a marked deterioration in stability, functionality or appearance. Some replacement or rehabilitation needed within 1 year
5	Very Poor	Shelter has serious problems and has failed or are about to fail in the near future, causing unacceptable deterioration in stability, safety and appearance. Urgent replacement/ rehabilitation required

The Table below shows the Replacement Cost for each of the condition scores.

Table: Bus Shelters Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$1,305,387	22.3%
2 (Good)	\$732,020	12.5%
3 (Fair)	\$1,756,850	30.1%
4 (poor)	\$1,683,646	28.8%
5 (Very Poor)	\$366,010	6.3%
Total	\$5,843,913	100.0%

The Graph below shows the condition of Bus Shelters assets in terms of replacement cost.



4.2 Asset Condition – Kerb and Gutter

The condition of Council's kerb and gutter network was surveyed in 2018 by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd. The following condition criteria were used.

Table: Kerb and Gutter Condition Survey Criteria

Grade	Condition	Description	
1	Very Good	As new, no need for intervention. Low risk to public safety.	
		No work required	
		Cracking	No cracks or only occasional fine surface cracks.
		Misalignment due to uplift/ settlement/ rotation	Nil
		Chipping/ Spalling	Nil
2	Good	Ponding	Nil
		Some signs of wear and tear. No immediate intervention required. Note for review at next inspection. Low to Medium risk to public safety.	
		Only minor work required	
		Cracking	Isolated fine cracking at intervals.
		Misalignment due to uplift/ settlement/ rotation	Isolated misalignment up to 5mm.
3	Fair	Chipping/ Spalling	Minor cosmetic chipping only. No impact on performance.
		Ponding	Minor ponding in channel only.
		Some isolated defects. Generally able to be addressed through routine/ scheduled maintenance. Medium to High risk to public safety and amenity.	
		Some work required	
		Cracking	Block cracking typically 3 to 5mm width. Up to 20% of length.
4	Poor	Misalignment due to uplift/ settlement/ rotation	Misalignments of 5 to 15mm with up to 30% of length affected.
		Chipping/ Spalling	Isolated chipping, max 30mm diameter. Average 5m apart.
		Ponding	More significant ponding up to 10mm deep but confined to channel. Now more than 30% affected.
		Extensive wear and tear. Requiring replacement of sections. High to Very High risk to public safety and amenity.	

Grade	Condition	Description	
		Some replacement or rehabilitation needed within 1 year	
		Cracking	Block cracking over 5mm width but still intact. Generally, over 20% to 50% of section affected.
		Misalignment due to uplift/ settlement/ rotation	Misalignments 15 to 50mm width over 50% of length affected. Water infiltration to pavement.
		Chipping/ Spalling	Chipping and spalling with some water infiltration evident. No more than 50% of section affected.
		Ponding	Ponding up to 30mm deeps encroaching onto pavement and isolated pavement damage. No more than 30% of section affected.
5	Very Poor	Significant defects in terms of severity and extent. Requires full length replacement. High to Very High risk to public safety and, pavement and amenity.	
		Urgent replacement/ rehabilitation required	
		Cracking	Block cracking, displacement and sections missing. Water infiltrating pavement. Generally, over more than 50% of the section affected.
		Misalignment due to uplift/ settlement/ rotation	Misalignments over 50mm and over 50% of the section affected. Water infiltration to pavement.
		Chipping/ Spalling	Major spalling of sections. Water infiltration common. Over 50% of the length affected.
		Ponding	Ponding over 30mm deep significantly encroaching onto pavement. Infiltration evident over 30% of length. Significant impact on adjoining pavement.

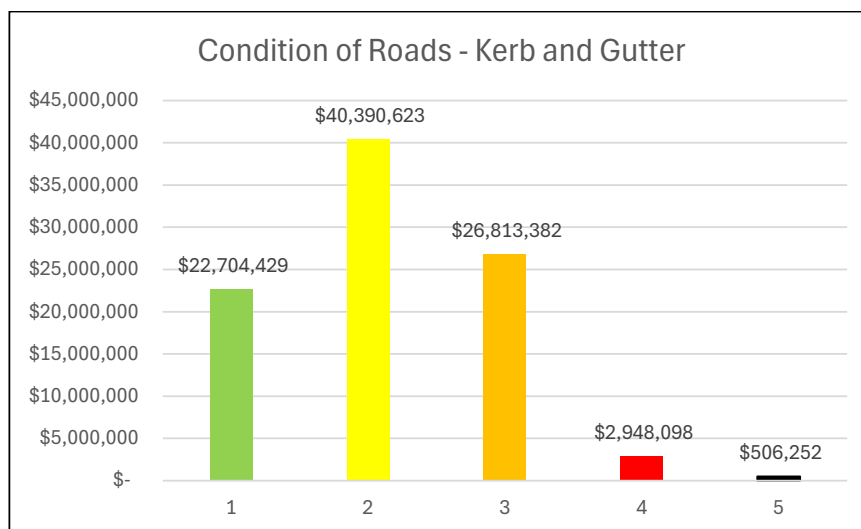
As per IPWEA Condition Assessment & Asset Performance Guidelines Practice Note 2 v2 2014 Kerb and Channel

The Table below shows the Replacement Cost for each of the condition scores.

Table: Kerb and Gutter Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$22,704,429	24.3%
2 (Good)	\$40,390,623	43.3%
3 (Fair)	\$26,813,382	28.7%
4 (poor)	\$2,948,098	3.2%
5 (Very Poor)	\$506,252	0.5%
Total	\$93,362,784	100.0%

The Graph below shows the condition of Kerb and Gutter assets in terms of replacement cost.



4.3 Asset Condition – Road Pavements

The condition of Council's Road Pavement network was surveyed in 2024 by Talis Consultants Pty Ltd. The following condition criteria was used.

Table: Local and Regional Roads Condition Survey Criteria

Grade	Condition	Description	Response
0	Not Rated		
1	Very Good	<p>Structural: Sound physical condition. Insignificant deterioration. Asset likely to perform adequately without gravel resheeting work for typically 12 years or more. (Austroads Guide to Pavement Technology Part 6: Unsealed Pavements 2009 8.3 Resheeting (Wear Course Replacement).</p> <p>Serviceability: No or insignificant surface defects apparent. Very good driveability. Routine maintenance only required.</p>	No immediate action required. Routine patrol grading to be maintained. Maintain standard programmed condition assessment.
2	Good	<p>Structural: Acceptable physical condition; minor deterioration/ minor defects evident.</p> <p>Serviceability: Minor increase in pavement roughness counts. Some minor surface defects apparent. Driveability still good.</p> <p>Negligible short-term failure risk but potential for deterioration in medium-term (Typically 10 years plus). Only routine patrol grading required.</p>	No immediate action required other than routine maintenance and patrol grading. Maintain standard programmed condition assessment.
3	Fair	<p>Structural: Moderate to significant localised deterioration evident: Minor components or isolated sections of the asset need replacement or repair now but not affecting short term overall structural integrity.</p> <p>Serviceability: Moderate increase of pavement roughness but asset still functions safely at adequate level of service.</p>	Take action as appropriate to address defects and if necessary, major maintenance grading and shape correction. Monitor with programmed condition assessment for

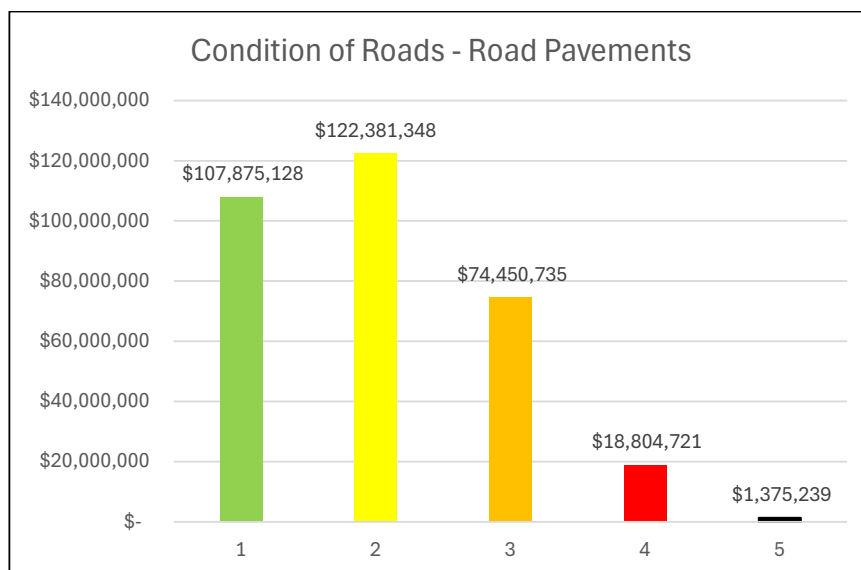
Grade	Condition	Description	Response
		Failure unlikely within the short term but further deterioration likely and major replacement likely within next 5 to 10 years. Significant maintenance grading and reshaping required but asset is still serviceable.	rehabilitation and/or renewal in medium term.
4	Poor	Structural: Serious deterioration and significant defects evident affecting structural integrity. Serviceability: Significant increase in pavement roughness. Substantial work required in short-term to keep asset serviceable. Failure likely in short to medium term. Poor driveability. Likely need to carry out gravel resheeting within the next 1 to 2 years. No immediate risk to health or safety but works required within 1 to 2 years to ensure asset remains safe.	Take immediate action as appropriate to address the defects. Immediately undertake risk assessment and further investigate options. Schedule appropriate action – rehabilitation or renewal in short term.
5	Very Poor	Structural: Failed or failure imminent. Immediate need to replace most or all of asset. Serviceability: Large increase in pavement roughness and surface defects. Increase in road user costs and a deterioration in the safe performance of the asset. Very poor drivability. Major work including reshaping and gravel resheeting required urgently.	Take immediate action as appropriate to address the defects. Immediately undertake risk assessment and further investigate options. Schedule appropriate action – immediate rehabilitation or renewal.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Road Pavement Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$107,875,128	33.2%
2 (Good)	\$122,381,348	37.7%
3 (Fair)	\$74,450,735	22.9%
4 (poor)	\$18,804,721	5.8%
5 (Very Poor)	\$1,375,239	0.4%
Total	\$324,887,171	100.0%

The Graph below shows the condition of Road Pavement assets in terms of replacement cost.



4.4 Asset Condition – Street Furniture

The condition of Council's Street Furniture network was surveyed in 2019 by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd. The following condition criteria were used.

Table: Street Furniture Condition Survey Criteria

Grade	Condition	Description
1	Very Good	Sound - constructed to current standards, well maintained with no defects. with no defects. Meets Council's current Public Domain Style Manual standards. No work required
2	Good	As grade 1 but not constructed to current standards or showing minor wear, tear and deterioration. E.g. weathering of timber, staining of fastenings but no decay of timber or corrosion of steel. Deterioration has no significant impact on safety & appearance of the street furniture. Only minor work required
3	Fair	Street furniture functionally sound, but appearance affected by minor defects e.g. vandalism, slight decay of timber, and mild corrosion of fastenings. Deterioration beginning to affect the stability, functionality or appearance of the street furniture or does not meet Council's current Public Domain Style Manual. Some work required
4	Poor	Street furniture functioning but with problems due to significant defects e.g. rotting/ splitting of timber, corrosion, loosening of fastenings, causing a marked deterioration in stability, functionality or appearance or does not meet Council's current Public Domain Style Manual. Some replacement or rehabilitation needed within 1 year
5	Very Poor	Street furniture has serious problems and has failed or are about to fail in the near future, causing unacceptable deterioration in stability, safety and appearance. Urgent replacement/ rehabilitation required

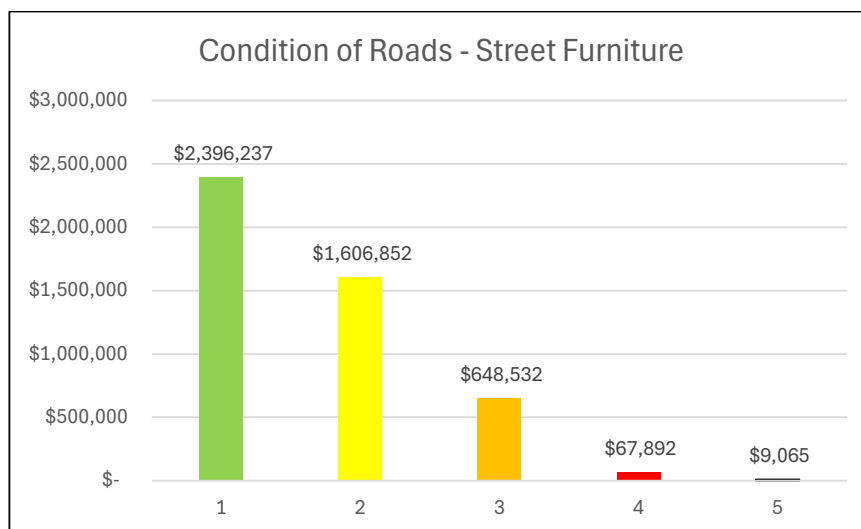
As per IPWEA Condition Assessment & Asset Performance Guidelines Practice Note 10.1 2014 Parks Asset Management

The Table below shows the Replacement Cost for each of the condition scores.

Table: Street Furniture Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$2,396,237	50.7%
2 (Good)	\$1,606,852	34.0%
3 (Fair)	\$648,532	13.7%
4 (poor)	\$67,892	1.4%
5 (Very Poor)	\$9,065	0.2%
Total	\$4,728,578	100.0%

The Graph below shows the condition of Street Furniture assets in terms of replacement cost.



4.5 Asset Condition – Traffic Facilities

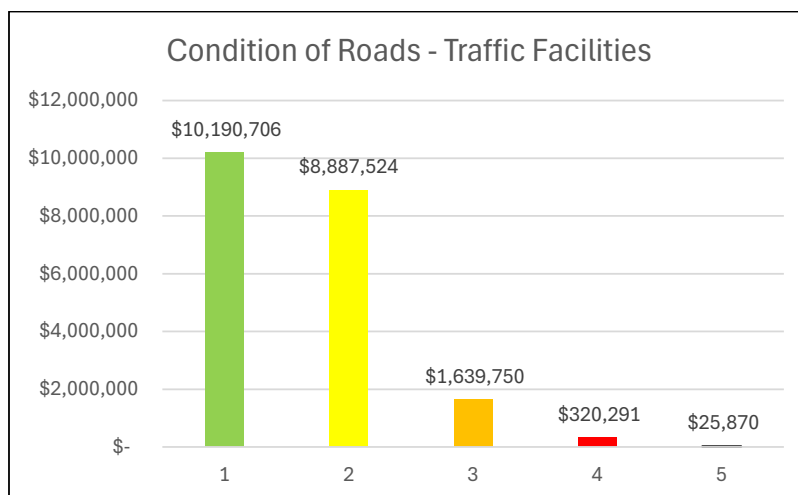
The condition of Council's Traffic Facilities network was surveyed in 2018 by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd. The same condition criteria that were used for Kerb and Gutter, refer above, was used for Traffic Facilities.

The Table below shows the Replacement Cost for each of the condition scores.

Table: Traffic Facilities Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$10,190,706	48.4%
2 (Good)	\$8,887,524	42.2%
3 (Fair)	\$1,639,750	7.8%
4 (poor)	\$320,291	1.5%
5 (Very Poor)	\$25,870	0.1%
Total	\$21,064,141	100.0%

The Graph below shows the condition of Traffic Facilities assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the Road Asset Class network is shown in the Table below as at 30 June 2024.

Table: Road Asset Class Valuation (\$) 2024

Asset Category	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
Bus Shelters	\$5,843,913	\$2,514,858	\$3,329,055	\$110,481
Kerb and Gutter	\$93,362,784	\$35,941,900	\$57,420,884	\$1,331,873
Road Pavements	\$324,887,171	\$98,549,850	\$226,337,321	\$4,884,434
Street Furniture	\$4,728,578	\$1,832,233	\$2,896,345	\$217,010
Traffic Facilities	\$21,064,141	\$4,736,405	\$16,327,736	\$303,549
TOTAL	\$449,886,586	\$143,575,246	\$306,311,340	\$6,847,347

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council's Road infrastructure assets to a satisfactory standard is \$26.1M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 5.8% of the Road infrastructure network in terms of Replacement Cost. This means that 94.2% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$6.8M or 1.5% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 65.7 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10 year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$94.6M over 10 years or an average annual cost of \$9.5M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes

that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Roads / Bus Shelters	\$2,049,656	\$5,843,913	\$110,481	\$3,154,470	\$315,447
Roads / Kerb and Gutter	\$3,454,350	\$93,362,784	\$1,331,873	\$16,773,082	\$1,677,308
Roads / Road Pavements	\$20,179,960	\$324,887,171	\$4,884,434	\$69,024,301	\$6,902,430
Roads / Street Furniture	\$76,957	\$4,728,578	\$217,010	\$2,247,054	\$224,705
Roads / Traffic Facilities	\$346,161	\$21,064,141	\$303,549	\$3,381,647	\$338,165
TOTAL	\$26,107,084	\$449,886,586	\$6,847,347	\$94,580,553	\$9,458,055

5.3 Useful Lives – Bus Shelters

There is no specific guidance in the IPWEA 2017 Practice Note – "Useful Life of Infrastructure" on Bus Shelters. The IPWEA Practice Note does, however, provide guidelines on minor building structures as follows:

Notes from IPWEA 2017 Practice Note – "Useful Life of Infrastructure"						
BUILDINGS - MINOR						
Component	Low rates' description	High rates' description	Unit ID	Useful Lives		
				Std	Low	High
Carport	Concrete slab, timber frame, galvanised steel roof (kitset)	Higher quality including Colour steel	m2	50	40	60
Covered Ways	0.4mm Endura corrugated	0.9mm aluminium trough 300 profile	m2	55	45	70
Garage	6x3.5m Concrete, timber frame, galvanised steel clad	Brick veneer, Concrete tile roof	m2	50	40	60

The useful lives of all types of Bus Shelters assets were reviewed by Australis Pty Ltd and are shown in the following Table.

Bus Shelter Type	Reviewed Useful Life (years)
NSC Style Timber	50
JCDecaux	50

5.4 Useful Lives – Kerb and Gutter

The useful lives of all types of Kerb and Gutter assets were reviewed by Australis Pty Ltd and are shown in the following Table. The Weighted Average Useful Life is 65.7 years.

Material	Useful Life
Brick	40
Asphalt	60
Concrete	60
Timber	80
Granite	80
Sandstone	80

The useful lives are consistent with industry standards. The Table below shows the ranges of useful lives from the IPWEA 2017 Practice Note – “Useful Life of Infrastructure” from detailed studies in South Australia, Tasmania, as well as an IPWEA Workshop.

Kerb and Gutter – Review of Useful Lives							
Description	South Aust. Tonkin Rpt.			IPWEA Workshop		Tasmania Audit Office	
	Min	Max	Avg	Min	Max	Min	Max
Upright Concrete Kerbs	55	100	74	55	100	50	80
Median Concrete Kerbs	40	100	70				
Valley Drain Concrete Kerbs	55	100	72				

5.5 Useful Lives – Road Pavements

The Table below compares the useful lives of North Sydney’s road assets with detailed studies in South Australia, Queensland, as well as recommendations in the IPWEA 2017 Practice Note – “Useful Life of Infrastructure” which workshopped and reviewed all the reports. Given the local conditions, maintaining condition, population density, and traffic volumes the useful lives of road assets in North Sydney have been reviewed and adjusted. The weighted average useful life is 65.7 years.

