

Draft Northern Beaches Property Management Framework



northern
beaches
council





Acknowledgment of Country

We acknowledge the traditional owners of this land and elders past, present and emerging. We recognise Aboriginal people as the original custodians of the Northern Beaches.

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Executive summary

The amalgamation of Manly, Warringah and Pittwater as Northern Beaches Council in May 2016 created a large and diverse portfolio of land and building assets that serve a range of community, administrative and commercial uses.

The consolidated Council portfolio currently has an impressive 542 buildings and over 2,900 land parcels. The management of these assets range from direct management by Council, to management by community-based committees and private lessees/licensees.

To support the delivery of a broad range of services both now and in the future, the Council Property Management Framework has been led by Council's Community Strategic Planning Framework which consists of Shape 2028 – the Community Strategic Plan (CSP) and Towards 2040 – the Local Strategic Planning Statement (LSPS). Like the CSP, long term sustainability is at the core of the Property Management Framework where the importance of environmental, economic, social and civic perspectives are considered in decision-making around our property dealings.

The goal in managing Council's property portfolio is to ensure the most effective provision and utilisation of the community's property assets to meet the needs of the community both now and in the future.

The purpose of the Property Management Framework

The Property Management Framework is designed to deliver clear and meaningful guiding principles. It will assist Council with its decision-making process whilst continuing to support the community and the service potential of the property portfolio.

It will also provide a solid foundation on which to base key portfolio decisions which address how property is utilised, optimised and developed for the long-term benefit of the community.

Overview of Council's property portfolio

Council's property portfolio consists of Council owned parks, car parks, public reserves, vacant land parcels, buildings on Council land, as well as Crown land under the management of Council. Council owned land is classified as Operational Land or Community Land under legislation and each classification has requirements that must be adhered to.

The structure of the Property Management Framework report

The Property Management Framework has been structured as a two-tier report, with the first section identifying the current state of the property portfolio and the principles guiding the implementation of the Framework. The second section provides our focus areas, the Strategic Property Action Plan and a timeline to implement each focus area. In total, seven areas have been identified supported by 18 actions to be implemented now until 2027. These focus areas involve:

1. Establishing the strategic property baseline
2. Developing Council's strategic property relationships
3. Evaluation of leases and licences
4. Review the provision and utilisation of the community's existing properties
5. Determine future needs
6. Implementation and governance
7. Performance and reporting.

Whilst this Framework has been developed to manage Council's long-term property portfolio, it is necessary to prioritise assets for attention in the short-term to achieve our long-term vision. Property values, uses and needs change over time. An annual review of our needs allows for the identification of potential gaps in the property portfolio to meet service delivery expectations whilst annual review of our existing portfolio ensures the properties we have are fit for purpose, minimise our risk and maximises our benefits.



Message from the Mayor

Council owns or controls a significant number of properties and buildings that provide essential support to every service delivered by Council to the Northern Beaches Community.

The current property portfolio includes land and buildings that are used for:

- direct service delivery by Council
- the delivery of community-based services by not for profit organisations
- recreational and sporting pursuits
- commercial activity
- passive open space, environmental management and car parking

Improved management of the property portfolio through 7 key focus areas and the creation of a specialist Property Steering Committee presents a significant opportunity to improve the public value derived from Council's property assets.

Property is held by Council on behalf of the Northern Beaches community. Council performs a stewardship role, cognisant of the inherent responsibility to demonstrate good governance, transparency and sustainability in its property asset decision making.

The Northern Beaches Property Management Framework will assist Council to align actions relating to its extensive portfolio of property assets with the objectives of the Community Strategic Plan – Shape 2028 and broader policy objectives.

It is designed to achieve a sustainable property portfolio capable of generating enhanced and sustainable community outcomes. It serves to guide future investment and resource allocation decisions associated with Council-owned and controlled property assets to achieve positive contributions to the diverse and evolving needs of the Northern Beaches community over time.

With population on the Northern Beaches expected to increase by a further 39,000 people in the next 20 years, there will be growing pressure to ensure that Council's property portfolio is managed as effectively as possible ensuring the communities property assets are meeting the needs of the community, the protection of the environment and our heritage now and in the future.

The decision support guides and actions outlined in this Framework will assist Council to determine future strategic actions in relation to its property assets. More importantly, application of this Framework will ensure that Council is able to undertake property management activities in accordance with its statutory obligations and via best practice principles.

Michael Regan, Mayor



Introduction

Introduction

Northern Beaches Council (Council) administers an area of 254 square kilometres with a property portfolio of 542 buildings and over 2,900 parcels of land.

Council's land and buildings are utilised by a wide range of stakeholders including not-for-profit, public and private sector users.

Council has a crucial role as the manager and caretaker of this property portfolio on behalf of the community. This includes ensuring property remains safe, fit-for purpose, economically and environmentally sustainable, and serves the needs of the community.

1.1 What is the Property Management Framework?

The Property Management Framework identifies strategic principles for managing growth and change, including;

- a set of principles to guide property decisions
- a clear rationale for Council's ownership of property (land and buildings)
- a structure for effectively managing Council's property on behalf of the community
- future strategic focuses and actions with regards to property.

The Property Management Framework is led by Council's Community Strategic Planning Framework which consists of Shape 2028 – the Community Strategic

Plan (CSP) and Towards 2040 – the Local Strategic Planning Statement (LSPS).

It is supported by a range of other Council strategic directions and policies including the Community Centre Strategy, Community Development and Services Policy, Recreation Strategies, Bushland and Biodiversity Strategies and a range of Social Plans.

This Property Management Framework has been developed by HillPDA in consultation with Council Management and the elected Councillors.

1.2 What is the purpose of the Framework?

The purpose of the Property Management Framework is to ensure the most effective provision and utilisation of the community's property assets to meet the needs of the community, the protection of the environment and our heritage.

1.3 What are the principles guiding the implementation of the Property Management Framework?

The following key principles will guide the implementation of the Property Management Framework:

- be strategic in managing the land and property portfolio to optimise community benefit and financial sustainability
- be transparent and responsive in administering the property portfolio to satisfy full accountability to the community
- be active in the protection and the enhancement of the environment
- be creative and adaptable to meet the future needs of the community
- be protective of heritage, considerate in adaptive reuse and accountable for cultural significance to the community

- invest in property to foster improved environmental, social, cultural and economic outcomes in accord with Council's Strategic Planning Framework and objectives
- leverage the property portfolio to achieve a commercially sustainable return on assets where appropriate
- explore and foster new and ongoing partnerships to maximise the community benefit arising from shared facility use and digital connectivity.

