

INNER WEST COUNCIL

LAND AND PROPERTY STRATEGY



CONTENTS

- 1** [1.0 Executive Summary](#)
- 2** [2.0 Background](#)
- 3** [3.0 The Land and Property Strategy](#)
- 11** [4.0 Summary of Properties, Risks, Issues, Needs](#)
- 22** [5.0 Implementation of the LAPS](#)
- 24** [6.0 Community and Stakeholder Engagement](#)
- 25** [Glossary](#)

VERSION TRACKING

DATE	REVISION
December 2018	Draft
August 2019	Final

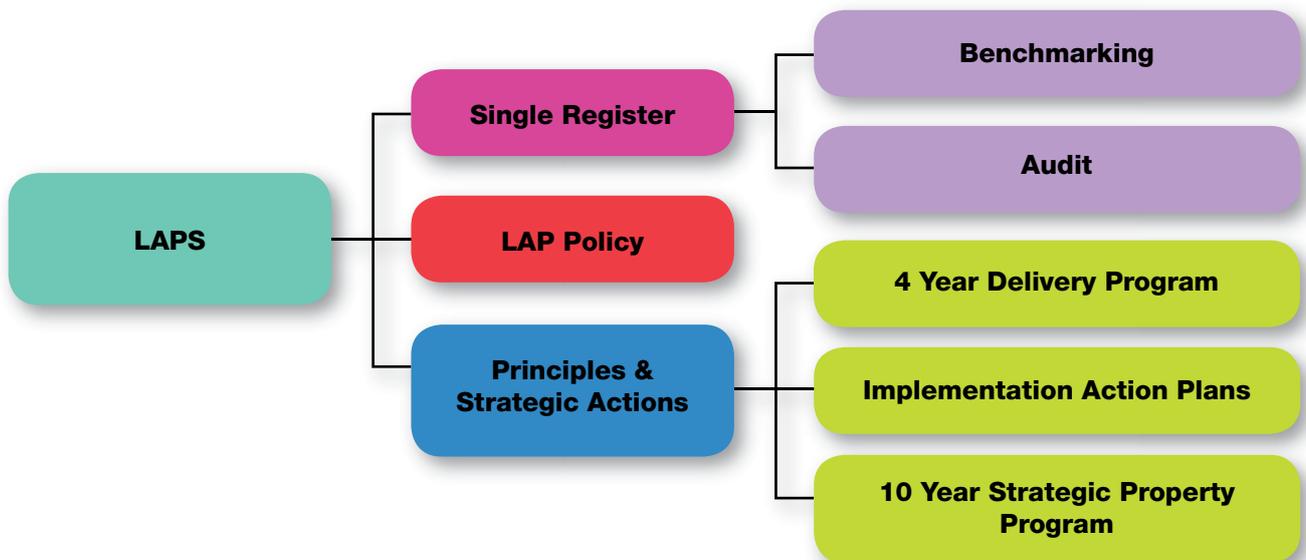
1.0 Executive Summary

The Inner West Council is the custodian of community assets comprising over 2 million square metres of land with a value of \$723M and 298 buildings with the value of \$316M. The land and property includes all Council-owned, managed and controlled lands and property. This includes land and property that is occupied by Council staff for corporate services eg. administration buildings and depots, Council-run community services such as childcare centres and aquatic centres and spaces that Council leases to others for both community and commercial use.

This strategy is developed to ensure the community's assets are being properly managed and protected for the long-term best interests of the community. The strategy will provide a framework to ensure equity, consistency, accountability and transparency in Council's property asset decision-making. It will provide a sound basis to achieve a sustainable property portfolio, generating positive community outcomes by developing and enhancing community capacity. It will also serve to guide future investment and resource allocation decisions associated with Council-owned and operated property assets to meet the diverse and evolving needs of the local community. It will ensure Council is able to undertake property asset management activities in accordance with its statutory obligations and best practice principles.

The Land & Property Strategy will be implemented with a long-term strategic focus. Informed decision-making will ensure that short-term decisions do not have an adverse impact on long-term goals. The community is encouraged to provide valuable information through the engagement processes. Council will work closely with community groups to build capacity to deliver on the relevant strategic actions.

This strategy will be reviewed annually.

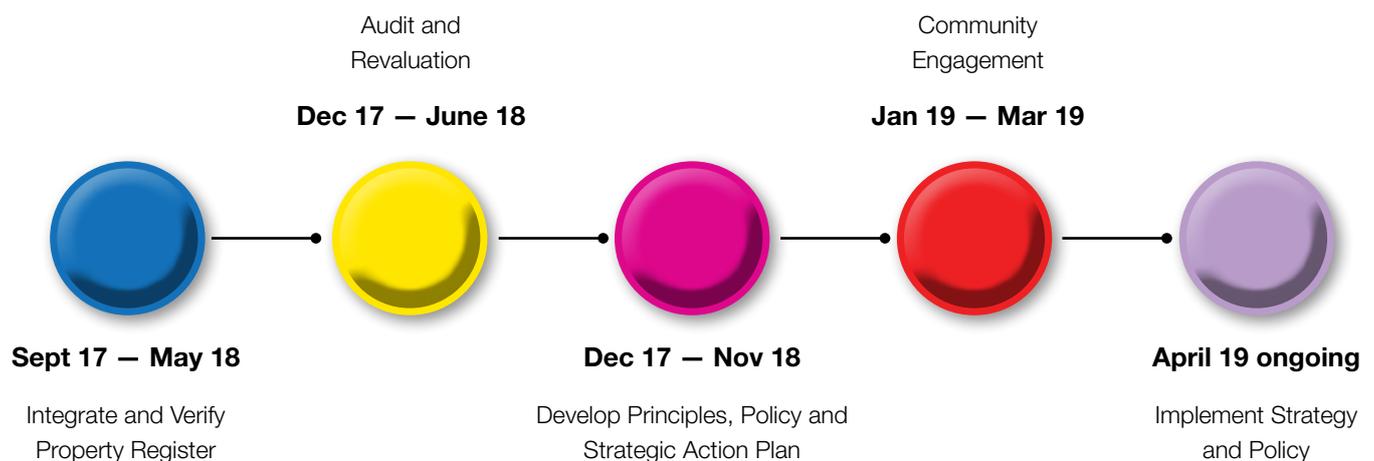


2.0 Background

The Inner West Council is the custodian of community assets comprising over 2 million square metres of land with a value of \$723M and 298 buildings with the value of \$316M. The land and property includes all Council-owned, managed and controlled lands and property. This includes land and property that is occupied by Council staff for corporate services eg. administration buildings and depots, Council-run community services such as childcare centres and aquatic centres and spaces that Council leases to others for both community and commercial use.

The scope of the project includes an audit of what Council owns, the condition and the current use. The Land and Property Strategy lays out four principles with strategic actions; Land and Property Policy, Strategic Action Plans, a 4-year Delivery Program and a 10-year Strategic Property Program.

This project was identified as a corporate priority to understand what Council owns, the condition and the use of the assets, to identify Principles, Strategic Actions, Policy and implementation. The initial focus has been on integrating and verifying the Land and property register and undertaking a comprehensive audit and revaluation. The project commenced in September 2017 with the timeline below. Some of the strategic actions have commenced implementation in order to better understand the property that Council owns to enable an improved strategic direction for this Land & Property Strategy.



3.0 The Land and Property Strategy

Objectives

This Strategy will provide a strategic framework to manage land & property assets to deliver the following:

- Generate savings and increased revenue.
- Identify inconsistencies, deliver efficiencies and support data driven decision-making.
- Improve governance and processes, ensuring compliance with Council's statutory obligations.
- Align with Council's long-term financial plan.
- Identify the true cost of services to Council and ratepayers.
- Create a fair and transparent approach for use of Council's properties.
- Align with Community Strategic Plan (CSP) and all Council Strategic Plans.