USEFUL LIVES - ROADS							
Road Class	Component A = Asphalt C=Concrete	NSC Previous (years)	South Aust. 2014 Tonkin Report (years)	QLD 2013 RAV Project Recommended (years)	NSW OLG 2015 data Group 2&3 Councils (years)	IPWEA 2017 Practice Note Recommended (years)	NSC Adopted (years)
Regional	Surface (A)	20	15 to 40	20 to 50	21 to 30 (25 Avg)	12 to 25	18
Collector		30	(24 Avg)				22
Local		40	15 to 35			15 to 30	24
Lanes		40	(26 Avg)				30
Regional	Structure (A)	70	45 to 100	20 to 100	92 to 104 (98 Avg)	50 to 100	60
Collector		90	(67 Avg)				72
Local		150	55 to 150				88
Lanes		150	(83 Avg)				100
All	Structure (C)	120		50 to 100			100
All	Formation	200		100 to 1000			200

5.6 Useful Lives – Street Furniture

The useful lives of all types of Kerb and Gutter assets were reviewed by Australis Pty Ltd and are shown in the following Table. The weighted average useful life is 21.8 years.

Street Furniture Type	Useful Life (Years)
Backflow Device	15
Bike Rack	15
Bin	15
Bubbler	15
Fire Hydrant	50
Flagpole	35
Information Board	15
Planter Box	50
Plaque	15
Power Outlet	15
Seat	15
Shade Structure	15
Shelter	50
Sign	15
Table	15
Tap	15

Street Furniture Type	Useful Life (Years)
Tree Guard	15
Wall - Brick	90
Wall - Concrete	90
Wall - Concrete, Brick	90
Wall - Metal	90
Wall - Stone	90
Wall - Timber	90

5.7 Useful Lives – Traffic Facilities

The Table below shows the ranges of useful lives from the IPWEA 2017 Practice Note – “Useful Life of Infrastructure” from detailed studies in South Australia, Tasmania, as well as an IPWEA Workshop.

	South Aust. Tonkin Rpt.			IPWEA Workshop		Tasmania Audit Office	
Description	Min	Max	Avg	Min	Max	Min	Max
Upright Concrete Kerbs	55	100	74	55	100	50	80
Median Concrete Kerbs	40	100	70				
Valley Drain Concrete Kerbs	55	100	72				

The useful lives of all types of Traffic Facility assets were reviewed by Australis Pty Ltd and are shown in the following Table.

Traffic Facility Type	Units	Reviewed Useful Life (years)
Footpath Continuation	m ²	70
Kerb Island (Landscaped Infill)	m ²	70
Kerb Island (Paved Infill)	m ²	70
Kerb Island (Tree)	m ²	70
Median (Landscaped Infill)	m	70
Median (Paved Infill)	m	70
Pedestrian Refuge Island	Each	70
Rain Garden	Each	70
Roundabout (Landscaped Infill)	m ²	70
Roundabout (Paved Infill)	m ²	70
Separated Cycleway	m	70
Speed Cushion	Each	70
Speed Hump	Each	70
Splitter Island (Landscaped Infill)	m ²	70
Splitter Island (Paved Infill)	m ²	70
Threshold (Flush)	m ²	70
Threshold (Raised)	m ²	70
Traffic Dome	Each	70
Barrier Kerb	m	70

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Increase in trip hazards which may result in personal injury
- Bus Shelter assets - sudden failure, for example, damage due to vehicular accident.
- Kerb and Gutter – cracking of K&G causing water to enter the road pavement potentially causing premature road pavement failure
- Street Furniture assets - sudden failure, for example, damage due to vehicular accident.
- Traffic Facilities in poor condition – causing possible trip hazard.
- Road Pavements –increase of major storm events damaging the road surface.
- Decreasing frequency of renewal resulting in faster deterioration of overall network

Council will endeavour to manage these risks within available funding by:

- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Partial or full closure where necessary

The PARMMS Road Manager software was used to produce the required future works program. The methodology used is detailed in the Appendix. The Risk Matrix used to prioritise capital works for Bus Shelters, Kerb and Gutter, Street Furniture, and Traffic Facilities is shown in the Table below.

Table: Risk Matrix – Bus Shelters, Kerb and Gutter, Street Furniture, and Traffic Facilities

Risk Matrix - Bus Shelters, Kerb and Gutter, Street Furniture, and Traffic Facilities					
Condition	Footpath Hierarchy		All Other Areas	Medium Traffic	High Traffic
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 - Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of Bus shelter risks in the North Sydney LGA.

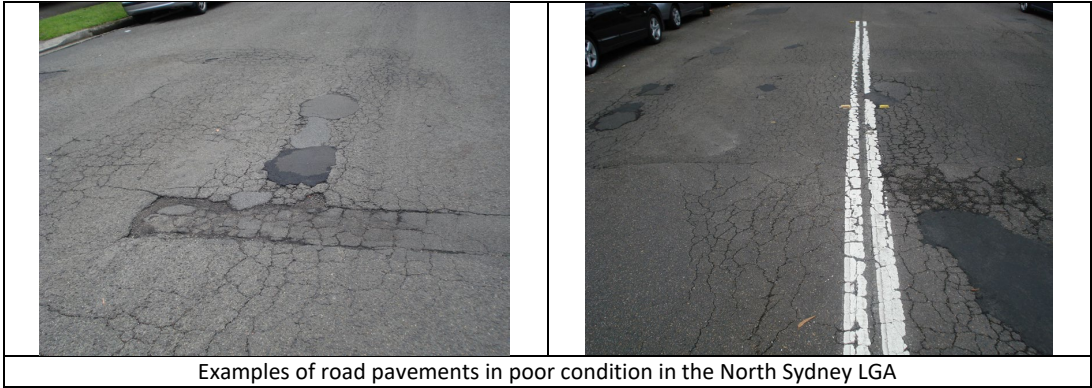


6.2 Examples of Kerb and Gutter risks in the North Sydney LGA.





6.3 Examples of Road Pavement risks in the North Sydney LGA.



6.4 Examples of Street Furniture risks in the North Sydney LGA.



6.5 Examples of Traffic Facilities risks in the North Sydney LGA.



7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. trip hazard repair. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The current maintenance expenditure levels are considered to be adequate to meet projected service levels.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the Public Domain Style Manual.

7.2 Capital Works – Prioritised list based on risk

The list of prioritised capital works for this asset category are based on the Risk Matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

1. Risk sorting score (descending order)
2. Risk rating score (descending order)

3. % Condition 5 (descending order)
4. % Condition 4 (descending order)

The following Table shows the prioritised list of capital works. Only projects with a Very High Risk Sorting Score or High Risk Sorting Score (with a Risk Rating Score 12 or higher) are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimates are undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are generally replaced at the same time as assets in condition 4 or 5 if they are adjacent if there are potential risks and if it is cost effective.

It should be noted that these assets may also be replaced based on other criteria including:

- Damage.
- Restorations.
- Works in association with other projects such as drainage works.
- Streetscape projects.
- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.

7.3 Capital Works Program – Prioritised list based on risk – Bus Shelters

Table: Prioritised Capital Works - Bus Shelters

Location	Risk sorting score	Risk rating score	Cost Estimate
BS006 - Miller St, North Sydney	Very High	16	\$94,894
BS002 - Miller St, Cammeray	Very High	16	\$94,894
BS054 - Falcon St, Neutral Bay	Very High	16	\$427,026
BS001 - Miller St, Cammeray	Very High	16	\$94,894
BS053 - Falcon St, Neutral Bay	Very High	16	\$427,026
BS046 - Fitzroy St, Milsons Point	Very High	16	\$94,894
BS012 - Murdoch St, Cremorne Point	Very High	15	\$94,894
BS051 - Murdoch St, Cremorne Point	Very High	15	\$94,894
BS041 - Rawson St, Neutral Bay	Very High	15	\$94,894
BS061 - Henry Lawson Ave, McMahon's Point	High	12	\$94,894
BS064 - Milson Rd, Cremorne Point	High	12	\$94,894
BS011 - Milson Rd, Cremorne Point	High	12	\$94,894
BS028 - Ben Boyd Rd, Neutral Bay	High	12	\$94,894
BS055 - High St, North Sydney	High	12	\$94,894
BS005 - Miller St, North Sydney	High	12	\$94,894
BS004 - Miller St, North Sydney	High	12	\$94,894
BS050 - Falcon St, North Sydney	High	12	\$94,894
BS010 - Falcon St, North Sydney	High	12	\$94,894
BS049 - Falcon St, North Sydney	High	12	\$94,894
BS059 - Rocklands Rd, Wollstonecraft	High	12	\$94,894
BS044 - High St, North Sydney	High	12	\$94,894
BS034 - Pacific Hwy, Wollstonecraft	High	12	\$94,894
BS024 - Bay Rd, Waverton	High	12	\$94,894
BS067 - Gerard St, Cremorne	High	12	\$94,894

Location	Risk sorting score	Risk rating score	Cost Estimate
BS066 - Gerard St, Cremorne	High	12	\$94,894
BS043 - Clark Rd, Neutral Bay	High	8	\$94,894
BS025 - Woolcott St, Waverton	High	8	\$94,894
BS052 - Carter St, Cammeray	High	8	\$94,894
BS018 - Carter St, Cammeray	High	8	\$94,894
BS029 - Wycombe Rd, Neutral Bay	High	8	\$94,894

7.4 Capital Works Program – Prioritised list based on risk – Kerb and Gutter

Table: Prioritised Capital Works - Kerb and Gutter

Location	Risk sorting score	Risk rating score	Cost Estimate
Brook St (PSID 116)	Very High	20	\$87,961
Rangers Rd (PSID 457)	Very High	16	\$52,058
Military Rd (PSID 366)	Very High	16	\$10,203
Miller St (PSID 380)	Very High	16	\$30,354
Ennis Rd (PSID 678)	Very High	16	\$321,772
Murdoch St (PSID 410)	Very High	16	\$59,841
Falcon St (PSID 231)	Very High	16	\$121,599
Chandos St (Westbound) (PSID 156)	Very High	16	\$27,482
Ernest St (PSID 218)	Very High	16	\$54,990
Miller St (PSID 383)	Very High	16	\$22,322
Shirley Rd (PSID 496)	Very High	16	\$45,283
Blues Point Reserve	Very High	15	\$471,874
Shirley La (PSID 494)	Very High	15	\$5,407
Brightmore Reserve	Very High	10	\$52,458
Middlemiss St (PSID 362)	Very High	10	\$6,826
Robertson La (PSID 984)	Very High	10	\$2,543
Hayberry La (PSID 269)	Very High	10	\$2,313
Smoothey Park	Very High	10	\$33,133
Samora Ave (PSID 488)	Very High	10	\$5,221
Lloyd Ave (PSID 341)	Very High	10	\$2,423
Berry Island Reserve	High	12	\$71,631
Blues Point Rd (PSID 106)	High	12	\$84,329
Blues Point Rd (PSID 861)	High	12	\$22,625
Bent St (PSID 92)	High	12	\$13,291
Milson Rd (PSID 395)	High	12	\$9,735
Cremorne Reserve	High	12	\$96,502
Bent St (PSID 93)	High	12	\$14,742
Milson Rd (PSID 394)	High	12	\$36,065
Gillies St (PSID 246)	High	12	\$6,654

Location	Risk sorting score	Risk rating score	Cost Estimate
Balls Head Reserve	High	12	\$1,903,737
St Leonards Park	High	12	\$49,076
West St (PSID 566)	High	12	\$11,551
West St (PSID 567)	High	12	\$23,034
Carr St (PSID 145)	High	12	\$15,940
Nicholson St (PSID 419)	High	12	\$10,290
Bay Rd (PSID 60)	High	12	\$7,883
Ernest St (PSID 217)	High	12	\$52,603
Shirley La (PSID 495)	High	12	\$9,487
Henry Lawson Ave (PSID 275)	High	12	\$105,046
Alfred St North (Southbound) (PSID 891)	High	12	\$90,681
Young St (PSID 801)	High	12	\$5,485
Rocklands Rd (PSID 477)	High	12	\$36,075
Blues Point Rd (PSID 104)	High	12	\$5,234
Bay Rd (PSID 58)	High	12	\$8,924
Miller St (PSID 378)	High	12	\$76,516
Rangers Rd (PSID 458)	High	12	\$34,154
Macpherson St (Northbound) (PSID 347)	High	12	\$34,854
Amherst St (PSID 23)	High	12	\$84,168
Bay Rd (PSID 61)	High	12	\$69,469
Belgrave St (PSID 67)	High	12	\$63,473
Burton St (PSID 998)	High	12	\$21,174
Pacific Hwy (PSID 816)	High	12	\$72,743
Chandos St (PSID 154)	High	12	\$20,782
Chandos St (Westbound) (PSID 157)	High	12	\$29,586
Clark Rd (PSID 164)	High	12	\$32,333
Miller St (PSID 376)	High	12	\$218,229
Clark Rd (PSID 165)	High	12	\$24,663
Belgrave St (PSID 66)	High	12	\$45,642
Crows Nest Rd (PSID 186)	High	12	\$70,622
River Rd (PSID 474)	High	12	\$145,583
Yeo St (PSID 609)	High	12	\$25,631
Atchison St (PSID 35)	High	12	\$24,232
Ernest St (PSID 220)	High	12	\$22,696
Ernest St (PSID 221)	High	12	\$40,219
Military Rd (PSID 365)	High	12	\$23,938
Falcon St (PSID 229)	High	12	\$82,838
Military Rd (PSID 368)	High	12	\$85,738
Falcon St (PSID 230)	High	12	\$21,208
Miller St (PSID 377)	High	12	\$61,547
Miller St (PSID 379)	High	12	\$79,332
Falcon St (PSID 232)	High	12	\$47,228

Location	Risk sorting score	Risk rating score	Cost Estimate
Miller St (PSID 382)	High	12	\$25,252
Falcon St (PSID 874)	High	12	\$13,684
Gerard St (PSID 244)	High	12	\$9,231
Belgrave St (PSID 68)	High	12	\$19,921
Gerard St (PSID 245)	High	12	\$2,038
Pacific Hwy (PSID 817)	High	12	\$21,396
Grosvenor St (PSID 259)	High	12	\$12,472
Harriette St (PSID 265)	High	12	\$66,304
Ben Boyd Rd (PSID 80)	High	12	\$9,657
River Rd (Westbound) (PSID 846)	High	12	\$32,354
Ben Boyd Rd (PSID 958)	High	12	\$16,977
Shirley Rd (PSID 500)	High	12	\$24,433
High St (PSID 278)	High	12	\$112,252
High St (PSID 882)	High	12	\$21,413
Telopea St (PSID 520)	High	12	\$38,857
Waters Rd (PSID 557)	High	12	\$24,613
Kurraba Rd (PSID 320)	High	12	\$31,346
Kurraba Rd (PSID 321)	High	12	\$25,883
Albany St (PSID 7)	High	12	\$14,580

7.5 Capital Works Program – Prioritised list based on risk – Road Pavements

Table: Prioritised Capital Works - Road Pavements

Location	Priority	Cost Estimate
PSID 1011 - Spofforth St (Northbound), Cremorne - Ch 810 Change In Surface To Military Rd	Priority 1	\$55,498
PSID 160 - Christie St, St. Leonards - Pacific Hwy To Chandos St	Priority 1	\$79,702
PSID 166 - Clark Rd, North Sydney - Margaret St To Kurraba Rd	Priority 1	\$124,587
PSID 18 - Alexander St, Crows Nest - Albany St To Chandos St	Priority 1	\$166,434
PSID 249 - Grafton St, Cremorne - Cammeray Rd To Earle St	Priority 1	\$140,712
PSID 253 - Grasmere Rd, Cremorne - Illiliwa St To Young St	Priority 1	\$210,706
PSID 258 - Grosvenor St, Neutral Bay - Ben Boyd Rd To Young St	Priority 1	\$362,282
PSID 259 - Grosvenor St, Neutral Bay - Young St To Waters Rd	Priority 1	\$404,822
PSID 265 - Harriette St, Neutral Bay - Wycombe Rd To Bannerman St	Priority 1	\$93,043
PSID 278 - High St, North Sydney - Clark Rd To Alfred St North	Priority 1	\$186,027
PSID 320 - Kurraba Rd, Neutral Bay - Clark Rd To Ben Boyd Rd	Priority 1	\$319,630
PSID 334 - Lavender St, Lavender Bay - Waiwera St To Blues Point Rd	Priority 1	\$78,457
PSID 358 - McLaren St, North Sydney - Pacific Hwy To Miller St	Priority 1	\$138,628
PSID 359 - McLaren St, North Sydney - Miller St To Walker St	Priority 1	\$159,289
PSID 373 - Miller St, North Sydney - Pacific Hwy To Berry St	Priority 1	\$196,240
PSID 404 - Morton St, Wollstonecraft - Gillies St To Rocklands Rd	Priority 1	\$192,065
PSID 460 - Rawson St, Neutral Bay - Darley St To Eaton St	Priority 1	\$115,881

