MARRICKVILLE council

Car Parks Asset Management Plan

Planning and managing sustainable infrastructure

Version 1.02

February 2010

Document Control	

Document ID: 36446.11 car parks - asset management plans - final - february 2010.docx

Rev No	Date	Revision Details	Author	Reviewer	Approver
1		Initial Draft September 2009	WV / JFB	AM from JRA	
2	March 2010		WV	JFB	

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The Institute of Public Works Engineering Australia.

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ABBREVIATIONS

AAAC	Average annual asset consumption
AMP	Asset management plan
ARI	Average recurrence interval
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DoH	Department of Health
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SS	Suspended solids
vph	Vehicles per hour

GLOSSARY

Annual service cost (ASC)
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset class
Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).

Asset condition assessment
The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management
The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Assets
Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12).

Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.

Average annual asset consumption (AAAC)*
The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.

Brownfield asset values**
Asset (re)valuation values based on the cost to replace the asset including demolition and restoration costs.

Capital expansion expenditure
Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretional expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure
Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital funding
Funding to pay for capital expenditure.

Capital grants
Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure
See capital expenditure definition

Capital new expenditure
Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure
Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretional and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes

with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Carrying amount
The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets
See asset class definition

Component
An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset
The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)
The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost "As New" (CRC)
The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Cyclic Maintenance**
Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Depreciable amount
The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)

Depreciated replacement cost (DRC)
The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation
The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life
See useful life definition.

Expenditure
The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Greenfield asset values **
Asset (re)valuation values based on the cost to initially acquire the asset.

Heritage asset
An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss
The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets
Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for:
(a) use in the production or supply of goods or services or for administrative purposes; or
(b) sale in the ordinary course of business (AASB 140.5)

Level of service
The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost **
The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure **
The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings
Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance and renewal gap
Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (eg 5, 10 and 15 years).

Maintenance and renewal sustainability index
Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Maintenance expenditure
Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality
An item is material is its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset.
A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

Non-revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operating expenditure
Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant equipment, on-costs and overheads.

Pavement management system
A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

Planned Maintenance**
Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

PMS Score
A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption*
A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal*
A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade*
A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance
Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount
The higher of an asset's fair value, less costs to sell and its value in use.Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding
Funding to pay for recurrent expenditure.

Rehabilitation
See capital renewal expenditure definition above.

Remaining life
The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.

Renewal
See capital renewal expenditure definition above.

Residual value
The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management
The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment
A self-contained part or piece of an infrastructure asset.

Service potential
The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.

Service potential remaining*
A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (DRC/DA).

Strategic Management Plan (SA)**
Documents Council objectives for a specified period (3-5 yrs), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:
(a) the period over which an asset is expected to be available for use by an entity, or
(b) the number of production or similar units expected to be obtained from the asset by the entity.
It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.

Value in Use
The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

Source: DVC 2006, Glossary
Note: Items shown * modified to use DA instead of CRC
Additional glossary items shown **

1. EXECUTIVE SUMMARY

What Council's Property Services Section Provides

Council's Property Services provides a car park network to facilitate the provision of public off street parking.

What does it Cost?

There are two key indicators of cost to provide the Off Street Car Park Assets.

- The life cycle cost being the average cost over the life cycle of the asset, and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council's long term financial plan.

The life cycle cost to provide the Off Street Car Park Assets is estimated at $ 288,496 per annum. Council's planned life cycle expenditure for year 1 of the asset management plan is $ 273,596 which gives a life cycle sustainability index of 0.95.

The total maintenance and capital renewal expenditure required to provide the Car Park Assets in the next 10 years is estimated at $ 3,869,050. This is an average of $ 386,905 per annum.

Council's maintenance and capital renewal expenditure for year 1 of the asset management plan is $ 399,140 giving a 10 year sustainability index of 1.03.

Plans for the Future

Council plans to operate and maintain its Car Park network to achieve the following strategic objectives.

1. Ensure the network is maintained at a safe and functional standard as set out in this asset management plan.

2. Ensure that the network provides the functions supporting the services sought by the community.

3. Ensure that the network provides services at the standard that the community agrees to and can afford.

Measuring our Performance

Quality

Car Parks will be maintained in a reasonably good condition. Defects found or reported that are outside our service standard will be repaired. See our maintenance response service levels for details of defect prioritisation and response time.

Function

Our intent is that an appropriate Car Park network is maintained in order to meet the needs of the community.

Car Parks will be maintained at a safe level and associated signage and equipment be provided as needed to ensure equitable access and public safety. We need to ensure that the following key functional objectives are met:

- Council Car Parks are safe and accessible
- Council Car Parks are fit for purpose and meet objectives of overarching Parking Strategies.

Safety

Car Parks will be inspected regularly and defects will be prioritised and repaired in accordance with an adopted risk management strategy to ensure the car parks are safe.

The Next Steps

The actions resulting from this asset management plan are:

- Continue improving our information on car park assets so that more detailed analysis of life cycle costs and long term sustainability can be carried out.
- Expenditure reporting should be improved so that the detailed expenditure relating to individual assets can be assessed. In particular greater knowledge of the proportion of expenditure on maintenance as compared to renewal or expansion is necessary.
- Re analyse the gap required to fund car park assets at the desired service levels, and detail the consequences on service level and risk should additional funding not be provided.
- Further analysis will enable the relative costs and priorities to be balanced with the funding provided in Council's Long Term Financial Plan, and for future consultation with the community.

2. INTRODUCTION

2.1 Background

This Asset Management Plan is to demonstrate responsive management of Council's Car Park assets (and services provided from these assets), compliance with regulatory requirements, and to communicate funding needed to meet the required levels of service.

The Car Parks Asset Management Plan is to be read in conjunction with the following associated planning documents:

Council Plans

Marrickville Community Plan 2025
Marrickville Council Strategic Plan 2006 - 2011
Marrickville Council Annual Management Plan & Budget 2008-2011
Marrickville Social Plan 2004
Marrickville LEP 2001
Marrickville Council Major Projects

Other Policies and Studies

Marrickville Council Community Satisfaction Survey - Micromex Research December 2008
Marrickville Integrated Transport Strategy August 2007
Marrickville Ageing Strategy 2008-2011
Marrickville Urban Strategy 2007
Marrickville LGA Community Portrait 2006
Marrickville Council Access Policy & DDA Access Action Plan 2004
Marrickville Council DCP 19- Parking Strategy
Marrickville Council DCP 31- Equity of Access and Mobility
Marrickville Council DCP38 - Community Safety
Marrickville Cultural Diversity Plan 2003-2005
Safety in Marrickville Plan 2003
A New Direction for NSW - STATE PLAN - NSW Government - 2006

The Car Parks Asset Management Plan covers the following infrastructure assets:

Table 2.1. Assets covered by this Plan[1]

Car Park	No. of Car Parking Spaces provided by the Asset	Replacement Value ($) Based on adopted Business Unit Schedule of Rates at 30 June 2009
Barclay Street (Road Closure)	36	$ 180,800
Bedford Street	28	$ 78,503
Calvert Street	36	$ 192,615
Charles Street	34	$ 233,675
Chester Street	20	$ 174,375
Crystal Street (Part Road Closure)	64 (GG, 2D)	$387,231
Debbie & Abbey Borgia Centre	85 (4D)	$ 1,033,352
Edgeware Road	42 (GG, 1D)	$ 191,527
Ewart Lane	58 (1D)	$ 463,920
Frampton Avenue East (Sydney Water Lease)	28 (GG)	$ 317,360
Frampton Avenue West (Sydney Water Lease)	85 (5D)	$ 1,204,652
Garners Avenue	47 (4D)	$ 280,996
Horden Place	26 (1D)	$ 152,557

[1] Appendix A provides a detailed list of assets covered by each of the Asset Categories in Table 2.1.

Lennox Street (Parking Meters)	53 (2D)	$ 511,685
Loftus Street (Part Road Closure)	84 (2D)	$ 646,703
Marrickville Depot (Part Railcorp Lease)	120	$ 2,121,500
Marrickville Town Hall	11	$ 97,975
Queen Street	12 (1D)	$ 77,251
Sadlier Crescent	11 (1D)	$ 76,010
Seaview Street North	62 (GG, 4D)	$ 581,616
Seaview Street South	48 (2D)	$ 224,224
Tempe Station (Railcorp Lease)	147 (2D)	$ 1,127,700
Temple Street	15	$ 74,860
TOTAL	1152 (4GG, 32D)	$ 10,431,091

GG – Designated Go Get Vehicle spaces

D – Disabled Parking spaces

Potential stakeholders of this asset management plan include:

- Present and future citizens of Marrickville
- Rate Payers of Marrickville
- Councillors
- Council Staff
- Local Business Owners, Investors and Suppliers
- Visitors to Marrickville
- Insurers
- Internal Auditors
- Adjoining Councils
- NSW State Government
- Railcorp
- Sydney Water

2.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by purchase, by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.[2]

This asset management plan is prepared with consideration of Council's vision, mission, goals and objectives.

Council's vision is:

"For Marrickville to be a great place for all people in keeping with the Marrickville Plan 2025"

Council's mission is:

"To be a responsive, innovative and efficient Council that exercises leadership and builds community strength".

[2] IIMM 2006 Sec 1.1.3, p 1.3

Council is looking to fulfil its vision for Marrickville to be a great place for all people in keeping with the Marrickville Plan 2025 Vision. In order to achieve this vision, Council has set itself four goals and how these are addressed in this asset management plan is outlined in Table 2.2:

Table 2.2. Council Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in this AMP
Value - for - Money	In serving the community, Council is committed to finding better ways of doing its job and providing better services, clearly directed to the community's needs.	A primary objective of the asset management plan is to develop a lifecycle approach to the provision of infrastructure. This aims to minimise the life cycle cost of assets while maximising the service that is delivered. The Asset Management Plan in conjunction with Long Term Financial Plans are the tools by which Council assesses the long term financial sustainability of Council's infrastructure assets Planning long term sustainable infrastructure is important to enable the appropriate resources to be identified and provided Planning long term sustainable infrastructure is important to enable Council to meet its legislative requirements. It also assists in the development and Implementation of programs for the effective maintenance of Council's Property assets in accordance with Council's Goals & Objectives.
Sustainability	In building community prosperity, Council is committed to the principles of ecologically sustainable development.	Planning long term sustainable infrastructure is important for meeting the future needs of the community. This plan aims to Incorporate ecological sustainability criteria in the development phase of future car park maintenance programs.
Social Capital	In increasing community confidence, Council is committed to fostering high levels of social capital within the Marrickville community.	The provision and maintenance of safe & well maintained car parks is an important component contributing to the cultural and social needs of the Marrickville Community.
Citizenship	In involving the community, Council is committed to the concept of democratic decision-making and citizenship.	A primary objective of the first asset management plans prepared by Council is to establish the position in relation to maintaining the current infrastructure at a level which will sustain the current standard of services. Once the current sustainability position is established community discussion can be sought to identify acceptable changes to services. As an interim measure, Council aims to Incorporate the results of its annual Citizen Satisfaction surveys into the decision making process for future works programs

Council has also adopted six organisational values that are promoted throughout Council:

Strategic Thinking	contributing to Council's planning processes and managing issues effectively
Innovation	adopting innovative approaches to improve program efficiency and providing value-for-money to citizens
Communication	maintaining a positive internal communication climate and contributing to Council's public image
Citizen Focus	establishing regular consultative processes and building partnerships with the community
Performance	effectively managing resources to achieve performance targets and service standards
Teamwork	facilitating teamwork within Council to provide a more productive work environment and better outcomes for citizens

Collectively Council calls its vision, role, goals and organisational values the 'Marrickville Model' and it represents Council's unique, award winning approach to community governance.