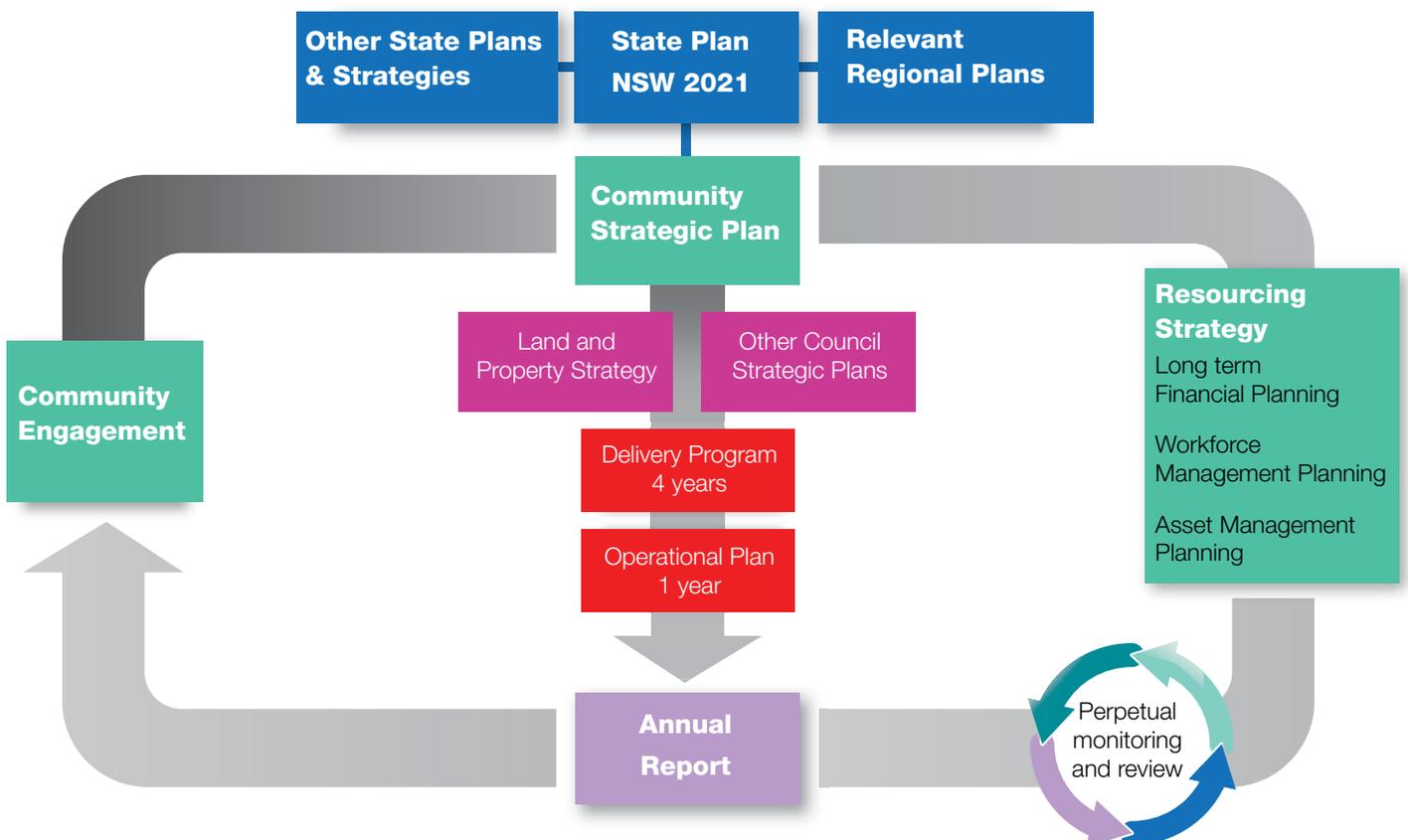
Context

Integrated Planning & Reporting

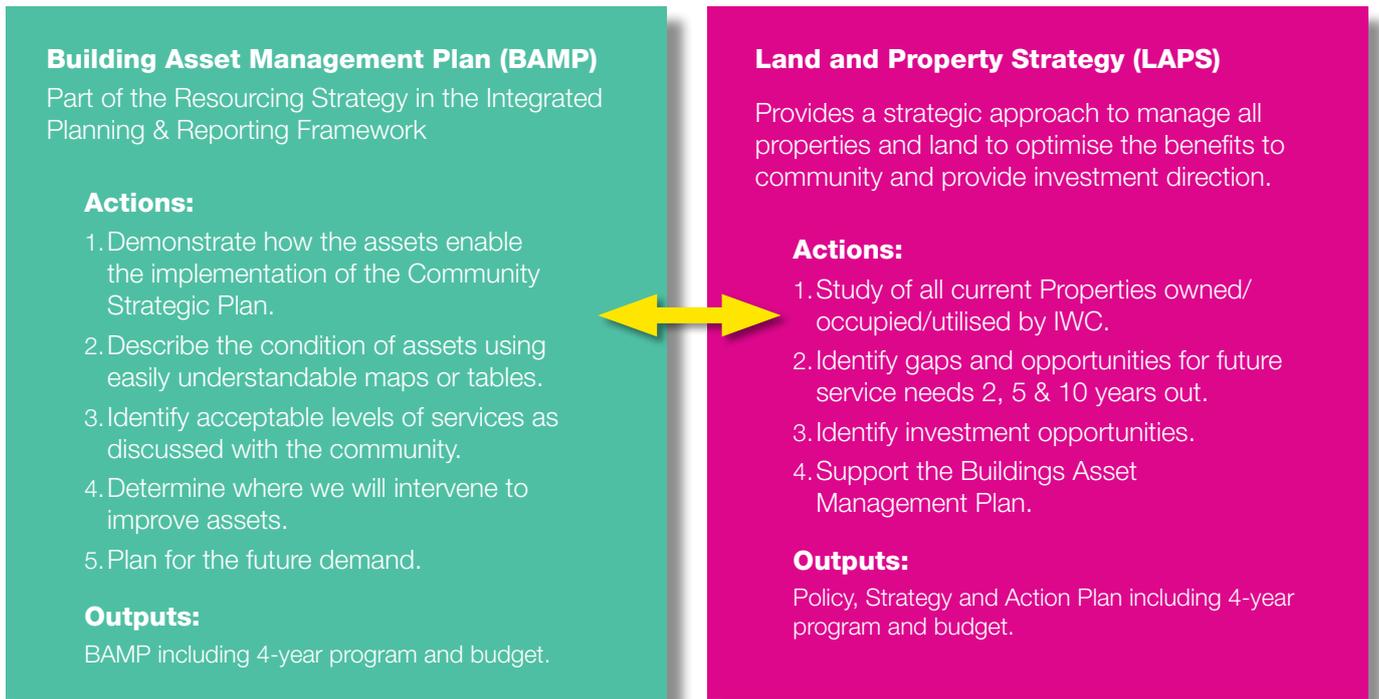
This Land & Property Strategy forms part of the integrated planning and reporting framework providing strategic direction and implementing the Community Strategic Plan. The Community Strategic Plan guiding principle is to work together in a way that is creative, caring and just. The Land & Property Strategy supports all 5 Strategic directions :

1. An ecologically sustainable Inner West
2. Unique liveable, networked neighbourhoods
3. Creative communities and a strong economy
4. Caring, happy, healthy communities
5. Progressive local leadership

Results from the 2016 Community satisfaction survey included an expectation that Inner West Council will responsibly apply good governance by demonstrating professional and transparent decision-making, good communication and engagement, strong financial management and transparent and efficient service delivery.



LAPS Relationship to BAMP

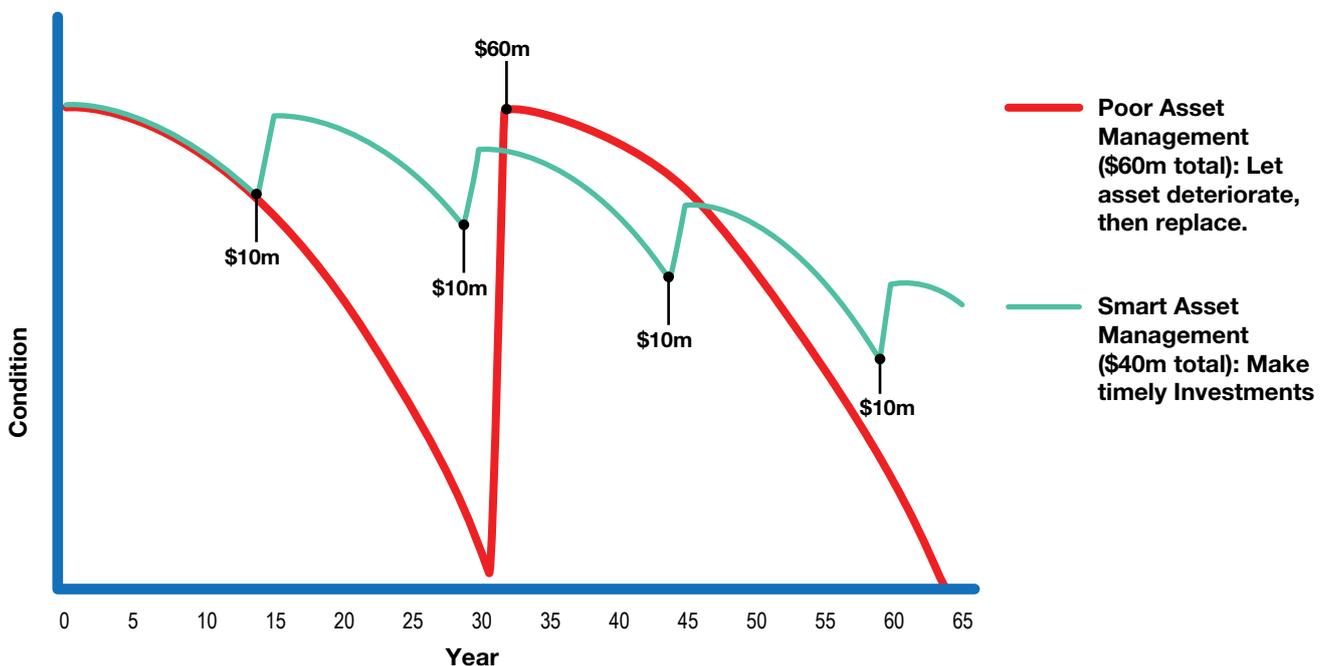


Why do Strategic Asset Management?

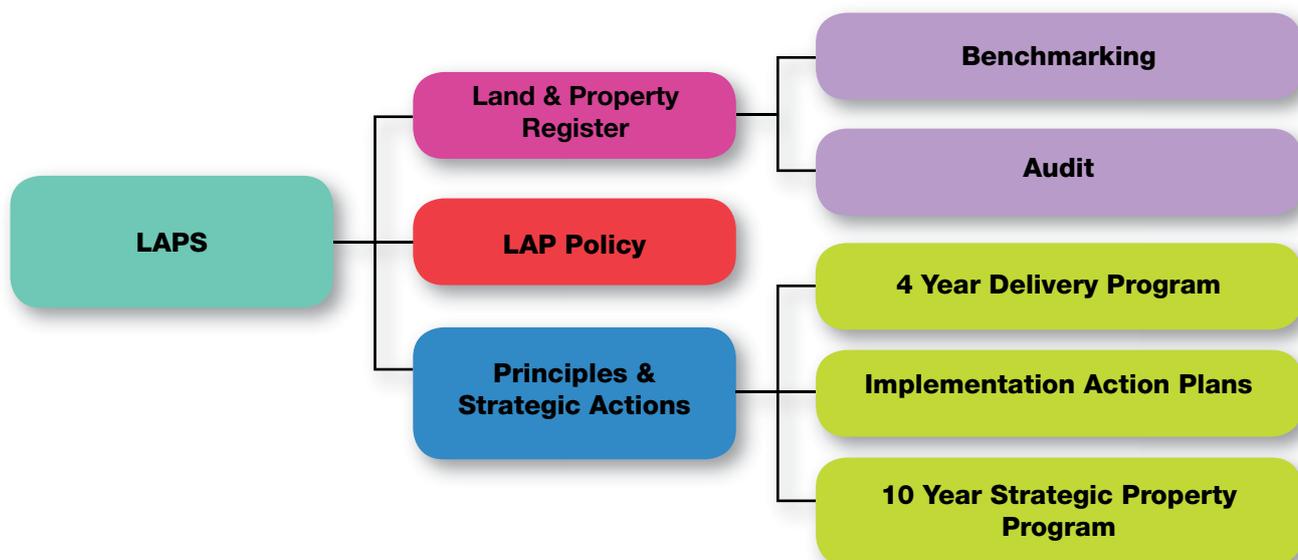
- Strategic asset management can extend the lifecycle of an asset
- Every building reaches a point where it is no longer 'fit for purpose'
- We need to plan for a building's 'end of life'
- Preserve Council's Heritage and Iconic Buildings

Why do Strategic Property Management

- As buildings age the quality and condition of the building deteriorates and Council's AMP must address impact
- The LTFP Operating and maintenance expenses increase year on year
- Enables Council to prepare for repurpose well before property becomes vacant or unusable



LAPS Framework



Policy

PURPOSE

Inner West Council owns community and operational land, including public roads in the Inner West Council Local Government Area and manages Crown Land as Trustee. Council has the responsibility to maintain its land and building asset portfolio in the best interests of the local community and stakeholders. Council's portfolio includes community and sporting facilities, parks, Crown Reserves and commercial property. The full Policy is included in Attachment 1.