Location	Priority	Cost Estimate
PSID 496 - Shirley Rd, Wollstonecraft - Pacific Hwy To River Rd	Priority 1	\$204,224
PSID 500 - Shirley Rd, Wollstonecraft - Belmont Ave To Telopea St	Priority 1	\$61,151
PSID 515 - Spruson St, Neutral Bay - Holdsworth Rd To Colindia Ave	Priority 1	\$47,696
PSID 585 - Willoughby Rd, Crows Nest - Albany St To Ernest St	Priority 1	\$77,924
PSID 586 - Willoughby Rd, Crows Nest - Chandos St To Albany St	Priority 1	\$115,578
PSID 603 - Wycombe Rd, Neutral Bay - Raymond Rd To Harriette St	Priority 1	\$406,602
PSID 617 - Alfred St North (Southbound), North Sydney - Kurraba Rd To Mount St	Priority 1	\$41,155
PSID 62 - Bay Rd, Waverton - Crows Nest Rd To Whatmore St	Priority 1	\$98,615
PSID 70 - Bellevue St, Cammeray - Amherst St To Palmer St	Priority 1	\$180,188
PSID 83 - Ben Boyd Rd, Neutral Bay - Lindsay St To Premier St	Priority 1	\$260,126
PSID 832 - Spofforth St (Northbound), Cremorne - Rangers Rd To Holt Ave	Priority 1	\$78,721
PSID 833 - Spofforth St (Northbound), Cremorne - Holt Ave To Ch 810 Change In Surface	Priority 1	\$38,863
PSID 958 - Ben Boyd Rd, Cremorne - Belgrave St To Ernest St	Priority 1	\$79,255
PSID 116 - Brook St, Crows Nest - Chandos St To Donnelly Rd	Priority 2	\$192,625
PSID 126 - Burlington St, Crows Nest - Alexander St To Willoughby Rd	Priority 2	\$69,033
PSID 147 - Carr St, Waverton - Railway Pde To Euroka St	Priority 2	\$48,878
PSID 156 - Chandos St (Westbound), Crows Nest - Wheatleigh St To Willoughby Rd	Priority 2	\$36,362
PSID 186 - Crows Nest Rd, Waverton - Harriott St To Bay Rd	Priority 2	\$194,777
PSID 195 - Earle St, Cremorne - Grafton St To Young St	Priority 2	\$131,137
PSID 220 - Ernest St, Neutral Bay - Chainage 1157m Eastern Bridge Joint To Park Ave	Priority 2	\$403,561
PSID 223 - Euroka St, Waverton - Union St To Carr St	Priority 2	\$41,354
PSID 239 - Florence St, Cremorne - Murdoch St To Spofforth St	Priority 2	\$486,538
PSID 321 - Kurraba Rd, Neutral Bay - Ben Boyd Rd To Wycombe Rd	Priority 2	\$255,972
PSID 332 - Lavender St, Lavender Bay - Alfred St South To Harbourview Cres	Priority 2	\$123,281
PSID 347 - Macpherson St (Northbound), Cremorne - Gerard St To Montague Rd	Priority 2	\$107,757
PSID 348 - Macpherson St (Northbound), Cremorne - Montague Rd To Fernhurst Ave	Priority 2	\$105,046
PSID 401 - Montpelier St, Neutral Bay - Spruson St To Eaton St	Priority 2	\$33,256
PSID 405 - Morton St, Wollstonecraft - Rocklands Rd To Hazelbank Rd	Priority 2	\$38,585
PSID 433 - Palmer St, Cammeray - Miller St To Bellevue St	Priority 2	\$27,556
PSID 434 - Park Ave, Cammeray - Ernest St To Grasmere Rd	Priority 2	\$179,804
PSID 435 - Park Ave, Cammeray - Grasmere Rd To Cammeray Ave	Priority 2	\$213,465
PSID 474 - River Rd, Wollstonecraft - Shirley Rd To Chainage 300m Lithgow St Rd Closure	Priority 2	\$220,760
PSID 497 - Shirley Rd, Wollstonecraft - River Rd To Newlands St	Priority 2	\$27,586
PSID 535 - Union St, McMahon's Point - Chuter St To Euroka St	Priority 2	\$163,423
PSID 54 - Bannerman St, Cremorne - Shellcove Rd To Murdoch St	Priority 2	\$238,403
PSID 544 - Walker St, North Sydney - Berry St To McLaren St	Priority 2	\$120,516
PSID 609 - Yeo St, Neutral Bay - Wycombe Rd To Rangers Rd	Priority 2	\$114,769

Location	Priority	Cost Estimate
PSID 618 - Alfred St North (Northbound), Neutral Bay - Kurraba Rd To Winter Ave	Priority 2	\$206,920
PSID 63 - Bay Rd, Waverton - Whatmore St To Woolcott St	Priority 2	\$88,338
PSID 66 - Belgrave St, Cremorne - Ben Boyd Rd To Young St	Priority 2	\$132,613
PSID 67 - Belgrave St, Cremorne - Young St To Waters Rd	Priority 2	\$188,137
PSID 7 - Albany St, Crows Nest - Pacific Hwy To Willoughby Rd	Priority 2	\$52,066
PSID 752 - Olympic Dr, Milsons Point - Kirribilli Ave To Alfred St South	Priority 2	\$313,246
PSID 800 - Young St, Neutral Bay - Military Rd To Grosvenor St	Priority 2	\$68,708
PSID 846 - River Rd (Westbound), Wollstonecraft - Boronia St To Russell St	Priority 2	\$80,738
PSID 867 - Gerard St, Cremorne - Langley Ave To Macpherson St	Priority 2	\$19,824
PSID 89 - Benelong Rd, Cremorne - Brightmore St South To Grasmere Rd	Priority 2	\$97,135
PSID 104 - Blues Point Rd, McMahon's Point - Lavender St To King George St	Priority 3	\$150,269
PSID 105 - Blues Point Rd, McMahon's Point - King George St To East Crescent St	Priority 3	\$105,925
PSID 106 - Blues Point Rd, McMahon's Point - East Crescent St To Parker St	Priority 3	\$167,133
PSID 107 - Blues Point Rd, McMahon's Point - Parker St To Henry Lawson Ave	Priority 3	\$150,340
PSID 119 - Broughton St, Kirribilli - Ennis Rd To Fitzroy St	Priority 3	\$95,043
PSID 134 - Cammeray Rd, Cammeray - Park Ave To Carter St	Priority 3	\$157,781
PSID 154 - Chandos St, Crows Nest - Wheatleigh St To Brook St	Priority 3	\$154,272
PSID 165 - Clark Rd, North Sydney - Adderstone Ave To Margaret St	Priority 3	\$150,976
PSID 185 - Crows Nest Rd, Waverton - McHatton St To Harriott St	Priority 3	\$4,256
PSID 20 - Alfred St South, Milsons Point - Glen St To Dind St	Priority 3	\$140,329
PSID 21 - Alfred St South, Milsons Point - Dind St To Olympic Pl	Priority 3	\$142,782
PSID 218 - Ernest St, Cammeray - Lytton St To Chainage 1000m Western Bridge Joint	Priority 3	\$802,968
PSID 221 - Ernest St, Cremorne - Park Ave To Ben Boyd Rd	Priority 3	\$137,206
PSID 23 - Amherst St, Cammeray - West St To Miller St	Priority 3	\$161,722
PSID 235 - Fitzroy St, Milsons Point - Alfred St South To Broughton St	Priority 3	\$34,880
PSID 24 - Amherst St, Cammeray - Miller St To Warringa Rd	Priority 3	\$361,636
PSID 245 - Gerard St, Cremorne - Ada St To Langley Ave	Priority 3	\$716,911
PSID 333 - Lavender St, Lavender Bay - Harbourview Cres To Waiwera St	Priority 3	\$173,537
PSID 375 - Miller St, North Sydney - McLaren St To Ridge St	Priority 3	\$8,810
PSID 376 - Miller St, North Sydney - Ridge St To Carlow St	Priority 3	\$5,008
PSID 401 - Montpelier St, Neutral Bay - Spruson St To Eaton St	Priority 3	\$120,320
PSID 406 - Morton St, Wollstonecraft - Hazelbank Rd To Crows Nest Rd	Priority 3	\$14,310
PSID 409 - Murdoch St, Cremorne - Military Rd To Rangers Rd	Priority 3	\$26,661
PSID 433 - Palmer St, Cammeray - Miller St To Bellevue St	Priority 3	\$70,366
PSID 459 - Rawson St, Neutral Bay - Kurraba Rd To Darley St	Priority 3	\$98,782
PSID 469 - Ridge St, North Sydney - West St To Miller St	Priority 3	\$170,345
PSID 497 - Shirley Rd, Wollstonecraft - River Rd To Newlands St	Priority 3	\$147,701
PSID 499 - Shirley Rd, Wollstonecraft - Belmont La To Belmont Ave	Priority 3	\$5,350
PSID 545 - Walker St, North Sydney - McLaren St To Ridge St	Priority 3	\$64,913
PSID 584 - Willoughby Rd, Crows Nest - Ernest St To Pacific Hwy	Priority 3	\$85,029

Location	Priority	Cost Estimate
PSID 589 - Winnie St, Cremorne - Military Rd To Gerard St	Priority 3	\$107,689
PSID 60 - Bay Rd, Waverton - Priory Rd To Waverton Ave	Priority 3	\$45,534
PSID 600 - Wycombe Rd, Neutral Bay - Military Rd To Harrison St	Priority 3	\$3,659
PSID 602 - Wycombe Rd, Neutral Bay - Shellcove Rd To Raymond Rd	Priority 3	\$139,395
PSID 604 - Wycombe Rd, Neutral Bay - Harriette St To Kurraba Rd	Priority 3	\$159,843
PSID 607 - Yeo St, Neutral Bay - Bent St To Ben Boyd Rd	Priority 3	\$53,091
PSID 608 - Yeo St, Neutral Bay - Ben Boyd Rd To Wycombe Rd	Priority 3	\$158,996
PSID 61 - Bay Rd, Waverton - Waverton Ave To Crows Nest Rd	Priority 3	\$30,719
PSID 619 - Alfred St North (Northbound), Neutral Bay - Winter Ave To Wyagdon St	Priority 3	\$67,218
PSID 620 - Alfred St North, Neutral Bay - Wyagdon St To Merlin St	Priority 3	\$67,308
PSID 7 - Albany St, Crows Nest - Pacific Hwy To Willoughby Rd	Priority 3	\$4,911
PSID 734 - Merlin St, Neutral Bay - Military Rd To Alfred St North	Priority 3	\$87,540
PSID 80 - Ben Boyd Rd, Neutral Bay - Ernest St To Military Rd	Priority 3	\$2,287
PSID 802 - Young St, Cremorne - Belgrave St To Sutherland St	Priority 3	\$68,077
PSID 803 - Young St, Cremorne - Sutherland St To Grasmere Rd	Priority 3	\$73,131
PSID 81 - Ben Boyd Rd, Neutral Bay - Military Rd To Yeo St	Priority 3	\$109,897
PSID 869 - Broughton St, Kirribilli - Fitzroy St To Pitt St	Priority 3	\$31,565
PSID 88 - Benelong Rd, Cremorne - Brightmore St To Brightmore St South	Priority 3	\$6,561
PSID 891 - Alfred St North (Southbound), North Sydney - Mount St To Whaling Rd	Priority 3	\$78,954
PSID 92 - Bent St, Neutral Bay - Military Rd To Winter Ave	Priority 3	\$160,450
PSID 94 - Bent St, Neutral Bay - Chainage 612m No. 22-24 Bent St To Eaton St	Priority 3	\$107,625
PSID 1007 - Ernest St, Cammeray - Miller St To Lytton St	Priority 4	\$119,604
PSID 103 - Blues Point Rd, North Sydney - Blue St To Lavender St	Priority 4	\$16,251
PSID 115 - Brightmore St, Cremorne - Benelong Rd To Benelong Rd South	Priority 4	\$197,232
PSID 133 - Cammeray Rd, Cammeray - Warringa Rd To Park Ave	Priority 4	\$4,353
PSID 140 - Carlow St, North Sydney - Miller St To West St	Priority 4	\$231,011
PSID 145 - Carr St, Waverton - Crows Nest Rd To Bay Rd	Priority 4	\$24,628
PSID 155 - Chandos St, Crows Nest - Brook St To Cul-De-Sac	Priority 4	\$275,667
PSID 16 - Alexander St, Crows Nest - Falcon St To Ernest St	Priority 4	\$15,203
PSID 17 - Alexander St, Crows Nest - Ernest St To Albany St	Priority 4	\$35,416
PSID 19 - Alfred St South, Milsons Point - Lavender St To Glen St	Priority 4	\$176,718
PSID 207 - Elamang Ave, Kirribilli - Chainage 262m No. 17 Elamang Ave To Peel St	Priority 4	\$296,898
PSID 215 - Ernest St, Crows Nest - Alexander St To Sophia St	Priority 4	\$107,591
PSID 216 - Ernest St, Crows Nest - Sophia St To West St	Priority 4	\$603,671
PSID 217 - Ernest St, Crows Nest - West St To Miller St	Priority 4	\$154,402
PSID 234 - Fifth Ave, Cremorne - Ellalong Rd To Montague Rd	Priority 4	\$276,512
PSID 235 - Fitzroy St, Milsons Point - Alfred St South To Broughton St	Priority 4	\$3,608
PSID 244 - Gerard St, Cremorne - Winnie St To Ada St	Priority 4	\$2,862
PSID 281 - Hodgson Ave, Cremorne Point - Murdoch St To Kareela Rd	Priority 4	\$280,762
PSID 290 - Holtermann St, Crows Nest - Alexander St To Willoughby Rd	Priority 4	\$11,150
PSID 302 - Iredale Ave, Cremorne - Murdoch St To Iredale La	Priority 4	\$80,674

Location	Priority	Cost Estimate
PSID 327 - Kyngdon St, Cammeray - Jenkins St To Palmer St	Priority 4	\$133,157
PSID 375 - Miller St, North Sydney - McLaren St To Ridge St	Priority 4	\$6,468
PSID 393 - Milson Rd, Cremorne Point - Murdoch St To Sirius St	Priority 4	\$5,277
PSID 394 - Milson Rd, Cremorne Point - Sirius St To Rialto Ave	Priority 4	\$202,420
PSID 395 - Milson Rd, Cremorne Point - Rialto Ave To Cremorne Rd	Priority 4	\$480,206
PSID 405 - Morton St, Wollstonecraft - Rocklands Rd To Hazelbank Rd	Priority 4	\$2,053
PSID 411 - Murdoch St, Cremorne - Bannerman St To Milson Rd	Priority 4	\$150,292
PSID 43 - Balfour La, Wollstonecraft - Balfour St To Cul-De-Sac	Priority 4	\$13,501
PSID 443 - Phillips St, Neutral Bay - Spruson St To Ben Boyd Rd	Priority 4	\$171,039
PSID 457 - Rangers Rd, Cremorne - Military Rd To Murdoch St	Priority 4	\$6,828
PSID 513 - Spofforth St (Northbound), Cremorne - Boyle St To Florence St	Priority 4	\$62,136
PSID 545 - Walker St, North Sydney - McLaren St To Ridge St	Priority 4	\$4,935
PSID 564 - West St, Crows Nest - Myrtle St To Falcon St	Priority 4	\$4,507
PSID 58 - Bay Rd, North Sydney - Pacific Hwy To Edward St	Priority 4	\$11,153
PSID 596 - Woolcott St, Waverton - Balls Head Rd To Larkin St	Priority 4	\$188,703
PSID 601 - Wycombe Rd, Neutral Bay - Harrison St To Shellcove Rd	Priority 4	\$187,932
PSID 604 - Wycombe Rd, Neutral Bay - Harriette St To Kurraba Rd	Priority 4	\$5,629
PSID 61 - Bay Rd, Waverton - Waverton Ave To Crows Nest Rd	Priority 4	\$4,932
PSID 7 - Albany St, Crows Nest - Pacific Hwy To Willoughby Rd	Priority 4	\$189,356
PSID 8 - Albany St, Crows Nest - Willoughby Rd To Alexander St	Priority 4	\$16,093
PSID 80 - Ben Boyd Rd, Neutral Bay - Ernest St To Military Rd	Priority 4	\$11,754
PSID 801 - Young St, Cremorne - Grosvenor St To Belgrave St	Priority 4	\$70,901
PSID 804 - Young St, Cremorne - Grasmere Rd To Earle St	Priority 4	\$169,112
PSID 82 - Ben Boyd Rd, Neutral Bay - Yeo St To Lindsay St	Priority 4	\$181,578
PSID 821 - Walker St, North Sydney - Pacific Hwy To Mount St	Priority 4	\$120,291
PSID 822 - Walker St, North Sydney - Mount St To Berry St	Priority 4	\$129,599
PSID 84 - Ben Boyd Rd, Neutral Bay - Premier St To Phillips St	Priority 4	\$4,282
PSID 85 - Ben Boyd Rd, Neutral Bay - Phillips St To Kurraba Rd	Priority 4	\$722,980
PSID 865 - Tiley St, Cammeray - Weringa Ave To Cul-De-Sac	Priority 4	\$44,840

7.6 Capital Works Program – Prioritised list based on risk – Street Furniture

Table: Prioritised Capital Works - Street Furniture

Location	Risk sorting score	Risk rating score	Cost Estimate
SF0260 - Wall - Brick - Spring St, North Sydney	Very High	20	\$8,975
SF0910 - Tap - Bay Rd, Waverton	Very High	20	\$621
SF0248 - Tree Guard - Little Spring St, North Sydney	Very High	16	\$4,654
SF0475 - Planter Box - Falcon St, Crows Nest	Very High	16	\$1,789
SF0138 - Bin - Blue St, North Sydney	Very High	16	\$6,082

Location	Risk sorting score	Risk rating score	Cost Estimate
SF0358 - Wall - Concrete, Brick - Donnelly Rd (Westbound), Crows Nest	Very High	10	\$2,784
SF0660 - Seat - Cammeray Rd, Cammeray	High	12	\$5,738
SF0109 - Tree Guard - Blues Point Rd, North Sydney	High	12	\$4,654
SF0786 - Seat - Lavender St, McMahon's Point	High	12	\$5,738
SF0892 - Bin - Military Rd, Cremorne	High	12	\$6,082
SF0891 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0888 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0887 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0311 - Seat - McLaren St, North Sydney	High	12	\$5,738
SF0310 - Seat - Ridge St, North Sydney	High	12	\$5,738
SF0309 - Seat - Ridge St, North Sydney	High	12	\$5,738
SF0294 - Seat - Miller St, North Sydney	High	12	\$5,738
SF0262 - Seat - Spring St, North Sydney	High	12	\$5,738
SF0261 - Table - Spring St, North Sydney	High	12	\$4,306
SF0247 - Tree Guard - Little Spring St, North Sydney	High	12	\$4,654
SF0246 - Tree Guard - Denison St, North Sydney	High	12	\$4,654
SF0182 - Shade Structure - Arthur St, North Sydney	High	12	\$136,812
SF0189 - Seat - Pacific Hwy, North Sydney	High	12	\$5,738
SF0535 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$2,609
SF0564 - Plaque - Pacific Hwy, Crows Nest	High	12	\$1,656
SF0536 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0566 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$447
SF0567 - Planter Box - Pacific Hwy, Crows Nest	High	12	\$447
SF0565 - Planter Box - Pacific Hwy, Crows Nest	High	12	\$2,236
SF0540 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,565
SF0539 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$2,087
SF0534 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$4,919
SF0584 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,565
SF0533 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0521 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,267
SF0524 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,267
SF0523 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$4,621
SF0522 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$10,584
SF0520 - Bin - Willoughby Rd, Crows Nest	High	12	\$6,082
SF0512 - Seat - Falcon St, Crows Nest	High	12	\$5,738
SF0505 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$894
SF0485 - Seat - Miller St, North Sydney	High	12	\$5,738
SF0487 - Sign - Ernest St, Cammeray	High	12	\$1,120
SF0493 - Seat - Falcon St, Crows Nest	High	12	\$5,738
SF0478 - Seat - Falcon St, Crows Nest	High	12	\$5,738
SF0473 - Planter Box - Falcon St, Crows Nest	High	12	\$373
SF0474 - Planter Box - Falcon St, Crows Nest	High	12	\$1,863