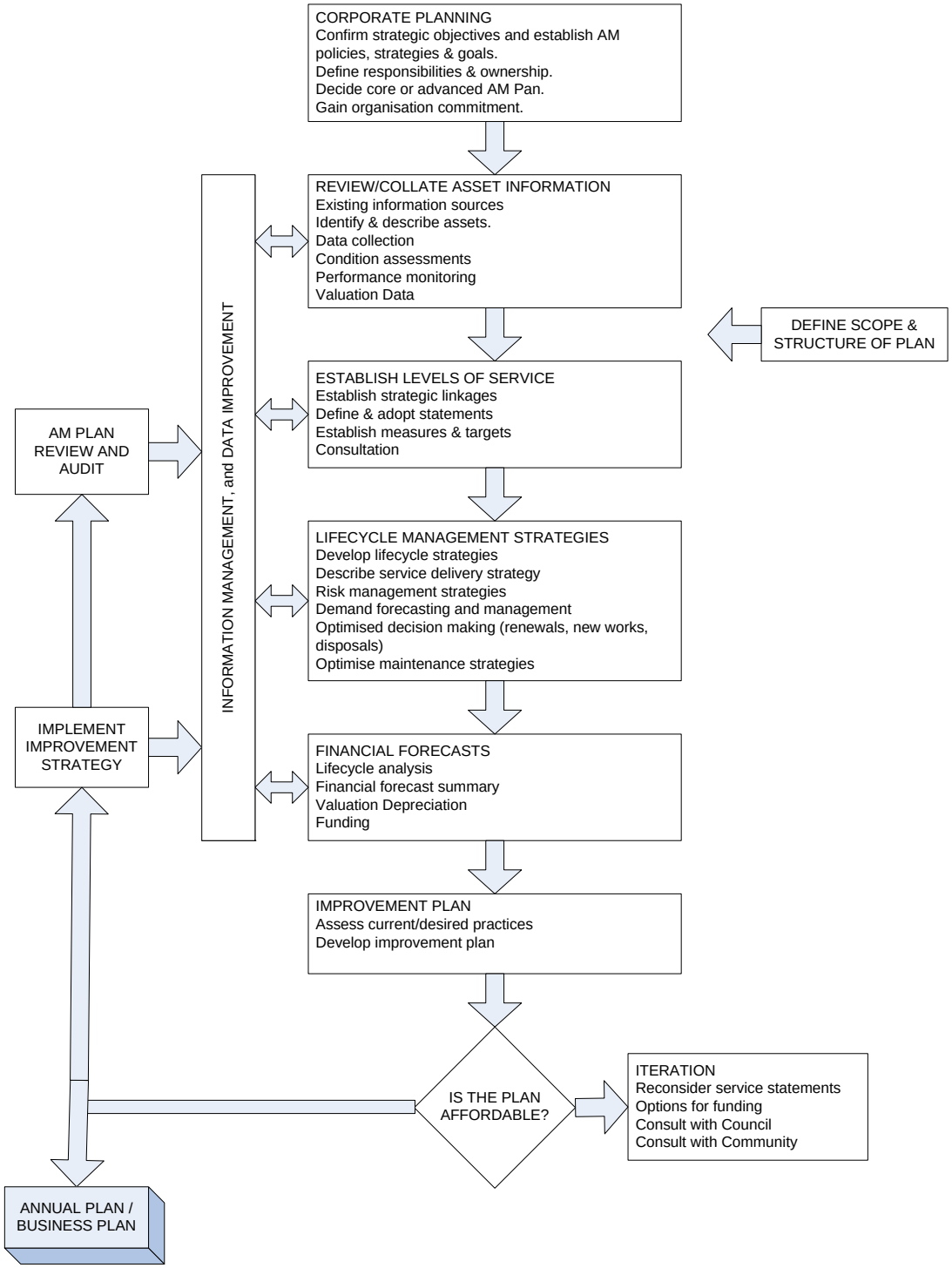
2.3 Plan Framework

Key elements of the plan are

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan

A road map for preparing an asset management plan is shown below.

Road Map for preparing an Asset Management Plan
Source: IIMM Fig 1.5.1, p 1.11



2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan in accordance with the International Infrastructure Management Manual. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Micromex Research was commissioned in 2008 to undertake a Community Satisfaction Survey for Marrickville Council. The aim of the survey was to examine community attitudes on a broad range of issues, and at the same time provide residents with an opportunity to help shape the future of Marrickville by providing input into the Annual Management Plan. Issues considered in the survey included;

- Lifestyle and development
- The environment
- Council's performance
- Communication, consultation and customer service

The research consisted of a telephone survey of 600 residents during the period from 1st - 16th December 2008. A synopsis of the main findings of the survey relating to Car Park Assets is provided in Table 3.1, below;

Table 3.1. Community Satisfaction Survey Levels - Relating to Public Car Park Assets

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Public places that are accessible to older citizens or people with disabilities	√				
Cleanliness, littering and dumping of rubbish					√
Issues relating to parking					√

The most significant items that residents thought should be Council's highest priority in the next 12 to 18 months included the following categories;

- Traffic Management
- Environmental related issues
- Cleanliness, littering and dumping of rubbish
- Public Safety
- Road improvements and maintenance
- Maintenance and repair of footpaths and lanes
- Development and building
- Swimming Pools
- Aircraft and other noise
- Community

3.2 Legislative Requirements

Council has to meet many legislative requirements including Commonwealth and State legislation and regulations. Those which relate to Property Services Assets are summarised in Table 3.2 below:

Table 3.2. Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments. Draft Bill 2009 includes the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. The purposes of this Act are as follows: (a) to provide the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales, (b) to regulate the relationships between the people and bodies comprising the system of local government in New South Wales, (c) to encourage and assist the effective participation of local communities in the affairs of local government, (d) to give councils: • the ability to provide goods, services and facilities, and to carry out activities, appropriate to the current and future needs of local communities and of the wider public • the responsibility for administering some regulatory systems under this Act • a role in the management, improvement and development of the resources of their areas, (e) to require councils, councillors and council employees to have regard to the principles of ecologically sustainable development in carrying out their responsibilities.
Environmental Planning and Assessment Act 1979	An Act to institute a system of environmental planning and assessment for the State of New South Wales. Among other requirements the Act outlines the requirement for the preparation of Local Environmental Plans (LEP), Development Control Plans (DCP), Environmental Impact Assessments (EIA) and Environmental Impact Statements.
Protection of the Environment Operations Act 1997	Council is required to exercise due diligence to avoid environmental impact and among others are required to develop operations emergency plans and due diligence plans to ensure that procedures are in place to prevent or minimise pollution.
Australian Standards	AS/NZS 1158 – Set 2007 Lighting for Roads and Public Spaces AS 1428 Design for Access and Mobility AS/NZS 2890.1:2004 Parking Facilities – Off Street Car Parking AS/NZS 2890.6:2009 Parking Facilities – Off Street Parking for People with Disabilities AS/NZS 3000:2000 Electrical Installations (known as the Australian/New Zealand Wiring Rules) AS/NZS 3500 National Plumbing and Drainage
Roads Act 1993	Sets out rights of members of the public to pass along public roads, establishes procedures for opening and closing a public road, and provides for the classification of roads. It also provides for declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads, and confers certain functions (in particular, the function of carrying out roadwork) on the RTA and other roads authorities. Finally it provides for distribution of functions conferred by this Act between the RTA and other roads authorities, and regulates the carrying out of various activities on public roads.

3.3 Current Levels of Service

Council has defined service levels in two terms.

Community Levels of Service relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance.

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

Service Criteria	**Technical measures may relate to**
Condition	Regular Condition Audits
Quantity	Turn over is suitable for needs & utilisation
Availability	Strategic Geographic Location
Safety	Regulatory signs & Lines

Council's current service levels are detailed in Table 3.3.

Table 3.3. Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Well maintained car parks	Community Satisfaction Survey	Community satisfied with quality of car parks.	Council's 2008 Community Satisfaction survey indicated that the Community is Not Satisfied
Function	car parks that are fit for purpose and close to desired destination	Customer Satisfaction Surveys	Facilities fit for purpose meeting Community requirements. Want to maintain the current level of satisfaction.	Council's 2008 Community Satisfaction survey indicated that the Community is Very Satisfied
Safety	Safe car parks, free from hazards	Condition & Risk Assessments	Undertake annual condition and risk assessments to identify high risk defects	No on-going annual condition assessments are undertaken
TECHNICAL LEVELS OF SERVICE				
Quality	Condition • Provide well maintained car parks	Annual Condition Assessment	Undertake annual condition and risk assessments for all car parks and repair any identified very high & high risk defects within 30 days.	Comprehensive condition audits for car parks last undertaken in 2007
Quality	Reactive Maintenance • fast and efficient response to reactive maintenance requests	quarterly AM works order reports	High Risk < 24 hours Med Risk < 14 days Low Risk < 6 weeks	AM Report not yet available
Function	Ensure Car Parks are accessible to the community in proximity to desired destinations	LGA Parking Management Study	Implement actions arising from LGA Parking Management Study	LGA Parking Study Not Yet undertaken
Safety	Provide safe suitable facilities, free from hazards	Annual Condition Assessments	Risk Assessment undertaken for all Defects identified in annual condition audits and the Very & High risk defects repaired within 30 days	No annual condition and or risk assessments undertaken for Council Car parks
Cost Effectiveness	Provide car park facilities in a cost effective manner	On going review of funding strategies to ensure best value for money	Implement pricing strategy to compliment other recommendations of the Integrated Transport Strategy.	Pricing Strategy implemented at Lennox Street Car Park only

OUTCOMES

EFFECTIVENESS

INPUTS

SERVICE GAP

3.4 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including the 2008 Customer Satisfaction survey, residents' feedback to Councillors and staff, service requests and correspondence. Council has yet to quantify desired levels of service. This will be done in future revisions of this asset management plan.

Car Park location by suburb

Camperdown Car Parks

Horden Place

Dulwich Hill Car Parks

Bedford Crescent (Dulwich Hill Station)
Ewart Lane (Dulwich Hill Station)
Loftus Street
Seaview Street South
Seaview Street North

Enmore Car Parks

Edgeware Road

Marrickville Car Parks

Barclay Street
Calvert Street
Frampton Avenue East
Frampton Avenue West
Garners Avenue
Marrickville Town Hall

Newtown Car Parks

Lennox Street

Petersham Car Parks

Charles Street
Chester Street
Crystal Street
Sadliers Crescent
Queen Street

Stanmore Car Parks

Temple Street

St Peters/Tempe Car Parks

Depot - Unwins Bridge Road
Richardson Crescent
Railway Parade

4. FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1. The information provided in Table 4.1 is a summary of an independent study, "2007 Marrickville Community Portrait", which was undertaken by Public Practice in 2007 (Based on August 2006 Census Data).

Table 4.1. Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	71,812 Residents • 36,308 Females • 35,504 Males	1.8% Decrease since 2001 Census	Negligible Impact
Demographics	34% Born Overseas Main Languages other than English • Greek • Vietnamese • Cantonese • Arabic • Portuguese Median Age 35 Increasingly Wealthier (15% higher than Sydney Median), while 23% are low income, <$250 pw (Syd median 27%) Relatively highly educated 62% Tertiary Degree Relatively more professional workers, fewer technicians and trades people An Ageing Community (the Age Group 55-69 yrs grew the most between 2001 - 2006 Census Relatively less families with children although slight growth in 0-4 years demographic 65% of dwellings connected to the internet (66% Sydney) Relatively mobile population compared to Sydney wide (i.e. same dwelling 5 years : Marrickville 53% : Sydney 61%)	Increase in Community Expectation due to changing demographic Ageing Population	Increased demand for higher levels of service Increased demand for accessible car parking spaces close to desired destination
Environment & Climate Change	It is widely accepted that the climate is changing.	Increased demand for alternative modes of transport and less use of motor vehicles	Increasing demand for the integration of sustainable

			transport strategies

4.2 Changes in Technology

Technology changes are forecast to have only minor effect on the delivery of services covered by this plan.

The main area where technology changes may affect the delivery of the services covered by this plan is shown in Table 4.2.

Table 4.2. Changes in Technology and Forecast effect on Service Delivery

Technology Change	Effect on Service Delivery
Availability of Innovative Parking Management Tools	An initial capital cost would be incurred at the implementation stage however the technology may increase parking management capabilities and reduce car park monitoring operating costs.

4.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.3. Demand Management Plan Summary

Service Activity	Demand Management Plan
Car Park Assets;	Analyse Council's Annual Customer Satisfaction surveys and other associated Plans & Policy documents (identified in Section 2.1) to monitor community expectations.
	Analyse cost of providing the car parks
	Assess current capacity to fund at the current level of service
	Review pricing strategy for use of car parks
	Communicate service levels and financial capacity with the community, along with parking management strategies
	Develop detailed asset management plans which link to long term financial plans
	Prepare a long-term Strategic Car Park Plan to provide a framework for the future direction, aligning with community needs and long term financial plans.
	Continue to compile & maintain up to date car parks related data through on-going condition & risk assessments.
	Assess identified risks and factor into reactive and planned maintenance schedules as required to mitigate risk.

4.4 New Assets from Growth

Marrickville Council is not expected to acquire any new assets from land developments. However, if Council does acquire new assets, funds will be needed for ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

5. LIFECYCLE MANAGEMENT PLAN

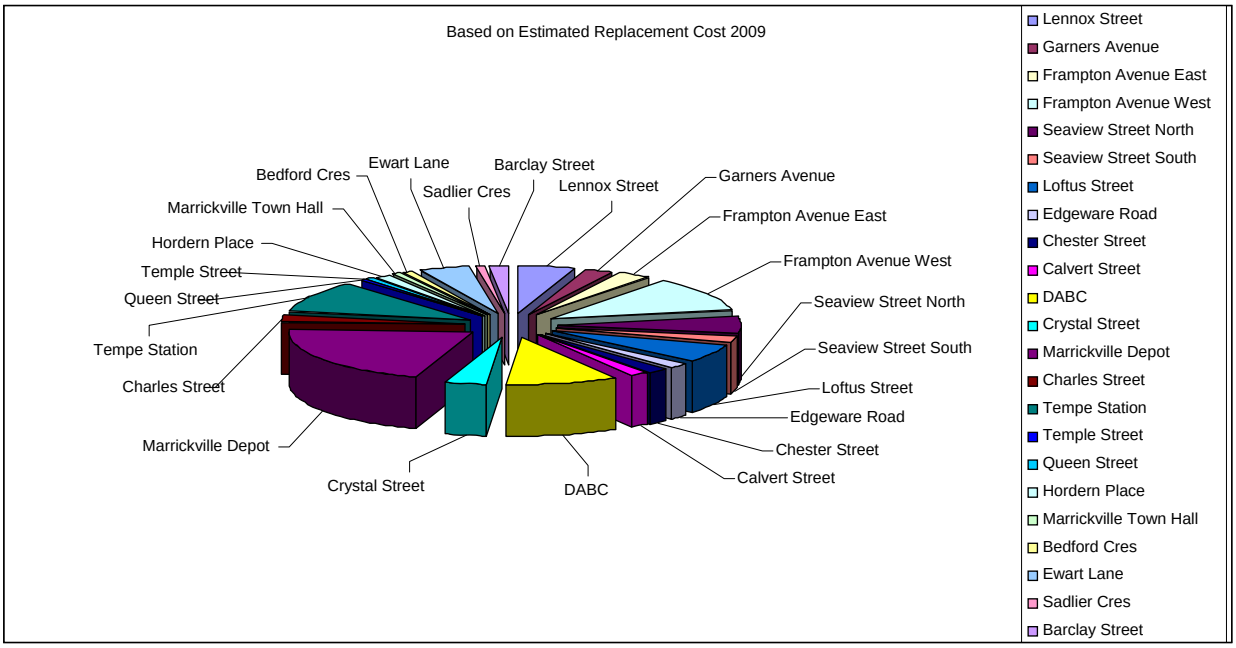
The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in section 3) while optimising life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The car park assets covered by this asset management plan are detailed in Section 2, Table 2.1. An illustrative percentage breakdown for each car park, in relation to the total replacement cost of assets covered in this plan, is shown in Figure 5.1.