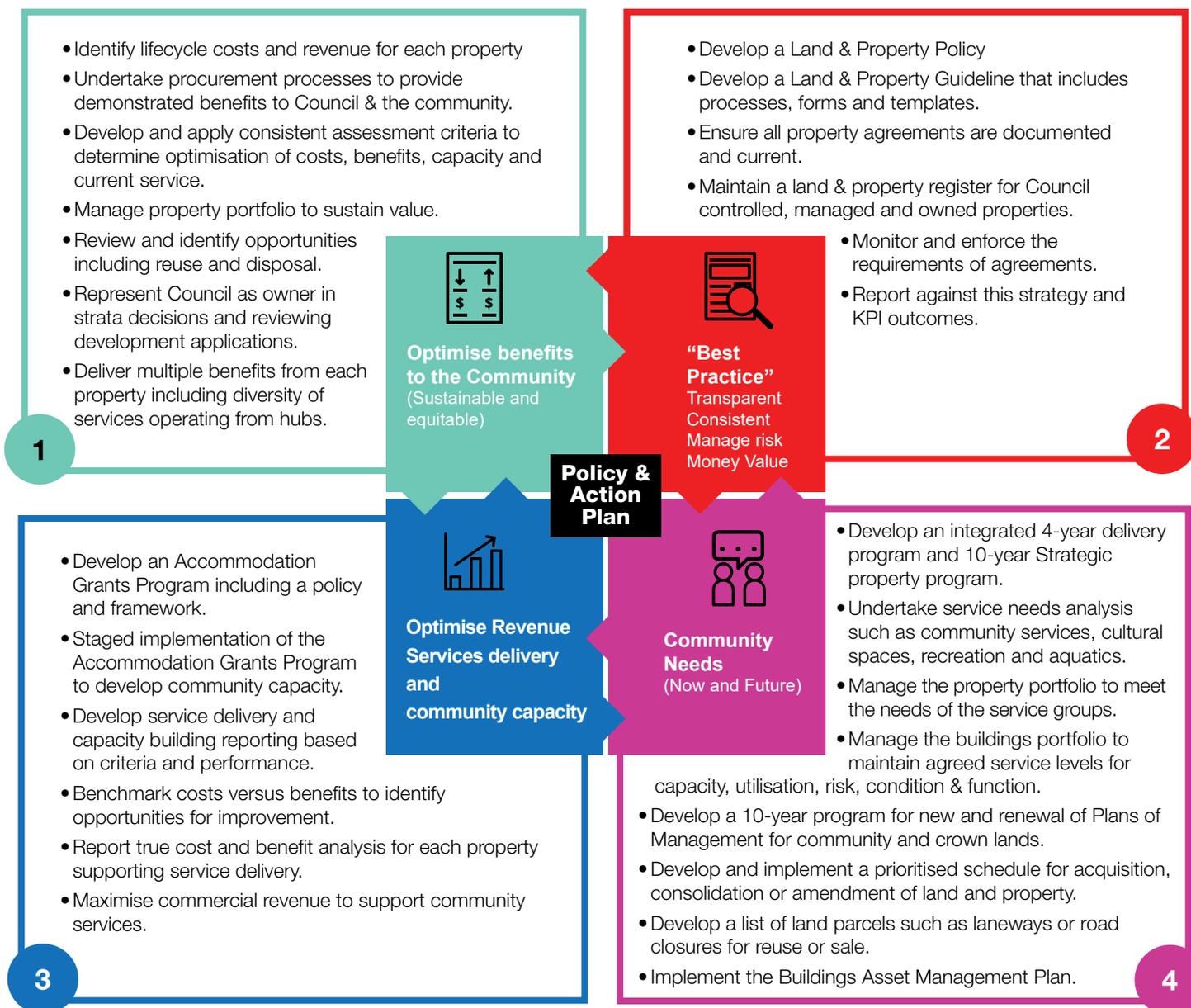
OBJECTIVE

This policy objective is to demonstrate a sustainable, equitable, transparent, risk management approach to property and land management. All Council-owned and controlled Land & Property Management will:

- be consistent with Council's economic, social and environmental objectives, as set out in the Community Strategic Plan and supporting documents,
- be undertaken in compliance with legislative and other obligations,
- occur only after consultation with all affected stakeholders and relevant sections of the community taking into account all relevant comments and representations,
- be undertaken with the intention of securing an optimum mix of financial and other benefits for the community,
- be managed through a fair and open process and include regular market testing, be in accordance with ICAC guidelines (Managing Risks in Direct Negotiations),
- be open to public scrutiny while maintaining appropriate levels of commercial confidentiality, and
- be conducted in accordance with Council's procedures covering Business Ethics and the Model Code of Conduct.

LAPS Principles

The principles guide how land and property is managed to deliver the Community Strategic Plan. The strategic actions are staged with short, medium and long-term goals that provide a pathway in connection with the Integrated Planning and Reporting Framework.



Council and its property users:

Principles:

1. Optimise benefits to the community, are sustainable and equitable;
2. Demonstrate industry ‘Best Practice’, be transparent, consistent, manage risk and demonstrate best value for money;
3. Meet the needs of our Community now and in the future;
4. Optimise Council revenue to support services delivery and community capacity.

Principle 1: Optimise benefits to the community, are sustainable and equitable

Council has responsibilities to deliver on a range of programs as described in the Community Strategic Plan. The Land & Property assets that Council own or manage support the service delivery now and in the future. The collection of data, process mapping, regular reviews, clear guidelines enable transparent, consistent and fair decision-making.

Actions

- 1.1 Identify lifecycle costs and revenue for each property
- 1.2 Develop and apply consistent assessment criteria to determine optimisation of costs, benefits, capacity and current service.
- 1.3 Review and identify opportunities including reuse and disposal.

Policy

- 1.4 Undertake procurement processes to provide demonstrated benefits to Council & the community.
- 1.5 Manage property portfolio to sustain value and Heritage significance.
- 1.6 Responsibly represent Council as the owner including on strata boards and reviewing development applications.
- 1.7 Deliver multiple benefits from each property including diversity of services operating from hubs.



Leichhardt Town Hall at No. 107 Norton Street

Principle 2: Demonstrate industry “Best Practice”: be transparent, consistent, manage risk and demonstrate best value for money

Council will operate in accordance with the legislative requirements and guidelines to ensure that it maintains its role as custodian and delivers superior services to the Community.