Location	Risk sorting score	Risk rating score	Cost Estimate
SF0476 - Planter Box - Falcon St, Crows Nest	High	12	\$373
SF0480 - Seat - Falcon St, North Sydney	High	12	\$5,738
SF0654 - Seat - Grosvenor La, Neutral Bay	High	12	\$5,738
SF0625 - Seat - Young St, Neutral Bay	High	12	\$5,738
SF0651 - Wall - Concrete - Waters Rd, Neutral Bay	High	12	\$5,371
SF0642 - Table - Waters Rd, Neutral Bay	High	12	\$4,306
SF0440 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$4,248
SF0436 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0438 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0384 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$6,186
SF0379 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0385 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$2,460
SF0386 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,193
SF0391 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$2,087
SF0381 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0408 - Planter Box - Clarke St, Crows Nest	High	12	\$1,342
SF0392 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$1,342
SF0399 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$4,248
SF0400 - Planter Box - Willoughby Rd, Crows Nest	High	12	\$2,460
SF0164 - Bike Rack - Miller St, North Sydney	High	12	\$2,670
SF0168 - Bike Rack - Miller St, North Sydney	High	12	\$2,670
SF0171 - Bike Rack - Pacific Hwy, North Sydney	High	12	\$2,670
SF0157 - Bike Rack - Miller St, North Sydney	High	12	\$2,670
SF0945 - Seat - Pacific Hwy, Crows Nest	High	12	\$5,738
SF0140 - Plaque - Pacific Hwy, North Sydney	High	12	\$1,656
SF0353 - Seat - Amherst St, Cammeray	High	12	\$5,738
SF0936 - Seat - Shirley Rd, Wollstonecraft	High	12	\$5,738
SF0937 - Seat - Telopea St, Wollstonecraft	High	12	\$5,738
SF0093 - Seat - Bay Rd, Waverton	High	12	\$5,738
SF0090 - Seat - Bay Rd, Waverton	High	12	\$5,738
SF0335 - Tree Guard - Miller St, Cammeray	High	12	\$4,654
SF0784 - Plaque - Blues Point Rd, McMahon's Point	High	12	\$1,656
SF0787 - Seat - Blues Point Rd, McMahon's Point	High	12	\$5,738
SF0785 - Sign - Blues Point Rd, McMahon's Point	High	12	\$1,120
SF0744 - Information Board - Burton St, Milsons Point	High	12	\$2,973
SF0761 - Seat - Ennis Rd, Milsons Point	High	12	\$5,738
SF0743 - Sign - Alfred St South, Milsons Point	High	12	\$1,120
SF0592 - Bin - Falcon St, Neutral Bay	High	12	\$6,082
SF0039 - Seat - Miller St, Cammeray	High	12	\$5,738
SF0846 - Seat - Wycombe Rd, Neutral Bay	High	12	\$5,738
SF0849 - Seat - Murdoch St, Cremorne	High	12	\$5,738
SF0816 - Seat - Murdoch St, Cremorne	High	12	\$5,738

Location	Risk sorting score	Risk rating score	Cost Estimate
SF0803 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0805 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0798 - Seat - Spofforth St (Northbound), Cremorne	High	12	\$5,738
SF0855 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0871 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0860 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0875 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0874 - Planter Box - Military Rd, Cremorne	High	12	\$894
SF0863 - Planter Box - Military Rd, Cremorne	High	12	\$894

7.7 Capital Works Program – Prioritised list based on risk – Traffic Facilities

Table: Prioritised Capital Works - Traffic Facilities

Location	Risk sorting score	Risk rating score	Cost Estimate
High St, North Sydney - Median (Paved Infill)	Very High	16	\$133,424
Ennis Rd, Milsons Point - Speed Hump	Very High	16	\$9,566
Bay Rd, North Sydney - Kerb Island (Paved Infill)	Very High	16	\$4,225
Bay Rd, Waverton - Kerb Island (Landscaped Infill)	Very High	16	\$202
Parraween St, Cremorne - Kerb Island (Landscaped Infill)	Very High	16	\$1,437
Grosvenor St, Neutral Bay - Kerb Island (Landscaped Infill)	Very High	16	\$613
Grosvenor St, Neutral Bay - Kerb Island (Landscaped Infill)	Very High	16	\$1,886
Wycombe Rd, Neutral Bay - Kerb Island (Tree)	Very High	16	\$47
Grasmere Rd, Cremorne - Pedestrian Refuge Island	Very High	15	\$6,509
Olympic Dr, Kirribilli - Splitter Island (Landscaped Infill)	Very High	15	\$9,532
Carr St, Waverton - Kerb Island (Tree)	Very High	15	\$359
Earle St, Cremorne - Kerb Island (Landscaped Infill)	Very High	15	\$1,247
Bellevue St, Cammeray - Kerb Island (Tree)	Very High	15	\$172
Shirley Rd, Wollstonecraft - Kerb Island (Tree)	Very High	15	\$233
Oak St, North Sydney - Kerb Island (Tree)	Very High	10	\$288
Hazelbank Rd, Wollstonecraft - Kerb Island (Tree)	Very High	10	\$408
Hazelbank Rd, Wollstonecraft - Kerb Island (Tree)	Very High	10	\$79
Bellevue St, Cammeray - Kerb Island (Tree)	High	12	\$172
Balls Head Dr, Waverton - Speed Hump	High	12	\$9,566
Balls Head Dr, Waverton - Kerb Island (Landscaped Infill)	High	12	\$1,292
Carr St, Waverton - Kerb Island (Tree)	High	12	\$574
Grasmere Rd, Cremorne - Pedestrian Refuge Island	High	12	\$6,509
Park Ave, Cremorne - Splitter Island (Paved Infill)	High	12	\$14,032
Park Ave, Cammeray - Kerb Island (Landscaped Infill)	High	12	\$1,414
Cammeray Rd, Cammeray - Kerb Island (Landscaped Infill)	High	12	\$1,693
Park Ave, Cammeray - Kerb Island (Landscaped Infill)	High	12	\$1,744
Cammeray Rd, Cammeray - Kerb Island (Landscaped Infill)	High	12	\$1,529

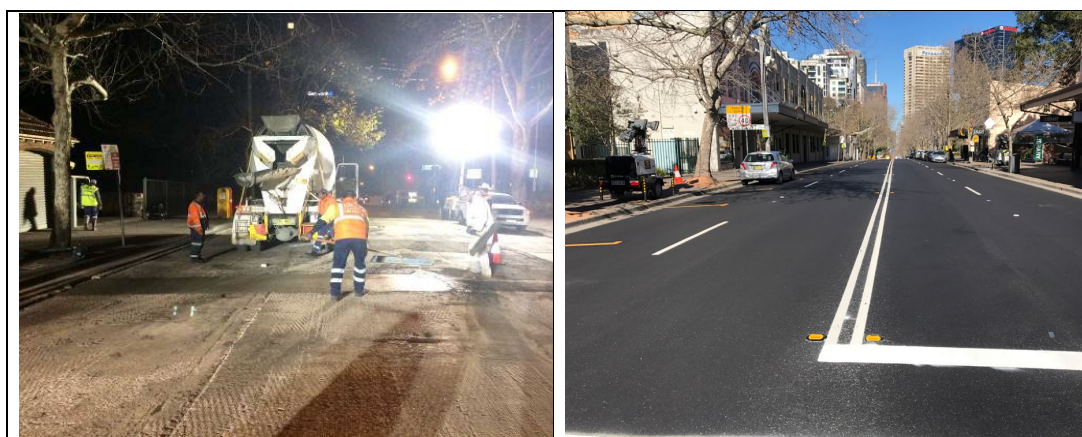
Location	Risk sorting score	Risk rating score	Cost Estimate
Earle St, Cremorne - Pedestrian Refuge Island	High	12	\$6,509
Bellevue St, Cammeray - Kerb Island (Tree)	High	12	\$672
Bellevue St, Cammeray - Kerb Island (Tree)	High	12	\$182
Bellevue St, Cammeray - Kerb Island (Tree)	High	12	\$244
Lavender St, Milsons Point - Kerb Island (Paved Infill)	High	12	\$1,891

7.8 Examples of completed Capital Works Projects





Kerb and Gutter, Crescent Place, Kirribilli – Before and After



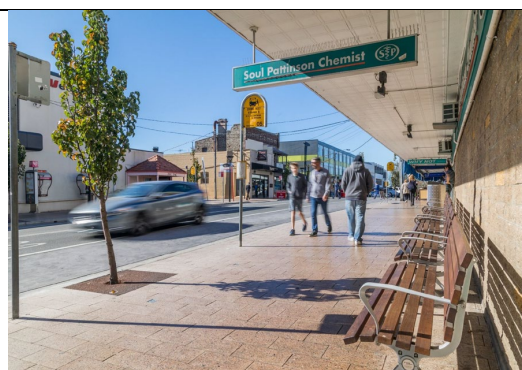
Road Pavement - Miller Street, North Sydney, before and after



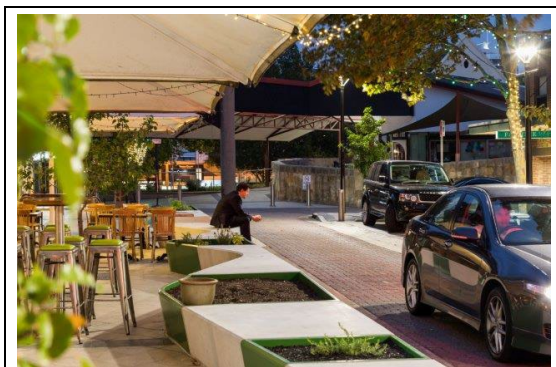
Road Pavement - Folly Point, Cammeray, before and after



Street Furniture - Pacific Highway, Crows Nest



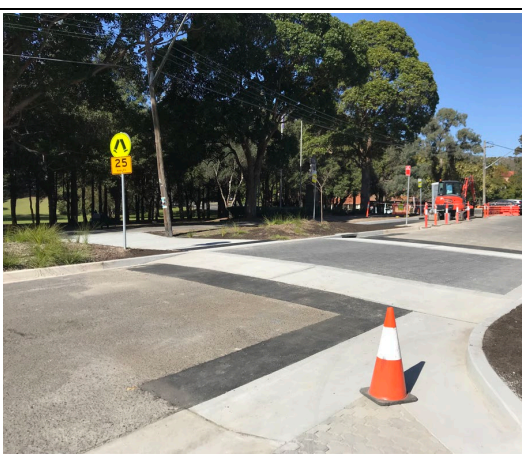
Street Furniture – Burlington St, Crows Nest



Street Furniture - Planter Boxes, Ernest Place, Crows Nest



Street Furniture – Seats – North Sydney CBD



Traffic Facilities - Pedestrian Crossing – Anzac Avenue, Cammeray



Traffic Facilities - Bi-directional separated cycle path on Ernest Street/Park Avenue

8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs.

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Roads Asset Class: Bus Shelters, Kerb and Gutter, Road Pavements, Street Furniture, and Traffic Facilities.	2020	Planned for 2025
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- 2023 Bus Shelter Condition Audit by Consultants, Urbanspec Engineering Pty Ltd
- 2018 Kerb and Gutter Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd.
- 2024 Road Pavement Condition Survey Audit by Talis Consultants Pty Ltd.
- 2019 Street Furniture Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd.
- 2018 Traffic Facilities Data Collection & Condition Survey Audit by Consultants, Rapid Map Services Pty Ltd in conjunction with Asset & Facilities Management Consulting Pty Ltd.
- 2014, North Sydney Council Public Domain Style Manual
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: Maintenance Management System - Bus Shelters

Inspection areas have been defined in accordance with their usage – high (**red**), medium (**blue**) or low (**white**)

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections. The results of inspections are downloaded into the MMDS database.

Red – 2 times per year

Blue – Once each year

White – Once every 2 years

There are 5 categories in which a defect may be placed.

Cat 5		Will be completed or made safe no later than 2 working days after allocation of defect to work crew. If made safe defect will then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be repaired no later than 40 working days after allocation of defect to work crew.
Cat 2		Will be repaired no later than 160 working days after allocation of defect to work crew.
Cat 1		As new. Surface displaying no defects. May have aesthetic issues such as gum, stains, services mark-up, etc.

Intervention Matrix – Bus Shelters

DEFECT	SEVERITY	RISK ADJUSTED FOR PEDESTRIAN VOLUME AND AGE		
		WHITE	BLUE	RED
Minor defects only with faded paint OR graffiti		LOW	LOW	LOW
Requires maintenance to return to acceptable level of service; typically minor evidence of wood rot, cracked roof tiles, ETC.	Slight	MEDIUM	HIGH	HIGH
Sections require replacement or significant renewal; evidence of wood rot; posts moving with ease	Moderate	HIGH	HIGH	VERY HIGH
Broken beyond repair; over 50% requires replacement; has missing sections; very unstable posts OR beams	Extreme	HIGH	VERY HIGH	VERY HIGH

NOTES:

1. Appearance defects (gum, stains, surface marks etc) are not safety issues. Response time TBA. Record in "Category" as "A".
2. **Red** areas have high pedestrian traffic and high usage by older pedestrians.
3. **Blue** areas have medium pedestrian traffic.
4. **White** areas have low pedestrian traffic.

Scheduled Maintenance

Bus shelter cleaning undertaken as per Bus Shelter Cleaning Program.

11.0 Appendix B: Maintenance Management System - Kerb and Gutter

Inspection areas have been defined in accordance with the identified key factors of:

- Volume of pedestrian traffic, e.g. transport hubs; retail/commercial areas; schools and hospitals.
- Use by people over 50 years old.

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections.

Red – 2 times per year;

Blue – Annual;

Other – Once every 2 years;

The results of inspections will be downloaded into the MMDS database. There are 5 categories in which a defect may be placed. Not all categories may be applicable to every inspection area and/or type of asset:

Cat 5		Will be made safe no later than 2 working days after allocation of defect to work crew. Defect may then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be placed on Zone Maintenance Program. This program operates on an 8 week cycle, however, depending on workload and reactive maintenance requests, Cat 3 defects may miss a cycle or more before repairs are able to be undertaken.
Cat 2		Deferred maintenance. Could also have aesthetic issues such as gum, stains, services mark-up, etc. May be addressed if close-by to Cat 4 or Cat 3 defect that is being repaired. Otherwise will be re-inspected on next area inspection.
Cat 1		As new. Surface displaying no defects.

Intervention Matrix

KERB + GUTTER	RED	BLUE	OTHER
MISSING/DAMAGED/LOOSE	28	24	21
> 50mm/GRATE NOT BICYCLE SAFE	23	19	16
25mm – 50mm/GRATE BLOCKED	20	16	13
10mm – 25mm	18	14	11
AESTHETIC	12	8	5
AS NEW	10	6	3

Scoring example: 28 = High Use Area score 10 and Defect of Missing or Loose score 18

The focus of inspections will be the kerb section and unobstructed gutter sections. It is noted that the gutter section may be obstructed and not visible due to parked vehicles during inspection. Inspectors are not expected to get down on their hands and knees to look for defects. The kerb and guttering includes all drainage kerb inlets, convertor outlets, gutter grates or access pit lids in gutter. Driveway crossings shall be listed as private when selecting the owner of the asset.

NORTH SYDNEY COUNCIL - GUIDE FOR KERB + GUTTER DEFECT RATING		
AN EXPLANATION OF THE DEFECT INSPECTION SYSTEM		
AREA OF INSPECTION		SCORE
RED	HIGH PEDESTRIAN TRAFFIC AREAS WITH SIGNIFICANT USAGE BY PEDESTRIANS OVER 50 YEARS OLD INSPECTIONS - 2 PER YEAR	10
BLUE	HIGH PEDESTRIAN TRAFFIC AREAS WITH MODERATE USAGE BY PEDESTRIANS OVER 50 YEARS OLD or MEDIUM PEDESTRIAN TRAFFIC AREAS WITH SIGNIFICANT USAGE BY PEDESTRIANS OVER 50 YEARS OLD INSPECTIONS - ANNUAL	6
WHITE	ALL OTHER AREAS IN LGA EXCLUDING PARKS; RESERVES and PLAZAS INSPECTION - EVERY 2 YEARS NOTE: IN THESE AREAS ONLY DEFECTS GREATER THAN ABOUT 10mm WILL HAVE DETAILS RECORDED.	3
KERB + GUTTER TYPE		
CONCRETE	SANDSTONE	
GRANITE	OTHER	
DRIVEWAY CROSSING - STANDARD or GUTTER BRIDGE	LETTERBOX or OTHER PIT TYPE	
KERB INLET or CONVERTOR OUTLET	GUTTER GRATE or PIT LID IN GUTTER	
DEFECT – MAY BE HEIGHT or WIDTH		
SECTION MISSING, BADLY DAMAGED or LOOSE UNDER FOOT		18
GREATER THAN ABOUT 50mm – MAY BE HEIGHT or WIDTH		13
GUTTER GRATE NOT BICYCLE SAFE/DAMAGED		13
BETWEEN ABOUT 25mm AND ABOUT 50mm – MAY BE HEIGHT or WIDTH		10
GUTTER GRATE BLOCKED - LEAF LITTER, DEBRIS or OTHER ITEM eg. POLLUTION CONTROLS		10
BETWEEN ABOUT 10mm AND ABOUT 25mm – MAY BE HEIGHT or WIDTH		8
AESTHETIC ISSUES - GUM; STAINS, SERVICES MARK-UP; etc		2
NO DEFECT - IF THIS IS SELECTED A PHOTO MUST BE TAKEN OF THE INSPECTED ITEM or PSID		0
HAZARD TYPE		
TRIP - LIFTING/DROPPING OF SECTION TO ADJACENT SECTION	UNEVEN SURFACE - CHIPPED or ERODED SURFACE	
CRACKING - DEFECT NOT AT CONSTRUCTION JOINT	MISSING - SECTION OF KERB MISSING EG. OVER DRAIN PIPE	
BROKEN/OUT OF ALIGNMENT- LOOSE UNDER FOOT	SERVICE ACCESS COVER - LOOSE/LIFTED/DROPPED	
OTHER ASPECTS		
AREA HAS OBSTRUCTIONS DUE TO TREE ROOTS or OTHER VEGETATION		PRESENCE OF PARTICULAR ASPECT/S NOTED PRIOR TO DEPARTURE FROM PSID. REFERRED TO RELEVANT NSC SECTION VIA EMAIL
AREA HAS EDGE SCOUR (DROP OFF ALONG EDGE OF VERGE/TREE SITE) > 50MM		
AREA HAS PLANTING, GRASS and/or WEED GROWTH OVERGROWING KERB		

12.0 Appendix C: Maintenance Management System – Road Pavements

Inspection areas have been defined in accordance with the identified key factors of:

- Road pavement where failure is most disruptive and expensive to the community/users.
- Traffic (both vehicular and pedestrian) flows, e.g. pedestrian use areas; retail/commercial areas; schools; hospitals; major collector roads; primary or sole access to significant population areas;

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections.

Red – 2 times per year;

Blue – Annual;

Other – Once every 2 years;

The results of inspections will be downloaded into the MMDS database.

There are 5 categories in which a defect may be placed. Not all categories may be applicable to every inspection area and/or type of asset:

Cat 5		Will be made safe no later than 2 working days after allocation of defect to work crew. Defect may then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be placed on Zone Maintenance Program. This program operates on an 8 week cycle, however, depending on workload and reactive maintenance requests, Cat 3 defects may miss a cycle or more before repairs are able to be undertaken.
Cat 2		Deferred maintenance. Defect may be repaired if close-by to Cat 4 or Cat 3 defect that is being repaired. Otherwise will be re-inspected on next area inspection.
Cat 1		As new. Surface displaying no defects. May have aesthetic aspects such as gum, stains, services mark-up, etc.

Intervention Matrix

ROADS	RED	BLUE	OTHER
USED BY PEDESTRIANS	28	24	21
> 100mm or > 10sqm and > 30mm	23	19	16
30 – 100mm or 5-10sqm and > 30mm	20	16	13
< 30mm	18	14	11
AESTHETIC	10	6	3

Scoring example: 28 = High Use Area score 10 and Defect of Slippery or Loose Underfoot score 18

The focus of road inspections will be the areas of road pavement used by pedestrians and the traffic lanes. Parking lanes will be inspected if visible at the time of inspection.

If defects appear at intervals at of approximately every 2.0m of road pavement, then the area of the defect recorded shall be the width by the distance from the first to the last identified defect.