Figure 5.1 - Proportion of value by Individual Car Park



As shown in Figure 5.1, Council's largest Car Park asset is located at the Marrickville Depot

The age profile of Council's Car Park Assets is shown below in Figure 5.2.

Fig 5.2 -Car Parks Asset Age Profile

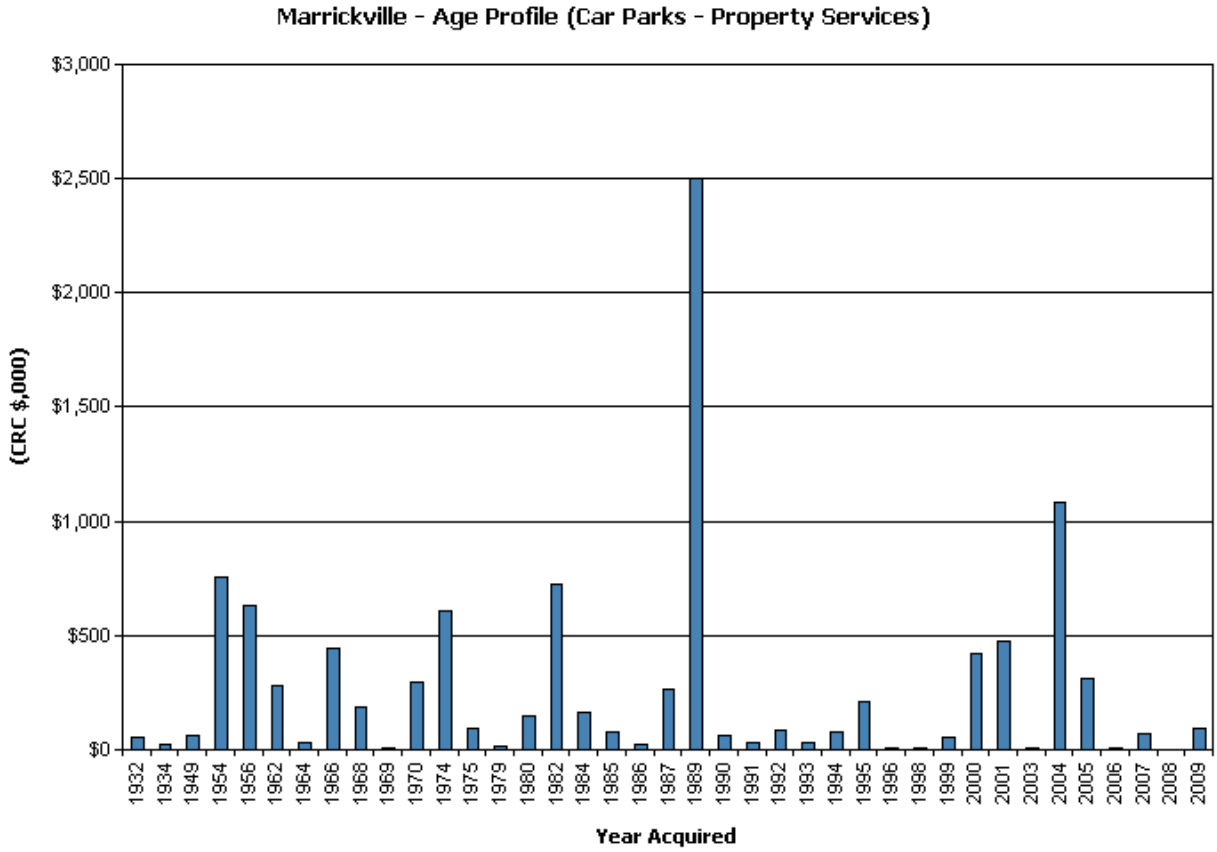


Figure 5.2 shows that a majority of Council's car parks were built and or acquired prior to the 1990's, with some being built and/or acquired around 1932. Given that the current asset modelling for Car Parks assumes a useful life of 100 years for the base course/sub-structure, all of the Car Parks are within their useful life. However, components of the Car Parks such as the pavement require regular resurfacing, ideally at 10 to 15 year intervals; lighting has a useful life of around 25 years; fencing and guard rail around 20 years. As such, some components will require replacement within the 100 year useful life period.

5.1.2 Asset capacity and performance

Council's services are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2. Known Service Performance Deficiencies

Council Asset	**Service Deficiency**					
Car Parks	Disabled Parking	Linemarking	Pavement	K&G	Lighting	Other Infrastructure
No.	17	8	5	3		

The service deficiencies summarised in Table 5.1.2. were identified following condition audits carried out in house;

5.1.3 Asset condition

Asset condition generally reflects the level of maintenance required by an asset to be fit for purpose. Condition is measured using a 1 – 5 rating system.[3]

Rating	**Description of Condition**
1	Excellent condition: Only planned maintenance required.
2	Very good: Minor maintenance required plus planned maintenance.
3	Good: Significant maintenance required.
4	Average: Significant renewal/upgrade required.
5	Poor: Unserviceable.

The following thumbnail photographs provide a visual representation of the standard 1-5 rating system as it relates to Council's Car Park Assets;

Condition 1 – DABC (shortly after construction)

Condition 2 – Garners Avenue

Condition 3 – Queen Street

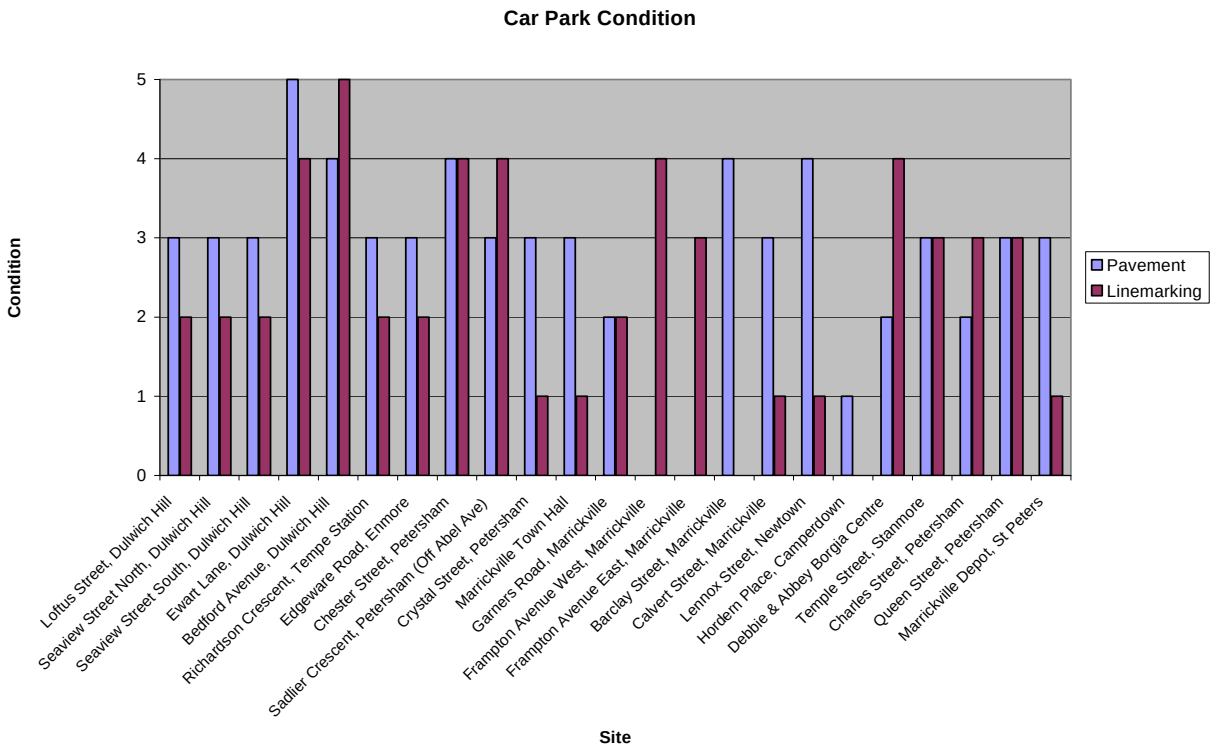
Condition 4 – Chester Street

Condition 5 – Frampton Avenue (pavement collapse)

[3] IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned')

The condition of Council's Car Park Assets, having regard for the known defects, deficiencies and overall state of the facility, is shown below in Figure 5.5.

Fig 5.5 Asset Condition Profile



5.1.4 Asset valuations

The value of assets as at 30 June 2009 covered by this asset management plan is summarised below.

These values are based on unit rate schedules provided by Council's Business Units Section in July 2009.

Current Replacement Cost	$ 10,431,091
Depreciable Amount	$ 10,431,091
Depreciated Replacement Cost	$ 6,274,000
Annual Depreciation Expense	$ 207,100

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption	(Depreciation/Depreciable Amount) = 1.99%
Asset renewal	(Renewal Exp./Depreciable Amount) = 0.60%
Annual Upgrade/expansion	(Upgrade Exp. / Depreciable Amount) = 0.12%

5.2 Risk Management Plan

An assessment of risks[4] associated with service delivery from Council's Property Services Assets has identified critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, determines a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Property Services Assets risk management plan are summarised in Table 5.2.

Table 5.2. Critical Risks and Treatment Plans

Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan
Pavement	Surface Collapse	VH	Ensure Height Restrictors are in place, load limits
Flood Lights	Fall Down	VH	Replace Poles when required
Crash Barriers	Damage to Vehicles, Property	H	Replace damaged crash barriers as required
Retaining Wall	Wall Collapse	H	Scheduled Inspections
Car Park Surface	Potholes causing damage to vehicles and injury through trips	H	Increase reseal frequency to 20 years

5.3 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Routine maintenance also includes cyclical maintenance and other activities to meet statutory requirements.

Operational & Maintenance schedules[5] have been developed for cyclical car parking maintenance and statutory activities required for each of the assets covered by this Asset Management Plan.

5.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions. The required level of service for reactive maintenance is generally assessed using standard risk management procedures. Council's Property Services Trades Section aims to provide the following response to reactive maintenance requests;

- High Risk < 24 hours
- Med Risk < 14 days
- Low Risk < 6 weeks

[4] Appendix C - Risk Management Assessment for Property Services Car parks
[5] Appendix D - Operation & Maintenance Schedules for Property Services Car parks

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Planned maintenance work currently accounts for approximately 15 % of the total maintenance expenditure for Property Services Assets. As described earlier in Table 3.3, the Property Services Section has set a performance target of 60% of maintenance expenditure being planned maintenance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including linemarking, replacement of light bulbs, etc. This work generally falls below the capital/maintenance threshold.

Maintenance expenditure trends during the period from July 2005 until June 2009 are shown in Table 5.3.1

Table 5.3.1. - Maintenance Expenditure Trends

Year	Operational & Maintenance Expenditure		
	Operational (includes statutory requirements)	**Reactive Maintenance**	**Planned Maintenance**
2005/06	71,143	87,505	
2006/07	70,556	76,666	
2007/08	103,199	73,851	
2008/09[6]*	112,344	59,539	10,507
Average Annual Exp. actual	61,244	59,505	N/A
Average Annual with CPI adjustment[7]**	93,487	81,396	N/A

[6] *In 2008/09 approximately 15% of maintenance expenditure was undertaken as planned maintenance. No information is available on maintenance expenditure prior to 2008/09.

[7] **The adopted CPI figure for each year is as follows;

2005/06 - 3.98%

2006/07 - 2.1%

2007/08 - 4.5%

Based on the above figures, Council's current maintenance expenditure levels are considered to be inadequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

5.3.2 Standards and specifications

Maintenance work is carried out in accordance with the following;

- Building Code of Australia (BCA)
- Australian Standards
- Austroads
- Project Specific Technical Specifications (e.g. NATSPEC)
- Council Planning Regulations and DCP's

5.3.3 Summary of future maintenance expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 5.6. Note that all costs are shown in 2008/09 financial year dollar values.

