



# Managing Local Government Assets

Unlocking Strategic Value in Public Infrastructure

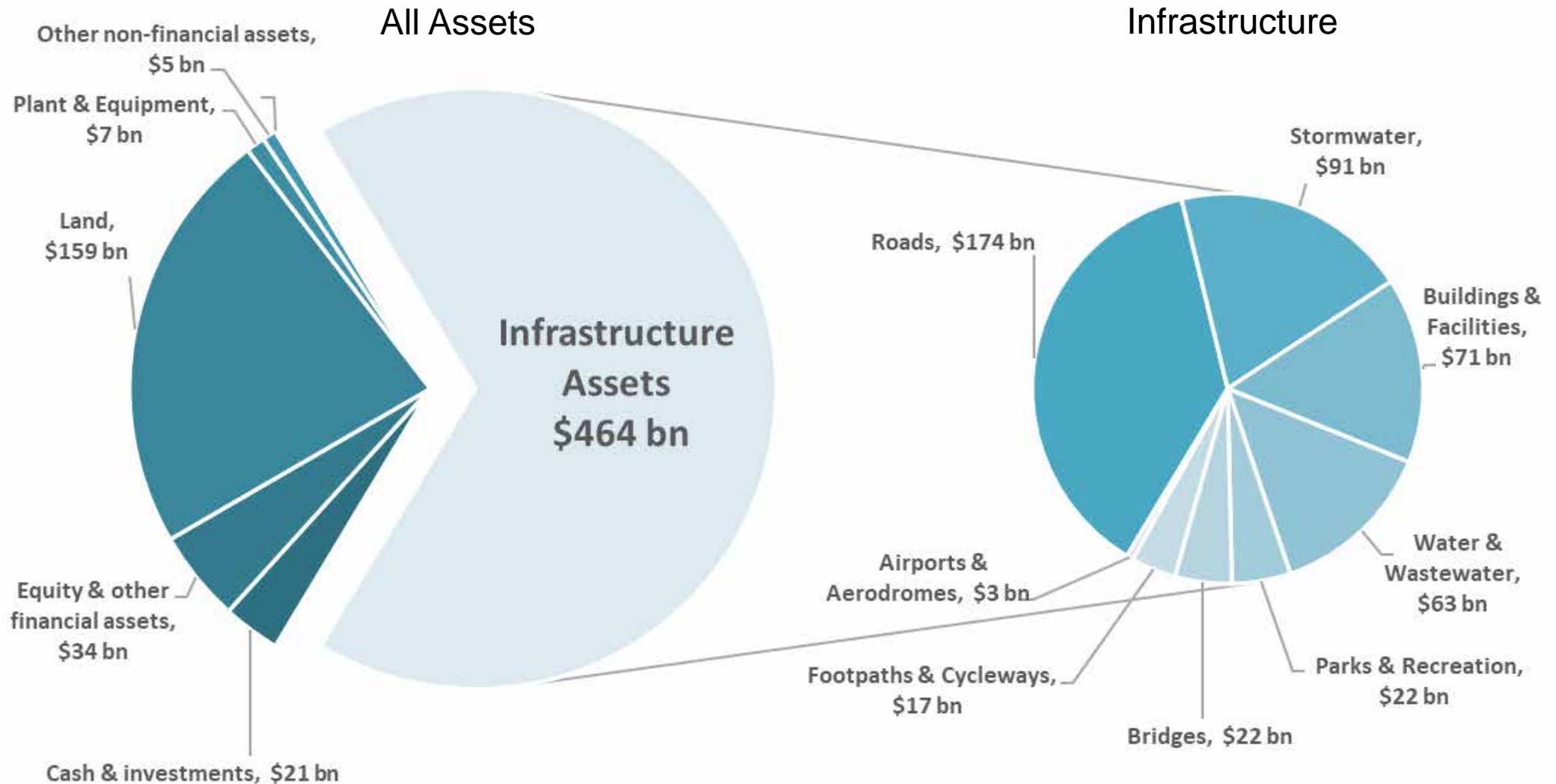
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2025 National Local Roads, Transport and Infrastructure Congress