NORTH SYDNEY COUNCIL - GUIDE FOR ROAD DEFECT RATING		
AN EXPLANATION OF THE DEFECT INSPECTION SYSTEM		
AREA OF INSPECTION		SCORE
RED	ROAD PAVEMENT WHERE FAILURE IS MOST DISRUPTIVE AND EXPENSIVE TO THE COMMUNITY/USERS. HIGH TRAFFIC FLOWS. EG. HIGH PEDESTRIAN USE AREAS; RETAIL/COMMERCIAL AREAS; SCHOOLS; HOSPITALS; MAJOR COLLECTOR ROADS; PRIMARY OR SOLE ACCESS TO SIGNIFICANT POPULATION AREAS; INSPECTIONS - 2 PER YEAR	10
BLUE	ROAD PAVEMENT WHERE FAILURE IS LIKELY TO BE LESS DISRUPTIVE BUT STILL SIGNIFICANT TO THE COMMUNITY/USERS. MEDIUM TRAFFIC FLOWS. EG. MEDIUM PEDESTRIAN USE AREAS; SIDE STREETS NEAR RETAIL/COMMERCIAL AREAS, SCHOOLS and HOSPITALS; ALTERNATE ROUTES TO MAJOR COLLECTOR ROADS and ACCESS TO SIGNIFICANT POPULATION AREAS INSPECTIONS - ANNUAL	6
WHITE	ALL OTHER AREAS IN LGA EXCLUDING PARKS; RESERVES and PLAZAS INSPECTION - EVERY 2 YEARS NOTE: IN THESE AREAS ONLY DEFECTS GREATER THAN ABOUT 30mm WILL HAVE DETAILS RECORDED.	3
PAVEMENT TYPE		
CONCRETE	PAVING - UNIPAVERS & OTHER TYPES OF PAVERS	
ASPHALT	STENCILLED/COLOURED ASPHALT	
DEFECT – MAY BE HEIGHT or WIDTH		
AREA OF ROAD PAVEMENT USED BY PEDESTRIANS		18
DEFECT GREATER THAN ABOUT 100mm HEIGHT or WIDTH		13
DEFECT AREA GREATER THAN 10 sqm and HEIGHT or WIDTH GREATER THAN 30mm		13
DEFECT BETWEEN ABOUT 30mm AND ABOUT 100mm HEIGHT or WIDTH		10
DEFECT AREA 5 to 10 sqm and HEIGHT or WIDTH GREATER THAN 30mm		10
LESS THAN ABOUT 30MM		8
AESTHETIC ISSUES - STAINS, SERVICES MARK-UP; etc		0
HAZARD TYPE (REFER TO ROAD DEFECT REFERENCE SHEETS)		
TRIP - LIFTING/DROPPING OF SECTION TO ADJACENT SECTION	RUTTING - DEFORMATION IN ONE OR BOTH WHEEL PATHS	
DELAMINATION - PEELING OR LIFTING OF PAVEMENT SURFACE	POT HOLE - TYPICALLY BOWL SHAPED AND BREAKING EDGES	
CRACKING - ROAD PAVEMENT FRACTURES (SEE REF DIAGRAM)	UNEVEN SURFACE - LOWER OR ABOVE SURROUNDING AREA	
SERVICE ACCESS COVER - BELOW OR ABOVE SURROUNDING PAVEMENT or PAVEMENT BREAKING UP AROUND IT		
PAVEMENT SURFACE - SLIPPERY or LOOSE UNDER FOOT eg. SAND, LEAVES, SEEDS or OIL ON SURFACE		
OTHER ASPECTS		
AREA HAS KERB & GUTTER (K&G) FAILURE THAT HAS CONTRIBUTED TO ROAD PAVEMENT FAILURE AND NEEDS ATTENTION PRIOR TO ROAD PAVEMENT REPAIR		PRESENCE OF PARTICULAR ASPECT/S NOTED PRIOR TO DEPARTURE FROM PSID. REFERRED TO RELEVANT NSC SECTION VIA EMAIL
AREA HAS DROP OFF ALONG EDGE OF ROAD PAVEMENT > 50MM - NO K&G		
AREA HAS OBSTRUCTIONS DUE TO OVERHANGING TREE or VEGETATION		

13.0 Appendix D: Road Pavements - Capital Renewal Works Program Modelling

The PARMMS® Road Manager software is used to produce the required future works programs. This system is detailed below.

Pavement Treatments

The appropriate and applicable preventive, corrective and rehabilitation maintenance options considered are shown in the following Table.

Table: Selected Treatments

TREATMENT	DESCRIPTION OF TREATMENT
Routine	Routine maintenance involves work such as pothole repairs and clearing of drainage that is carried out during a patrol of the road network.
Do Nothing	No treatment is necessary at this time.
Crack Sealing	Sealing of cracks to waterproof the pavement surface and reduce the ingress of moisture into the pavement to extend the useful pavement life. This routine maintenance activity is not currently undertaken by NSC.
Pothole Patching	Repair of potholes to provide a safe pavement surface and reduce the moisture ingress into the pavement.
Heavy Patching	Repair of pavement affected by structural cracking to restore localised failures and reduce ingress of moisture leading to more significant failures.
Mill & Resheet	The existing pavement is profiled to allow the pavement to remain at the existing level after the treatment and therefore the existing drainage capacity of the pavement is retained. This treatment utilises a minimum 50mm of AC and is used where there is minimal structural distress, and the pavement is sound.
Full Depth Asphalt	The existing pavement is profiled to allow the pavement to remain at the existing level after the treatment and therefore the existing drainage capacity of the pavement is retained. This treatment utilises a minimum 150mm of AC and is used where there is extensive distress, and the pavement requires strengthening.

These pavement treatments are to be triggered based on the intervention levels described below.

Intervention Levels

To allow investigation as to what treatment would be applicable once the pavement has reached a determined serviceability level, intervention levels are specified indicating the minimum condition under which work would be undertaken. These levels are set out for each of the classes based on North Sydney's Road network as shown in the Table below. The intervention levels for the appropriate pavement condition are compared to the average current condition to assist in the interpretation of these levels.

Pavement Condition	Class 6 Regional	Class 7 Collector	Class 8 Local	Class 9 Lanes
Roughness (counts/km)	100	150	N/A	N/A
Rut Depth (mm)	6	12	18	18
Environmental Cracking (%)	5	10	20	20
Fatigue Cracking (%)	2	5	10	15
Potholes (%)	5	5	5	5
Ravelling (%)	10	25	35	50

Treatment Selection

The treatment selection processes used in this analysis, via the Road Manager software is a two-phase analysis. The first phase is a broad classification of the pavement treatment needs based solely on the condition data and is referred to as “Classification”; the second is a more detailed “Resolution” of the required treatment based on both pavement condition and the attributes of the pavement.

Classification

In this process the current condition of the pavement is used to determine an appropriate level of treatment. For example, less than 5% of cracking on a class 6 regional road may be acceptable and this condition would be ignored for the current year. If there is between 5% and 10% cracking it is recommended for “heavy patching”. For over 10% the reason for the distress would be determined and the pavement would be redesigned according to the NAASRA road design manual. This is the “redesign” action of the resolution phase. On occasions sections will satisfy more than one condition in the classification decision matrix. When this occurs, the process selects the highest classification treatment group to be used in the resolution phase. The priorities from highest to lowest are listed in the following Table, with highest priority being reconstruction.

Table: Classification Priorities

Classification Treatment	Priority
Reconstruction	1
Redesign	2
Resurface	3
Pothole Patching	4
Heavy Patching	5
Crack Sealing	6
No Treatment	7

The following notes outline each of the classification priorities shown in above Table and how they are used to determine where road sections will be sent in the resolution matrix.

- **Roughness** – there is a minimum level for class 6 and 7 roads above which sections will be sent to the ‘*redesign*’ area of the resolution phase. Class 8 and 9 roads do not consider roughness due to the low speed environment. A second intervention level has been set where a high roughness results in sections being sent to the ‘*reconstruction*’ area of the resolution phase.
- **Rut depth** – there is a lower intervention level based on class above which sections will be sent to the ‘*redesign*’ area of the resolution phase.
- **Environmental cracking** – there is a lower intervention level based on class above which sections will be sent to the ‘*crack sealing*’ area of the resolution phase. When the cracking is greater than the upper intervention level the section will be sent to the ‘*redesign*’ area of the resolution phase.
- **Fatigue cracking** – there is a lower intervention level based on class above which sections will be sent to the ‘*heavy patching*’ area of the resolution phase. When the cracking is greater than the upper intervention level the section will be sent to the ‘*redesign*’ area of the resolution phase to investigate the cause of the structural cracking.
- **Potholes** - there is a minimum level based on class above which sections will be sent to the ‘*pothole patching*’ area of the resolution matrix. When the potholes are greater than the upper intervention level the section will be sent to the ‘*redesign*’ area of the resolution matrix.
- **Ravelling** - there is a lower intervention level based on class above which sections will be sent to either the ‘*rejuvenation*’, or ‘*resurface*’ area of the resolution phase.

If a section has no characteristics exceeding the minimum intervention levels, the section will be sent to the 'no treatment' area of the resolution matrix.

Resolution

This phase uses a series of decision trees in order to obtain a treatment suitable for routine maintenance, resurfacing or rehabilitation of each pavement section. The treatment can be based on a combination of both the condition and attributes of the pavement, such as: roughness, rut depth, NAASRA class, surface type, kerb height, overlay requirement, curvature function, geographical conditions, skid resistance parameters and surface life. The careful process of combining the desired factors allows the system to define the treatment selection process, with the process being flexible and tailored to the client's practices and pavement conditions, creating an expert system.

The following notes outline the operation of various areas of the resolution matrix in determining what, if any, treatment will be applied to a given section. The resolution matrix is read from left to right with a particular treatment being applied only if all criteria in the particular row are satisfied.

- **No Treatment** - When sections are assigned the Treatment Classification of 'no treatment' no treatment is applied.
- **Crack Sealing** - When sections are sent to crack sealing this treatment is applied to the areas affected by environmental cracking.
- **Pothole Patching** - When sections are sent to pothole patching this treatment is applied to the areas affected by potholes.
- **Heavy Patching** - When sections are sent to heavy patching this treatment is applied to the areas affected by structural cracking.
- **Resurface** - When sections are sent resurface and asphalt overlay treatment is applied based on the total area of the section.
- **Redesign** - Sections sent to the treatment classification 'redesign' are divided into a range of characteristics as outlined in the Resolution Matrix, Appendix A.
- **Reconstruction** - When sections are sent to reconstruction this treatment is applied based on a depth of 200mm of asphalt material.

Works Effects

Post resolution adjustment, or the resetting of condition data after a treatment, is required so that decisions for future years can be made on the basis of defensible data. The adjustment modifies the condition of the pavement so that it reflects the predicted condition after performing a certain treatment. The following Table shows the works effects models used for all years in the analysis, for each treatment.

Table: Works Effects Models, Reset Values

Treatment	Roughness Reset, Min Value	Potholes	Environmental Cracking	Fatigue Cracking	Rutting	Surface Age*	Structural Capacity
Crack Sealing	N/A	N/A	0	N/A	N/A	No	No
Pothole Patching	+1, N/A	0	N/A	N/A	N/A	No	No
Heavy Patching	+2, N/A	0	N/A	0	N/A	No	No
Mill & Resheet	-60, 70	0	0	0	0	Yes	No
Full Depth Asphalt	-150, 70	0	0	0	0	Yes	Yes

* Ravelling condition is also reset to zero, where indicated by "Yes"

Risk Scenarios

Each pavement condition is examined through five scenarios. These include DO NOTHING, ROUTINE and three USER DEFINED risk scenarios.

The three USER DEFINED risk scenarios are based on the statistical risk of failure. For example, if we want to be 100% sure our decision is correct then we will have to use a safety factor to ensure all failure contingencies are met. If it is possible to accept a 25% failure (i.e. expect to be correct 75% of the time) then it is possible to

accept a lower safety factor, and if we are considered to be correct 50% of the time we need not use a safety factor at all.

The risk scenarios used in the analysis for North Sydney Council are 5, 15 and 25%.

The ROUTINE scenario is when the system adopts a strategy of only crack sealing, pothole and heavy patching until such time as the pavement reaches terminal roughness and public objection would dominate. At this point reconstruction is necessary.

The DO NOTHING scenario adopts a strategy of no treatments on the pavement section until reconstruction is required. This is a viable option when the pavement is in a poor condition thus making it more cost effective to allow deterioration to the terminal point, and then reconstructing.

Data Synchronisation

The PARMMS® Road Manager system is capable of accepting input data on a cyclical basis, where treatments are applied on an annual basis reflecting the work undertaken in that year. As a result, there will be age discrepancies between the data sets for different pavement sections with some being based on measured data and others on predicted data.

Because the pavement section's data maybe collected once every five years, the information necessary to compute the pavement sections maintenance strategy is out of synchronisation with the starting year of the analysis. Thus, there is a preliminary activity to bring this condition into synchronisation before the optimum redesign treatment can be identified.

The PARMMS® Road Manager system will deteriorate the condition for each pavement section in accordance with the deterioration models and the time interval between the pavement sections condition date and the analysis start date.

After the pavement condition has been deteriorated using the appropriate deterioration models, all conditions are in synchronisation with the analysis start date. At this point further analysis and decisions identify the optimum redesign treatment for the applicable scenario and study period.

Model Calibration

The deterioration models have previously been calibrated based on Long Term Pavement Performance (LTPP) site data previously collected across the North Sydney and Sydney road networks. The following environmental factor and rainfall figures are also used;

- Environmental Factor: 1.0% (deterioration in roughness per annum associated with the temperature and rainfall environment of the NSC network)
- Mean Monthly Precipitation: 100mm

Traffic

Traffic count data has been provided for 43% of the road network over a period of 19 years with close to half this data less than 5 years old. Where traffic count data is not available, traffic data was interpolated using traffic data from adjacent road segments or surrounding roads by representatives of NSC in order to provide 100% coverage of the network.

Classification Matrix

ROUGHNESS (NRM)	NAASRA CLASS 6	NAASRA CLASS 7	NAASRA CLASS 8	NAASRA CLASS 9
0 - 100	No Treatment	No Treatment	No Treatment	No Treatment
100 - 150	Redesign	No Treatment	No Treatment	No Treatment
150 - 200	Redesign	Redesign	No Treatment	No Treatment
200 - 350	Redesign	Redesign	Redesign	No Treatment
350 - 400	Redesign	Redesign	Redesign	Redesign
> 400	Reconstruction	Reconstruction	Reconstruction	Reconstruction

RUT DEPTH (mm)	NAASRA CLASS 6	NAASRA CLASS 7	NAASRA CLASS 8	NAASRA CLASS 9
0 - 6	No Treatment	No Treatment	No Treatment	No Treatment
6 - 12	Redesign	No Treatment	No Treatment	No Treatment
12 - 18	Redesign	Redesign	No Treatment	No Treatment
18 - 24	Redesign	Redesign	Redesign	No Treatment
> 24	Redesign	Redesign	Redesign 1	Redesign

ENVIRONMENTAL CRACKING (%)	NAASRA CLASS 6	NAASRA CLASS 7	NAASRA CLASS 8	NAASRA CLASS 9
0 - 5	No Treatment	No Treatment	No Treatment	No Treatment
5 - 10	Heavy Patching	No Treatment	No Treatment	No Treatment
10 - 20	Heavy Patching	Heavy Patching	No Treatment	No Treatment
20 - 30	Redesign	Redesign	Heavy Patching	Heavy Patching
> 30	Redesign	Redesign	Redesign	Redesign

STRUCTURAL CRACKING (%)	NAASRA CLASS 6	NAASRA CLASS 7	NAASRA CLASS 8	NAASRA CLASS 9
0 - 2	No Treatment	No Treatment	No Treatment	No Treatment
2 - 5	Heavy Patching	No Treatment	No Treatment	No Treatment
5 - 10	Heavy Patching	Heavy Patching	No Treatment	No Treatment
10 - 15	Heavy Patching	Heavy Patching	Heavy Patching	No Treatment
15 - 20	Heavy Patching	Heavy Patching	Heavy Patching	Heavy Patching
20 - 30	Redesign	Redesign	Heavy Patching	Heavy Patching
30 - 50	Redesign	Redesign	Heavy Patching	Heavy Patching
> 50	Redesign	Redesign	Redesign	Redesign

POTHLES & POTHOLE PATCHING (%)	NAASRA CLASS 6	NAASRA CLASS 7	NAASRA CLASS 8	NAASRA CLASS 9
0 - 5	No Treatment	No Treatment	No Treatment	No Treatment
5 - 8	Pothole Patching	Pothole Patching	Pothole Patching	Pothole Patching
8 - 13	Heavy Patching	Heavy Patching	Heavy Patching	Pothole Patching
13 - 15	Redesign	Redesign	Heavy Patching	Pothole Patching
15 - 20	Redesign	Redesign	Redesign	Heavy Patching
> 20	Redesign	Redesign	Redesign	Redesign

RAVELLING (%)	NAASRA CLASS 6	NAASRA CLASS 7	NAASRA CLASS 8	NAASRA CLASS 9
0 - 10	No Treatment	No Treatment	No Treatment	No Treatment
10 - 25	Resurface	No Treatment	No Treatment	No Treatment
25 - 35	Resurface	Resurface	No Treatment	No Treatment
35 - 50	Resurface	Resurface	Resurface	No Treatment
50 - 75	Redesign	Resurface	Resurface	Resurface
80 - 100	Redesign	Redesign	Resurface	Resurface

Resolution Matrix

NAASRA Class	Treatment Classification	Surface Type	Minimum Age	Structural Cracking	Treatment Number	Treatment
6	No Treatment				2	No Treatment
	Crack Sealing				5	Crack Sealing
	Heavy Patching				7	Heavy Patching
	Pothole Patching				6	Pothole Repair
	Resurfacing	Asphalt	≤ Min		2	No Treatment
			> Min		9	Mill & Resheet
		Concrete			2	No Treatment
		Pavers			2	No Treatment
	Redesign	Asphalt	≤ Min		2	No Treatment
			> Min	≤ 20	9	Mill & Resheet
				> 20	11	Full Depth Asphalt
		Concrete		< 50	2	No Treatment
				> 50	18	Reconstruction Concrete
		Pavers			2	No Treatment
	Reconstruction	Asphalt			17	Reconstruction Asphalt
		Concrete			18	Reconstruction Concrete
		Pavers			2	No Treatment

NAASRA Class	Treatment Classification	Surface Type	Minimum Age	Structural Cracking	Treatment Number	Treatment
7	No Treatment				2	No Treatment
	Crack Sealing				5	Crack Sealing
	Heavy Patching				7	Heavy Patching
	Pothole Patching				6	Pothole Repair
	Resurfacing	Asphalt	≤ Min		2	No Treatment
			> Min		9	Mill & Resheet
		Concrete			2	No Treatment
		Pavers			2	No Treatment
	Redesign	Asphalt	≤ Min		2	No Treatment
			> Min	≤ 25	9	Mill & Resheet
				> 25	11	Full Depth Asphalt
		Concrete		< 50	2	No Treatment
				> 50	18	Reconstruction Concrete
		Pavers			2	No Treatment

	Reconstruction	Asphalt			17	Reconstruction Asphalt
		Concrete			18	Reconstruction Concrete
		Pavers			2	No Treatment

NAASRA Class	Treatment Classification	Surface Type	Minimum Age	Structural Cracking	Treatment Number	Treatment
8	No Treatment				2	No Treatment
	Crack Sealing				5	Crack Sealing
	Heavy Patching				7	Heavy Patching
	Pothole Patching				6	Pothole Repair
	Resurfacing	Asphalt	≤ Min		2	No Treatment
			> Min		9	Mill & Resheet
		Concrete			2	No Treatment
		Pavers			2	No Treatment
	Redesign	Asphalt	≤ Min		2	No Treatment
			> Min	≤ 40	9	Mill & Resheet
				> 40	11	Full Depth Asphalt
		Concrete		< 50	2	No Treatment
				> 50	18	Reconstruction Concrete
		Pavers			2	No Treatment
	Reconstruction	Asphalt			17	Reconstruction Asphalt
		Concrete			18	Reconstruction Concrete
		Pavers			2	No Treatment

NAASRA Class	Treatment Classification	Surface Type	Minimum Age	Structural Cracking	Treatment Number	Treatment
9	No Treatment				2	No Treatment
	Crack Sealing				5	Crack Sealing
	Heavy Patching				7	Heavy Patching
	Pothole Patching				6	Pothole Repair
	Resurfacing	Asphalt	≤ Min		2	No Treatment
			> Min		9	Mill & Resheet
		Concrete			2	No Treatment
		Pavers			2	No Treatment
	Redesign	Asphalt	≤ Min		2	No Treatment
			> Min	≤ 50	9	Mill & Resheet
				> 50	11	Full Depth Asphalt
		Concrete		< 50	2	No Treatment
				> 50	18	Reconstruction Concrete
		Pavers			2	No Treatment
	Reconstruction	Asphalt			17	Reconstruction Asphalt
		Concrete			18	Reconstruction Concrete
		Pavers			2	No Treatment

14.0 Appendix E: Maintenance Management System - Street Furniture

Defect Management Inspection – Street Furniture

Inspection areas have been defined in accordance with their usage – high (**red**), medium (**blue**) or low (**white**)

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections. The results of inspections are downloaded into the MMDS database.