Fig 5.6. Planned Maintenance Expenditure

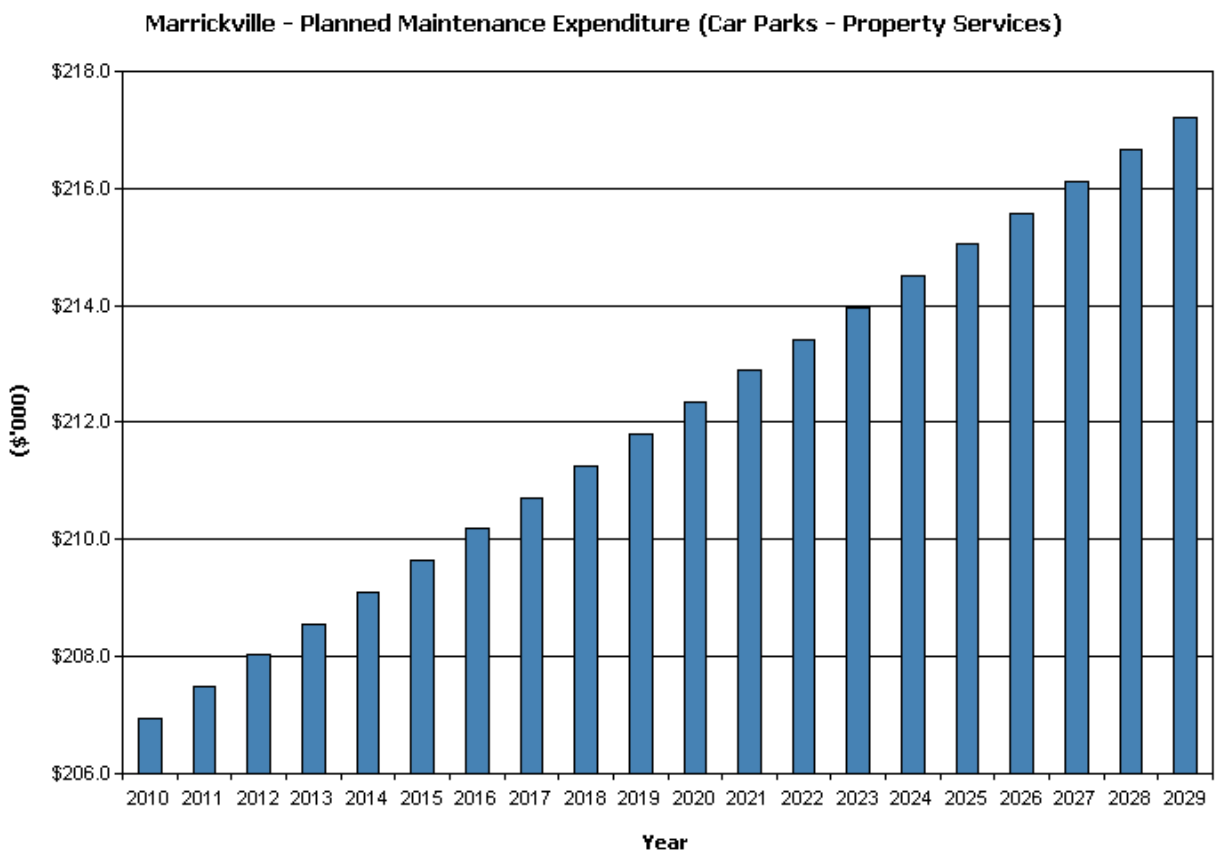


Figure 5.6 shows an increase in maintenance expenditure required over the period of the asset management plan. This increase is due to additional maintenance funds required for the upgraded assets identified in the planned upgrade/renewal expenditure. It is important to recognise that new or expansion of the asset base results in additional maintenance and operational costs as well as the future capital renewal.

Deferred maintenance, ie works that are identified for maintenance and unable to be funded are to be included in the risk assessment process in the infrastructure risk management plan.

Maintenance is funded from Council's operating budget and grants where available. This is further discussed in Section 6.2.

5.4 Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.4.1 Renewal plan

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register worksheets on the *'Planned Expenditure template'*. Candidate proposals are inspected to verify accuracy of remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Council currently does not have an adopted renewal priority standard. A set of proposed priority ranking criteria for Property Services assets is detailed in Table 5.4.1. These ranking criteria were used in developing the 10 year works program shown in Appendix B.

Table 5.4.1 Renewal Priority Ranking Criteria

Criteria	Weighting
Class of Off Street Car Park [8]	Shopping Precinct - 5 Short Term - 4 Commuter - 3 Operational - 2 Industrial -1
Risk Assessment	Very High - 4 High - 3 Med - 2 Low - 1
Priority of Identified Defect based on Condition Assessments described in Section 5.1.2	P1 - within 1 - 3 Years P2 - Within - 3 - 5 Years P3 - Within 5 -10 Years P4 - Within 10-15 Years

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

5.4.2 Renewal standards

Renewal work is carried out in accordance with the following Standards and Specifications.

[8] Appendix E - Nominated Class of Off Street Car Park

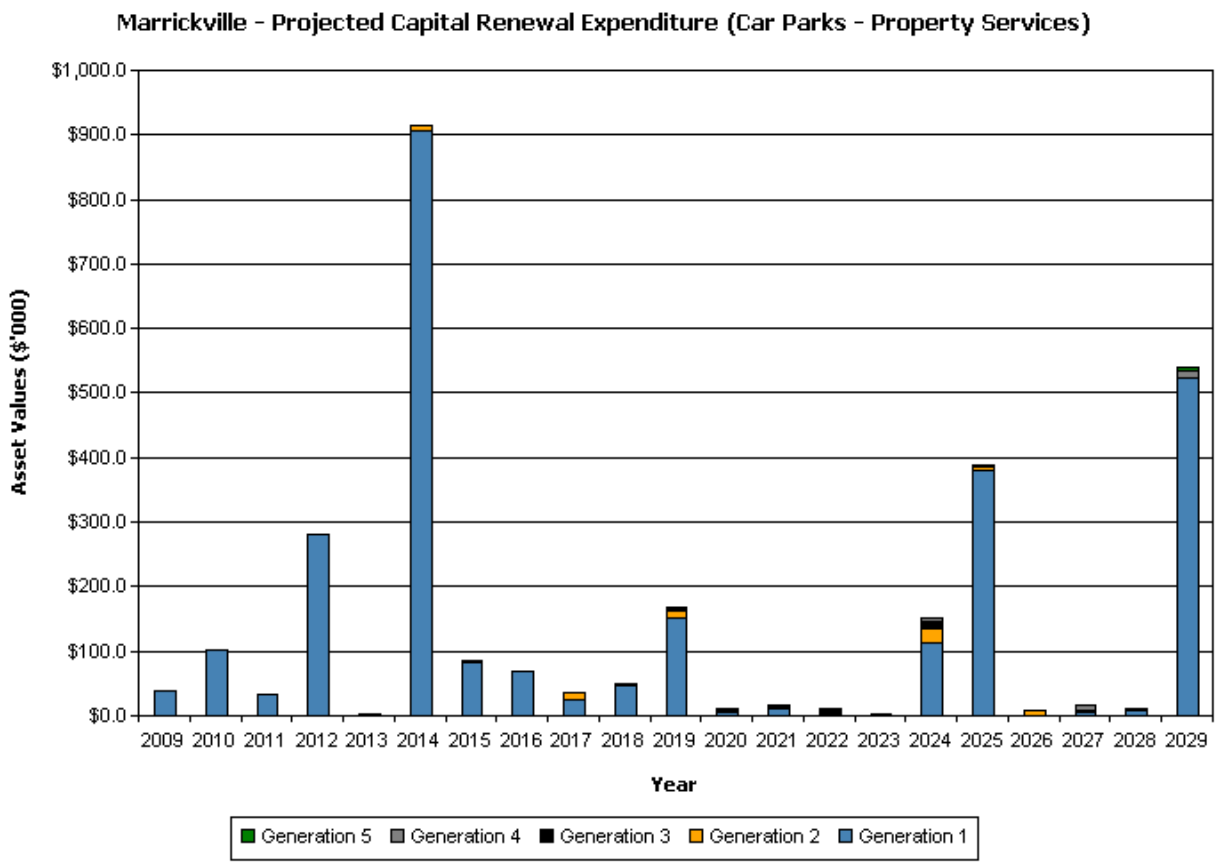
- Building Code of Australia (BCA)
- Australian Standards
- Project Specific Technical Specifications (e.g. NATSPEC)
- Council Planning Regulations and DCP's
- Other Council Policies & Objectives
- Austroads

5.4.3 Summary of future renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 5.7. Note that all costs are shown in 2008/09 dollar values.

The projected expenditures in Figure 5.7 are based on unit rate schedules provided by Council's Business Units Section in July 2009, which were reported to the Department of Local Government (DLG) in July 2008. A comprehensive list of renewal works contributing to these expenditures is provided in Appendix E.

Fig 5.7 Projected Capital Renewal Expenditure



As shown in Figure 5.7 the existing valuations indicate that approximately $0.91M of car park asset renewal expenditure is required in 2014 with a further $0.16M required in 2019. It is arguable whether this

renewal expenditure is actually required given the current condition of many of the assets. This again highlights the need for a full review of the existing useful life assumptions used for Council's Car Parking assets.

Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the risk management plan.

Renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.5 Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.5.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Note: There is no current priority ranking criteria for new assets.

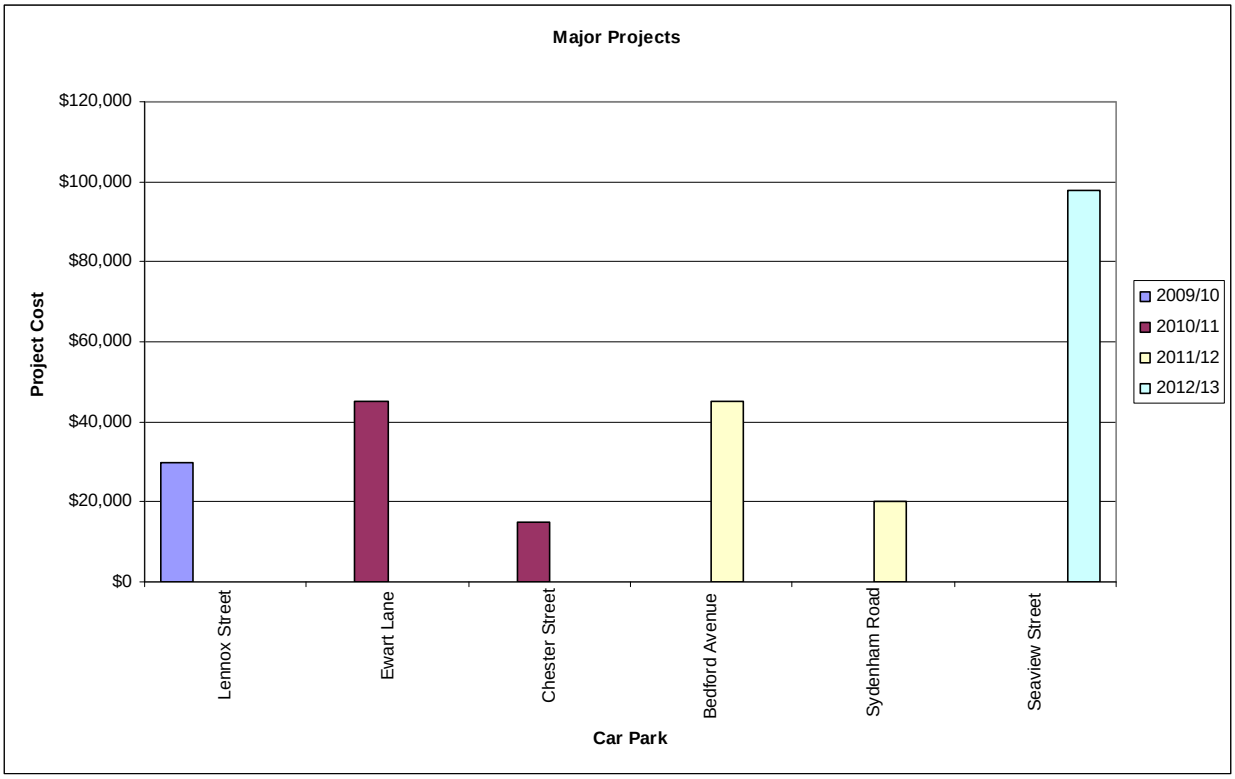
5.5.2 Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

5.5.3 Summary of future upgrade/new assets expenditure

Planned upgrade/new asset expenditures are summarised in Fig 5.8. The planned upgrade/new capital works program is shown in Appendix B. All costs are shown in current 2009/10 financial year dollar values

Fig 5.8 - Planned Capital Upgrade/New Asset Expenditure



New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any.