Actions

2.1 Develop a Land & Property Policy

2.2 Develop a Land & Property Guideline that includes processes, forms and templates.

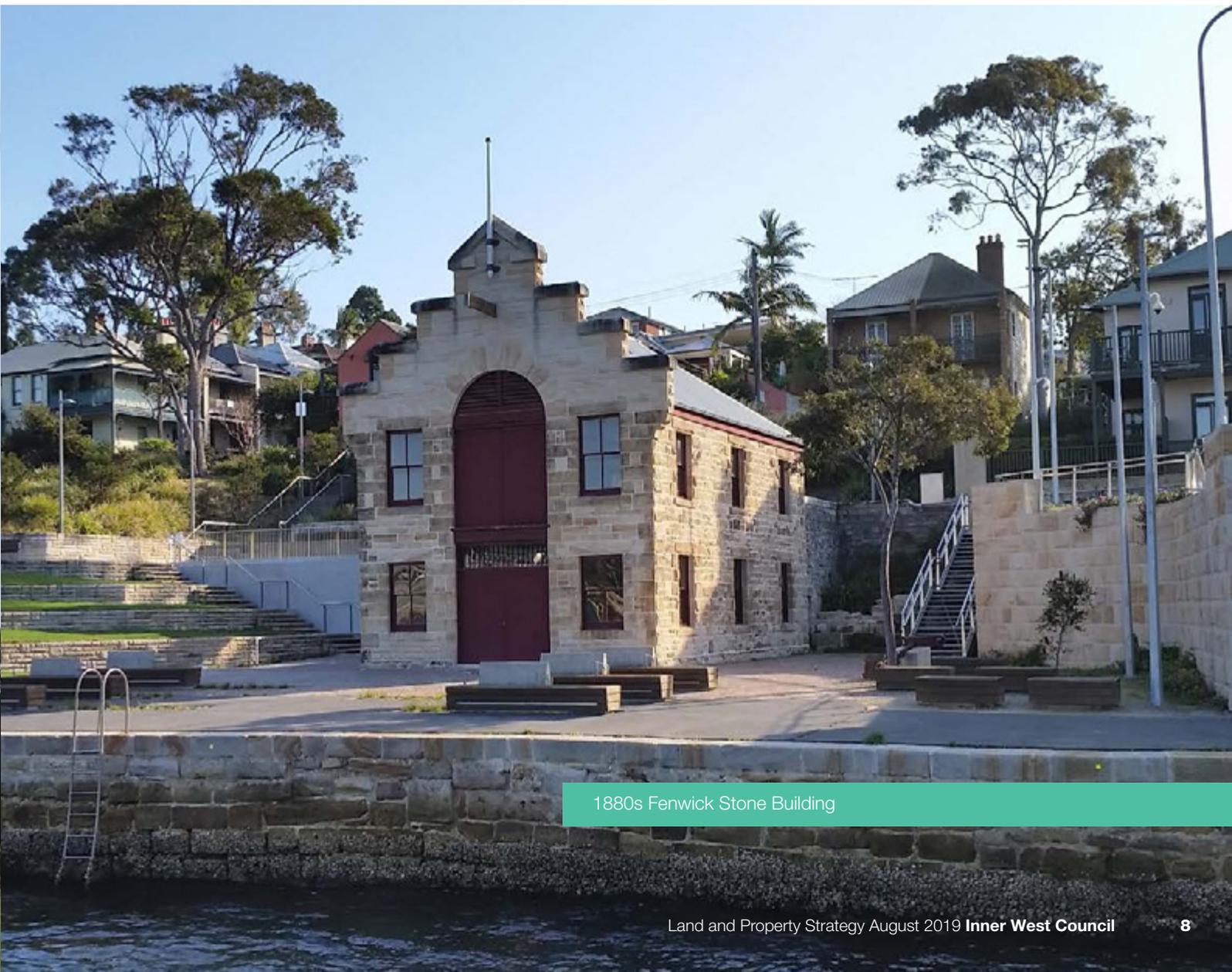
Policy

2.3 Ensure all property agreements are documented and current.

2.4 Maintain a land & property register for Council controlled, managed and owned properties.

2.5 Monitor and enforce the requirements of agreements.

2.6 Report against this strategy and KPI outcomes.



1880s Fenwick Stone Building

Principle 3 Meet the needs of our Community now and in the future

Council will undertake Strategic property management to ensure that opportunities are capitalised and properties are managed efficiently. Long-Term Planning is essential for Council to meet the needs of the current and future community.

Actions

- 3.1 Undertake service needs analysis such as community services, cultural spaces, recreation and aquatics.
- 3.2 Develop an integrated 10-year strategic property program
- 3.3 Develop a 10-year program for new and renewal of plans of management for community and crown lands.(Action)
- 3.4 Develop and implement a prioritised schedule for acquisition, consolidation or amendment of land and property.
- 3.5 Develop a list of land parcels such as laneways or road closures for reuse or sale.
- 3.6 Review and Implement the Buildings Asset Management Plan.

Policy

- 3.7 Manage the property portfolio to meet the needs of Council.
- 3.8 Manage the buildings portfolio to maintain agreed service levels for capacity, utilisation, risk, condition & function.



Community Garden, Ashfield Park

Principle 4 Optimise Council revenue to support services delivery and community capacity

Council will undertake professional financial management and provide value for money to the community. This will include commercial property management processes and an Accommodation Grants Program.

Actions

- 4.1 Develop an Accommodation Grants Program including a policy and framework.
- 4.2 Staged implementation of the Accommodation Grants Program to develop community capacity.
- 4.3 Develop service delivery and capacity building reporting based on criteria and performance.
- 4.4 Identify the priorities for application to property investments

Policy

- 4.5 Benchmark costs versus benefits to identify opportunities for improvement.
- 4.6 Report true cost and benefit analysis for each property supporting service delivery.



Annette Kellerman Aquatic Centre, Black Street, Marrickville

4.0 Summary of Properties, Risks, Issues, Needs

Properties, Risks, Issues, Needs

It is acknowledged that the area is continuing to grow and that strategic needs will also need to be informed by Council's Local Housing Strategy, Integrated Transport Strategy and Employment and Retail Land Strategy, the upcoming Local Strategic Planning Statement and Council's Affordable Housing Policy. The property portfolio is grouped into three main categories:

<p>Corporate Service Delivery</p>  <p>Premises occupied by Council for the purpose of Council operations e.g. Depots and Administration Services.</p> <p>Property may be Council-owned or leased to Council.</p> <p>Land is classified Operational.</p>	<p>Community Services</p>  <p>Open Space & Recreation facilities occupied by Council e.g. Libraries, Community Centres.</p> <p>Property may be Council-owned or leased to Council.</p> <p>Land may be classified as Operational or Community.</p>	<p>Tenanted Space</p>  <p>Premises occupied by external parties that may deliver community services; and/or provide income to Council.</p> <p>Property may be Council-owned or leased to Council and sub-leased to external party.</p> <p>Land may be classified as Operational or Community.</p>
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1. Corporate Service Delivery

3 Administration Buildings & 4 Depots

3 Administrative Buildings at Ashfield, Leichhardt, Petersham, 4 Depots at Summer Hill, St Peters, Balmain, Leichhardt and 4 localised storage facilities.

Main Issues/Risks

- * Ageing buildings require ongoing and increasing operations, maintenance and capital renewal.
- * Buildings are not compliant to current standards such as fire egress.
- * Staff are located across more than 7 administrative and operational locations making it difficult to collaborate and inefficient to travel to meetings.

Required Action

- * A long-term accommodation strategy will review options to decrease costs and improve efficiencies.



Administration Building Petersham

2. Community Services

Children & Family Services (C&FS)

18 Council Operated Child-Care Services

16 owned by Council and 6 sites leased. 4 from Dept. Education and 2 from the Crown.

Annandale Children's Centre, Balmain Occasional Care, John McMahon Child Care Centre, Deborah Little Early Learning Centre, Foster St Family Day Care Centre, Leichhardt Long Day Child Care Centre, Leichhardt Park Child Care Centre, Addison Road Early Learning Centre, Marrickville West OSHC, Enmore Children Centre, Yirran Gumal Early Care Centre, Globe Wilkins OSHC, May Murray Early Learning Centre, Ferncourt OSHC, Camdenville OSHC, Stanmore OSHC, Cavendish Street Early Learning Centre and Tillman Park Early Learning Centre.

Main Issues/Risks

- * Ageing buildings require ongoing increasing operations, maintenance and capital renewal.
- * Older centres have functional issues such as constraints with toilets and dining rooms.
- * Where there is no long-term tenure or leased centres.

Required Actions

- * Secure premises for Globe Wilkins to operate.
- * Renewal of lease with Lessor for Addison Road Early Learning Centre.
- * A Child-Care needs analysis to define any risks and issues for service delivery into the future.



Community Services & Culture

7 Council-owned Creative Spaces Short-term Leases

Pratten Park Thirning Villa, Australia Street Art Camp, Whites Creek Cottage, 228 Illawarra Rd Marrickville, 19 Railway Rd Sydenham, Tempe Reserve and Chrissie Cotter Gallery.

Main Issues/Risks

- * Ageing buildings require ongoing increasing operations, maintenance and capital renewal.
- * Low utilisation of buildings compared to the benchmark.
- * Urban growth and development is decreasing available industrial sites that are traditionally home for the creative industry.

Required Actions

- * Feasibility to improve/increase the Council-owned creative spaces.



23 Council Operated Community Services Rooms & Buildings including 8 Town Halls and Venues for Hire

Annandale Community Centre, Ashfield Civic Centre Rooms, Ashfield Park Begonia House, Balmain Town Hall Meeting Rooms, Elkington Park Bandstand, Australia Street Hall, Seaview Street Hall, Michael Maher and Graham Yarroll Room(s) Haberfield Centre, Leichhardt Marketplace Community Room, Leichhardt Town Hall, Petersham Public School, Jimmy Little Community Centre, Marrickville Town Hall, Herb Greedy Hall, Petersham Town Hall, Hannaford Community Centre, St Peters Town Hall, Stanmore Public School, Tom Foster Community Centre, Whites Creek Stables and Yanada Community Room.

Main Issues/Risks

- * Ageing buildings require ongoing increasing operations, maintenance and capital renewal.
- * Low utilisation, capacity and functionality of buildings compared to the benchmark.

Required Actions

- * A Community Needs study to understand the facilities that are available within the LGA. This will define any issues/risks for service delivery in the future.
- * Creative space study.
- * Feasibility and scoping for a Gay Pride Centre.
- * Opening the new Pavilion at Marrickville and Steel Park Community Rooms in 2019.

Town Halls

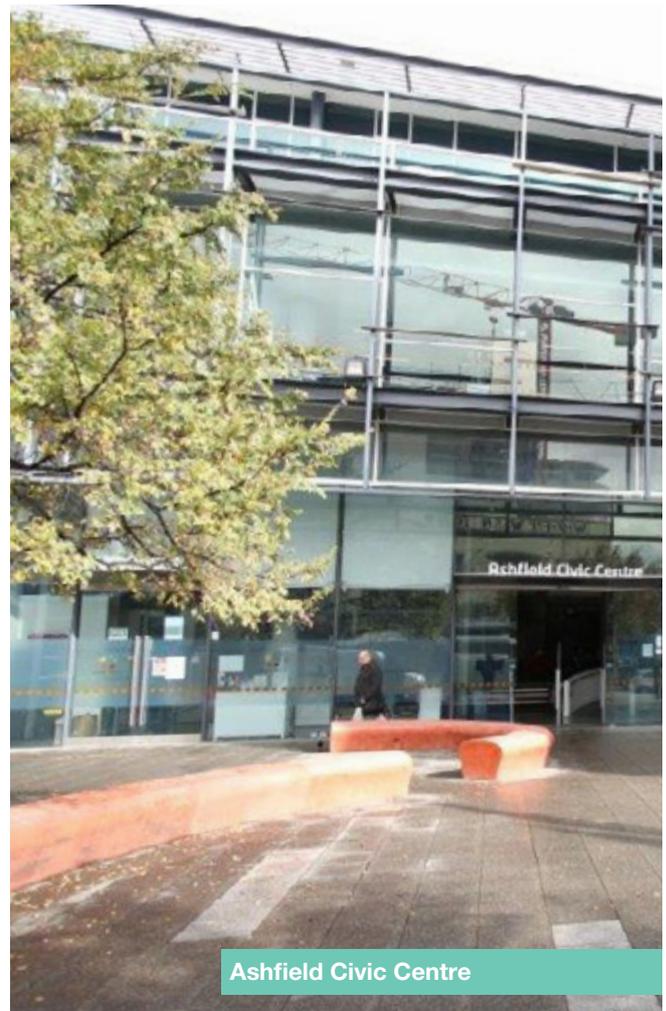
8 locations Ashfield, Annandale, Balmain, Leichhardt, Marrickville, Newtown, Petersham and St Peters.