Red – 2 times per year

Blue – Once each year

White – Once every 2 years

There are 5 categories in which a defect may be placed.

Cat 5		Will be completed or made safe no later than 2 working days after allocation of defect to work crew. If made safe defect will then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be repaired no later than 40 working days after allocation of defect to work crew.
Cat 2		Will be repaired no later than 160 working days after allocation of defect to work crew.
Cat 1		As new. Surface displaying no defects. May have aesthetic issues such as gum, stains, services mark-up, etc.

Intervention Matrix – Street Furniture

DEFECT	SEVERITY	RISK ADJUSTED FOR PEDESTRIAN VOLUME AND AGE		
		WHITE	BLUE	RED
Minor defects only with faded paint OR graffiti		LOW	LOW	LOW
Requires maintenance to return to acceptable level of service; typically minor evidence of wood rot, unstable movement of item; presence of rust, dirty	Slight	MEDIUM	HIGH	HIGH
Sections require replacement or significant renewal; evidence of wood rot; item moving with ease	Moderate	HIGH	HIGH	VERY HIGH
Broken beyond repair; has missing sections; very unstable	Extreme	HIGH	VERY HIGH	VERY HIGH

NOTES:

1. Appearance defects (gum, stains, surface marks etc) are not safety issues. Response time TBA. Record in "Category" as "A".
2. **Red** areas are where failure is most disruptive and expensive to the community/users and/or high traffic (both pedestrian and vehicular) flows, e.g. retail/commercial areas; schools; hospitals; plazas.
3. **Blue** areas have medium traffic flows, e.g. streets leading to retail/commercial areas; schools; hospitals; plazas.
4. **White** areas have low traffic flows, e.g. typical residential street.
5. Street furniture – seat with backrest; seat bench only; table + seats or benches; rubbish bin; bike holding rail; drinking fountain or bottle refiller; notice board.

15.0 Appendix F: Traffic Facilities – Strategic Documents

Both the North Sydney Integrated Cycling Strategy and the Local Area Traffic Management (LATM) Action Plans and Reports can be found on Council's website

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT PLAN

STORMWATER DRAINAGE ASSET CLASS

2025/35



Document Control		Asset Management Plan			
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1.0 Executive Summary

This Asset Management Plan (AMP) covers the Stormwater Drainage Asset Class and details the following asset categories: Gross Pollutant Traps (GPTs), Pipes, and Pits. This Asset Management Plan outlines the required actions to maintain the current level of service in the most cost-effective manner while outlining associated risks within each of the asset classes. The scope and value of this Asset Class is shown in the Table below:

Table: Scope and Replacement Cost of Stormwater Drainage Asset Class by Asset Category (\$)'2024

Stormwater Drainage Asset Class		
Asset Category	Scope	Replacement Cost (2024)
GPTs	27 items	\$14,349,627
Pipes	106.6 km	\$229,450,740
Pits	6,659 Pits	\$26,650,455
	TOTAL	\$270,450,822

Stormwater Drainage Assets

Stormwater drainage assets in North Sydney provide a vital service to the local community. During rainfall events stormwater flows from surfaces, in particular, hard surfaces such as roofs, footpaths, and roads. This water is then collected by street gutters, pits, and pipes. North Sydney Council embraces the principles of Water Sensitive Urban Design (WSUD). As such some of this water is harvested for the watering of a number of sporting fields as well as Cammeray Golf Course. Also, approximately sixty percent (60%) of stormwater in the North Sydney catchment passes through Stormwater Quality Improvement Devices (SQIDS) to improve water quality before entering the harbour. In addition, Council has built several rain gardens and bio retention swales to improve water quality.

Many of the main trunk drainage pipes in North Sydney were built approximately 100 years ago and are approaching the end of their useful life and will require replacement. Also, a large number of concrete pipes under roads have prematurely failed due to excessive vehicle loads.

The North Sydney Local Government Area covers an area of approximately 10.9 square km. The catchments are generally short and steep. The characteristics of the catchments have also changed over the decades due to development and an increase in the amount of, hard surfaces, which increases rainfall runoff, which has resulted in a reduced useful life of many of these pipes due to capacity issues.

Gross Pollutant Trap Assets

Stormwater drainage assets and the associated Gross Pollutant Trap (GPT) network in North Sydney provide a vital service to the local community. During rainfall events stormwater flows from surfaces, in particular, hard surfaces such as roofs, footpaths, and roads. Stormwater is rainwater plus anything the rain carries along with litter, nutrients, chemicals, sediments. This water is then collected by street gutters, pits, pipes, and then where present, the water flows into various Stormwater Quality Improvement Devices (SQIDS). Stormwater eventually enters our waterways inhabited by fish, frogs and other aquatic animals and plants.

The two key factors that need to be addressed when managing stormwater are quantity and quality. North Sydney covers an area of 10 square km. The stormwater catchments are generally short and steep. North Sydney is an established area that is highly urbanised. This means that there is a significant amount of stormwater carrying pollution flowing from hard surfaces that needs to be managed by council. North Sydney Council embraces the principles of Water Sensitive Urban Design (WSUD) and has invested a significant amount of funds on improving the quality of stormwater.

North Sydney Council plays a vital role in the water quality of Sydney Harbour. Council's GPTs are designed to capture and retain gross pollutants, litter, plastics, grit, sediments and associated oils, utilising indirect screens. These are our last line of defence, so we use the highest performance, non-blocking type of gross pollutant trap to effectively trap and remove debris, sediment, and other pollutants from stormwater to improve water quality and protect our environment. Plastic bags and other pollution are a blight on our beautiful harbour and

its marine life. This waste material will be collected and recycled where possible, currently 90% of materials removed, by Council's current GPT cleaning contractor, is recycled or turned into usable soil materials. Council's GPTs help maintain the beauty and ecology of Sydney Harbour which is primarily utilised for recreation, fishing, recreational boating, and commercial vessels such as ferries and gets visited by millions of international tourists every year.

North Sydney Council has recently undertaken an audit of the performance of its Gross Pollutant Traps (GPTs) network within the North Sydney LGA. Consultants, Optimal Stormwater, were engaged to undertake a detailed audit on the performance of each of Council's Gross Pollutant Traps (GPTs). The audit findings were presented to Council's Environment Reference Group Meeting held on 30 May 2016. GPTs contain trash racks or litter basket components. Many of these components are exposed to salt water and require replacement every five years. The consultant report recommended to increase the maintenance budget of the GPTs so that trash racks or litter basket components can be replaced when broken or rusted.

The Table below shows that the current cost to bring all Council's Stormwater Drainage infrastructure assets to a satisfactory standard is \$30.1M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 11.1% of the Stormwater Drainage infrastructure network in terms of Replacement Cost. This means that 88.9% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$2.4M or 0.9% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 112.3 years on average.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$54.2M over 10 years or an average annual cost of \$5.4M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Table: Long Term Infrastructure Funding Required (\$)2024

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Stormwater Drainage / GPTs	\$4,575,448	\$14,349,627	\$297,464	\$7,550,087	\$755,009
Stormwater Drainage / Pipes	\$21,819,528	\$229,450,740	\$1,778,479	\$39,604,319	\$3,960,432
Stormwater Drainage / Pits	\$3,745,288	\$26,650,455	\$332,711	\$7,072,400	\$707,240
TOTAL	\$30,140,264	\$270,450,822	\$2,408,654	\$54,226,807	\$5,422,681

The allocation in the current forecast capital budget (as at 30 June 2024) is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the current forecast capital budget are:

- Assets progressively deteriorating over time
- Increasing asset failures and potential closures
- Service levels not fully meeting the needs of users

2.0 Asset Description

2.1 Asset Description – Stormwater Drainage Pipes

As shown in the Table below the Pipe network mainly comprises of:

- Concrete Pipes = 70.8%

Pipe Material	Length (m)	Replacement Cost (2024)	% of the Network
Brickwork	627	\$3,919,631	1.7%
Cast iron	154	\$196,618	0.1%
Cement mortar	34	\$157,590	0.1%
Concrete	71,048	\$162,339,175	70.8%
Fibre reinforced cement	3,547	\$5,929,128	2.6%
Glass reinforced plastics	4,008	\$6,994,383	3.0%
Masonry (coursed)	376	\$1,505,588	0.7%
Masonry (uncoursed or rough)	309	\$2,325,069	1.0%
Other	428	\$794,993	0.3%
Polyethylene	653	\$1,046,251	0.5%
Polypropylene	361	\$667,941	0.3%
PVC-Plasticised	5,153	\$6,868,928	3.0%
SC	138	\$769,149	0.3%
Steel	73	\$271,005	0.1%
Vitrified clay	6,457	\$9,518,920	4.1%
Unidentified type of plastics	180	\$526,164	0.2%
Unidentified material	162	\$292,942	0.1%
CBC	64	\$249,680	0.1%
Epoxy	27	\$49,655	0.0%
Not Surveyed	13,122	\$25,027,930	10.9%
Grand Total	106,919	\$229,450,740	100.0%

2.2 Asset Description – Stormwater Drainage Pits

As shown in the Table below the Pit network mainly comprises of:

- On Grade Grate & EKI (Extended Kerb Inlet) = 25.5%

Pit Type	Quantity	Replacement Cost (2024)	% of the Network
Blind Pit	5	\$19,951	0.1%
Converter	78	\$311,235	1.2%
Dead End	5	\$19,951	0.1%
Grated Inlet Pit	1	\$3,990	0.0%
Headwall	35	\$139,657	0.5%

Pit Type	Quantity	Replacement Cost (2024)	% of the Network
Inlet	34	\$135,666	0.5%
Junction Buried	272	\$1,085,331	4.1%
Junction Solid Lid	1,015	\$4,050,039	15.2%
Letter Box	61	\$243,401	0.9%
Node (Dropper No Pit)	13	\$51,872	0.2%
Node (Junction No Pit)	295	\$1,177,105	4.4%
On Grade EKI	29	\$115,715	0.4%
On Grade Grate	393	\$1,568,143	5.9%
On Grade Grate	1	\$3,990	0.0%
On Grade Grate & EKI	1,705	\$6,803,268	25.5%
Outlet	172	\$686,312	2.6%
Pollution Trap	4	\$15,961	0.1%
Sag EKI	10	\$39,902	0.1%
Sag Grate	208	\$829,959	3.1%
Sag Grate & EKI	626	\$2,497,857	9.4%
Unknown Pit Type	1,717	\$6,851,150	25.7%
Grand Total	6,679	\$26,650,455	100%

2.3 Asset Description – Gross Pollutant Traps

As shown in the Table below the Gross Pollutant Trap (GPT) network comprises of 80.4% GPTs and 19.6% of other types of pollutant trap.

GPT Type	Quantity	Replacement Cost (2024)	% of the Network
GPT	21	\$8,859,045	80.4%
NSC Litter Basket	4	\$1,594,669	14.5%
NSC Trash Rack	1	\$568,642	5.2%
Grand Total	26	\$11,022,356	100.0%

3.0 Levels of Service

Technical service measures are linked to the activities and annual budgets covering:

- Operations – the regular activities to provide services (e.g. cleansing, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. footpath repair – patching, minor works),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. footpath replacement and or footpath reconstruction),
- Upgrade – the activities to provide a higher level of service (e.g. widening a footpath or replacing an existing footpath with a different type as per Public Domain Style Manual).
- New - the activities to provide an additional level of service (e.g. constructing a footpath where none previously existed).

The Table below shows the technical levels of service expected to be provided for the Stormwater Drainage Asset Class infrastructure assets. The 'Desired' position in the Table documents the position being recommended in this Asset Management Plan

Table: Stormwater Drainage Asset Class – Technical Levels of Service

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance	Desired for Optimum Lifecycle Cost
Operations	Undertake network inspections to monitor condition	Stormwater pipes CCTV'd to monitor condition	All reactive CCTV inspections undertaken as soon as practical. Additional proactive inspections also carried out.	All reactive CCTV inspections undertaken as soon as practical. Additional proactive inspections also carried out.
Maintenance	Reactive service Requests completed in a timely manner or made safe.	Respond to complaints.	Minor repairs undertaken in accordance with Maintenance Management System	Minor repairs undertaken in accordance with Maintenance Management Delivery System.
Renewal	Maintain existing assets to a satisfactory condition	Percentage of assets in 'poor' or 'very poor' (4, 5) Condition.	Stormwater Drainage (11.1%)	Improve
Upgrade	Satisfactory provision of Stormwater Drainage and GPT Assets.	Percentage of GPT Devices are currently Suitable Increase existing pipe size subject to Design	46% of GPT Devices Suitable (12 out of 26) Increase existing pipe size subject to Design	100% of GPT Devices Suitable Increase existing pipe size subject to Design
New	Satisfactory provision of Stormwater Drainage and GPT Assets.	The number of flood affected properties identified across the LGA by the Catchment Study (Flood Study) Build new GPTs and increase the Catchment Area covered by GPTs	The number of flood affected properties identified across the LGA by the Catchment Study (Flood Study) New GPTs built subject to funding	Improve – reduce the number of flood affected properties New GPTs built subject to funding

3.1 Future Demand

For stormwater drainage the future upgrade or new capital works program will be primarily based on the Catchment Study. In addition, as part of each major renewal project, a detailed design is undertaken and improvements to the capacity of the stormwater system made as required. A review of stormwater drainage projects completed in recent years showed that a significant amount of new drainage was carried out during the process of renewing pipes in poor condition (based on improving capacity to a suitable standard). It should be noted that most of the renewal expenditure is actually upgrade work, for example, an existing 300mm diameter pipe replaced with a 450mm diameter pipe. To simplify calculations, it has been assumed that any upgrade work is considered to be renewal work on the basis that the upgraded pipe meets the modern equivalent standard.

For Gross Pollutant Traps the future Upgrades and capital works program will be primarily based on the recommendations of the "Optimal Stormwater" consultant's report of 2016 and also will be informed by the outcomes of Councils Flood Study which is currently underway.

There is an anticipated population increase due to increasing medium to high density developments, rezoning of land by the State Government and demand for active transport. This will have significant implications on

demand for these assets. Increasing frequency and intensity of storm events impacted by climate change and other factors may lead to Council's stormwater drainage network being under capacity.

4.0 Asset Condition

4.1 Asset Condition – Stormwater Drainage and GPT Assets

Stormwater Drainage Assets

The condition of Council's of Stormwater Drainage Assets has been progressively surveyed using CCTV inspection contractors since 2006. This information is collated in a database using WINCAN Pipe Inspection Software. CCTV condition surveys are expensive due to the equipment and specialised contractors required. In addition, this method of data collection often requires the organisation of Work Zones, RMS Road Occupancy Licences, and traffic control which adds to the cost of the survey. Subject to funding availability, detailed reactive and proactive CCTV condition surveys are carried out on Council's pipe network each year.

The condition profile as shown in the Table below. It is based on the CCTV condition survey carried out in accordance with the WSAA Conduit Inspection Reporting Code. The graph also shows that the number of pipes in condition "1" is relatively high. It is likely that some of these condition 1 pipes may be in condition 2 or even in condition 3. This could be due to a CCTV Operator not observing and recording very small defects such as hairline cracks. The reasons for not observing very small defects include inadequate equipment such as poor lighting, not using the correctly sized "camera tractor" or camera configuration to centre the camera in varying pipe sizes, or simply assuming that the pipe is generally in reasonable condition. Improved specifications and closer monitoring, as well as the increased use of high-definition cameras, should overcome the issues of not observing minor defects. It should be noted that this does not impact on either the short- or medium-term capital works programs which are based on pipes which have been clearly identified as condition 5.

Gross Pollutant Traps (GPTs)

The condition of council's GPTs and litter baskets was surveyed extensively in 2016 by consultants Optimal Storm water Pty Ltd. The performance of the GPTs is monitored regularly through Council's cleaning regime and any damage, faults or repairs are reported. Obsolescence has been factored into the condition of GPTs. Where a GPT has been identified as unfit for purpose, it has been deemed as being in very poor condition.

The following condition criteria was used:

Table: Stormwater Drainage and GPT Condition Survey Criteria

Grade	Condition	Description
0	Not inspected	Yet to be condition assessed.
1	Very Good	Sound Stormwater Drainage and GPT Assets designed to current standards and well maintained with no defects. No work required
2	Good	As grade 1 but not designed to current standards or showing minor wear, tear and deterioration of capacity e.g. tree root intrusion, minor collapse and or undersize – with <i>minor</i> capacity and or blockage issues – has potential to block in large storm events, but no undermining of Stormwater Drainage and GPT Assets that would seriously compromise property or life. Needs to be reinspected in 2- 3 years. Deterioration has no significant impact on performance of the Stormwater Drainage and GPT Assets. Only minor work required
3	Fair	Stormwater Drainage and GPT Assets functionally sound, but capacity and function affected by minor defects e.g. tree root intrusions, blockages from other sources, collapsed sections, undermining or washout of foundations to the line of is starting to become apparent – <i>moderate</i> capacity and or blockage issues – has a moderate potential to block in large storm events, but no significant undermining of Stormwater Drainage and GPT Assets that would seriously compromise property or life. Some repair work and replacement of sections work required within 4 -10 years

Grade	Condition	Description
4	Poor	Stormwater Drainage and GPT Assets functioning but with problems due to significant defects e.g. Major tree root intrusions, major blockages from other sources , large % of line collapsed in sections, undermining or washout of foundations to the line of is major causing structural and performance issues with the line – <i>major</i> capacity and or blockage issues – has a major potential to block in large and or moderate storm events - undermining of Stormwater Drainage and GPT Assets is showing signs of failure that would that would lead to property damage and or seriously compromise public safety and or life., likely to cause significantly deteriorate within 1-2 years. Significant replacement or rehabilitation needed within 2-4 years
5	Very Poor	Stormwater Drainage and GPT Assets is not functioning and or has failed due to significant defects e.g. Major tree root intrusions, major blockages from other sources, more that 75% of line collapsed in sections, undermining or washout of foundations to the line has caused the line to fail / collapse – <i>major</i> capacity and or blockage issues – will block and not function in any storm event. Stormwater Drainage and GPT Assets have failed and would lead to property damage and or seriously compromise public safety and or life. Stormwater Drainage and GPT Assets has serious problems and has failed or are about to fail in the near future, causing unacceptable stability, appearance and public safety hazard. Urgent replacement/ rehabilitation required

The Table below shows the Replacement Cost for each of the condition scores.