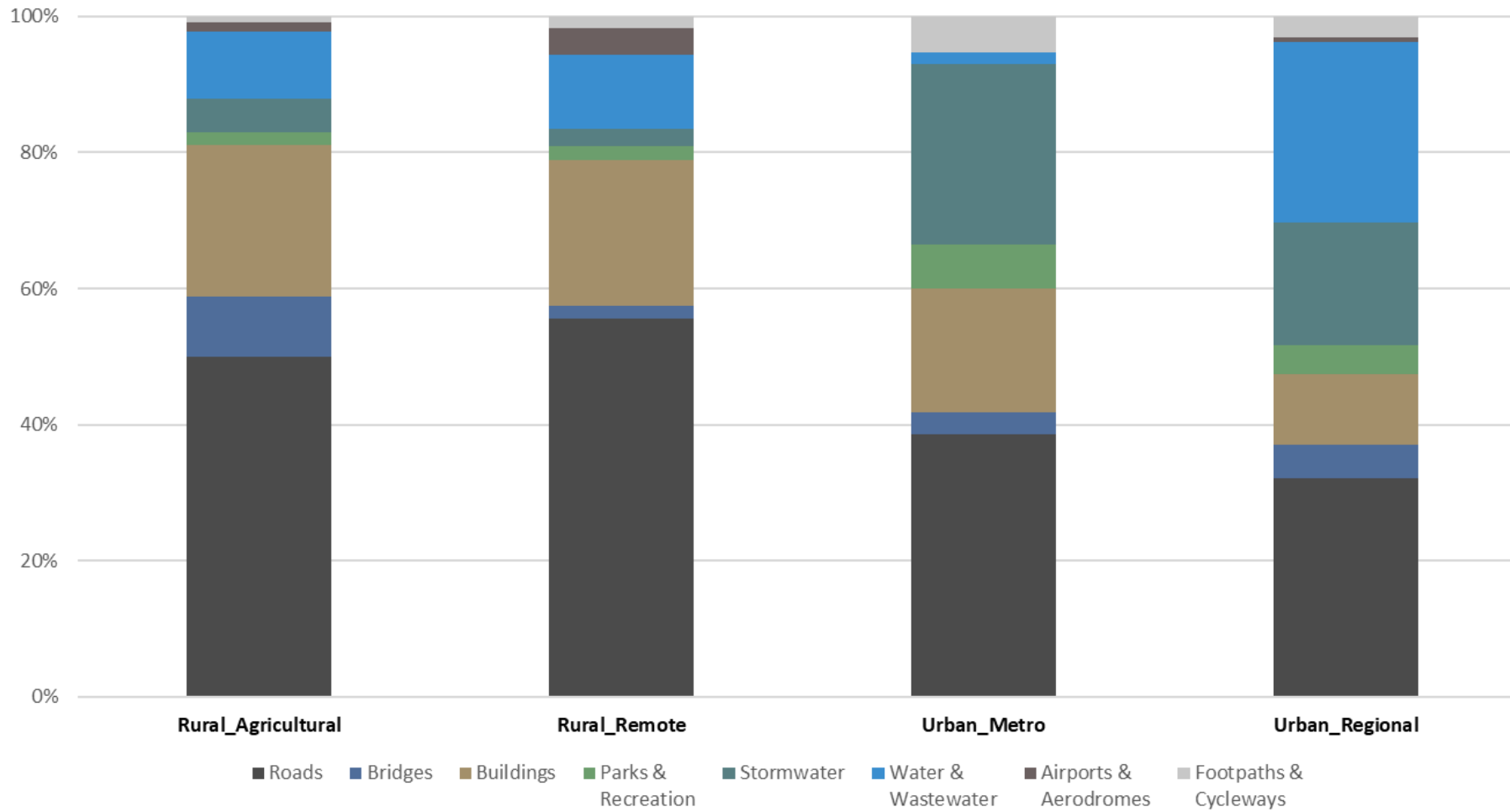
Steve Verity

Principal Advisor Asset Management | IPWEA

# Local Government Assets



# Who Has What Infrastructure