Table 5.6 Assets identified for Disposal

Asset	Reason for Disposal	Timing	Cashflow from disposal
No Assets Identified in this Initial AMP	Disposals will be identified as part of future AMP's with LTFP's. Any future disposals will incorporate appropriate consultation will relevant stakeholders and reporting to Council	N/A	N/A

Where cashflow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

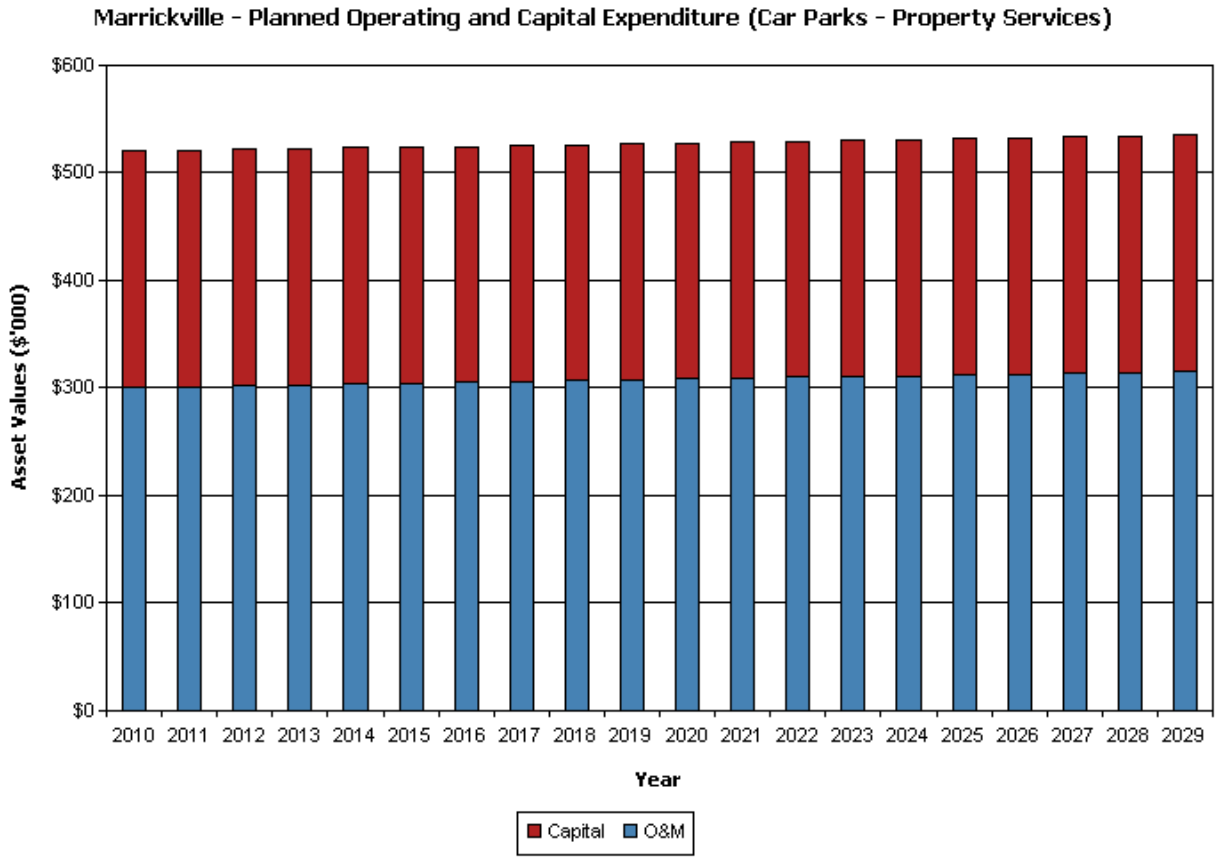
6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Statements and Projections

The financial projections are shown in Fig 6.1 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Fig 6.1 - Planned Operating and Capital Expenditure



Note that all costs are shown in current 2009/10 financial year dollar values.

6.1.1 Sustainability of service delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by the Property Services Assets, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life. Life cycle costs include maintenance and asset consumption (depreciation expense).

- The annual average life cycle cost for the services covered in this asset management plan is calculated at $ 288,496.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

- The life cycle expenditure at the start of the plan is $ 273,596.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Property Services asset management plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

- The life cycle gap for services covered by this asset management plan is $ 14,900 per annum.

- The life cycle sustainability index is 0.95.

The calculated life cycle sustainability index indicates that Council's long term expenditure for car parking assets needs to be increased. However, more work needs to be done on identifying service levels and improving asset life information to verify this shortfall and this should be undertaken as part of the next AMP.

Medium term – 10 year financial planning period

It is noted that a number of key assumptions have been used to determine the long term life cycle costs & life cycle sustainability index and these are detailed in Section 6.4. These long term costs provide useful indicators for the long term sustainability of current levels of service.

In contrast, shorter term indicators are based on existing identified defects and the cost to carry out these works is regarded as a more valuable input into a 10 year financial plan, particularly for car parking assets. This observation is highlighted by Fig 6.2.

Fig 6.2 - Projected and Planned Renewals and Current Renewal Expenditure

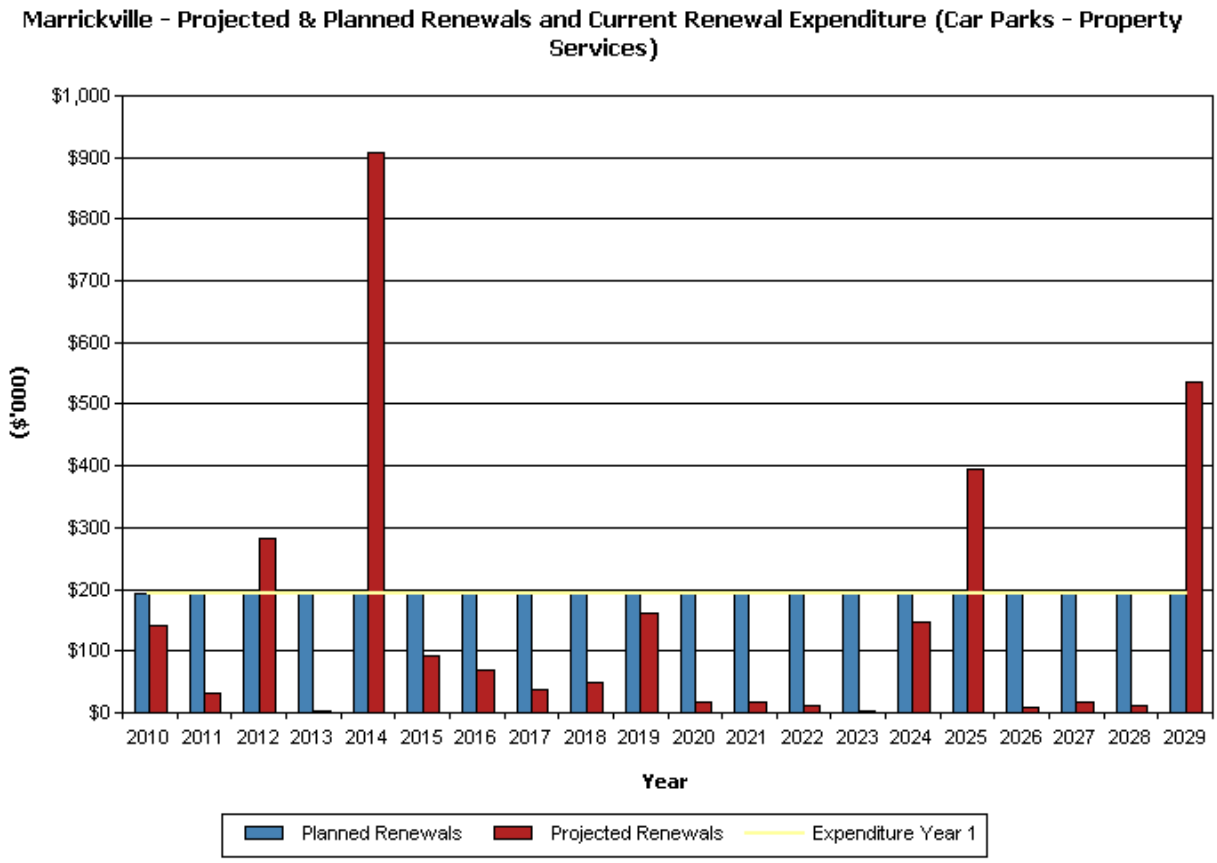


Figure 6.2 shows the projected asset renewals against the planned asset renewal expenditure over a 20 year planning period. As shown in Figure 6.2 the projected asset renewals is achievable with the planned renewal expenditures. There will be no cumulative funding gap between projected and planned renewals over the 20 year period. However, the spikes will need to be accounted for and incorporated into an average funding allocation, which is provided by long term modelling of car parking assets, is not a suitable financial indicator for the medium term 10 year financial plan.

Table 6.1 shows the projected and planned renewals

Table 6.1 - Projected and Planned Renewals and Expenditure Gap

Marrickville >> Planned Expenditures for Long Term Financial Plan (Car Parks - Property

Year End Jun-30	Total Operations Expenditure ($'000)	Total Maintenance Expenditure ($'000)	Projected Capital Renewal Expenditure ($'000)	Planned Capital Upgrade/New Expenditure ($'000)	Planned Disposals ($'000)	Planned Capital Renewal Expenditure ($'000)
2010	$93.64	$206.94	$141.95	$27.30	$0.00	$192.20
2011	$93.89	$207.48	$33.10	$27.30	$0.00	$192.20
2012	$94.13	$208.02	$281.31	$27.30	$0.00	$192.20
2013	$94.38	$208.56	$2.25	$27.30	$0.00	$192.20
2014	$94.62	$209.10	$907.55	$27.30	$0.00	$192.20
2015	$94.87	$209.64	$92.00	$27.30	$0.00	$192.20
2016	$95.11	$210.18	$69.57	$27.30	$0.00	$192.20
2017	$95.36	$210.72	$36.30	$27.30	$0.00	$192.20
2018	$95.60	$211.26	$49.29	$27.30	$0.00	$192.20
2019	$95.84	$211.80	$162.73	$27.30	$0.00	$192.20
	10 yr Total	*$2,093.70*	*$1,776.05*			
2020	$96.09	$212.34	$16.95	$27.30	$0.00	$192.20
2021	$96.33	$212.88	$15.99	$27.30	$0.00	$192.20
2022	$96.58	$213.42	$10.29	$27.30	$0.00	$192.20
2023	$96.82	$213.96	$2.25	$27.30	$0.00	$192.20
2024	$97.07	$214.50	$145.94	$27.30	$0.00	$192.20
2025	$97.31	$215.04	$395.04	$27.30	$0.00	$192.20
2026	$97.56	$215.58	$9.08	$27.30	$0.00	$192.20
2027	$97.80	$216.12	$17.34	$27.30	$0.00	$192.20
2028	$98.04	$216.66	$11.25	$27.30	$0.00	$192.20
2029	$98.29	$217.20	$535.12	$27.30	$0.00	$192.20
	20 yr Total	*$ 4,241.40*	*$ 2,935.30*			

A more useful input into the 10 year financial plan for car parks is the projected 10 Year Car Parking Maintenance Program[9], which is approximately $192,000 per annum. By adopting this figure for the purpose of the 10 year financial plan;

- The total maintenance and capital renewal expenditure required over 10 years is $ 3,869,750.
- This is an average expenditure of $ 386,975 per annum.
- The current life cycle expenditure in year 1 of the plan is $ 273,596
- The 10 year sustainability index based on a required renewal expenditure is 1.03

Given the current funding assumptions, the calculated 10 year sustainability index indicates that the works required in the short term can be managed by Council. In saying this, providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

[9] Appendix B - Projected 10 Year Car Parking Works Program based on the identified car parking defects referenced in Table 5.1.2.

6.2 Funding Strategy

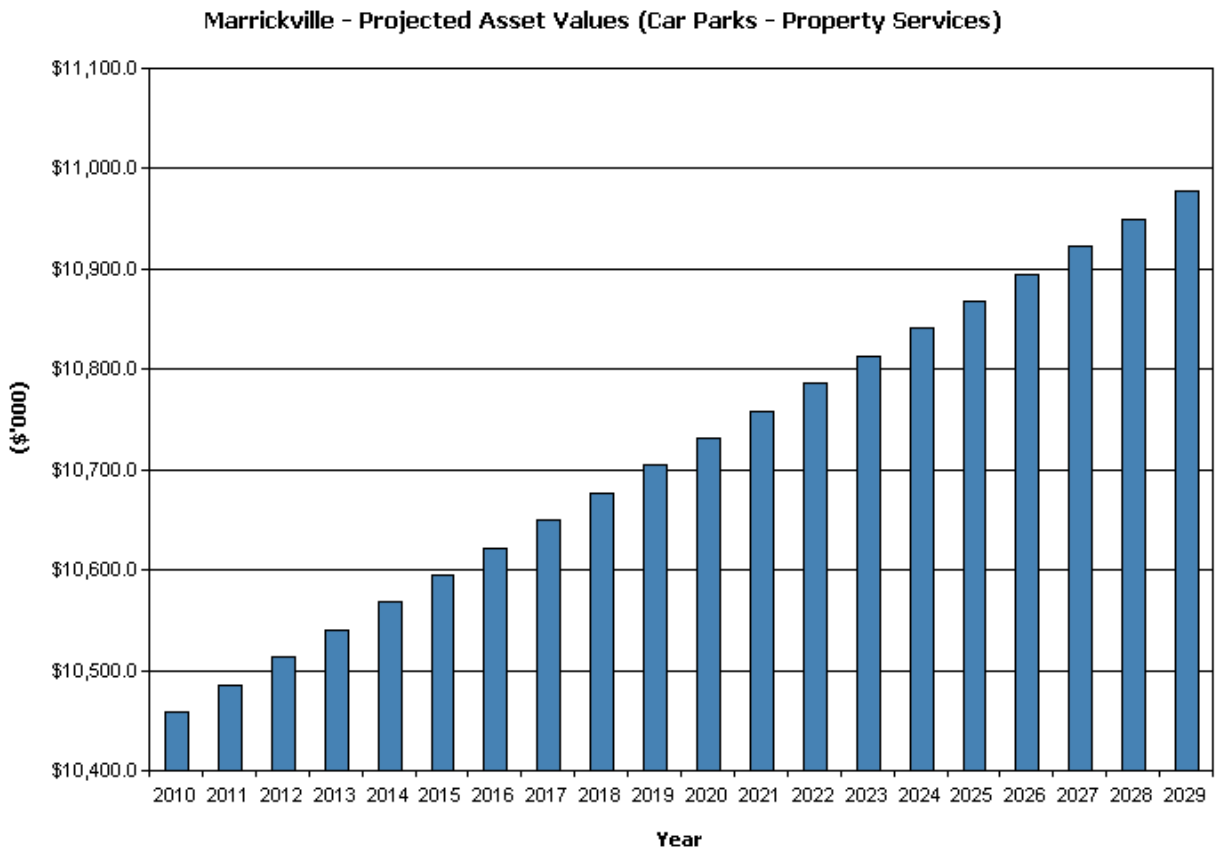
Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy should be developed in conjunction with the development of Council's next 10 year long term financial plan and should funding levels not be achieved the consequences on service levels and risk be fully assessed and communicated through revision of this asset management plan.