1.4 In what context does this Framework sit?

The Property Management Framework is led by Council's Community Strategic Framework as outlined in Figure 1. The Property Management Framework operates within the context of the following related Council policies.



Figure 1
Council's Strategic Planning Framework

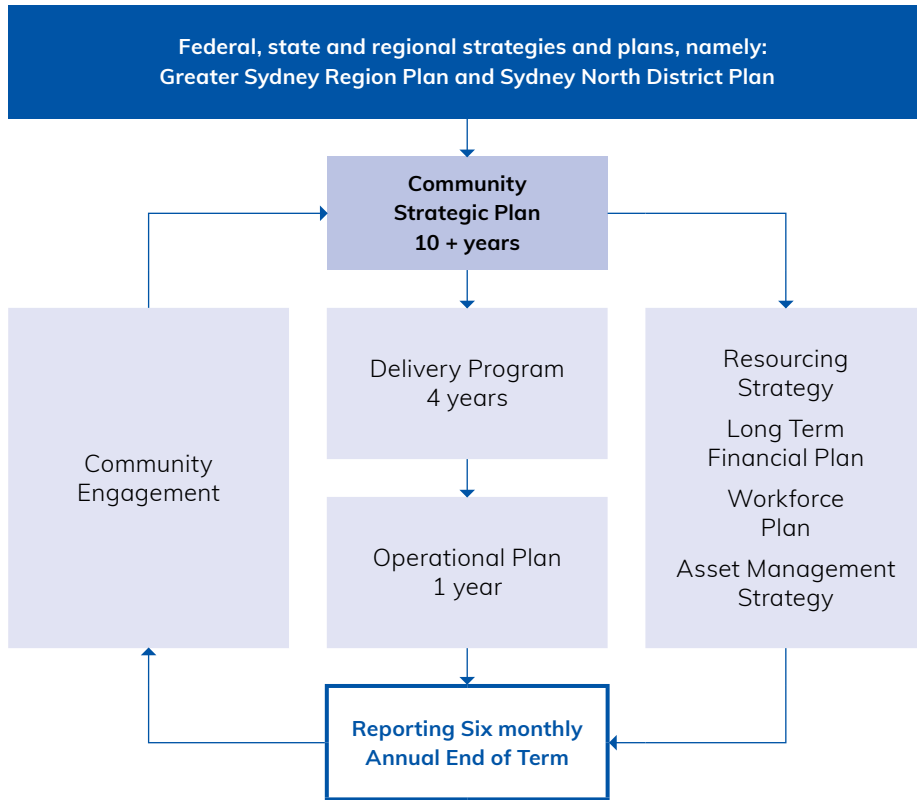
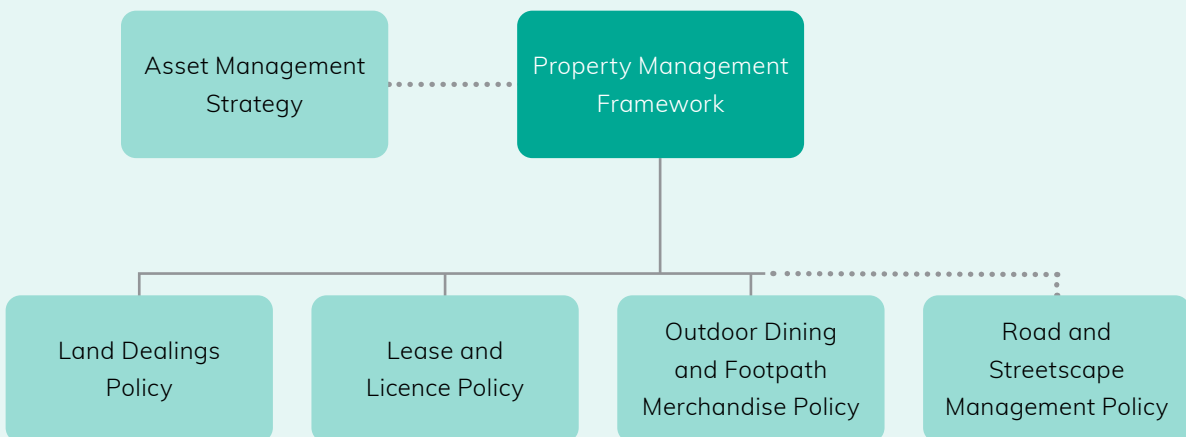


Figure 2
Council's Policy Framework



Asset Management Strategy

This strategy provides a framework for consistent and effective asset management across all assets. It shows the link between the outcomes and goals in the Community Strategic Plan and the day-to-day management of our assets.

Land Dealings Policy

From time to time Council undertakes the purchase or sale of property in addition to various other land dealings.

This policy is to ensure these dealings are undertaken in an open and transparent manner that will provide best value for the community.

Leasing and Licencing Policy

This policy provides Council and community user groups with a consistent, structured and transparent framework for the leasing and licencing of Council owned assets that is fair and equitable while optimising the use of Council assets.

This policy establishes guiding principles to maximise community access to Council facilities and obtain market rental for commercial properties.

Outdoor Dining and Footpath**Merchandise Policy**

This policy aims to support a vibrant streetscape that is safe and welcoming, attracting tourists and locals to visit, enjoy and return. The appropriate placement and regulation of outdoor dining furniture and display of footpath merchandise that ensures safe and equitable access to the footpath can be achieved whilst supporting local businesses.

Road and Streetscape Management Policy

This policy establishes guidelines and principles for the management of activities on Council's public road reserves.



The current state of Council's property

2.1 What is property?

Property in this Framework refers to Council owned:

- parks
- car parks
- public reserves
- vacant land parcels
- buildings on Council land, as well as
- crown land under the management of Council.

This list excludes specialised infrastructure assets such as roads, bridges, pipes, harbour facilities, sewerage treatment plants and other plant and equipment items. This specialised infrastructure is managed in accordance with Council's Asset Management Strategy and relevant Asset Management Plans.