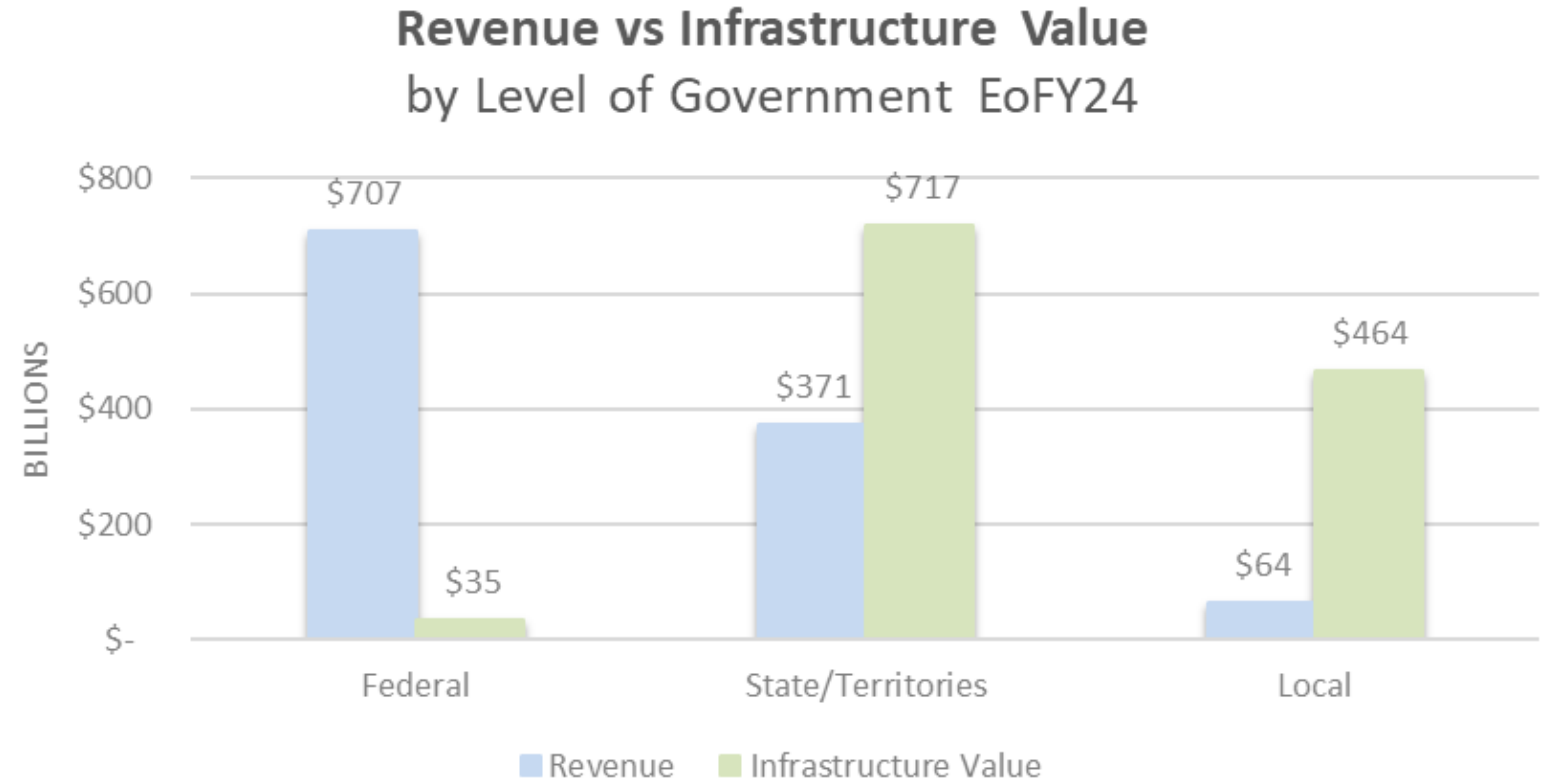


# Challenges We All Face



# Infrastructure Intensity of Local Government

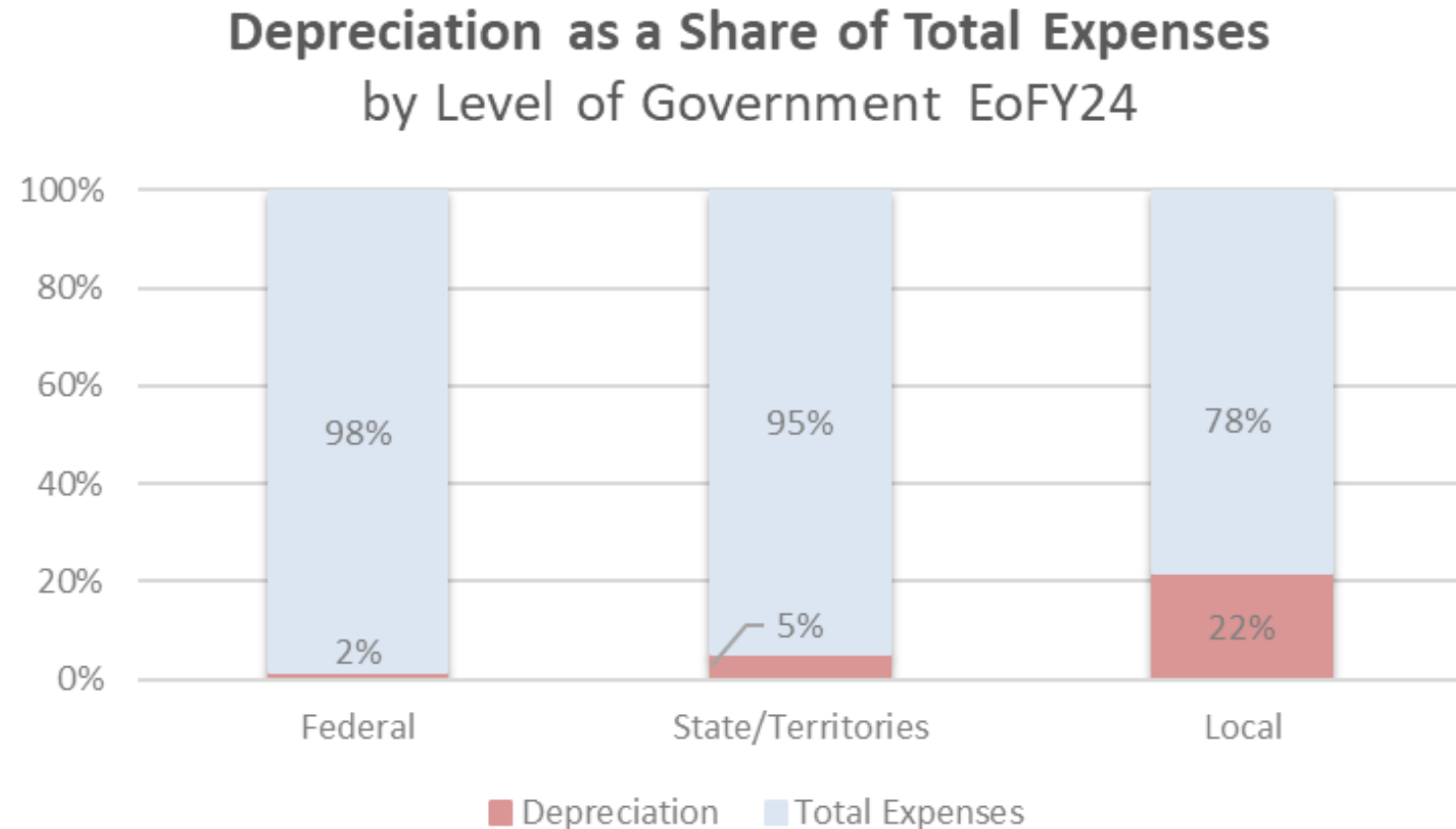
Local governments collectively hold infrastructure assets over seven times their annual revenue — the highest ratio of any level of government.