Main Issues/Risks

- * Ageing heritage buildings require ongoing increasing operations, maintenance and capital renewal.
- * Due to age and heritage requirements, capital renewal works are costly and likely have latent conditions that require contingency allowance.
- * Buildings are under-utilised due to functionality and accessibility issues.

Required Actions

- * A condition and compliance annual review to ensure that our feature heritage buildings are maintained.
- * Feasibility to increase utilisation and potential benefits of income and community services.
- * A venue for hire improvements plan to increase bookings and income.
- * Reuse of the Marrickville Town Hall once the library relocates.



Ashfield Civic Centre



Marrickville Town Hall

Environmental Services

2 Community Nurseries

Rozelle and Addison Rd (Leased).

13 Community Gardens leased to Community Groups

Ashfield Park Community Garden, Denison Road Community Garden, Francis Street Community Garden, Haberfield Library Community Garden, Marlborough Street Vege Patch, Marrickville Community Nursery, Mort Bay Park Community Garden, Oxford Street Reserve, Punch Park Community Garden, Summer Hill Community Garden, Taringa Street Community Garden, Whites Creek Community Garden and Whites Creek Food Forest.

2 Community recycling centre

Catherine Street Leichhardt and St Peters Depot.

47 Bushcare and natural area management sites

Main Issues/Risks

- * Climate change impacts to land and property including sea level rise, extreme weather events, urban heat.
- * Energy efficiency and water harvesting/tanks improvements.
- * Loss of natural areas and not for profit reuse centres through development and large transport infrastructure projects.

Required Actions

- * Climate and renewables strategy with targets for 100% carbon neutral and 100% renewables.
- * Urban ecology strategy includes water, biodiversity, soils, coastal, climate change impacts.
- * Zero waste strategy including new facilities for a reuse centre and recycling centre and space for bin storage/composting.

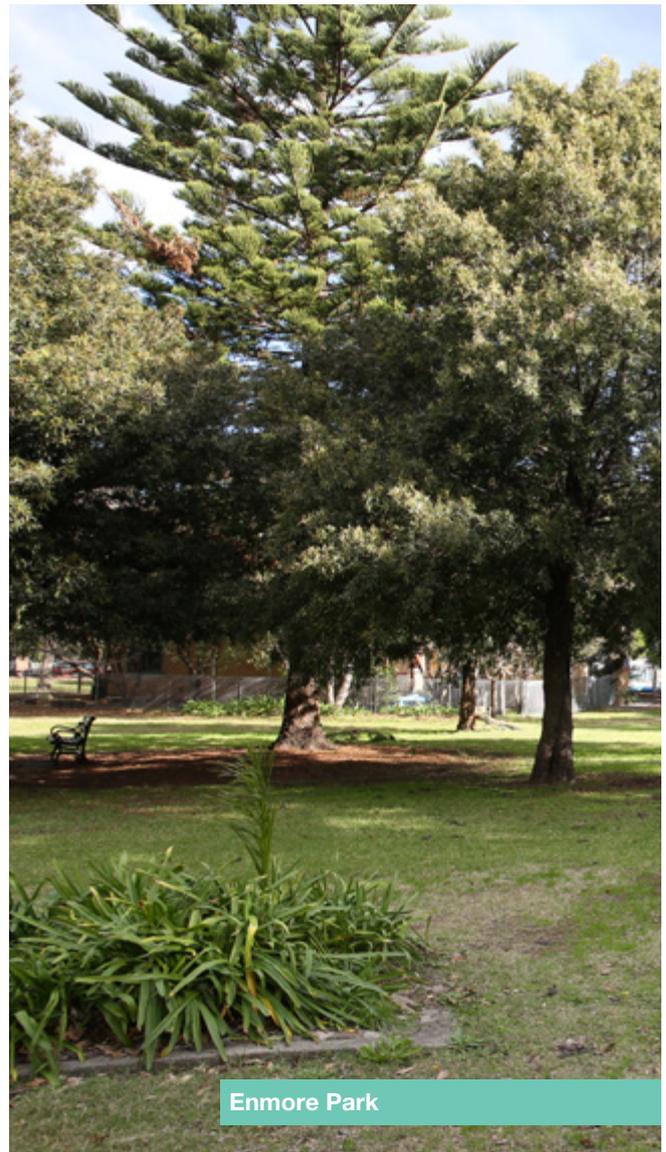
Library & History Service

8 Libraries

Ashfield Civic Centre, Balmain Town Hall Library, Emanuel Tsardoulis Community (ETC) Library Centre, Haberfield Centre & Library, Leichhardt Library, Marrickville Town Hall Library, Sydenham Library / St Peters Town Hall and Stanmore Branch Library.

Main Issues/Risks

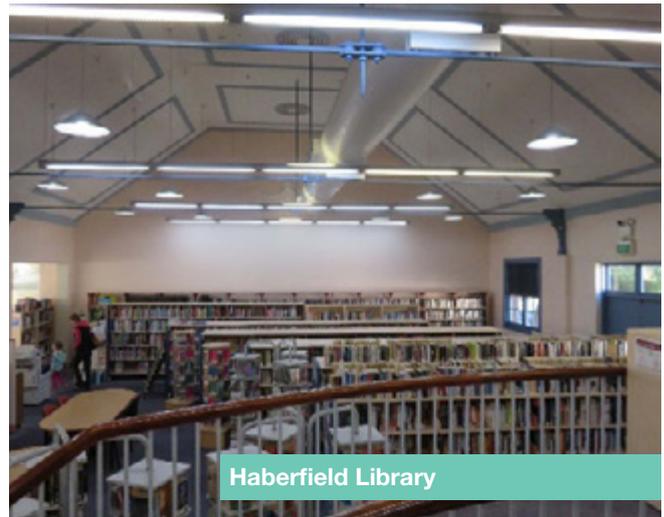
- * Ageing heritage buildings require ongoing increasing operations, maintenance and capital renewal.
- * Due to age and heritage requirements capital renewal works are costly and likely have latent conditions that require contingency allowance.
- * Buildings are under-utilised due to functionality and accessibility issues.



- * Changing needs of library services that are physically constrained e.g. Musical Instrument library.
- * Require renewal of furniture to be factored into capital projects.
- * Strata locations – risk of costs increasing without Council control.
- * Storage of the history collection at capacity.

Required Actions

- * Relocation to the new Marrickville Library in 2019
- * Major renovations to the Haberfield Library requiring closure of service in 2019/20.
- * A library services strategic plan is being developed.



Haberfield Library

History services locations

Main Issues/Risks

- * Localised storage of history services does not provide suitable atmospheric and satisfactory building conditions for the artefacts.
- * Buildings are under-utilised due to functionality and accessibility issues.

Required Actions

- * Relocation of services due to major renovations at Dawn Fraser, Haberfield, Marrickville Town Hall.
- * A history services storage plan is being developed.



Pioneer Memorial Park Leichhardt Entrance

Trees, Parks & Streetscapes

46 Parks Public Amenities Buildings

Algie Park, Arlington Reserve, Ashfield Park, Ballast Point Park, Balmain Road Sporting Ground, Birchgrove, Birrung, Blackmore, Camdenville, Camperdown, Centenary, Cohen, Darrel Jackson Gardens, Easton Park, Elkington Park, Gladstone Park, Hammond Park, Hawthorn Canal Reserve, Henson Park, HJ Mahoney Memorial, Jack Shanahan Reserve, Johnson Park, Kendrick, King George Park, Leichhardt Oval 2, Leichhardt Oval 3, Leichhardt Park, Mackey Park, Mallam, Marrickville Park, Mort Bay, Petersham Park, Pioneers Memorial, Pratten Park, Punch Park, Richard Murden, Simpson, Steel Park, Sydenham Green, Tempe Recreation Reserve, Thornton Park, Tillman Park, War Memorial and Wicks Park.

1 Golf Course Leased

Marrickville Golf Course.



Balmain Cove, Bridgewater Park

24 Sporting Grounds

Algie Park, Arlington Recreation Reserve, Ashfield Park, Balmain Road Sporting Ground, Birchgrove Park, Blackmore Oval, Camdenville Park, Camperdown Park, Centenary Park, Cohen Park, Easton Park, Glover Street Sporting Ground, Hammond Park, Henson Park, HJ Mahoney Memorial, King George Park, Leichhardt Oval 2, Leichhardt Oval 3, Mackey Park, Marrickville Park, Petersham Park, Pratten Park, Steel Park and Tempe Reserve.

Main Issues/Risks

- * Increase in Open Space provision.
- * Ageing buildings require ongoing increasing operations, maintenance and capital renewal.
- * All Community and Crown land require a Plan of Management.
- * Vandalism and undesirable behavior in parks and toilets.

Required Actions

- * Inner West Council Toilet Strategy reviewing accessibility and public safety.
- * There is a backlog of Plans of Management to inform any new or upgrade works.
- * Recreation Needs study is complete and the strategy is expected in 2019.
- * Open space acquisition strategy required.