The types of building uses include town halls, leisure centres, libraries, childcare and community centres (including youth and aged care services), arts and cultural services, pavilions, grandstands and sporting clubs (including surf lifesaving clubs), works depots, council offices, carparks, holiday accommodation and other investment properties that Council own and manage.

2.2 What type of land does Council own/manage?

Council is both a landowner and a land manager. Under the Local Government Act 1993, land under Council's control, other than roads and Crown Land (as defined being land under the Crown Land Management Act 2016) must be

classified as either Operational Land or Community Land. Essentially the classification aligns with the primary purpose for holding the property and determines requirements for which Council can have dealings in public land, including selling, leasing or licensing. Council can reclassify properties at any time subject to public review and statutory considerations.

Council is the Roads Authority for all Council public roads and their use and management is governed by the Roads Act 1993. This Framework does not specifically consider the management of Council roads. The Road Asset Policy provides further information regarding Councils approach to managing this type of land.

This Framework also considers land that Northern Beaches Council manages on behalf of the Crown. Since the implementation of the Crown Land Management Act 2016 in July 2018, Council managed Crown land is dealt with, in the most part, the same way Council owned land is

Community Land

Generally, it is land intended for public access and use. Community land is property held for administration, operations, recreation, and/or infrastructure. It also includes property that is held for native bushlands, environmentally sensitive reserves and coastal fringes, bushfire and flood zones and any other land for conservation and environmental management.

Community land cannot be sold, nor can it be leased, licenced or any other estate over the land granted for more than 21 years (30 years with Minister's consent). Community land is governed by a Plan of Management (PoM).

managed under the Local Government Act 1993.

Operational Land

Operational land has no special restrictions other than those that may apply to any freehold parcel of land. Operational land would ordinarily comprise land held as a temporary asset or as an investment (e.g. commercial and residential property), land which facilitates the carrying out by Council of its functions or land which may not be open to the general public, such as a works depot.

In circumstances where a lease of over 30 years is considered appropriate on land with a primarily community purpose, Council may investigate an application to reclassify the land to operational land to facilitate a long term lease

Crown Land

Crown Land Manager

Council is the Land Manager for a number of Crown Reserves and is responsible for the care, control and management of most of the Crown Reserves located within the Northern Beaches Local Government Area. Council is the appointed Crown Reserve Manager of the Narrabeen Lagoon State Park, Manly Dam State Park and Currawong State Park.

Devolved Crown Land

Any Crown land that is a public reserve for the purposes of the Local Government Act 1993 with no appointed Crown Land Manager or that is not held under lease from the Crown is considered to be devolved to Council Management in accordance with section 48 of the Local Government Act 1993.

Since the inception of the Crown Land Management Act 2016, Councils now manage Crown Land as if it were public land under

the Local Government Act 1993, subject to some Ministerial oversight. Transitional arrangements are in place for the management of Crown Land that does not have a current PoM. Over time Council will put in place a PoM for all Crown Land it manages.

Leased Land

Council has several properties for which it is the Lessee. Whilst not common there are times that Council is required to meet a community or operational need through the lease of property. These agreements may have a peppercorn rental from another government department or full commercial rental from a private owner.

2.3 Why does Council hold land?

Council holds and manages property to support the delivery of a broad range of services to meet the needs of the community both now and into the future. The needs and principles identified in Council strategies and policies inform why Council owns and manages property on behalf of the community.

In recent years the NSW Government has acknowledged that local councils are best placed to manage locally important public land. As a result, further Crown land is planned to be transferred to Council through the Crown Land Negotiation Program in the future.

Additionally, Council also holds land for current and future financial benefit. This benefit may be achieved through capital appreciation of underdeveloped sites, as well as investment from income generating properties.

2.4 Council's current property portfolio

Council currently manages, on behalf of the community, a property portfolio of 542 buildings and over 2,900 parcels of land. This can be summarised as follows:

Buildings

Building type	Examples	Number of buildings
Emergency Services	RFS, RFB, SES, Marine Rescue	24
Sports Buildings	Golf, Tennis, Bowls, Football	125
Recreation Buildings	Brookvale Oval & Pittwater Rugby Park	11
Theatre Buildings	Glen Street Theatre	1
Community Buildings	Community Centres, Libraries, Youth, Childcare, Scout	90
Operational Buildings	Depot and Plant Buildings	52
Amenities Buildings	Public Amenities	64
Waste Buildings	Council Kimbriki Buildings	5
Rental Buildings	Lakeside Holiday Park, Currawong	115
Aquatic Buildings	Manly & Warringah Aquatic Centres	5
Beach Buildings	Surf Lifesaving & Swim Clubs	33
Admin Buildings	Dee Why Civic Centre, Manly Town Hall, Mona Vale Admin	8
Carpark Buildings	Whistler St, Peninsula, Bungan Lane	9
Total		542

Land

Land type	Number of parcels	Area (m2)*
Community land	2,237	10,460,272
Operational land	168	1,058,227
Crown Land under management	535	14,022,885
Total	2,940	25,541,384

*note that the area has been rounded to the nearest whole m2.

Land register

Under section 53 of the Local Government Act 1993 Council is required to keep a register of all land vested in it or under its control. The register contains information that is constantly changing and evolving in line with the implementation of new legislation and ongoing property and land dealings. The register can be accessed through Council's website.

2.5 Council's dealings in land on behalf of the community

Council manages the use of this land under the direction of the Local Government Act 1993. As such, use by the community can be exclusive (lease), non-exclusive (licence) or generally publicly available. Council currently

has three (3) legacy policies regarding the leasing and licencing of Council owned and managed land and one action included within this Framework is to put in place a new Leasing and Licencing Policy.

The following is a summary of current Council property agreements:

Agreement type	Number**
Council building lease	188
Council building licence	66
Land lease	30
Land licence	4
Road Reserve lease / consent	183
Outdoor dining licence / approval	216
Airspace lease	11
Merchandise Approvals	34
Telecommunications Agreements	19
Council as Lessee	5
Total	756

** note that a number of the leases and licences referenced in these numbers are expired / on hold-over pending the implementation of the Leasing and Licencing Policy.