Source: ABS Cat. 5512, Table 000 [Accessed 3 November 2025]

# Depreciation in Context

Depreciation accounts for a much larger share of expenditure at the local level, reflecting councils' asset-intensive service delivery roles.



Source: ABS Cat. 5512, Table 000 [Accessed 3 November 2025]



# Depreciation is Not the Enemy

## Position Paper on Depreciation in the Australian Local Government Sector - November 2025

This Position Paper sets out IPWEA's view on how depreciation should be understood and applied within local government.

[VIEW PAPER](#)



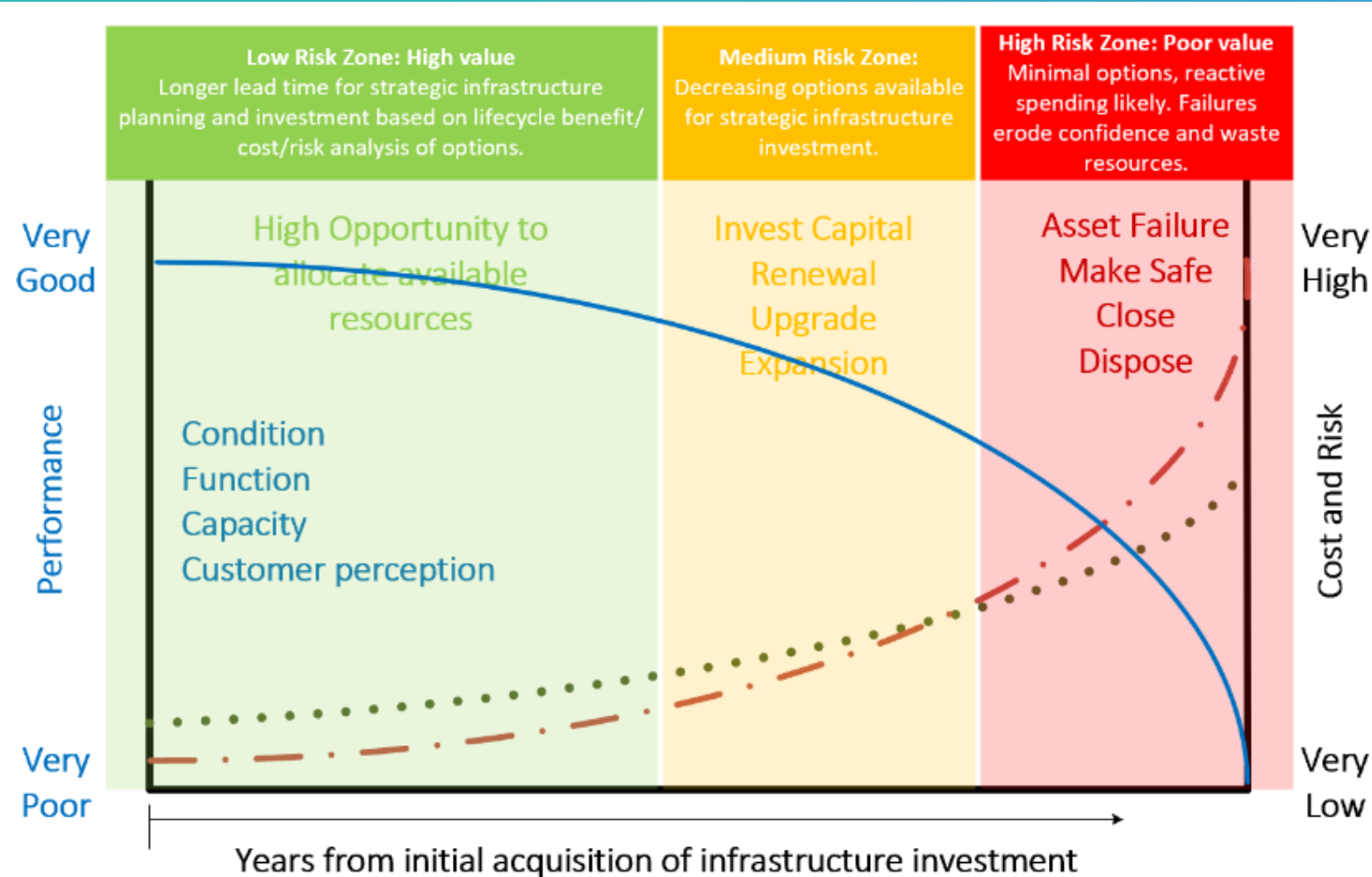
# Managing Assets vs Asset Management

If We're Mainly Managing Assets	If We Are Practising Asset Management
The community mainly sees <b>repairs when things break</b>	The community sees <b>services that are reliable and work as expected</b>
Decisions feel <b>short-term</b> – problems re-occur, budgets fluctuate	Decisions feel <b>planned and stable</b> , with fewer surprises