Aquatic Services

5 Aquatic Centres

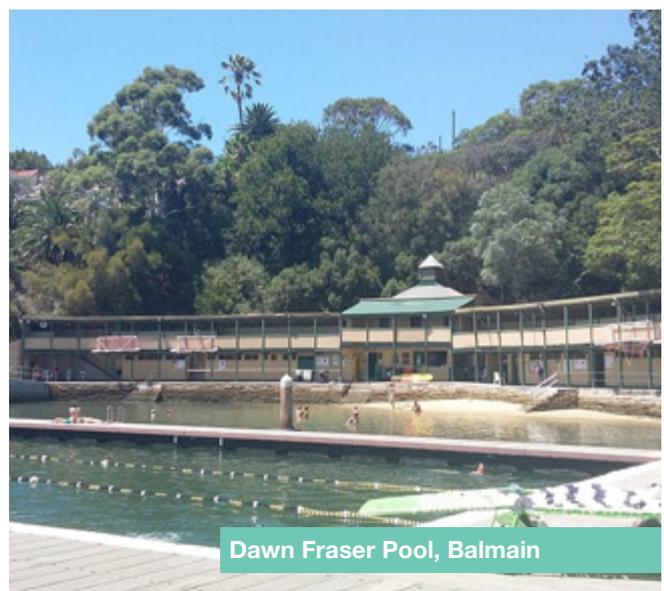
Ashfield Aquatic Centre (Closed for redevelopment), Annette Kellerman Aquatic Centre Facility, Fanny Durack Aquatic Centre, Leichardt Park Aquatic Centre and Dawn Fraser Baths (Heritage Ocean Baths).

Main Issues/Risks

- * Ageing buildings require ongoing increasing operations, maintenance and capital renewal.
- * Facilities are highly utilised and require regular upgrades for compliance, accessibility and new needs.

Required Actions

- * Opening of the new Ashfield Aquatic Centre 2020.
- * Major essential works to Dawn Fraser.



3. Tenanted Spaces

Property, Major Building Projects and Facilities

9 Cafés

Ashfield Civic Centre Café, Bones Café Hawthorne Canal, Elliott Street Restaurant, Leichhardt Park Aquatic Centre Café, Steel Park PCYC Café, Sydenham Green Shelter, The Fenwick Building, Yeo Park Café and New Marrickville Library.

11 Leased Out Child-Care Centres

Ashfield Early Learning Centre, Henson Street Kindergarten, KU Petersham, Leichhardt Town Hall, Marrickville Crusader Kindergarten, Plumtree, Prospect Street Kindergarten, Railway Street Kindergarten, SDN Children's Services and Summer Hill S.H.A.R.E building.

9 Leases to Community based Clubs

Ashfield Park Bowling Club, Balmain Rowing Club, Gladstone Park Bowling Club, Lambert Oval, Mackey Park Canoe Club, Mackey Park Croquet Club, Mackey Park Clubhouse/ Kiosks office, Mackay Park Croquet Lawns and Pratten Park Bowling Club.

5 Investment leases

Telstra Towers at Marrickville, Petersham, St Peters, Tempe Lands Tyne Container storage and Tempe Golf Driving Range.

16 Community Not-for-Profit & Government-Funded Services

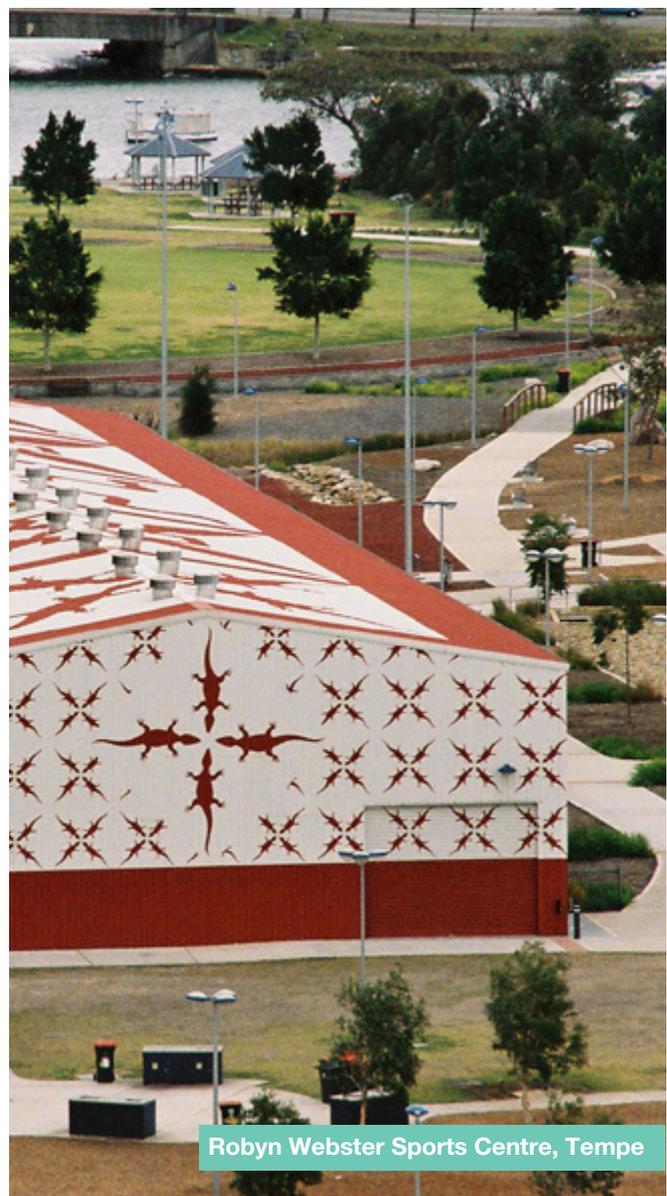
Balmain Early Childhood Centre, Dulwich Hill Language School, HeadSpace Ashfield Civic Centre, Innari Housing, Jarvie Park Youth Facility, Leichhardt Early Childhood Health Centre, Marrickville Legal Centre (Marrickville), Marrickville Legal Centre (Seaview St Dulwich Hill), McNeilly Girl Guides Hall, Mervyn Fletcher Hall Community Centre / Ella Centre, Metro Assist Ashfield Civic Centre, Metro Migrant Resource Centre, Newtown Town Hall (Newtown Neighbourhood Centre), Portuguese Ethnographic Museum, St Peters Town Hall and Summer Hill Community Centre.

3 SES Services

SES Blackmore Park, SES Haberfield Centre Headquarters and SES Marrickville.

8 Leases to Tennis Clubs / Associations / Coaching

Cohen Park Tennis Courts Amenities & Storage, Pratten Park Tennis Clubhouse, Punch Park Tennis Courts, Birchgrove Park Tennis Courts, Marrickville Park Tennis Club House, Henson Park Tennis Court, Tennis Court Shelter One and Wicks Park Tennis Court.



3 Affordable Housing Units

Arlington Grove (2 units), Luna Meriton (4 units) and The Flour Mills Summer Hill (4 units).

6 Residential

290 -291 Illawarra Rd, Marrickville, Balmain Town Hall Residence, Birchgrove Park Residence, Elkington Park Cottage, Leichhardt Park Cottage and Leichhardt Town Hall Residence.

Other

Bridgewater Park Pump House.

2 Stadiums

Lambert Park and Leichhardt Park Oval.

4 Public Car Parks under Strata Management

2A Brown Street Car Park, Brown St Car Park 17-20 The Esplanade, Federation Plaza Car Park and Renwick Street Car Park.

2 Recreation Centres

Debbie and Abbey Borgia Community Centre (DAB) and Robyn Webster Sports Centre.

Main Issues/Risks

- * Ageing buildings require ongoing increasing operations, maintenance and capital renewal.
- * Low utilisation, capacity and functionality of some buildings compared to the benchmark.
- * Tenants and community programs that have been in place for a long time.
- * Increasing rents causing Not-for-Profits and other Charity Community Groups lobbying and applying to Council for space.
- * Council's long-term financial sustainability in managing its' property portfolio.

Required Actions

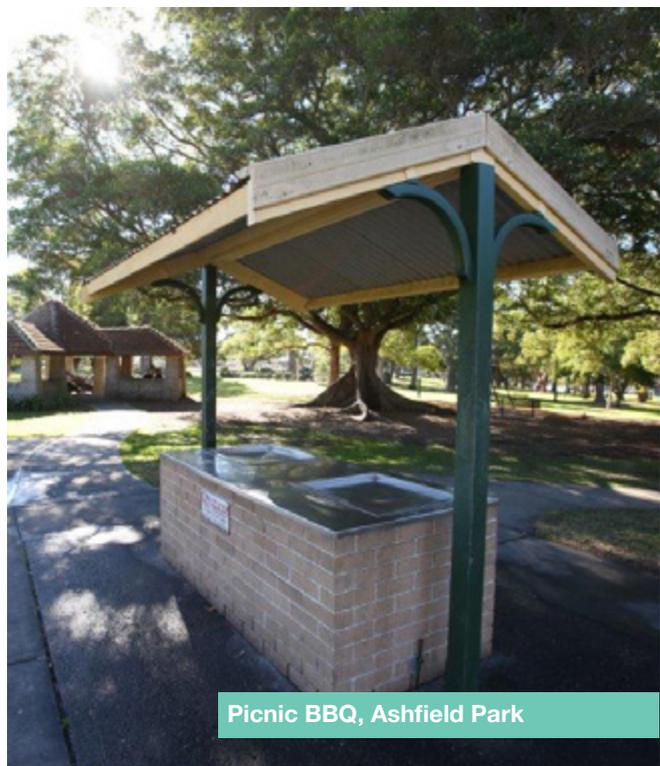
- * Develop and implement the Accommodation Grants Program to demonstrate community benefit and transparent processes
- * Review all leases prior to any long-term agreements.