2.6 Acquiring and disposing of land

Council buys and sells land regularly and is an active player in the property market. Given the size of Council's property portfolio and its ever changing needs, it is common practice for Council to acquire land for general public purposes such as road widening, open space, sporting grounds, environmental protection and general community facilities along with land suitable for redevelopment and/or investment purposes. Disposal of Council land is also required from time to time and can be voluntary, where land is deemed to be underutilised and burdensome, or involuntary where land is obtained by other government departments via compulsory acquisition for a public purpose.

Regular acquisition and disposal of land is a healthy activity in a property portfolio as varied and large as that managed by Council over the long term. In addition to Council's applicable policy and procedure documents, transactions of this nature are also governed by the Local Government Act 1993.

Council currently has three (3) legacy policies regarding the acquisition and disposal of land and one action included within this Framework is to put in place a new Land Dealings Policy.

The new Land Dealings Policy will address the principles for the acquisition and disposal of land and other land dealings while the related Land Dealings Guidelines Document will outline how these functions are carried out.

Council's Local Environmental Plans (LEPs) identify land reserved for acquisition. While the majority of these land parcels are already in public ownership and not deemed priority acquisitions, reserved land will be considered as part of the Property Management Framework.



Focus areas

Our goal

Ensuring the most effective provision and utilisation of the community's property assets to meet the needs of the community, the protection of the environment and our heritage.

To deliver the principles outlined in this Property Management Framework, Council has established seven focus areas, supported by 18 actions. These are explored in more detail on the following pages.

The strategic action plan with the implementation timeline can be found in Appendix A.

Focus	Actions
Focus 1: Establishing the strategic property baseline	<ul style="list-style-type: none"> • Prepare, consult on and finalise Property Management Framework • Align property policies with the Property Management Framework • Perform a baseline review of Council's Land Register • Update the Land Register
Focus 2: Strengthen Council's strategic property relationships	<ul style="list-style-type: none"> • Strengthen relationships with the Metropolitan Local Aboriginal Land Council (MetroLALC) • Continue to work with Crown Lands on the implementation of the new Crown Lands Act and Land Negotiation Program • Strengthen relationships with State and Federal Government bodies
Focus 3: Evaluation of leases and licences	<ul style="list-style-type: none"> • Evaluate existing and expired leases and licences against the policy framework • Establish lease and licence templates for community tenure arrangements
Focus 4: Reviewing current provision and utilisation of property	<ul style="list-style-type: none"> • Review the use of all Council owned and utilised property • Prepare a Property Action Plan for the Property Steering Committee (PSC) Review
Focus 5: Determining future property needs	<ul style="list-style-type: none"> • Conduct an annual needs assessment of potential gaps in the Property Portfolio • Incorporate the needs assessment in the draft Property Action Plan
Focus 6: Implementation and governance	<ul style="list-style-type: none"> • Establish a Property Steering Committee as a committee of Council to oversee the Property Action Plan • Establish and maintain a financial reserve • Implement the approved list of property proposals in the Property Action Plan
Focus 7: Performance and reporting	<ul style="list-style-type: none"> • Establish property performance metrics • Annually report to Council on property performance metrics

3.1 Focus 1: Establishing the strategic property baseline

Objective

To establish and maintain a contemporary suite of property policies and timely and accurate property data to support the management of Council's property portfolio.

Background

The formation of an agreed and publically available Property Management Framework with clear direction is the first step in aligning Council and the community's direction of the property portfolio and its management. This Framework will be available for public consultation prior to adoption.

The existing policy framework needs to complement the Property Management Framework, reflect industry best practice and be consistent in its application across Northern Beaches. A new Outdoor Dining and Footpath Merchandise Policy for the Northern Beaches came into effect on 1 July 2019. New policies for Land Dealings, Leasing and Licencing as well as Road Asset & Streetscape Management need to be developed to align with the Framework and replace the policies of the former Councils. This will streamline and address equity issues in the application of policies based on the former local government boundaries.

The Property Management Framework and policies need to be regularly reviewed to ensure they deliver the outcomes expected by Council and the community. It would be appropriate to review the Framework and policies every five years.

Accurate data on the property portfolio is critical to facilitating informed decisions. Council

owns and manages in excess of 2,900 land parcels and is active in the local property market through land acquisition, divestment, parcel changes, land transfers from other agencies and other land transactions. A thorough stock take of each parcel is important to ensure the portfolio continues to meet the needs of the community. This review needs to be carried out on an ongoing basis.

Council maintains a Land Register and Building Asset Register. These are used by a large number of business units within Council, as well as providing information to the community and other NSW State Government agencies. The Registers need to be updated to reflect the changes in the portfolio.

Actions

We will:

- Prepare, consult on and finalise the Property Management Framework
- Align Property Policies with the Property Management Framework
- Perform a baseline review of Council's Land Register
- Update the Land Register

3.2 Focus 2: Strengthen Council's strategic property relationships

Objective

To strengthen relationships with major land owners on the Northern Beaches and better co-ordinate the management of public and private land to deliver improved outcomes for the community.

Background

Council, the Metropolitan Local Aboriginal Lands Council (MetroLALC) and the NSW Government (National Parks and Wildlife Service and Crown Lands) manage the vast majority of land on the Northern Beaches.

MetroLALC represent the traditional land owners and first peoples of Australia. The land managed by MetroLALC is often of environmental and cultural importance and borders Council owned, Crown Lands or National Park. Improving relationships with MetroLALC will provide land management benefits, build cultural awareness and assist the MetroLALC to fulfil its objectives.

A substantial proportion of Crown Land is managed by Council on behalf of Crown. Since the implementation of the Crown Land Management Act 2016, Council's management of Crown Lands has become more involved, with additional responsibilities devolved to Council. Council is also participating in the Crown Lands "Land Negotiation Program", through which it is intended to transfer local lands to Councils where appropriate. Council's Property Team have almost daily liaison with Crown Lands across a range of areas. It is intended to continue to develop and improve these working relationships to improve effectiveness in the administration of Crown Land on the Northern Beaches to the benefit of our community.