Table: Stormwater Drainage Pits Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$14,777,004	55.4%
2 (Good)	\$7,711,106	28.9%
3 (Fair)	\$417,057	1.6%
4 (poor)	\$494,678	1.9%
5 (Very Poor)	\$3,250,610	12.2%
Total	\$26,650,455	100.0%

The Graph below shows the condition of Stormwater Drainage Pits assets in terms of replacement cost.

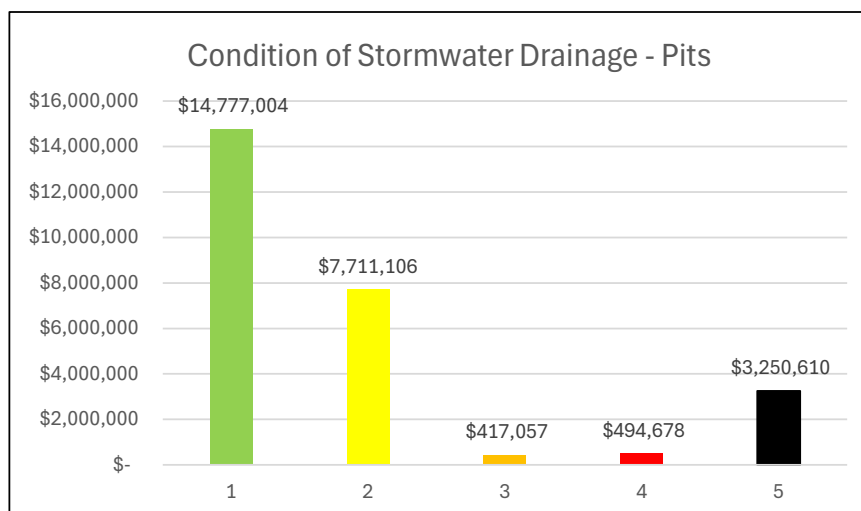
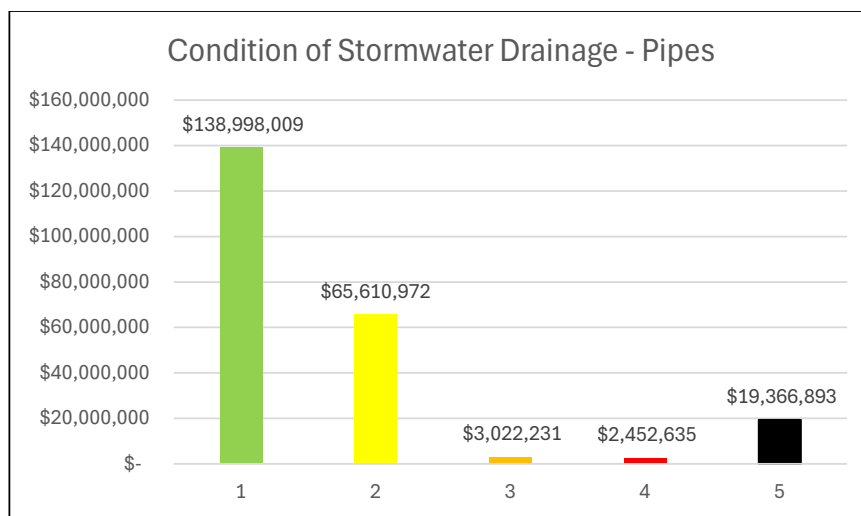


Table: Stormwater Drainage Pipes Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$138,998,009	60.6%
2 (Good)	\$65,610,972	28.6%
3 (Fair)	\$3,022,231	1.3%
4 (Poor)	\$2,452,635	1.1%
5 (Very Poor)	\$19,366,893	8.4%
Total	\$229,450,740	100.0%

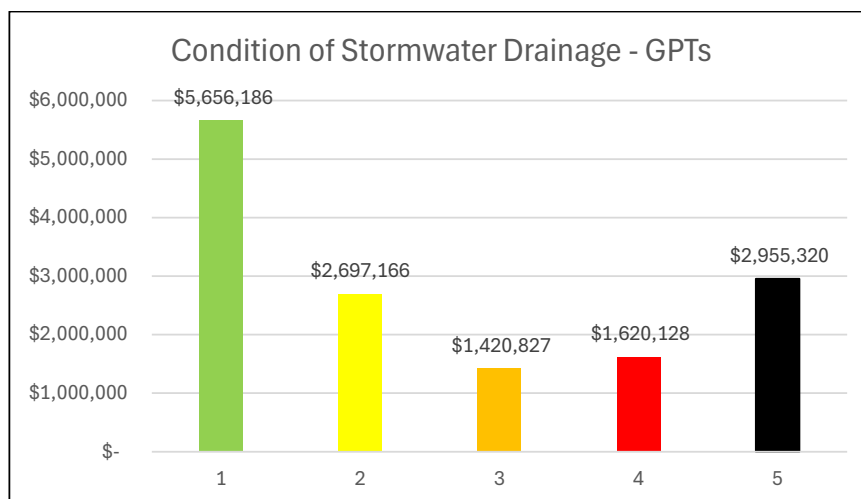
The Graph below shows the condition of Stormwater Drainage Pipes assets in terms of replacement cost.



Gross Pollutant Traps Condition Survey Results

Condition	Replacement Cost (2024)	% Condition (based on cost)
1 (Very Good)	\$5,656,186	39.4%
2 (Good)	\$2,697,166	18.8%
3 (Fair)	\$1,420,827	9.9%
4 (poor)	\$1,620,128	11.3%
5 (Very Poor)	\$2,955,320	20.6%
Total	\$14,349,627	100.0%

The Graph below shows the condition of Gross Pollutant Traps assets in terms of replacement cost.



5.0 Financial Summary

5.1 Asset Valuation

The total Replacement Value of the Stormwater Drainage & GPT network is shown in the Table below as at 30 June 2024.

Table: Stormwater Drainage & GPT Valuation (\$) 2024

Asset Category	Replacement Value (2024)	Accumulated Depreciation (2024)	Fair Value (2024)	Depreciation Expense (2024)
GPTs	\$14,349,627	\$6,847,888	\$7,501,739	\$297,464
Pipes	\$229,450,740	\$66,594,244	\$162,856,496	\$1,778,479
Pits	\$26,650,455	\$8,529,854	\$18,120,601	\$332,711
TOTAL	\$270,450,822	\$81,971,986	\$188,478,836	\$2,408,654

5.2 Funding Requirements

The Table below shows that the current cost to bring all Council's Stormwater Drainage infrastructure assets to a satisfactory standard is \$30.1M. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 11.1% of the Stormwater Drainage infrastructure network in terms of Replacement Cost. This means that 88.9% of this portfolio is in very good to fair condition (1 to 3).

The Table also shows that the total current Depreciation Expense is \$2.4M or 0.9% of the Total Replacement Cost of Council's assets. This assumes that all Council's assets are completely replaced every 112.3 years on average. This is a weighted average for the network as useful lives of the individual components varies.

The Table shows that the 10-year Long Term Cost to bring all Council's infrastructure assets to a satisfactory standard as well as maintain the current standard is \$54.2M over 10 years or an average annual cost of \$5.4M. This includes the total Depreciation Expense over 10 years (maintaining the existing standard) and assumes

that all condition 4 and 5 assets will be replaced over the next 10 years (bringing all assets to a satisfactory condition).

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Table: Long Term Infrastructure Funding Required (\$2024)

Asset Class / Category	Cost to bring to assets to satisfactory Cond. (4 + 5)	Total replacement cost	Depreciation Expense (2024)	Funding required over 10 years (Depreciation x 10 + Cond 4 + 5)	Average Annual Funding Required (2024)
Stormwater Drainage / GPTs	\$4,575,448	\$14,349,627	\$297,464	\$7,550,087	\$755,009
Stormwater Drainage / Pipes	\$21,819,528	\$229,450,740	\$1,778,479	\$39,604,319	\$3,960,432
Stormwater Drainage / Pits	\$3,745,288	\$26,650,455	\$332,711	\$7,072,400	\$707,240
TOTAL	\$30,140,264	\$270,450,822	\$2,408,654	\$54,226,807	\$5,422,681

5.3 Useful Lives – Stormwater Drainage Pipes

The useful lives of all types of Stormwater Drainage & GPT assets were reviewed by Australis Pty Ltd and are shown in the following Table. The Weighted Average useful life of Pipes is 129.0 years.

Stormwater Drainage Pipes - Material	Useful Life (Years)
Cast Iron	100
Unidentified type of plastics	70
Brickwork	70
Composite brick/ concrete	70
Cement mortar	70
Concrete pipe	100
Concrete segments	100
Fibre reinforced cement	70
Glass reinforced plastics	70
Masonry (coursed)	70
Masonry (uncoursed or rough)	70
Polyethylene	70
Polypropylene	70

Stormwater Drainage Pipes - Material	Useful Life (Years)
PVC-Plasticised	70
Reinforced concrete	100
Sandstone culvert	70
Steel	100
Vitrified clay	70
Other	70
Unidentified material	100

5.4 Useful Lives – Stormwater Drainage Pits

The useful lives of all types of Stormwater Drainage & GPT assets were reviewed by Australis Pty Ltd and are shown in the following Table. The Weighted Average useful life of Pits is 80 years.

Stormwater Drainage Pits - Material	Useful Life (Years)
All Materials	80

5.5 Useful Lives – GPT Assets

The useful lives of all types of Stormwater Drainage & GPT assets were reviewed by Australis Pty Ltd and are shown in the following Table. The Weighted Average useful life of GPTs is 48.2 years.

Gross Pollutant Traps - Type	Useful Life (Years)
GPT	50
NSC Litter Basket	15
NSC Trash Rack	15

6.0 Managing the Risks

Councils present budget levels (as at 30 June 2024) are insufficient to continue to manage risks in the medium term (4 years).

The main risk consequences are:

- Stormwater Drainage Assets in a poor or very poor condition which may result in the Stormwater Drainage Asset failing. This may be due to significant defects, for example, major tree root intrusions, major blockages from other sources, undermining or washout of foundations to the line that has caused the line to block or collapse. This may lead to property damage and or seriously compromise to public safety and or life.
- Capacity of Stormwater Drainage Assets to cope with major flooding events.
- Gross Pollutant Trap Assets in a Poor or very Poor condition. This includes Gross Pollutant Trap Assets are not functioning and or have failed due to significant defects, for example, corrosion, structural failure, or capacity issues. This will lead to Environmental pollution, possible property damage or seriously compromise public safety or life.

Council will endeavour to manage these risks within available funding by:

- Prioritising higher risk works within the planned budget where possible
- Re-allocating budgets from other sources if required and where possible
- Seeking emergency funding if required and where possible
- Partial or full closure where necessary

The Risk Matrix used to prioritise capital works for Stormwater Drainage and GPT Assets are shown in the Tables below.

Table: Risk Matrix – Stormwater Drainage – Pits & Pipes

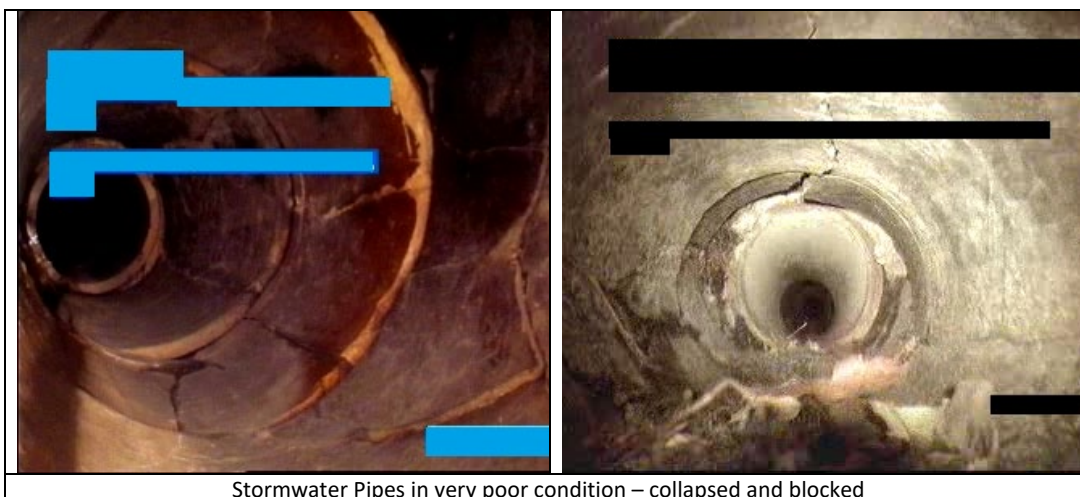
Risk Matrix - Stormwater Drainage – Pits & Pipes					
Condition	In Private Property	No	No	No	Yes
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Park Hierarchy	Local	District	Regional	
	Pipe Size	0-375	>375-600	>600-900	>900
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 – Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

Table: Risk Matrix – GPTs

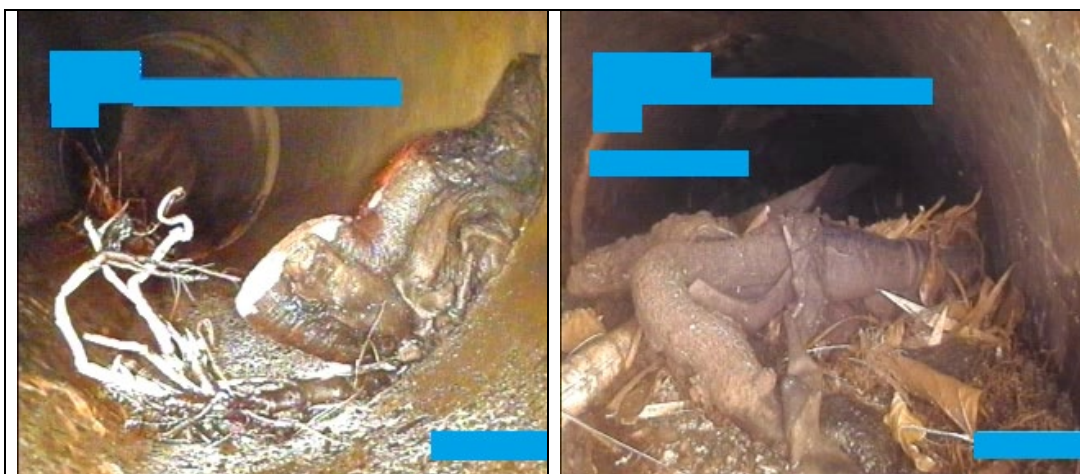
Risk Matrix - GPTs					
Condition	Catchment Size (Ha)	0-15	15-30	30-45	>45
	Road Hierarchy	Lane	Local	Collector	Regional / State
	Park Hierarchy	Local	District	Regional	
	Score	1	2	3	4
Condition 1 – Very Good	1	L	L	L	L
Condition 2 – Good	2	L	L	L	M
Condition 3 – Fair	3	M	M	M	H
Condition 4 – Poor	4	H	H	H	VH
Condition 5 – Very Poor	5	H	VH	VH	VH

6.1 Examples of Stormwater Drainage and GPT risks in the North Sydney LGA.

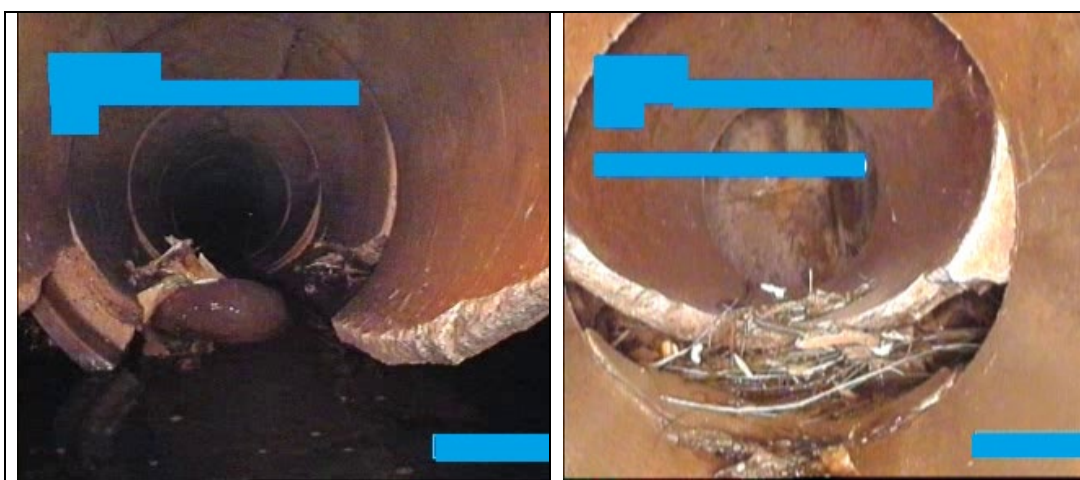




Stormwater Pipes in very poor condition – collapsed and blocked



Stormwater Pipes in very poor condition – Tree root infiltrations and blocked



Stormwater Pipes in very poor condition – collapsed



Lids are too heavy - The wood is starting to chip; they should be replaced. Lifting points rusted or broken off



Sediment and trash build up in front of the weir and in pits generally – low capacity.



Difficult access to a lot of GPTs for maintenance



Corrosion and structural damage to GPT manhole covers



The floatables flap was jammed open due to a broken hinge and pollution trapped in it stopping it closing.

7.0 Funding Programs

7.1 Maintenance Program

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. trip hazard repair. Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

The current maintenance expenditure levels are considered to be adequate to meet projected service levels.

Over the longer term, future operations and maintenance expenditure is forecast to increase as the asset stock increases and asset type changes to meet the requirements of the Public Domain Style Manual.

7.2 Capital Works – Prioritised list based on risk

The list of prioritised capital works for this asset category are based on the Risk Matrix. The extent of the program depends on the final adopted Council budget. The Program is prioritised in the following order:

1. Risk sorting score (descending order)
2. Risk rating score (descending order)
3. % Condition 5 (descending order)
4. % Condition 4 (descending order)

The following Table shows the prioritised list of capital works. Only projects with a Very High-Risk Sorting Score are shown. The Capital Works Program is based on data collected by consultants engaged to undertake condition assessments of the asset network. Prior to any Capital Works Program being finalised a detailed inspection, project scoping, and project estimate is undertaken. Program priorities may change as a result. In practice, and where funds permit, assets in condition 3 are generally replaced at the same time as assets in condition 4 or 5 if they are adjacent if there are potential risks and if it is cost effective.