Achieving the financial strategy will require further development of the asset register data to a higher level of confidence, with full review of service levels, useful lives and current expenditures.

6.3 Valuation Forecasts

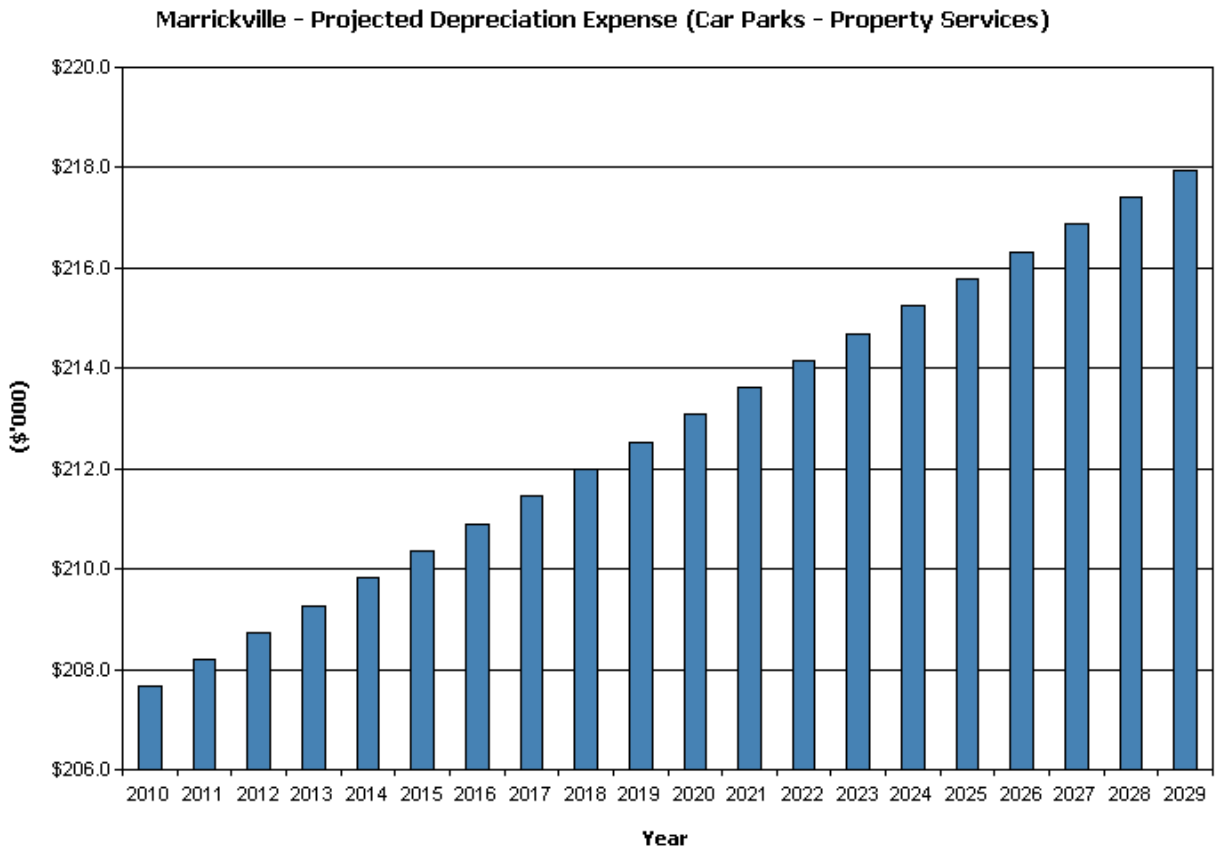
Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Fig 6.3 shows the projected replacement cost asset values over the planning period in 2008/09 dollar values.

Fig 6.3 - Projected Asset Values



Depreciation expense values are forecast in line with asset values as shown in Fig 6.4.

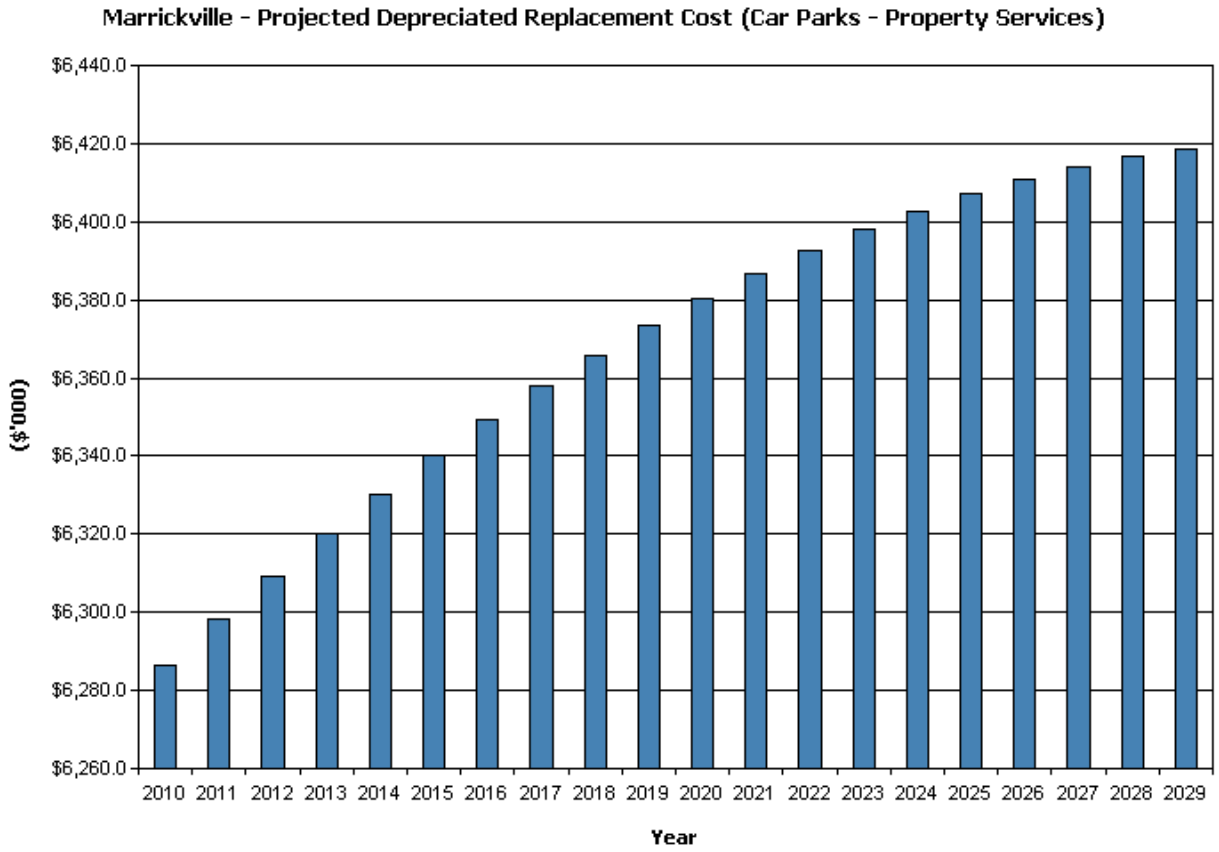
Fig 6.4 - Projected Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Fig 6.4.

Figure 6.4 indicates that the rate of asset consumption, given the existing assumptions, exceeds Council's current capital renewal expenditure.

Fig 6.5 - Projected Depreciated Replacement Cost



6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- adopted Operational, Maintenance & Capital expenditures are based on an average of 4 previous budgets (2005/06, 2006/07, 2007/08 & 2008/09)
- Existing Service Levels will remain the same (i.e. Operating & Maintenance expenditure will only rise with CPI)
- Replacement costs - based on unit rate schedules provided by Council's Business Units Section in July 2009
- Remaining Useful Life - based on current useful life assumptions
- Overall Design Life - based on current useful life assumptions
- No assumptions have been made for any continued capital expenditure to address the defects identified

Accuracy of future financial forecasts may be improved in future revisions of this asset management plan by the following actions.

- Full Implementation of a single Asset Register (currently in progress)
- Maintaining the Asset Register
- Reviewing useful lives for assets in conjunction with developing suitable hierarchies within the asset categories.
- Higher detail and definition in relation to the current expenditures by type eg operating, maintenance, renewal, upgrade/new

7. ASSET MANAGEMENT PRACTICES

7.1 Accounting/Financial Systems

7.1.1 Summary

Council's accounting and financial management system is Finance 1.

All construction and maintenance costs are recorded in this system. Capital costs are generally costed to a series of account numbers that can be related to a particular asset construction project.

Currently NSW is phasing in compliance with AASB116. To successfully complete this it will be important that both financial and technical systems reporting are based on the same data for infrastructure assets.

7.1.2 Accountabilities and Responsibilities for Financial System

The financial systems are primarily managed by Council's Finance Section. It is the responsibility of all persons with expenditure roles to ensure that costing is allocated to the correct account numbers so that financial reporting will be accurate and reliable.

7.1.3 Accounting Standards, Regulations and Guidelines

In accounting for Marrickville Council's assets, the following statutory requirements shall be adhered to:

- NSW Local Government Act 1993
- NSW Code of Accounting Practice and Financial Reporting (updated annually)
- Australian Accounting Standards

7.2 Asset Management Systems

Marrickville Council is responsible for the management of a wide range of physical assets. Its asset base includes assets which are typical to local government such as roads, buildings, stormwater drainage, recreational and sporting reserves.

These assets are used to provide a range of services to the Marrickville area community. The level of service delivered by these assets is largely determined by the manner in which they are maintained and managed.

In order to better manage its assets, Marrickville Council is in the stage of implementing an Integrated Asset Management System (AMS) namely AssetMaster by InfoMaster. AssetMaster will allow Council to collect and store asset data and to manage its infrastructure maintenance and replacement programs. The system will also allow Council to monitor the effectiveness of its adopted asset management strategies and adjust them accordingly.

In the current environment AssetMaster is not linked with Council's financial systems.

Marrickville Council's objectives in the implementation and consequent management of AssetMaster are as follows:

- To have a central repository for all asset data.
- To undertake life cycle management of all Council asset categories.
- To facilitate an asset management culture.
- To reduce the overall costs and risks associated with Council assets.
- To own a system that is flexible enough to accommodate the variations in the management of the various asset categories.
- To provide the ability to add advanced asset management functionality as the Council matures with respect to asset management.
- To have an integrated system that will support the concept of once only data entry and be easily interfaced with other corporate applications.

Changes to the asset management system resulting from this Asset Management Plan may include modification of asset categories or sub-categories to assist in maintenance management systems, changing to a work order system for job planning and control, improving the quality of specific data, improving software systems and links to other systems (e.g. GIS) and adopting a more frequent reconciliation cycle between the financial and technical asset registers.

7.3 Information Flow Requirements and Processes

The key information flows into this asset management plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work/material;
- The adopted service levels;

Projections of various factors affecting future demand for services;

- Correlations between maintenance and renewal, including decay models;
- Data on new assets acquired by council.

The key information flows from this asset management plan are:

- The assumed asset renewal profile and trends;
- The resulting budget, valuation and depreciation projections;
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

7.4 Standards and Guidelines

At present there is a draft Asset Management Strategy and Policy.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required cashflows identified in this asset management plan are incorporated into council's long term financial plan and Strategic Management Plan;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;

8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.2.

Table 8.2 Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1.	Continue to standardise a single Asset Register for all of Council's Infrastructure.	Corporate (Technical & Financial)		December 2010
2.	Review useful Lives and the depreciation rate used for property assets.	Corporate (Technical & Financial)		May 2010
3.	Review methodology for determining remaining life, with detail assessment for assets requiring renewal in the medium term (10-20 years)	Corporate (Technical & Financial)		May 2010
4.	Adopt priority ranking criteria for renewal of Property Services assets	Corporate (Technical & Financial)		December 2010
5.	Reanalyse the gap required to fund car parking assets at the desired service levels, and detail the consequences on service level and risk should additional funding not be provided. This further analysis will enable the relative costs and priorities to be balanced with the funding provided in Council's Long Term Financial Plan, and for consultation with the community	Corporate (Technical & Financial)		December 2010
6.	Standardise expenditure reporting to be consistent with infrastructure categories and report in terms of expenditure type (Operations, Maintenance, Renewal, Upgrade or Expansion). A high confidence level on the expenditure breakdown will be essential for improving the next asset management plans.	Corporate (Technical & Financial)		May 2010
7.	Determine procedures for maintaining the Asset Register	Corporate (Technical & Financial)		Immediate

8.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

Marrickville Council, Strategic Management Plan 2006 – 2011.