Council works closely with State and Federal Government agencies to meet the property needs of the community, (e.g. Transport for NSW; Service NSW; NSW Department of Planning, Industry and Environment; and Department of Infrastructure, Transport, Cities and Regional Development, National Parks and many others). Building these relationships, provides a shared understanding of Council's direction and needs, opens up opportunities for property co-funding and grants and will lead to improved outcomes for the community.

Actions

We will:

- Strengthen relationships with the Metropolitan Local Aboriginal Lands Council (Metro LALC)
- Continue to work with Crown Lands on the implementation of the 2016 Crown Land Management Act
- Strengthen relationships with State and Federal Government bodies

3.3 Focus 3: Evaluation of leases and licences

Objective

Streamline the leasing and licensing process and update tenure agreements for all property to ensure fair and equitable allocation of community land and assets.

Background

After establishing the Leasing and Licencing Policy identified in Focus 1 a full review of existing tenure arrangements is required to ensure formal agreements are consistently applied, meet Council's legislative requirements and the needs of the community. The review of existing arrangements will assist to prioritise lease and licence renewals for implementation.

One of the key difficulties in ensuring effective and timely leasing of the communities land and buildings is coming to agreement with community groups about property leases and licences. Due to the legal nature of these documents, it is often a protracted process to come to a final agreed document with the community users who may never have had to work through a document of this type before.

As such, it is proposed to establish standard lease and licence documents that are easy to read and are demonstrably fair and even. These will then be used for community leases and licences, with the discussion points kept to the schedules of the documents which relate to tenure, timing etc. In this way, the timeline for lease and licence renewals should be significantly reduced, as well as reducing the cost imposition for both Council and the community groups involved.

Actions

We will:

- Evaluate existing and expired leases and licences against the policy framework
- Establish lease and licence templates for community tenure arrangements

3.4 Focus 4: Reviewing current provision and utilisation of property

Objective

To regularly review the utilisation of land and building(s) in the property portfolio to determine whether they are being effectively utilised and to develop an annual Property Action Plan.

Background

As Council's strategic direction and user groups change and develop over time, so too must the property portfolio.

Each parcel of land and building in the property portfolio, needs to be assessed on its benefit to the community and whether it is effectively utilised.

This review is carried out in line with the principles identified in the LSPS.

The review identifies the property as one of the following:

Unimproved Land

- Appropriately used and required – the property is required, well utilised and / or meets a specified community need.
- Underutilised – the property is not well-utilised and / or no longer meets the intended community need.
- Unresolved – the property's use is currently unresolved due to external factors.
- Surplus – does not meet a specified community need.

Improved Land

- Fit for current use – the property is fit for purpose and may or may not require minor refurbishment.
- At end of useful life - the property is no longer useful to the Council for community or operational purposes.
- Underutilised / not-utilised – underutilised for what benefit the property could provide to the community.
- Redundant - no longer required by Council for community or operational purposes.

If the property is 'fit for current use' or 'appropriately used and required', there is no further action. If the property is potentially surplus to requirements or if there is an opportunity to redevelop/repurpose for other uses, this opportunity is to be summarised and presented to the CEO for consideration (i.e. strategic decision).

Following this, any properties still considered surplus to requirements or suitable for

redevelopment / repurposing by the CEO are presented to relevant Council business units to:

- ensure the property is surplus / underutilised
- understand if the property has cultural / heritage significance
- verify whether the property has future requirements.

Additional due diligence is required before making a decision on the future of the property. This includes a review of any current or pending statutory planning controls, valuations, feasibility studies, associated documentation and potentially further stakeholder engagement to discuss findings. In addition, a risk assessment using Council's Enterprise Risk Management Framework is required.

At the completion of the review, properties identified as surplus to requirements or with an opportunity to redevelop/repurpose/re-use are prioritised in order of benefit opportunity to the community. These properties are collated as part of a Property Action Plan for consideration by the PSC.

This will be done annually in line with other actions within the Property Management Framework.

Actions

We will:

- Review the use of all Council owned and utilised property
- Prepare a Property Action Plan for the Property Steering Committee (PSC) Review



Kookaburra

3.5 Focus 5: Determining future needs

Objective

To consider whether the Property Portfolio is meeting the current and future needs of Council and the community in developing the annual Property Action Plan.

Background

While Council owns a large portfolio of land and a large number of buildings, there are always additional requirements and desires from within Council and the community in general. The purpose of this focus is to clearly identify these unmet property needs, both specific e.g. *Council wishes to buy a certain property for the completion of a bushland corridor*, and in general e.g. *Council requires 2,000sqm in each town centre for Community Hubs*. These requirements may be immediate, but may also be required in long term planning for the future.

The priorities identified in the LSPS are considered when reviewing unmet property needs. These priorities cover needs around biodiversity, open space, community facilities, affordable housing, heritage and transport corridors.

An annual desktop needs assessment will be undertaken to review unmet property needs and user requirements. This review may also be reactive in nature if a market opportunity is presented.

The needs assessment will identify either:

- a specific need that is met by a particular property
- a generic need that may be met by a variety of properties.

These specific and generic needs that fit Council's user requirements will be shortlisted and presented to the CEO for initial feedback.

A check will also be undertaken to see if there is a cross-Business Unit opportunity that adds to the business case to acquire the property. This cross business opportunity may extend beyond Council to include state agencies, not-for-profit organisations etc.

Specific Identified Property

If a specifically identified property meets the Council's user requirements, then further investigation is undertaken to ensure appropriate Information is presented to the PSC to make an informed decision.

The level of due diligence at this stage must be suitable for the property being acquired. This may include review of any current or pending statutory planning controls, appraisals/ valuations, feasibility studies, associated documentation and potentially further stakeholder engagement to discuss findings. In addition, a risk assessment using Councils Enterprise Risk Management Framework is required.

Council's LEPs include land reservation acquisition maps of specific properties that will also be considered.

General Identified Need

If a general need has been identified which is not property specific e.g. *2,000sqm of community space in Brookvale*, this need is first reviewed against the properties identified as hold and re-purpose. Where this need is unable to be met, the requirement will be presented to the Property Steering Committee for potential inclusion as an acquisition on the Property Action Plan.

At the completion of the review of use of existing Council property, the list of prioritised property needs are included as part of a Property Action Plan for consideration by the PSC.