72 Public Car Parks 19 of which Council is Lessee

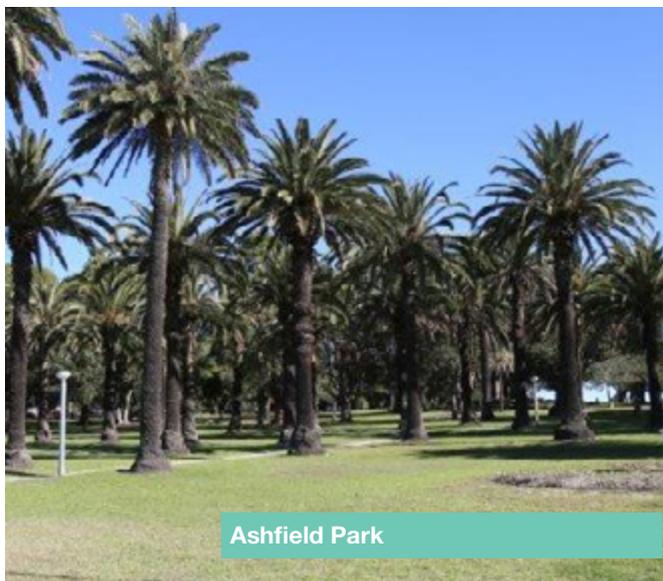
Ashfield Aquatic Centre Car Park, Ashfield Civic Centre Car Park, Balmain Town Hall Car Park, Barclay Street Car Park, Beattie Street Car Park, Brett Avenue Car Park, Brown Street Car Park Citiview 17-20 The Esplanade, Brown Street Car Park, Brown Street Commuter Car Park, Calvert Street Car Park, Camdenville Park Car Park, Camperdown Park Car Park, Charles Street Car Park, Chester Street Car Park, Church Street Car Park, Crystal Street Car Park, Dalhousie Street Car Park, Debbie and Abbey Car Park, Debbie and Abbey Car Park (front right and rear)



Leichhardt Park Oval



Picnic BBQ, Ashfield Park



Ashfield Park

Edgware Road Car Park, Elizabeth Street Car Park (Ashfield Pool), Enmore Early Learning Centre Car Park, Ewart Lane Commuter Car Park, Federation Place Car Park, Frampton Avenue/Clarrie Gilmore Car Park, Frampton Avenue/Garners Lane Car Park, Garners Avenue Car Park, Haberfield Centre Car Park, Hamilton Street Car Park, Hay Street Car Park, Henson Park Car Park (Centennial St), Henson Park Car Park (Sydenham Rd), Horden Place Car Park, Illoura Reserve Car Park (Weston St), Illoura Reserve Car Park (Edward St), Jack Shanahan Reserve Car Park, James Street Car Park, John McMahon Child Care Centre, KU Croydon Preschool Car Park, KU Leichhardt Preschool Car Park, Leichhardt Park Aquatic Centre & Leichhardt Oval Car Park, Leichhardt Service Centre, Lennox St Car Park, Loftus Street Car Park, Mackey Park Car Park, Marion Street Car Park, Marrickville Town Hall Car Park, McNeilly Park Car Park, Merton Street Car Park, Queen Street Car Park, Renwick Street Car Park, Sadlier Crescent Car Park, Seaview Street (North) Car Park, Seaview Street (South) Car Park, Steel Park Car Park, Summer Hill Car Park, Summer Hill Community Centre / Darrell Jackson Gardens Car Park, Sydenham Green Car Park, Tempe Lands Car Park, Tempe Reserve Car Park (Between South Street and bridge), Tempe Reserve Car Park (in front of Robyn Webster Indoor Sports Centre), Tempe Reserve Car Park (in front of Tempe Jets), Tempe Reserve Car Park (Opposite intersection of Bay and Old Street), Tempe Station Commuter Car Park, Temple Street Car Park, Thames Street Car Park, Tillman Park Car Park, Tom Foster Community Centre Car Park, Union Street Car Park, UTS Haberfield Rowing Club Car Park, Victoria Road Car Park, Waterloo Street Car Park and Woolworths Car Park Balmain.

19 Public Carparks Council is Lessee

Ashfield Civic Centre Car Park, Brown Street Car Park, Citiview 17-20 The Esplanade, Brown Street Car Park, Brown Street Commuter Car Park, Ewart Lane Commuter Car Park, Frampton Avenue/Clarrie Gilmore Car Park, Frampton Avenue/Garners Lane Car Park, Illoura Reserve Car Park (Weston St), Illoura Reserve Car Park (Edward St), Jack Shanahan Reserve Car Park, James Street Car Park, Leichhardt Service Centre, Mackey Park Car Park, Marion Street Car Park, Tempe Station Commuter Car Park, Thames Street Car Park, UTS Haberfield Rowing Club Car Park, Victoria Road Car Park, Waterloo Street Car Park and Woolworths Car Park Balmain.

3 Public Toilets in carparks

Summer Hill, Calvert Street and Brown Street.

Main Issues/Risks

- * Ageing carparks require ongoing increasing operations, maintenance and capital renewal.
- * Parking is scarce in the Inner West and all carparks have a high utilisation.

Required Actions

- * Ongoing localised parking studies and strategies.
- * Feasibility of increased revenue opportunities utilising and improving operational carparks.



Ashfield Aquatic Centre



War memorial, Ashfield Park

Land & Property Register (The Register)

The 3 Land Registers, 4 Leasing Registers and 3 Asset Registers have been consolidated into the Land and Property Register that is available on Councils website.

Risk Management

The major risks identified for the strategy are identified below along with their mitigation plan.

Risk	Mitigation
Major emergency impacting Council property or buildings	Comply with BCA and regular monitoring, security monitored, insurance, management plans
Major incident causing injury or death of a person on Council property or buildings	Comply with BCA and regular monitoring, security monitored, insurance, management plans
Total loss / major damage to Council buildings or land	Diversify property portfolio, insurance, business continuity plan
Poor governance and corruption	Code of conduct, management oversight, procurement policies, guidelines and processes, Land & Property Policy and Strategy
Loss of income from major leases & licences	Monitoring of leases and licences, diversify property portfolio
Failure to provide environmental protections	Monitoring and management procedures
Climate change impact, ecology strategy to address loss of trees	Study of impacts to all of Council facilities, monitor flooding and estuary inundation
Contamination & hazardous materials (Asbestos)	Regular audits and inspections (Asbestos)
Loss of investment lands income due to compulsory acquisition	Engage experts to advise Council diversity property portfolio
Increasing demand for open space due to population growth and compulsory acquisitions by Transport NSW eg. for Westconnex	Develop recreation strategy and open space acquisition strategy
Insufficient long-term financial planning to cover asset management and backlog	Implement Land and Property Strategy to optimise Council revenue

Council-owned and controlled land

- > **Crown Land**
1,051,915.09 sqm
- > **Community Land** (excl. Crown)
1,024,265.51 sqm
- > **Operational Land** (excl. Crown)
288,659.85 sqm

Benchmarking

Benchmarking is used to measure the performance of each property based on the following key criteria. The benchmark is available against each property on the Inner West Council website www.innerwest.nsw.gov.au/laps and the prioritisation of the implementation plan is based on the benchmarking.

Benchmark	Current	10 years
Condition - backlog (poor/very poor assets)	7.1%	2%
Utilisation	40%	80%
Capacity	40%	80%
Cost Neutral – outgoings recouped (excl Tempe land leases)	12%	100%
Cost Neutral – rent received (excl Tempe land leases) ie. Council provides 30% Accommodation Grants	50%	70%

1. Condition

Condition is measured on a scale 1 to 5, 1 (very good) to 5 (very poor) rating utilising the National Asset Management Strategy (NAMS) and International Infrastructure Management Manual as the guideline. A major condition audit was undertaken in 2018 to identify the condition of all Council properties. The benchmark for condition is nothing less than 3 “Satisfactory” i.e. no properties to be in condition 4 or 5. The condition benchmark will identify properties that require significant investment to bring up to condition and potential opportunities for partnerships with tenants on capital contributions, change of use or disposal.

2. Utilisation

Utilisation is a measurement of hours of operation that is current versus what is available. The benchmark proposed is nothing below 80%. The data for this benchmark is being gathered where possible. Processes will need to be put in place to collect this data where it is currently not available.

3. Capacity

This is the physical constraints of the property including accessibility, compliance, space efficiency. The measures are based on legislation, industry standards, LEP, DCP, BCA and Australian Standards. The benchmark proposed is nothing below 80%.

4. Cost Neutral

The term “cost neutral” refers to when the cost to Council to own and maintain property equals the Outgoings paid by External Occupants or the equivalent in Benefits to Community (Benefits).

Benefits can be measured by the value provided by the Occupant versus the cost to Council if it were to provide the same service.

Costs include Depreciation and Outgoings being made up of Building Insurance, Water Rates, Repairs and Maintenance.

Auditing and Benchmarking

A complete audit of all buildings was undertaken in 2018 including condition assessment, compliance review, valuation. A revaluation is required every 5 years. Ongoing auditing and reviewing of the buildings will be part of the implementation of this strategy.

5.0 Implementation of the LAPS

Summary

Land & property goes through a lifecycle from acquisition through to disposal. The economic benefit of land and property can be assessed based on the condition and service potential. The benchmarking identified earlier in this report will provide guidance as to when reviews, acquisitions, disposals or reuse projects are undertaken.

The implementation of the Land & Property Strategy will be undertaken as below:

4-year Strategic Action Plan

This is the planning of the strategic actions. The actions will require Implementation Action Plans that will be staged over the 10-year strategic Property Program.