Money is spent <b>fixing issues reactively</b> , often at higher cost	Money is invested <b>at the right time</b> , reducing long-term cost to ratepayers
Works programs may feel <b>fragmented</b> (footpath here, road there)	Works programs feel <b>coordinated</b> , minimising disruption and waste
The focus is on <b>assets themselves</b> (roads, buildings, pipes)	The focus is on <b>services</b> those assets provide (safe travel, water quality, community spaces)
Community conversations are about <b>defects, failures, and complaints</b>	Community conversations are about <b>service levels, affordability, and future resilience</b>
Trust can be affected if failures are <b>visible or repeated</b>	Trust grows when infrastructure is <b>dependable and well-planned</b>



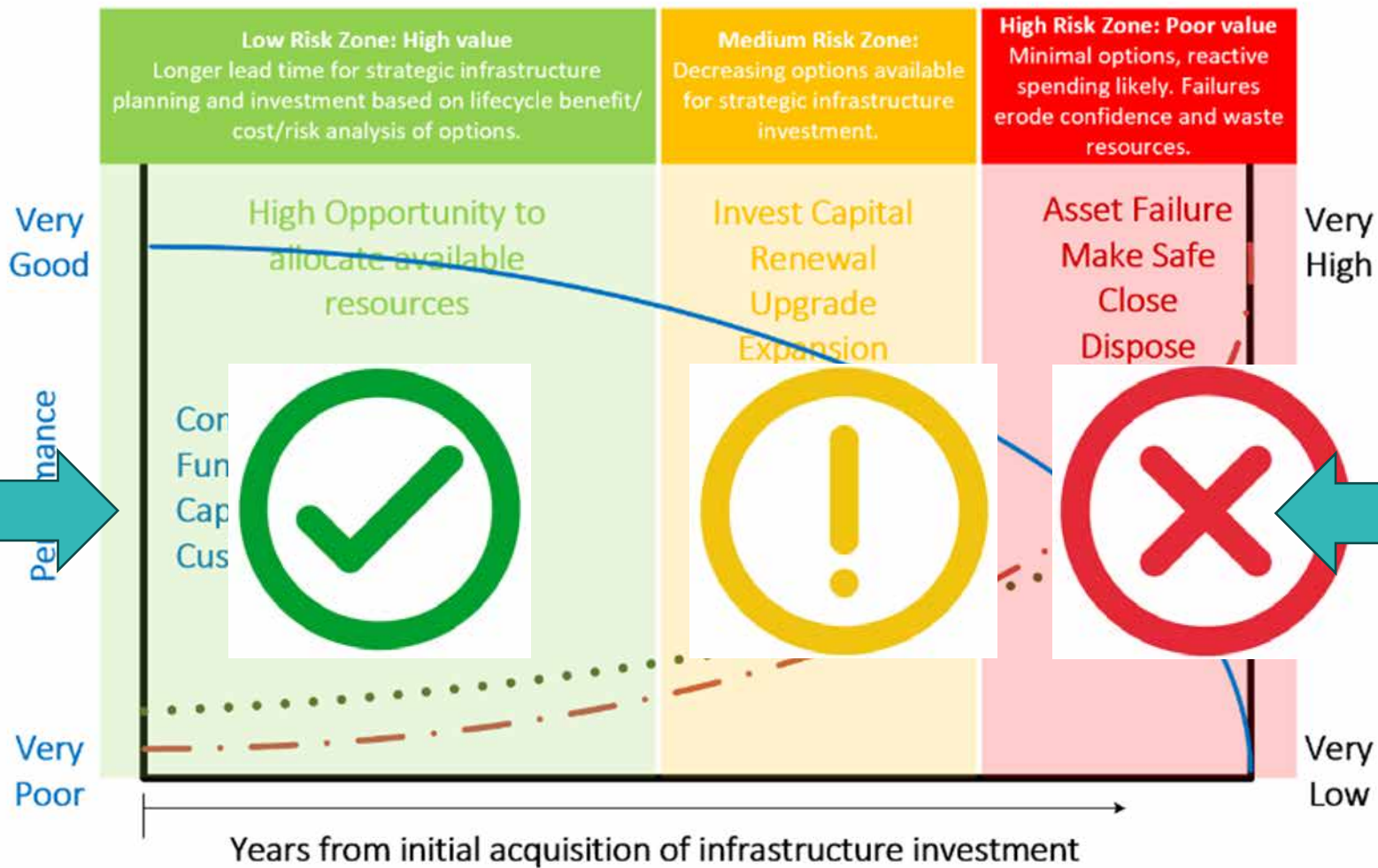
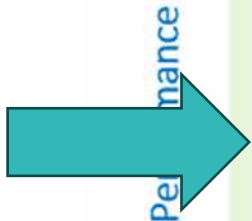