Actions

We will:

- conduct an annual needs assessment of potential gaps in the Property Portfolio
- incorporate the needs assessment in the draft Property Action Plan.

The PSC recommends the annual Property Action Plan to Council for approval. The PSC also oversees the implementation of the approved Plan.

Councillors' role is to approve the Property Management Framework and provide final authorisation for the investment and / or divestment of any property. All land dealings, including confidential land/property dealings, will be subject to approval by the Councillors as per the Land Dealings Guidelines.

Implementing the Property Management Framework will result in financial benefits, be it an ongoing benefit through a commercial development or a one off through the sale of lands. To reduce reliance on rates, these funds will be placed in a financial reserve to support the delivery of the Property Management Framework. This ensures any funds received are wholly utilised for the intent of the Framework and allows the continued growth of these reserves to provide for the future requirements of the community.

The financial reserve is to be set up specifically for:

- community infrastructure
- environmental acquisitions
- commercial developments.

3.6 Focus 6: Implementation and governance

Objective

To establish a sound governance framework to oversee the development and implementation of the Property Action Plan.

Background

Governance refers to the management review and approval process, the powers of authority and responsibility, communication covering its scope and procedure, consultation both internal and external to community and other key stakeholders. Property is an area where there is significant financial and non-financial risks for Council. Sound and efficient governance arrangements must be in place to mitigate the risks.

The Property Steering Committee (PSC) oversees the development and implementation of the annual Property Action Plan. The PSC is a Council committee with its authority, membership, roles and responsibilities, reporting and administrative arrangements detailed in the committee charter. Membership of the PSC includes the Mayor, nominated Councillors, Chief Executive Officer, Chair of the Audit Risk and Improvement Committee and independent property specialists.

Proposed actions from the Property Action Plan may include acquisition, redevelop / repurpose or disposal. Appendix B includes process maps that Council Officers will follow in implementing these actions.

In addition to the process maps Council Officers have further detail on implementation in Council guidelines and standard processes including:

- land dealings guidelines
- project management methodology
- risk assessment process.

The financial reserve will be managed as per Councils Long Term Financial Plan.

As a final approval step the acquisition or disposal of properties are required to be presented back to Council as a confidential report for adoption by the full elected council (as per the Local Government Act 1993 Section 377 1(h)).

3.7 Focus 7: Performance and reporting

Objective

To transparently report on the performance of the property portfolio and the implementation of the Property Management Framework to Council and the community.

Background

Regular reporting on the performance of the property portfolio drives accountability and is an important element of the governance framework.

In implementing the Framework, metrics for monitoring the performance of the property will be established. The metrics will include financial and non-financial measures and address the Property Management Framework's key principles.

An annual report on the implementation of the Property Management Framework will be presented to Council based on the metrics. The report will also identify the improvements made on behalf of the community in terms of provision and utilisation of property, as well as how the unmet need is being addressed.

Actions

We will:

- establish a Property Steering Committee as a committee of Council to oversee the Property Action Plan
- establish and maintain financial reserve to support the Framework
- implement the Council approved list of proposals in the Property Action Plan.

Actions

We will:

- establish property performance metrics
- annually report to Council on property performance metrics.



Appendix A: Strategic action plan

Strategic action plan

The following is a summary of the actions within the Property Management Framework and their proposed implementations timeline.

Strategic focus	Action	2022	2023	2024	2025	2026
Establishing the strategic property baseline	<ul style="list-style-type: none"> Prepare, consult on and finalise Property Management Framework 	●				
	<ul style="list-style-type: none"> Align property policies with the Property Management Framework 	●	●			
	<ul style="list-style-type: none"> Perform baseline review of Council's Land Register 	●				
	<ul style="list-style-type: none"> Update Land Register 	●		●		●
Developing Council's strategic property relationships	<ul style="list-style-type: none"> Strengthen relationships with the Metropolitan Local Aboriginal Lands Council (MetroLALC) 	●	●	●	●	●
	<ul style="list-style-type: none"> Continue to work with Crown Lands on the Implementation of the new Crown Lands Act and Land Negotiation Program 	●	●	●		
	<ul style="list-style-type: none"> Strengthen relationships with State and Federal Government bodies 	●	●	●	●	●
Evaluation of leases and licences	<ul style="list-style-type: none"> Evaluate existing and expired leases and licences against the policy framework 	●	●	●	●	●
	<ul style="list-style-type: none"> Establish lease and licence templates for community tenure arrangements 	●	●			
Review the provision and utilisation of the communities' existing property	<ul style="list-style-type: none"> Review use of all Council owned and used Property 	●		●		●
	<ul style="list-style-type: none"> Prepare a Property Action Plan for Property Steering Committee (PSC) Review 	●	●	●	●	●

Strategic focus	Action	2022	2023	2024	2025	2026
Determine future needs	<ul style="list-style-type: none"> Conduct an annual needs assessment of potential gaps in the Property Portfolio 	●		●		●
	<ul style="list-style-type: none"> Incorporate the needs assessment in the draft Property Action Plan 	●			●	
Implementation and governance	<ul style="list-style-type: none"> Establish a Property Steering Committee as a committee of Council to oversee the Property Action Plan 	●				
	<ul style="list-style-type: none"> Establish and maintain a financial reserve 	●				
	<ul style="list-style-type: none"> Implement the Council approved list of proposals in the Property Action Plan 		●	●	●	●
Performance and reporting	<ul style="list-style-type: none"> Establish performance metrics 	●	●			
	<ul style="list-style-type: none"> Annually report to Council on property performance metrics 	●	●	●	●	●