Strategic Action	19/20	20/21	21/22	22/23
Principle 1: Optimise benefits to the community, are sustainable and equitable				
1.1 Identify lifecycle costs and revenue for each property.	✓	✓		
1.2 Develop and apply consistent assessment criteria to determine optimisation of costs, benefits, capacity and current service.	✓	✓	✓	✓
1.3 Review and identify opportunities including reuse and disposal.	✓	✓	✓	✓
1.4 Undertake procurement processes to provide demonstrated benefits to Council & the community.	✓	✓	✓	✓
1.5 Manage property portfolio to sustain value and Heritage significance.	✓	✓	✓	✓
1.6 Responsibly represent Council as the owner including on strata boards and reviewing development applications.	✓	✓	✓	✓
1.7 Deliver multiple benefits from each property including diversity of services operating from hubs.	✓	✓	✓	✓
Principle 2: Demonstrate industry "Best Practice", be transparent, consistent, manage risk and demonstrate best value for money				
2.1 Develop a Land & Property Policy.	✓			
2.2 Develop a Land & Property Guideline that includes processes, forms and templates.	✓			
2.3 Ensure all property agreements are documented and current.	✓	✓	✓	✓
2.4 Maintain a land & property register for Council controlled, managed and owned properties.	✓	✓	✓	✓
2.5 Monitor and enforce the requirements of agreements.	✓	✓	✓	✓
2.6 Report against this strategy and KPI outcomes.	✓	✓	✓	✓
Principle 3: Meet the needs of our Community now and in the future				
3.1 Undertake service needs analysis such as community services, cultural spaces, recreation and aquatics.	✓	✓	✓	✓
3.2 Develop an integrated 10-year strategic property program.	✓	✓	✓	✓
3.3 Develop a 10-year program for new and renewal of plans of management for community and crown lands.(Action)	✓			
3.4 Develop and implement a prioritised schedule for acquisition, consolidation or amendment of land and property.	✓	✓	✓	✓
3.5 Develop a list of land parcels such as laneways or road closures for reuse or sale.		✓	✓	
3.6 Review and Implement the Buildings Asset Management Plan.	✓	✓	✓	✓
3.7 Manage the property portfolio to meet the needs of Council.	✓	✓	✓	✓
3.8 Manage the buildings portfolio to maintain agreed service levels for capacity, utilisation, risk, condition & function.	✓	✓	✓	✓

Principle 4 Optimise Council revenue to support services delivery and community capacity				
4.1 Develop an Accommodation Grants Program including a policy and framework.	✓			
4.2 Staged implementation of the Accommodation Grants Program to develop community capacity.		✓	✓	✓
4.3 Develop service delivery and capacity building reporting based on criteria and performance.		✓	✓	
4.4 Identify the priorities for application to property investments	✓	✓	✓	✓
4.5 Benchmark costs versus benefits to identify opportunities for improvement.	✓	✓	✓	✓
4.6 Report true cost and benefit analysis for each property supporting service delivery.	✓	✓	✓	✓

Implementation Action Plans

There are two Implementation Action Plans:

- Leasing Implementation Plan
- Initiatives

These prioritised 10-year plans are based on the following:

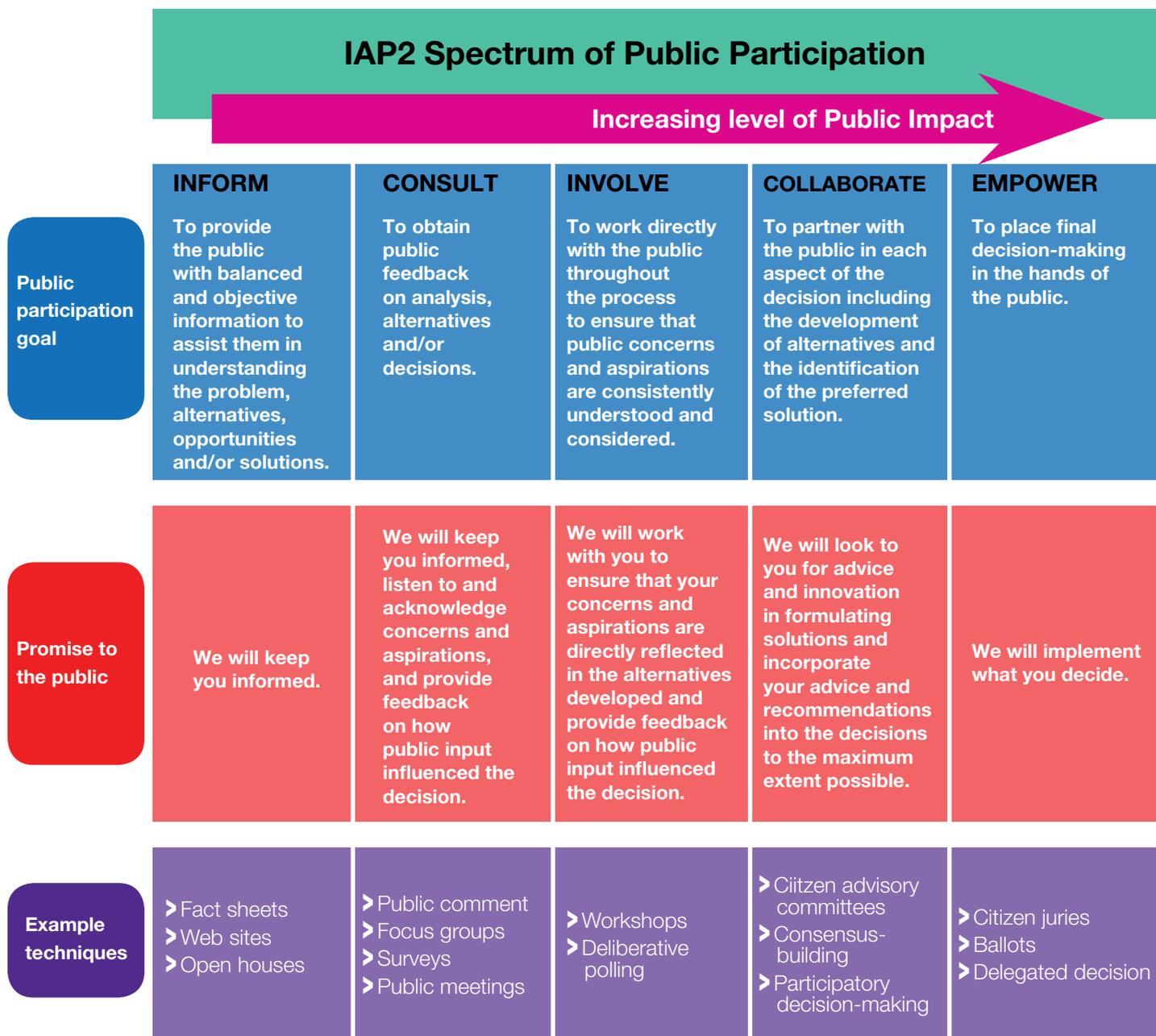
- Vacant properties, lease expired or expiring
- Income can be increased or costs to Council can be decreased
- Community benefit or adopted strategy
- Condition
- Utilisation
- Functionality
- Capacity

Priorities may change due to new opportunities or as changes arise.

These plans are staged due to the large amount of work and to provide opportunities for capacity building in community groups. A short-term lease renewal may be required prior to a procurement process such as Expression of Interest and Request For Tender.

6.0 Community and Stakeholder Engagement

The projects identified in the Implementation Action Plans will follow the IAP2 Spectrum of Public Participation as shown below.



Glossary

Word / Phrase Meaning

Be Transparent	Action, method, or procedure that lacks hidden agendas and conditions, and complies with the disclosure requirements of transparency.
Commercial confidentiality	A legal term or classification that identifies information that, if disclosed, may result in damage to a party's commercial interests, intellectual property or trade secrets. You must not disclose any information marked 'Commercial in Confidence' without permission from the party who supplied it.
Community and Operational Land	Under the Local Government Act (LGA) land under Council's control, other than roads and Crown Land (as defined being land under the Crown Lands Act) must be classified as either "operational land" or "community land." For more information refer to Table 1. Of the Land & Property Policy.
Demonstrate industry "Best Practice"	A best practice is a method or technique that has been generally accepted as superior to any alternatives because it produces results that are superior to those achieved by other means or because it has become a standard way of doing things, e.g., a standard way of complying with legal or ethical requirements.
Ecologically Sustainable	Based on a long-term perspective, we conserve the ecosystem and reduce our impact on the natural environment and people's health to a level that the natural environment and humanity can handle.
Heritage Significance	Heritage Significance, of a place or feature of a place, includes its aesthetic, architectural, historical, scientific, social or other significance, to the present generation or past or future generations.
ICAC guidelines (Manageing Risks in Direct Negotiations)	The term "direct negotiations" refers to exclusive dealings between an agency and a counter party without first undergoing a competitive process. Direct negotiations are sometimes referred to as directly sourced, single-sourced, or non-competed contracts. The closed nature of direct negotiations can create opportunities for dishonest and partial conduct and is more likely to lead to allegations and perceptions of corrupt conduct. Having to compete for a government contract, in a fair and transparent manner, is a significant obstacle for corrupt individuals. Refer to ICAC Guidelines for Direct Negotiations.
Inconsistencies	Standard property agreements to be used with same or similar terms agreed using a consistent approach.
Land and Property Management	The operation, control, and oversight of real estate and Capital Assets. Management indicates a need to be cared for, monitored and accountability given for its useful life and condition. Property management is also the management of of physical capital assets that are acquired and used to build, repair, and maintain end item deliverables. Property management involves the processes, systems, and manpower required to manage the lifecycle of all acquired property as defined above including acquisition, control, accountability, responsibility, maintenance, utilization, and disposition.
Lifecycle of an Asset	A key process within asset management is the understanding of asset lifecycle. There are four key stages of the asset lifecycle being Planning, Acquisition, Operation & Maintenance and finally disposal or retirement.
Not-for-Profits	Not-for-profit (NFP) organisations are organisations that provide services to the community and do not operate to make a profit for its members (or shareholders, if applicable). All profits must go back into the services the organisation provides and must not be distributed to members, even if the organisation winds up.
Plans of Management	Council must prepare Plans of Management (PoM) for all Crown Land and land that is classified as 'Community Land' within its ownership, care, control and/or management. The way the Land is to be used and managed is strictly governed by an adopted PoM, therefore a Plan of Management is the primary land management tool.
Revenue	Revenue is the total amount of income generated by the sale of goods or services related to the company's primary operations.
Sustainable and equitable	Sustainable meaning capable of being sustained e.g. of economic development, energy sources, or capable of being maintained at a steady level without exhausting natural resources or causing severe ecological damage; and Equitable meaning having or exhibiting equity : dealing fairly and equally with all concerned.