Marrickville Council, Annual Management Plan and Budget 2009-2012.

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

APPENDICES

Appendix A - Detailed List of Assets covered by the Property Services Car Parks Asset Management Plan

Appendix B - Projected 10 year Car parking Works Program
Based on Condition Audits described in Section 5.1.2

Appendix C - Risk Management Matrix for Property Services Car parks

Appendix D - Operation & Maintenance Schedules for Property Services Car parks

Appendix E Nominated Class of Off Street Car Park

CAR PARKS

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APPENDICES

Appendix A - Detailed List of Assets covered by the Property Services Car Parks Asset Management Plan

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Based on Condition Audits described in Section 5.1.2

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Appendix D - Operation & Maintenance Schedules for Property Services Car parks

Appendix E Nominated Class of Off Street Car Park

Appendix A – Detailed List of Assets Covered by the Property Services Asset Management Plan

Car Park	No. of Car Parking Spaces provided by the Asset	Parking Restrictions	Replacement Value ($) Based on adopted Business Unit Schedule of Rates at 30 June 2009
Barclay Street (Road Closure)	36	Unlimited	$ 180,800
Bedford Street	28	Unlimited	$ 78,503
Calvert Street	36	2 Hr	$ 192,615
Charles Street	34	3 Hr	$ 233,675
Chester Street	20	2 Hr	$ 174,375
Crystal Street (Part Road Closure)	64 (GG, 2D)	Unlimited	$387,231
Debbie & Abbey Borgia Centre	85 (4D)	Unlimited	$ 1,033,352
Edgeware Road	42 (GG, 1D)	2 Hr	$ 191,527
Ewart Lane	58 (1D)	Unlimited	$ 463,920
Frampton Avenue East (Sydney Water Lease)	28 (GG)	2 Hr	$ 317,360
Frampton Avenue West (Sydney Water Lease)	85 (5D)	2 Hr	$ 1,204,652
Garners Avenue	47 (4D)	2 Hr	$ 280,996
Hordern Place	26 (1D)	Unlimited	$ 152,557
Lennox Street	53	2 Hr P&D	$ 511,685

(Parking Meters)	(2D)		
Loftus Street (Part Road Closure)	84 (2D)	2 & 3 Hr	$ 646,703
Marrickville Depot (Part Railcorp Lease)	120	Unlimited	$ 2,121,500
Marrickville Town Hall	11	2 Hr	$ 97,975
Queen Street	12 (1D)	2 Hr	$ 77,251
Sadlier Crescent	11 (1D)	2 Hr	$ 76,010
Seaview Street North	62 (GG, 4D)	2 Hr	$ 581,616
Seaview Street South	48 (2D)	2 Hr	$ 224,224
Tempe Station (Railcorp Lease)	147 (2D)	Unlimited	$ 1,127,700
Temple Street	15	2 Hr	$ 74,860
TOTAL	1152 (4GG, 32D)		$ 10,431,091

GG – Designated Go Get Vehicle spaces

D – Disabled Parking spaces

P&D – Pay & Display parking

Appendix B – Projected 10 year Car Parks Works Program

Car Park Name	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Bedford Avenue, Dulwich Hill			$ 70,000.00					$ 2,500.00				$ 2,500.00
Calvert Street, Marrickville	$ 3,000.00				$ 3,000.00						$ 45,000.00	
Charles Street, Petersham				$ 3,000.00					$ 3,000.00		$ 50,000.00	
Chester Street, Petersham		$ 20,000.00					$ 2,000.00					$ 20,000.00
Depot - Unwins Bridge Road,	$ 27,500.00	$ 17,500.00					$ 43,500.00	$ 84,500.00	$ 30,000.00	$ 72,000.00		$ 57,000.00
Edgeware Road, Enmore	$ 3,500.00				$ 3,500.00				$ 40,000.00			$ 3,500.00
Ewart Lane, Dulwich Hill		$ 68,000.00					$ 4,500.00					$ 4,500.00
Fisher Street, Petersham		$ 5,000.00							$ 60,000.00			$ 5,000.00
Frampton Ave East, Marrickville	$ 3,000.00				$ 3,000.00					$ 3,000.00		
Frampton Ave West, Marrickville		$ 7,000.00					$ 7,000.00					$ 7,000.00
Garners Road, Marrickville		$ 5,000.00					$ 46,000.00					$ 5,000.00
Hordern Place, Camperdown	$ 3,000.00				$ 3,000.00					$ 36,000.00		
Lennox Street, Newtown	$ 90,000.00				$ 4,500.00					$ 24,000.00	$ 16,000.00	$ 24,000.00
Loftus Street, Dulwich Hill					$ 105,000.00					$ 7,000.00		
Loftus Street, Dulwich Hill					$ 5,000.00							
Petersham Road, Marrickville		$ 1,000.00					$ 20,000.00					$ 1,000.00
Queen Street, Petersham		$ 1,000.00						$ 17,000.00				$ 1,000.00
Richardson Crescent, Tempe	$ 8,000.00	$ 8,000.00	$ 18,000.00	$ 10,000.00	$ 15,000.00	$ 142,000.00	$ 3,000.00				$ 31,000.00	$ 15,000.00
Sadlier Crescent, Petersham		$ 8,000.00						$ 20,000.00				$ 8,000.00
Seaview Street Link Lane ,			$ 18,000.00									
Seaview Street North ,				$ 84,000.00			$ 11,000.00		$ 5,000.00			
Seaview Street South ,	$ 4,000.00			$ 45,000.00			$ 5,000.00		$ 4,000.00			
Sydenham Road, Marrickville			$ 36,000.00									
Temple Street, Stanmore		$ 1,500.00						$ 18,000.00				$ 1,500.00
Annual Total	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 142,000.00*	*$ 155,000.00*

Appendix C – Risk Management Matrix for Property Services Car Parks

RISK IDENTIFICATION							RISK ANALYSIS					RISK TREATMENT			RISK TREATMENT PLAN				
Risk No.	**Asset at Risk**	**What can happen?**	**When can it occur?**	**Possible cause**	**Existing controls**	**Is risk credible?**	**Likelihood**	**Consequences**	**Risk rating**	**Action required**	**Is risk acceptable?**	**Treatment option(s)**	**Residual risk**	**Risk treatment plan**	**Actions**	**Responsibility**	**Resources**	**Budget**	**Date due**
1	All Assets	Electricution	Anytime now	Faulty/Damaged Wire	Audit, Test & Tag, RCDs	Yes	Possible	Catastrophic	High	Prioritised action required	No	Revise high risk buildings	Asbestos OH&S Risk	Trades to identify High risk buildings	Identify High Risk Car Parks	Trades Superviser	Trades	Operational	Jun-10
2	All Assets	Electrical Damage of Equipment	Anytime now	Faulty/Damaged Wire	Audit, Test & Tag, RCDs	Yes	Possible	Catastrophic	High	Prioritised action required	No	Install RCD Devices, regular Test & Tag.		Regular testing of RCDs	Regular testing of RCDs	Trades Superviser	Trades	Operational	Jun-10
3	Signage	Car Park Accidents	Anytime now	Lack of signage, damaged signage	Annual inspection	Yes	Possible	Minor	Medium	Planned action required	No	Quarterly inspection		Increase inspection	Increase inspection frequency	Property Coordinator	Coordinators	Operational	Ongoing
4	Accessibility	Blocked Paths	Anytime now	Ignorance	signage, linemarking	Yes	Likely	Minor	Medium	Planned action required	No	Rectify problem areas		Routine Inspections	Scheduled Inspections	Property Coordinator	Coordinators	Operational	Ongoing
5	Fencing	Vandalism, Theft	Anytime now	Criminal Activity	Security Patrols	Yes	Likely	Moderate	High	Prioritised action required	No	Replace/Upgrade fences, increase patrols		Increase patrols, seek funding to u[grade fences	Capital Budget Bid	Property Services		Capital/Operational	Ongoing
6	Brick Fence	Fence Falls	Anytime now	Mortar Failure, impact from vehicles	Inspection	Yes	Possible	Moderate	High	Prioritised action required	No	Inspection		Replace, Brace, Repoint	Replace sections, Brace as required, Repoint where necessary	Property Coordinator		Operational	Ongoing
7	Flood Lights	Fall Down	Anytime now	Pole rusted	Scheduled inspections	Yes	Likely	Catastrophic	Very High	Prioritised action required	No	Inspection		Inspect, replace as necessary	Replace poles when required	Property Coordinator		Operational	Ongoing
8	Backflow Devices	Contaminated Potable Water	Anytime now	Lack of maintenance	Scheduled Maintenance	Yes	Possible	Catastrophic	Medium	Prioritised action required	No	Inspection Certification		Scheduled Inspections	Maintenance Agreement	Property Coordinator	Trades	Operational	Ongoing
9	Electrical	Electricution	Anytime now	Unauthorised works, Unlicensed Electrician	Qualified Staff, Circuit Leakage Test	Yes	Possible	Catastrophic	High	Prioritised action required	No	Qualified Staff Only to carry out works		SWMS and contractor induction	Ensure contractors are licensed electricians	Trades Superviser	Trades	Operational	Ongoing

10	Car Park Surface	Potholes causing damage to vehicles and injury through trips	Anytime in the future	Inadequate reseal cycle	None	Yes	Likely	Moderate	High	Planned action required	No	Visual inspections, Reseal & maintenance at timely intervals	Risk remains. Pothole generation will reduce with increased reseal frequency	Increase reseal frequency to 20 years	Report to council on risk and funding need. Implement increased program if funds approved.	Manager Property Services	BU Civil	Operational	Ongoing
11	Corporate knowledge	Degradation of asset management capability	Anytime now	Key person leaves, Lack of resources, Resource too broadly utilised	Documented systems	Yes	Likely	Major	High	Prioritised action required	No	Increase pay rates, Additional staff, binding contracts	Risk remains if key issues not addressed	Succession plans, Documented processes, Hand over period					
12	Flood	flooding	Anytime in the future	Blockage in pipe from silt build-up	Monitoring	Yes	Possible	Moderate	High	Prioritised action required	No	Realign pipe joints, install upstream silt trap	Very low. Risks remains if work not done	Identify location of blockage, remove and relay pipes, monitor performance	CCTV survey to identify location Design remedial action Construct				
13	Flood	Flood	Anytime now	Natural disaster, rain, water main	Monitoring	Yes	Rare	Major	Medium	Planned action required	No	Update insurance cover	Low	Scheduled Maintenance					
14	External Lighting attached to building	Lighting failure	Anytime now	Vandalism, blown globes	Scheduled inspections	Yes	Almost certain	Minor	High	Prioritised action required	No	Vandal proof globes, Replace lighting with damage resistant lights	May cause damage to structure. Risk reduced	Identify options for other lighting styles, install test lights, monitor	Investigate lighting options Install test lights				
15	External Lighting not attached to building	Lighting failure	Anytime now	Vandalism, blown globes	Scheduled inspections	Yes	Almost certain	Minor	High	Prioritised action required	No	Vandal proof globes, Replace lighting with damage resistant lights	May cause damage to structure. Risk reduced	Identify options for other lighting styles, install test lights, monitor & report to Council, Replace lights if approved and funded	Investigate lighting options Install test lights Report to Council for decision Replace when approved and funded				

16	External Lighting	Structural failure	Beyond 20 years	Corrosion in posts, vandalism	Scheduled inspections & reactive maintenance	Yes	Unlikely	Major	Medium	Planned action required	No	Annual audit of light poles & maintenance	Risk of collapse within annual cycle	Review & analyse annual audit & prioritise works	Analyse annual audit, develop and implement repair program				
17	External Lighting	Increased maintenance cost	Anytime now	Vandalism	Reactive maintenance	Yes	Almost certain	Moderate	High	Prioritised action required	No	Community education,	Risk will remain	Run community education programs	Develop and implement community education program				
18	Flood	flooding of Cooks River	Within 5 years	Inadequate hydraulic capacity and low level flood plain	Road subject to flooding signs and depth markers	Yes	Possible	Minor	Medium	Planned action required	No	Flood Mitigation	Risk will remain						
19	Footpaths	Trip hazard risk to pedestrians	Anytime now	Tree roots, lifting of pavement, soil type, development, heavy vehicles	Inspections, maintenance programs, developers guidelines, design standards	Yes	Rare	Moderate	Medium	Planned action required	No	Repair/relay displaced pavers. Remove tree	Risk increases as trees grow until repairs done	Continue existing reactive maintenance system. Investigate more suitable tree species					
20	GPT	Discharge to environment	Within 2-3 years	Lack of maintenance	None	Yes	Likely	Moderate	High	Prioritised action required	No	Regular cleaning	Risk remains if work not completed in 3 years						
21	Grease Trap	Discharge to environment	Anytime now	Lack of servicing	Trade Waste Agreement	Yes	Likely	Minor	Medium	Planned action required	No	- do nothing, rely on supply authority's service levels	Risk will remain						
22	Loading Dock	Damage by heavy vehicle hitting loading dock	Anytime in the future	Poor driver skills	Bumpers	Yes	Possible	Minor	Medium	Planned action required	No	Identify offenders							