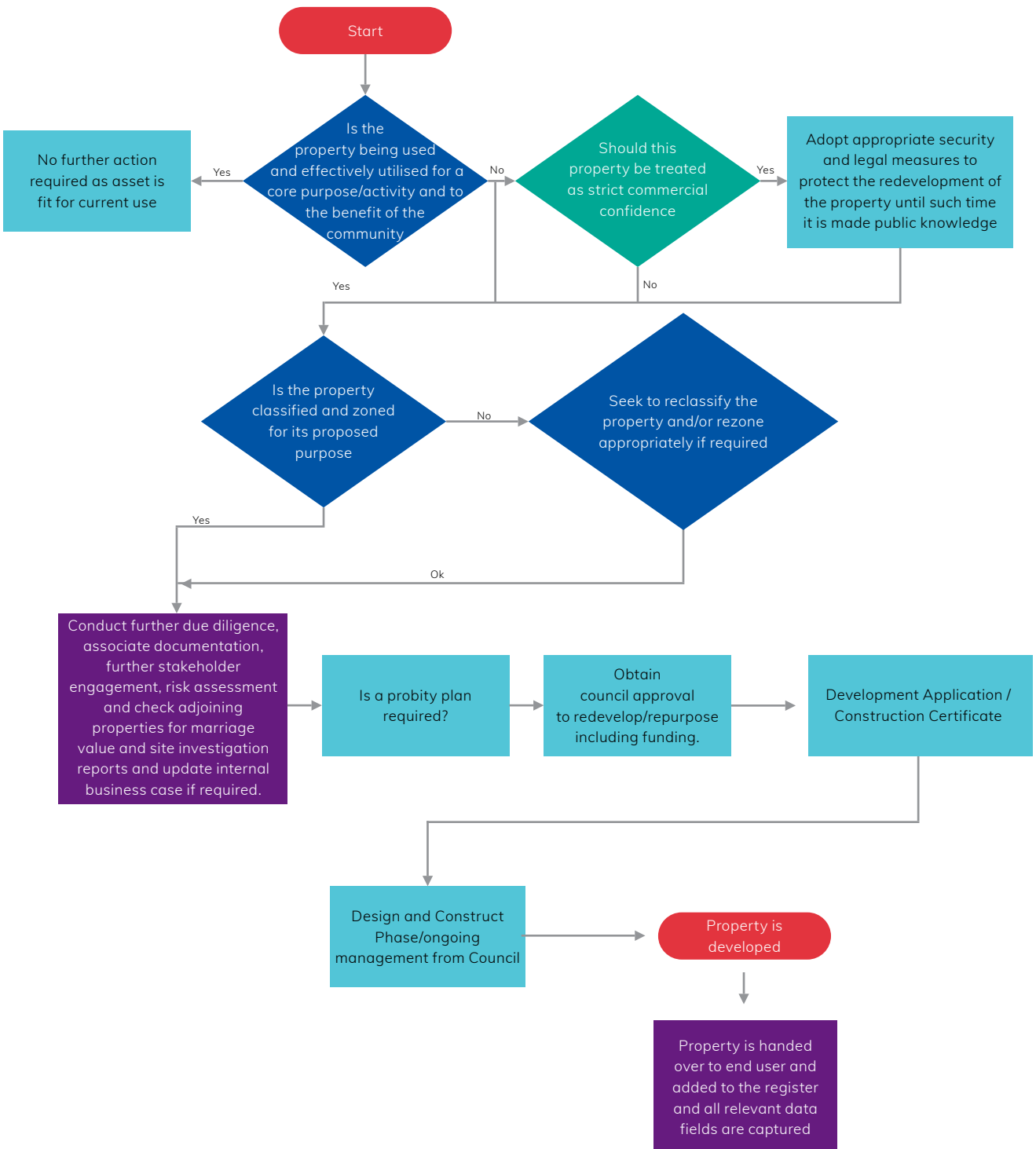
An aerial photograph of a coastal area. On the left, there is a large body of clear, turquoise water. To the right, a rocky shoreline leads to a rectangular swimming pool with a light-colored deck. The pool is surrounded by lush green vegetation, including trees and bushes. A paved path and some structures are visible near the pool. The overall scene is bright and scenic.