It should be noted that these assets may also be replaced based on other criteria including:

- Damage.
- Restorations.
- Works in association with other projects such as Streetscape and Public Domain Upgrades
- Building Developments (DA Conditions)
- Professional judgement in cases where the risk matrix score does not accurately reflect the actual risk on site.

7.3 Capital Works Program – Prioritised list based on risk – Stormwater Drainage Pits & Pipes

Table: Prioritised Capital Works - Stormwater Drainage Pits & Pipes

Location	Risk Rating	Risk Rating Score	Cost Estimate
1 Balls Head Road Waverton	Very High	20	\$74,646
1 Clark Road North Sydney	Very High	20	\$28,780
1 Gundimaine Avenue Kurraba Point	Very High	20	\$66,163
106 Parraween Street Cremorne	Very High	20	\$75,284
1-11 Bridge End Wollstonecraft	Very High	20	\$140,886
1-5 Russell Street Wollstonecraft	Very High	20	\$259,482
163 Alexander Street Crows Nest	Very High	20	\$71,879
164 Willoughby Road Crows Nest	Very High	20	\$17,032
2 Ernest Place Crows Nest	Very High	20	\$46,337
200 Miller Street North Sydney	Very High	20	\$104,035
21 Churchill Crescent Cammeray	Very High	20	\$111,521
21 Wonga Road Cremorne	Very High	20	\$11,919
23a Bay View Street Lavender Bay	Very High	20	\$15,092
24 Tryon Avenue Wollstonecraft	Very High	20	\$31,405
25 Shellcove Road Kurraba Point	Very High	20	\$18,000
29a Shellcove Road Kurraba Point	Very High	20	\$59,371
3 Bertha Road Cremorne	Very High	20	\$45,698
3 Powell Street Neutral Bay	Very High	20	\$219,448
39 Young Street Cremorne	Very High	20	\$84,907
43 Young Street Cremorne	Very High	20	\$214,401
54 McLaren Street NORTH SYDNEY	Very High	20	\$35,296
550 Miller Street Cammeray	Very High	20	\$14,648
6 Powell Street Neutral Bay	Very High	20	\$127,235
63 Willoughby Road Crows Nest	Very High	20	\$18,163
68a Kareela Road Cremorne Point	Very High	20	\$16,154
6a Glen Street Milsons Point	Very High	20	\$41,921
7 The Boulevarde Cammeray	Very High	20	\$118,193
8 Cowdroy Avenue Cammeray	Very High	20	\$175,391
8 Hayes Street Neutral Bay	Very High	20	\$145,168
81 Gerard Lane Cremorne	Very High	20	\$36,635
86 Kurraba Road Neutral Bay	Very High	20	\$24,534
9 Cowdroy Avenue Cammeray	Very High	20	\$50,091
96b Macpherson Street Cremorne	Very High	20	\$30,469
Badangi Reserve	Very High	20	\$333,907
Brennan Park	Very High	20	\$216,955
Cammeray Park	Very High	20	\$141,282
Forsyth Park	Very High	20	\$300,000
Lower Spofforth Walk (Includes Hunts Lookout)	Very High	20	\$62,461

Location	Risk Rating	Risk Rating Score	Cost Estimate
Primrose Park	Very High	20	\$1,000,000
St Leonards Park	Very High	20	\$792,633
Ted Mack Civic Park	Very High	20	\$126,659
Tunks Park	Very High	20	\$1,000,000
PSID 166 Clark Rd, North Sydney	Very High	20	\$27,071
PSID 375 Miller St, North Sydney	Very High	20	\$100,000
PSID 708 James Pl, North Sydney	Very High	20	\$31,754
PSID 18 Alexander St, Crows Nest	Very High	20	\$35,376
PSID 36 Atchison St, Crows Nest	Very High	20	\$45,875
PSID 696 Hospital La, Crows Nest	Very High	20	\$53,830
PSID 160 Christie St, St. Leonards	Very High	20	\$27,572
PSID 158 Chandos St (Westbound), St. Leonards	Very High	20	\$251,022
PSID 1004 Creek Lane, Cammeray	Very High	20	\$500,000
PSID 377 Miller St, North Sydney	Very High	20	\$163,943
PSID 321 Kurraba Rd, Neutral Bay	Very High	20	\$309,854
PSID 271 Hayes St, Neutral Bay	Very High	20	\$536,120
PSID 604 Wycombe Rd, Neutral Bay	Very High	20	\$34,472
PSID 372 Miller St, North Sydney	Very High	20	\$107,996
PSID 373 Miller St, North Sydney	Very High	20	\$173,090
PSID 474 River Rd, Wollstonecraft	Very High	20	\$219,202
PSID 416 Newlands La, Wollstonecraft	Very High	20	\$316,424
PSID 415 Newlands La, Wollstonecraft	Very High	20	\$584,059
PSID 54 Bannerman St, Cremorne	Very High	20	\$98,493
PSID 764 Powell St, Neutral Bay	Very High	20	\$238,345
PSID 265 Harriette St, Neutral Bay	Very High	20	\$16,984
PSID 177 Cowdroy Ave, Cammeray	Very High	20	\$5,389
PSID 972 Railway Ave, Lavender Bay	Very High	20	\$73,104
PSID 458 Rangers Rd, Cremorne	Very High	20	\$265,411
PSID 832 Spofforth St (Northbound), Cremorne	Very High	20	\$227,308
PSID 833 Spofforth St (Northbound), Cremorne	Very High	20	\$185,018
PSID 244 Gerard St, Cremorne	Very High	20	\$127,648
PSID 66 Belgrave St, Cremorne	Very High	20	\$78,724
PSID 245 Gerard St, Cremorne	Very High	20	\$29,698
PSID 867 Gerard St, Cremorne	Very High	20	\$87,242
PSID 347 Macpherson St (Northbound), Cremorne	Very High	20	\$24,180
PSID 39 Aubin St, Neutral Bay	Very High	16	\$72,287
PSID 273 Hazelbank Rd, Wollstonecraft	Very High	16	\$364,956
1 Olympic Drive Milsons Point	Very High	16	\$60,962
122 Kurraba Road Kurraba Point	Very High	16	\$109,818
168 Walker Street North Sydney	Very High	16	\$73,339
2 Hayes Street Neutral Bay	Very High	16	\$248,254
25 Reynolds Street Cremorne	Very High	16	\$58,651

Location	Risk Rating	Risk Rating Score	Cost Estimate
4 Grasmere Road Cremorne	Very High	16	\$219,881
40 Brightmore Street Cremorne	Very High	16	\$36,636
42a Milray Avenue Wollstonecraft	Very High	16	\$251,020
9 Sutherland Street Cremorne	Very High	16	\$24,783
Phillips Street Playground	Very High	16	\$101,198
PSID 165 Clark Rd, North Sydney	Very High	16	\$20,584
PSID 586 Willoughby Rd, Crows Nest	Very High	16	\$65,482
PSID 152 Chandos La, Crows Nest	Very High	16	\$19,781
PSID 376 Miller St, North Sydney	Very High	16	\$13,235
PSID 374 Miller St, North Sydney	Very High	16	\$5,324
PSID 969 Gas Works Rd, Wollstonecraft	Very High	16	\$283,182
PSID 1011 Spofforth St (Northbound), Cremorne	Very High	16	\$41,803
PSID 68 Gerard St, Cremorne	Very High	16	\$72,656
PSID 221 Ernest St, Cremorne	Very High	16	\$9,670
Anderson Street Neutral Bay	Very High	15	\$42,657
Balls Head Reserve	Very High	15	\$98,921
Berry Island Reserve	Very High	15	\$67,814
Blues Point Reserve	Very High	15	\$14,111
Bradfield Park	Very High	15	\$82,252
Cremorne Reserve	Very High	15	\$362,188
Green Park	Very High	15	\$96,151
Hamilton Reserve	Very High	15	\$17,782
Lodge Road Playground	Very High	15	\$116,985
Pine Street/Arkland Street Reserve	Very High	15	\$15,194
Smoothey Park	Very High	15	\$116,336
Suspension Bridge Reserve	Very High	15	\$25,097
Wyagdon Street Reserve	Very High	15	\$24,776
PSID 92 Bent St, Neutral Bay	Very High	15	\$172,494
PSID 401 Montpelier St, Neutral Bay	Very High	15	\$87,182
PSID 618 Alfred St North (Northbound), Neutral Bay	Very High	15	\$249,464
PSID 359 McLaren St, North Sydney	Very High	15	\$260,768
PSID 83 Ben Boyd Rd, Neutral Bay	Very High	15	\$30,000
PSID 358 McLaren St, North Sydney	Very High	15	\$6,510
PSID 93 Bent St, Neutral Bay	Very High	15	\$189,525
PSID 619 Alfred St North (Northbound), Neutral Bay	Very High	15	\$172,742
PSID 584 Willoughby Rd, Crows Nest	Very High	15	\$113,521
PSID 976 Chandos St (Westbound), St. Leonards	Very High	15	\$10,410
PSID 249 Grafton St, Cremorne	Very High	15	\$7,462
PSID 435 Park Ave, Cammeray	Very High	15	\$197,431
PSID 434 Park Ave, Cammeray	Very High	15	\$46,003
PSID 133 Cammeray Rd, Cammeray	Very High	15	\$85,661

Location	Risk Rating	Risk Rating Score	Cost Estimate
PSID 563 West St, North Sydney	Very High	15	\$24,124
PSID 134 Cammeray Rd, Cammeray	Very High	15	\$96,122
PSID 541 View St, Cremorne	Very High	15	\$299,357
PSID 195 Earle St, Cremorne	Very High	15	\$83,506
PSID 148 Carter St, Cammeray	Very High	15	\$52,823
PSID 140 Carlow St, North Sydney	Very High	15	\$117,167
PSID 24 Amherst St, Cammeray	Very High	15	\$2,000,000
PSID 70 Bellevue St, Cammeray	Very High	15	\$50,736
PSID 565 West St, Crows Nest	Very High	15	\$55,736
PSID 216 Ernest St, Crows Nest	Very High	15	\$21,761
PSID 564 West St, Crows Nest	Very High	15	\$18,097
PSID 15 Alexander St, Crows Nest	Very High	15	\$40,814
PSID 82 Ben Boyd Rd, Neutral Bay	Very High	15	\$47,518
PSID 752 Olympic Dr, Milsons Point	Very High	15	\$89,680
PSID 118 Broughton St, Kirribilli	Very High	15	\$224,538
PSID 487 Ryries Pde, Cremorne	Very High	15	\$140,883
PSID 822 Walker St, North Sydney	Very High	15	\$25,682
PSID 58 Bay Rd, North Sydney	Very High	15	\$10,880
PSID 417 Newlands St, Wollstonecraft	Very High	15	\$3,975
PSID 404 Morton St, Wollstonecraft	Very High	15	\$294,725
PSID 475 Rocklands La, Wollstonecraft	Very High	15	\$308,471
PSID 184 Crows Nest Rd, Waverton	Very High	15	\$18,495
PSID 405 Morton St, Wollstonecraft	Very High	15	\$11,945
PSID 477 Rocklands Rd, Wollstonecraft	Very High	15	\$80,698
PSID 97 Bertha Rd, Cremorne	Very High	15	\$209,053
PSID 490 Shellcove Rd, Neutral Bay	Very High	15	\$70,824
PSID 600 Wycombe Rd, Neutral Bay	Very High	15	\$208,597
PSID 260 Gundimaine Ave, Neutral Bay	Very High	15	\$143,304
PSID 792 Milson Rd, Cremorne Point	Very High	15	\$59,311
PSID 393 Milson Rd, Cremorne Point	Very High	15	\$115,957
PSID 989 Tunks Park Carpark, Cammeray	Very High	15	\$287,041
PSID 543 Walker St, Lavender Bay	Very High	15	\$15,700
PSID 333 Lavender St, Lavender Bay	Very High	15	\$78,386
PSID 534 Union St, McMahons Point	Very High	15	\$34,393
PSID 107 Blues Point Rd, McMahons Point	Very High	15	\$32,783
PSID 106 Blues Point Rd, McMahons Point	Very High	15	\$8,504
PSID 20 Alfred St South, Milsons Point	Very High	15	\$50,603
PSID 642 Burton St, Milsons Point	Very High	15	\$10,888
PSID 248 Glen St, Milsons Point	Very High	15	\$3,993
PSID 239 Florence St, Cremorne	Very High	15	\$46,964
PSID 457 Rangers Rd, Cremorne	Very High	15	\$314,220
PSID 409 Murdoch St, Cremorne	Very High	15	\$31,418

Location	Risk Rating	Risk Rating Score	Cost Estimate
PSID 253 Grasmere Rd, Cremorne	Very High	15	\$65,965
PSID 252 Grasmere La, Cremorne	Very High	15	\$696,857
PSID 800 Young St, Neutral Bay	Very High	15	\$244,247
PSID 803 Young St, Cremorne	Very High	15	\$8,949
PSID 557 Waters Rd, Neutral Bay	Very High	15	\$288,666
PSID 589 Winnie St, Cremorne	Very High	15	\$331,615
PSID 801 Young St, Cremorne	Very High	15	\$74,182
PSID 258 Grosvenor St, Neutral Bay	Very High	15	\$17,148
PSID 88 Benelong Rd, Cremorne	Very High	15	\$35,660
PSID 147 Carr St, Waverton	Very High	15	\$20,203
PSID 146 Carr St, Waverton	Very High	15	\$14,378
PSID 535 Union St, McMahon's Point	Very High	15	\$241,886
PSID 186 Crows Nest Rd, Waverton	Very High	15	\$80,917
PSID 60 Bay Rd, Waverton	Very High	15	\$338,738
PSID 46 Balls Head Dr, Waverton	Very High	15	\$21,576

7.4 Capital Works Program – Prioritised list based on risk – GPTs

Table: Prioritised Capital Works - GPTs

Location	Risk Rating	Risk Rating Score	Cost Estimate
Grafton St, Cammeray	Very High	20	\$962,384
Ryries Parade, North Cremorne	Very High	15	\$679,945
Lavender Bay, Milsons Point	High	10	\$679,945
Elamang Ave, Kirribilli	High	12	\$376,585
Waverton Park West, Waverton	High	8	\$962,384

7.5 Examples of completed Capital Works Projects – Stormwater Pits and Pipes



Pit and Pipe replacement at Bob Gordon Reserve, Lavender Bay.



Pit and Pipe replacement at Carabella Street. Kirribilli.





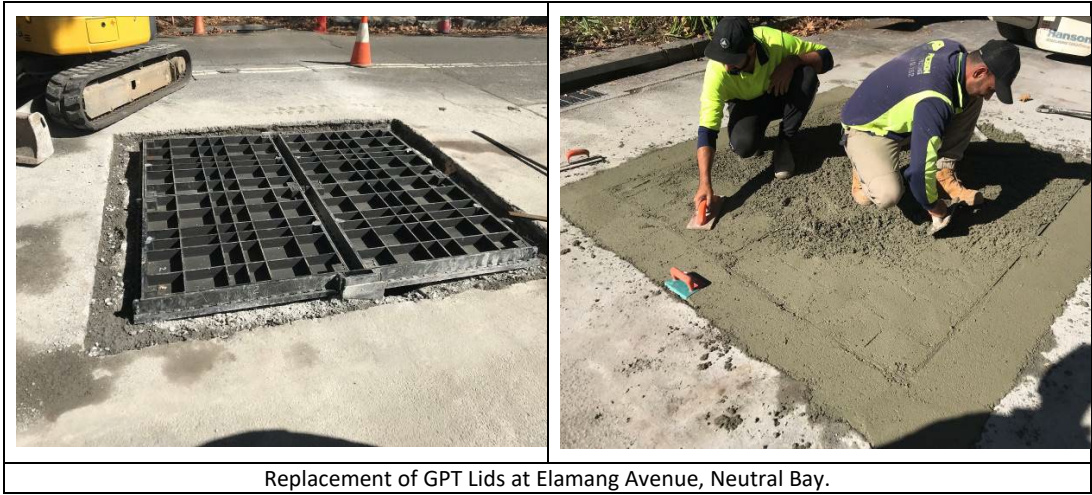
Pit and Pipe replacement at Milson Road, Cremorne Point.



Pit and Pipe replacement at Carlyle Lane, Wollstonecraft.

7.6 Examples of completed Capital Works Projects – GPTs





8.0 Monitoring and Improvement Program

A whole of organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans AMPs need to be based on accurate data and require detailed Valuations to be done on a periodic basis. Accurate Valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within AMPs.

Table: Improvement Plan

Asset	Last Comprehensive Valuation (Year)	Comprehensive Valuation to be performed
Roads Asset Class: Stormwater Drainage Pits and Pipes, GPTs	2020	Planned for 2025
Community Consultation to determine and adopt Level of Service		No later than 2029

9.0 References

- GPT Audit Report by Optimal Stormwater
- IPWEA, 2015 Practice Note 5 Stormwater Drainage, Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney,
- IPWEA, 2015, 2nd edition, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2015, 3rd edition, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney

10.0 Appendix A: Maintenance Management System - Drainage Pits and Kerb & Guttering

Inspection areas have been defined in accordance with the identified key factors of:

- Volume of pedestrian traffic, e.g. transport hubs; retail/commercial areas; schools and hospitals.
- Use by people over 50 years old.

Inspection frequencies are based on these areas as defined by the reference maps and the resources currently available to undertake the inspections.

Red – 2 times per year;

Blue – Annual;

Other – Once every 2 years;

The results of inspections will be downloaded into the MMDS database. There are 5 categories in which a defect may be placed. Not all categories may be applicable to every inspection area and/or type of asset:

Cat 5		Will be made safe no later than 2 working days after allocation of defect to work crew. Defect may then be re-categorised as Cat 4 or Cat 3.
Cat 4		Will be repaired no later than 10 working days after allocation of defect to work crew.
Cat 3		Will be placed on Zone Maintenance Program. This program operates on an 8 week cycle, however, depending on workload and reactive maintenance requests, Cat 3 defects may miss a cycle or more before repairs are able to be undertaken.
Cat 2		Deferred maintenance. Could also have aesthetic issues such as gum, stains, services mark-up, etc. May be addressed if close-by to Cat 4 or Cat 3 defect that is being repaired. Otherwise, will be re-inspected on next area inspection.
Cat 1		As new. Surface displaying no defects.

Intervention Matrix

KERB + GUTTER	RED	BLUE	OTHER
MISSING/DAMAGED/LOOSE	28	24	21
> 50mm/GRATE NOT BICYCLE SAFE	23	19	16
25mm – 50mm/GRATE BLOCKED	20	16	13
10mm – 25mm	18	14	11
AESTHETIC	12	8	5
AS NEW	10	6	3

Scoring example: 28 = High Use Area score 10 and Defect of Missing or Loose score 18

The focus of inspections will be the kerb section and unobstructed gutter sections. It is noted that the gutter section may be obstructed and not visible due to parked vehicles during inspection. Inspectors are not expected to get down on their hands and knees to look for defects. The kerb and guttering includes all drainage kerb inlets, convertor outlets, gutter grates or access pit lids in gutter. Driveway crossings shall be listed as **private** when selecting the owner of the asset.