# Strategy and Lifecycle



# Where Are We Operating Now

We should be here!



... but are we here?

# National State of the Assets

- Led by ALGA, assesses and reports on the condition, function, and capacity of local government infrastructure nationally.
- Informs funding, policy, and strategic planning to improve community infrastructure outcomes.
- Uses council-supplied data to track performance across roads, buildings, parks, and more—no direct council-to-council comparisons.
- Supports transparent decision-making, accountability, and advocacy for local governments.
- Participation benefits: better infrastructure strategy, stronger case for funding, and resilient communities.



## HELP SHAPE AUSTRALIA'S NATIONAL STATE OF THE ASSETS REPORT

### WHAT IS THE NSoA REPORT?

The National State of the Assets (NSoA) Report is a major research initiative led by ALGA and IPWEA, providing credible, evidence-based data on the performance and funding needs of local government infrastructure across Australia.

### CHECK IN ON YOUR ASSETS

We're inviting all councils to log in to IPWEA's NSoA data portal and update your infrastructure and performance data. Your input ensures local government has the facts needed to advocate for sustainable funding and smarter infrastructure investment.

### HOW CAN YOU HELP?

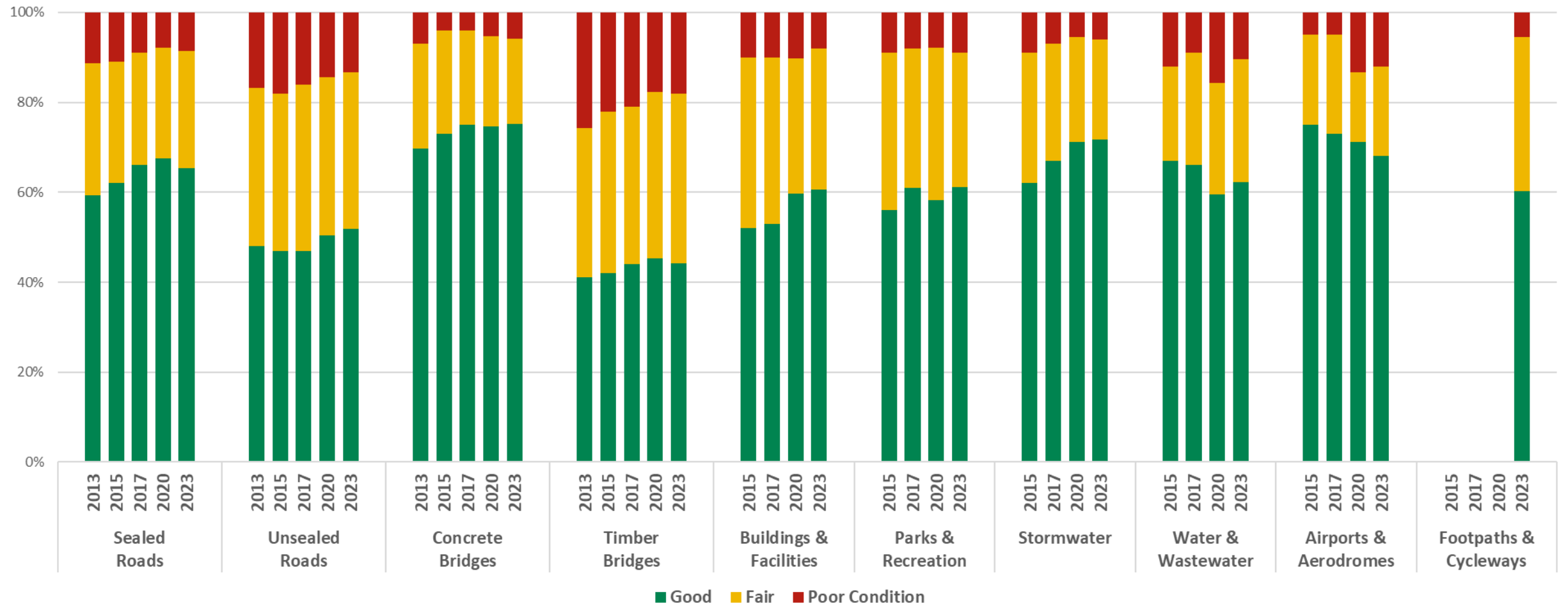
1. Scan the QR code to learn more
2. Login and update your data
3. Deadline: Friday 30 November, 2025



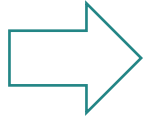
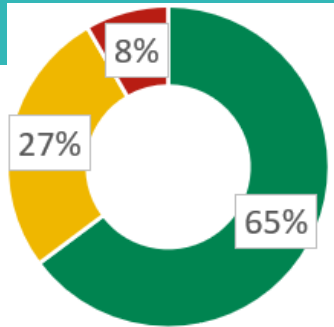
**FIND OUT MORE**



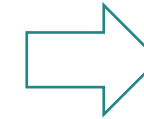
# National State of the Assets



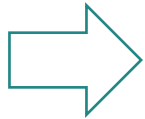
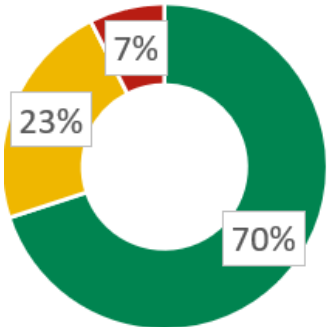
# National State of the Assets



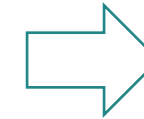
Poor condition = maintenance, renewal, or disposal



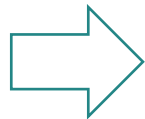
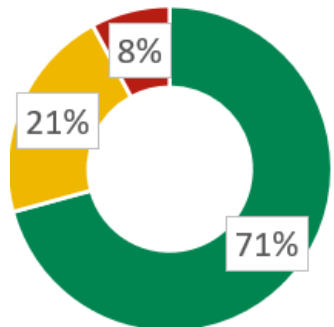
**\$55 bn**



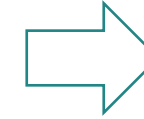
Poor function = upgrade to meet expectations and compliance



**\$50 bn**



Poor capacity = new assets to meet demand and growth



**\$52 bn**

■ Good ■ Fair ■ Poor

Source: ALGA, 2024 National State of the Assets Technical Report, p. 3 & 4



# Leading the Asset Management Journey