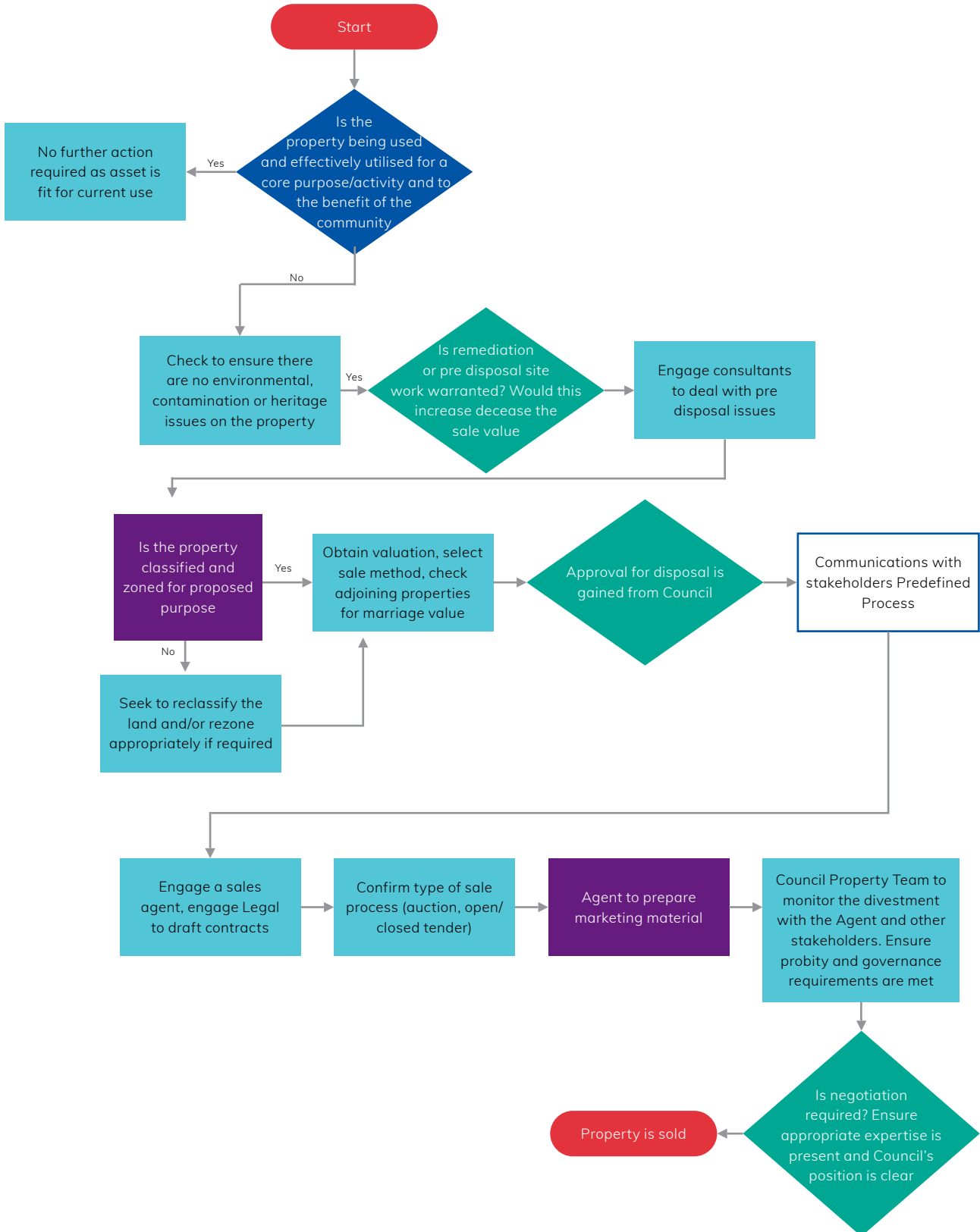
Appendix B: Process maps

Process map 1

Re-develop/Re-purpose

Property is underutilised or there is an opportunity to redevelop/re-purpose the property.

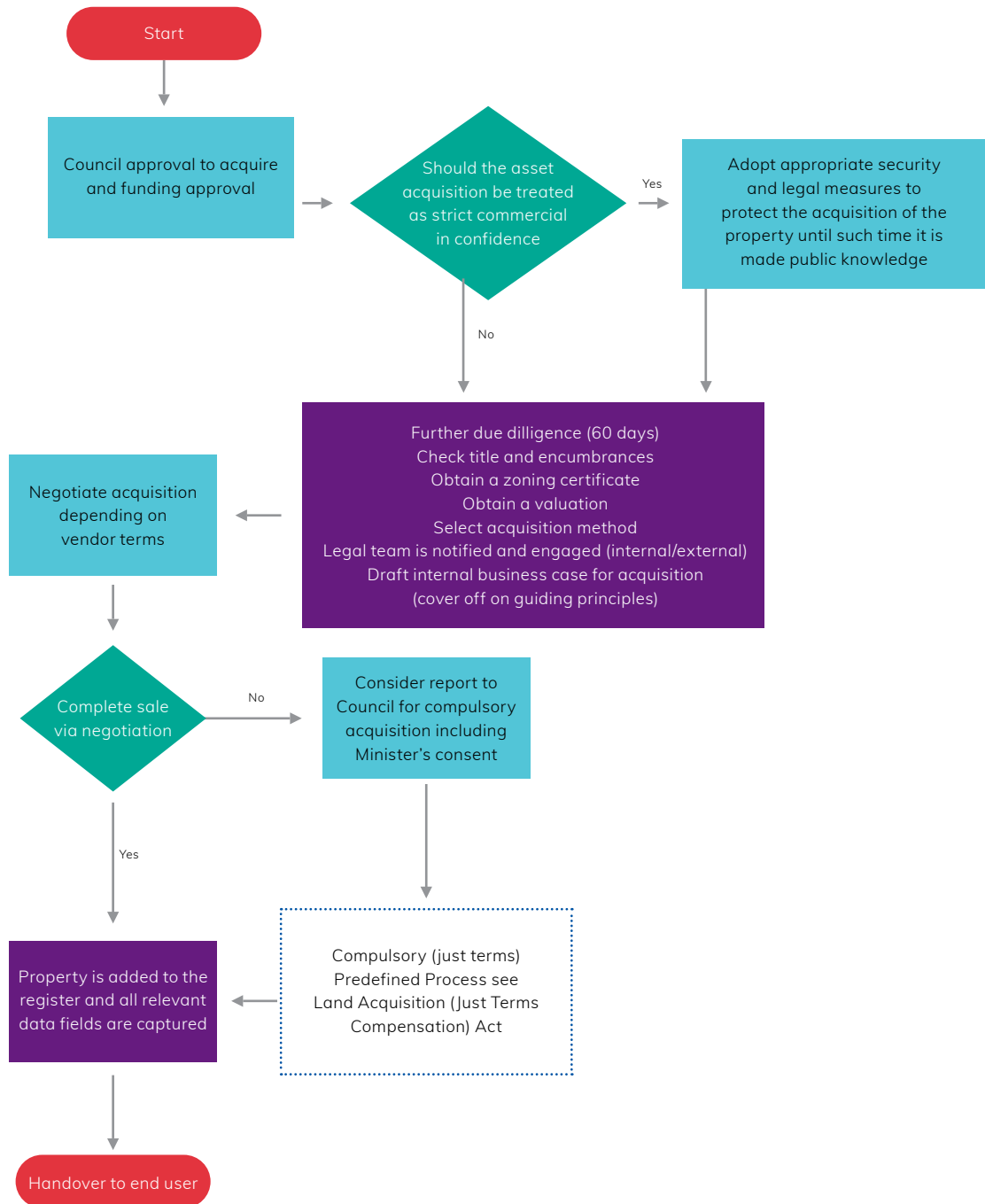




Process map 3

Acquisition of a property

Property is identified as meeting the needs of the community or Council's investment criteria or strategic to Council.



Definitions

Council's "property" includes parks, car parks, public reserves, vacant land parcels, buildings on Council land, and Crown land under the management of Council.

"Internal Stakeholders" include Council business units such as Environment & Climate Change, Parks & Recreation, Strategic & Place and Community, Arts & Culture.

"Strategic Relationships" include the Metropolitan Local Aboriginal Land Council, Crown Lands, Roads & Maritime Services (RMS), Service NSW, NSW Department of Planning, Industry & Environment, NSW Department of Education, Department of Infrastructure, Transport, Cities and Regional Development and other State and Federal departments.

The "Land Register" is a database of Council property that is used by a large number of business units within Council, as well as providing information to the community and other NSW State Government agencies.

This information is kept within a central database that is also available via a Spatial Information system known as SEA.

The "Property Action Plan" is a shortlist of Council's properties that require resolution.

Responsible Officer

Director Corporate & Legal



northern
beaches
council