23	Footpaths	Paver movement	Anytime now	Root intrusion	Inspection program	Yes	Rare	Minor	Low	Manage by routine procedures	No	Continue existing inspection and repair program. Change to flexible path surface	Risk remains Low	Assess likelihood of recurrence, Isolate recurring faults, repair/ replace as required	Assess recurrence likelihood, identify recurring faults Repair/replace as required	Manager Property Services			
24	Signage	Removal/damage of signs	Anytime now	Vandalism	Check signs weekly	Yes	Unlikely	Major	Medium	Planned action required	No	Replace damaged signs, Add anti-theft nuts to all/new signs	Damage may still occur	Replace damaged signs, add anti-theft nuts to new signs,	Replace damaged signs Add anti theft nuts to all new signs				
25	Stormwater pipes	Blockage of pipes	Anytime in the future	Foreign material entering system	Street sweeping, trash racks on major catchments	Yes	Likely	Moderate	High	Prioritised action required	No	Increase street sweeping Install more trash racks Regular inspection and cleaning program	Reduced risk for all options	Improve effectiveness of street sweeping	Review effectiveness of street sweeping and reschedule where necessary. Negotiate modified contract with contractor	Manager Property Services			
26	Parking Meter	Break/Vandalise	Anytime in the future	Vandalism	Security Patrols	Yes	Possible	Moderate	High	Prioritised action required	No								
27	Pavement	Pavement Failure	Anytime in the future	Heavy Vehicles	Height Restrictors	Yes	Possible	Moderate	High	Prioritised action required	No								
28	Pavement	Pavement Failure	Anytime in the future	Heavy Vehicles	Load limit	Yes	Possible	Moderate	High	Prioritised action required	No								
29	Pavement	Pavement Damage	Anytime in the future	Stolen cars dumped & Burned	Security Patrols	Yes	Rare	Minor	Low	Prioritised action required	No								
30	Pavement	Surface Collapse	Anytime in the future	Heavy Vehicle overloading structure	Height Restrictors	Yes	Almost certain	Major	Very High	Prioritised action required	No				Ensure Height Restrictors are in place, Load limits				
31	Crash Barriers	Damage to vehicles, property	Anytime in the future	Vehicles accidentally colliding with	Monitoring	Yes	Possible	Moderate	High	Prioritised action required	No	Routine inspections	Risk will remain	Inspect, replace as necessary	Replace damaged crash barriers as required				

32	Wheel Stops	Dislodge, damage vehicle	Anytime in the future	Impact from vehicles	Maintenance	Yes	Unlikely	Minor	Low	Prioritised action required	No								
33	K&G	Tree roots lifting, vehicle damage	Anytime in the future	Inappropriate tree species	Monitoring	Yes	Possible	Minor	Medium	Prioritised action required	No								
34	OSD	Flooding	Anytime in the future	Pit blockage	Maintenance	Yes	Rare	Moderate	Medium	Prioritised action required	No								
35	Clothing Bin	Obstructions	Anytime in the future	Accumulation of donations	Monitoring	Yes	Possible	Minor	Medium	Prioritised action required	No								
36	Commercial Waste Bins	Obstructions, heavy vehicle damage to pavement	Anytime in the future	Bins being left in car park for collection	Compliance	Yes	Possible	Minor	Medium	Prioritised action required	No								
37	Orphan Waste	Hazardous materials	Anytime in the future	Dumping of hazardous waste in car park	Security Patrols	Yes	Possible	Moderate	High	Prioritised action required	No								
38	Linemarking	Accidents	Anytime in the future	Lack of direction	Maintenance	Yes	Rare	Minor	Low	Prioritised action required	No								
39	Landscaping	Hazardous materials	Anytime in the future	Garden beds overgrown, accumulating rubbish	Maintenance	Yes	Possible	Minor	Medium	Prioritised action required	No								
40	Trees	Damage to vehicles, infrastructure	Anytime in the future	Limbs falling, tree root damage	Maintenance	Yes	Rare	Moderate	Medium	Prioritised action required	No								
41	Access	Private property gaining access through car park	Anytime in the future	Collision, damage, obstructions	Compliance	Yes	Rare	Minor	Low	Prioritised action required	No								
42	Retaining Wall	Wall collapse	Anytime in the future	Lack of drainage, force from tree, vehicle load	Monitoring	Yes	Possible	Major	High	Prioritised action required	No	Routine inspections	Risk will remain	Monitor wall	Scheduled Inspections				

Appendix D – Operation & Maintenance Schedules for Property Services Car Parks

Barclay Street Marrickville Car Park (CP1.CPK38)

Item	Task and Activities	MaintOperat	Responsibility	Service Pro	Company Name	job number	Type of Servi	Frequency	Requirement	Annual Projected Cost	Applicable
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4430-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4430-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4430-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4430-1300-0000-00	Maintenance	3650	Essential	Civil Works	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4430-1300-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4430-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4430-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4430-8501-0000-00	Charge	365	Statutory	Leased	N

Bedford Crescent Dulwich Hill Car Park (CP2.CPK41)

Item	Task and Activities	MaintOperat	Responsibility	Service Provi	Company Name	Job Number	Type of Service	Frequency	Requirement	Annual Projected Cost	Applicable
Water	consumption of water	Operation	Council	Supplier	Sydney Water	1-4430-1601-0000-00	Service	1	Essential	$760.88	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4430-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4430-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4430-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4430-1300-0000-00	Maintenance	3650	Essential	Civil Works	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4430-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4430-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4430-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4430-8501-0000-00	Charge	365	Statutory	Leased	N

Calvert Street/Illawarra Road Marrickville Car Park (CP3.CPK32)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Name	Job Number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-443E-8501-0000-00	Charge	365	Statutory	$9,883.00	Y
Electricity	consumption of energy	Operation	Council	Supplier	Energy Australia	1-443E-1603-0000-00	Service	1	Essential	$190.24	Y
Water	consumption of water	Operation	Council	Supplier	Sydney Water	1-443E-1601-0000-00	Service	1	Essential	$1,578.72	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-443E-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-443E-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-443E-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-443E-1300-0000-00	Maintenance	3650	Essential	Civil Works	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-443E-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-443E-1300-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-443E-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Security	monitoring and routine patrols		Council			1-443E-1300-0117-00	Service	1	Essential		Y

Charles Street Petersham Car Park (CP4.CPK42)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Water	consumption of water	Operation	Council	Supplier	Sydney Water	1-443G-1603-0000-00	Service	1	Essential	$75.68	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-443G-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-443G-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Business Units	Drain Clear and Sewer Check		Council	Trades	Trades	1-443G-880T-0000-00	Certification	91	Essential	Trades	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-443G-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-443G-1300-0000-00	Maintenance	3650	Essential	Civil Works	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-443G-1300-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-443G-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-443G-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Security	monitoring and routine patrols					1-443G-1300-0117-00	Service	1	Essential		Y
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-443G-8501-0000-00	Charge	365	Statutory	Admin	N

Chester Street Petersham Car Park (CP5.CPK27)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Name	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4436-8501-0000-00	Charge	365	Statutory	$3,238.00	Y
Electricity	consumption of energy	Operation	Council	Supplier	Energy Australia	1-4436-1603-0000-00	Service	1	Essential	$455.00	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4436-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4436-1300-0000-00	Maintenance	365	Essential	$2,000.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4436-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4436-1300-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Units	Drain Clear and Sewer Check		Council	Trades	Trades	1-4436-880T-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4436-1300-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4436-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4436-880T-0000-00	Maintenance	365	Desirable	Trades	Y

Church Street Newtown Car Park (CP8.CPK33)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4434-8501-0000-00	Charge	365	Statutory	$6,044.00	Y
Electricity	consumption of energy	Operation	Council	Supplier	Energy Australia	1-4434-1603-0000-00	Service	1	Essential	$1,612.08	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4434-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4434-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4434 880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4434-1300-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Units	Drain Clear and Sewer Check		Council	Trades	Trades	1-4434-880P-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4434-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4434-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4434-880T-0000-00	Maintenance	365	Desirable	Trades	Y

Crystal Street Petersham Car Park (CP9.CPK16)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Name	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Water	consumption of water	Operation	Council	Supplier	Sydney Water	1-4437-1601-0000-00	Service	1	Essential	$866.64	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4437-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4437-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4437-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4437-880T-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Unit	Drain Clear and Sewer Check		Council	Trades	Trades	1-4437-880T-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4437-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4437-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4437-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4437-8501-0000-00	Charge	365	Statutory		Y

Edgeware Road Marrickville Car Park (CP10.CPK29)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-443F-8501-0000-00	Charge	365	Statutory	$3,258.00	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-443F-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-443F-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-443F-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-443F-880T-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Unit	Drain Clear and Sewer Check		Council	Trades	Trades	1-443F-880T-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-443F-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-443F-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-443F-880T-0000-00	Maintenance	365	Desirable	Trades	Y

Ewart Lane Dulwich Hill Car Park (CP11.CPK30)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4430-8501-0000-00	Charge	365	Statutory	$13,268.00	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4430-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4430-1300-0000-00	Maintenance	365	Essential	$2,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4430-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4430-880C-0000-00	Maintenance	3650	Essential	Civil Works	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4430-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4430-880T-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4430-880T-0000-00	Maintenance	365	Desirable	Trades	Y

Frampton Avenue Marrickville (East) Car Park (CP30.CPK35)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Electricity	consumption of energy	Operation	Council	Supplier	Energy Australia	1-4438-1603-0000-00	Service	1	Essential	$1,788.88	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4438-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4438-1300-0000-00	Maintenance	365	Essential	$2,000.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4438-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4438-880C-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Uni	Drain Clear and Sewer Check		Council	Trades	Trades	1-4438-880T-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4438-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4438-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4438-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4438-8501-0000-00	Charge	365	Statutory	Leased	N

Frampton Avenue Marrickville (West) Car Park (CP12.CPK34)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Electricity	consumption of energy	Operation	Council	Supplier	Energy Australia	1-4439-1603-0000-00	Service	1	Essential	$987.44	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4439-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4439-1300-0000-00	Maintenance	365	Essential	$3,500.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4439-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4439-880C-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Units	Drain Clear and Sewer Check		Council	Trades	Trades	1-4439-880T-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4439-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4439-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4439-880T-0000-00	Maintenance	365	Desirable	Trades	Y
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4439-8501-0000-00	Charge	365	Statutory	Leased	N

Garners Avenue Marrickville Car Park (CP13.CPK25)

Item	Task and Activities	MaintOpera	Responsibili	Service P	Company Nam	job number	Type of Ser	Frequenc	Requiremen	Annual Projected C	Applicabl
Council Rates	Council Rates as payable for the property	Operation	Council	Supplier	Marrickville Council	1-4435-8501-0000-00	Charge	365	Statutory	$9,966.00	Y
Business Uni	Backflow Devices		Council	Trades	Trades	1-4435-880T-0000-00	Certification	365	Statutory	Trades	Y
Electricity	consumption of energy	Operation	Council	Supplier	Energy Australia	1-4435-1603-0000-00	Service	1	Essential	$631.76	Y
Water	consumption of water	Operation	Council	Supplier	Sydney Water	1-4435-1601-0000-00	Service	1	Essential	$800.00	Y
Contractors	routine maintenance and at call repairs including furniture repairs above the skill level of Business Units or during peak times		Council			1-4435-1300-0000-00	Maintenance	1	Essential	$500.00	Y
Line marking	Re-mark line markings		Council	Contractor	Menai Line Marking	1-4435-1300-0000-00	Maintenance	365	Essential	$2,800.00	Y
Lighting maintenance	Lighting checks		Council	Trades	Trades	1-4435-880T-0000-00	Maintenance	365	Essential	Trades	Y
resurfacing	resurfacing		Council	Civil Works	Civil Works	1-4435-880C-0000-00	Maintenance	3650	Essential	Civil Works	Y
Business Uni	Drain Clear and Sewer Check		Council	Trades	Trades	1-4435-880T-0000-00	Certification	91	Essential	Trades	Y
Grounds Works	clearing of grounds, lawns, garden beds and minor trimming of scrubs and trees, including removal of debris and litter		Council	Streetscape	Streetscape	1-4435-880S-0000-00	Periodical Maintenance	30	Desirable	Streetscape	Y
Sweeping	street sweeping		Council	Streetscape	Streetscape	1-4435-880S-0000-00	Maintenance	30	Desirable	Streetscape	Y
Solar lighting	maintenance		Council	Trades	Trades	1-4435-880T-0000-00	Maintenance	365	Desirable	Trades	Y

Appendix E – Nominated Class of Off Street Car Park

Name	Class of Off Street Car Park
Loftus Street, Dulwich Hill	Shopping Precinct
Seaview Street North, Dulwich Hill	Shopping Precinct
Seaview Street South, Dulwich Hill	Shopping Precinct
Ewart Lane, Dulwich Hill	Commuter
Bedford Avenue, Dulwich Hill	Commuter
Richardson Crescent, Tempe Station	Commuter
Edgeware Road, Enmore	Short Term
Chester Street, Petersham	Shopping Precinct
Sadlier Crescent, Petersham (Off Abel Ave)	Short Term
Crystal Street, Petersham	Commuter
Marrickville Town Hall	Short Term
Garners Road, Marrickville	Shopping Precinct
Frampton Avenue West, Marrickville	Short Term
Frampton Avenue East, Marrickville	Short Term
Barclay Street, Marrickville	Industrial
Calvert Street, Marrickville	Shopping Precinct
Lennox Street, Newtown	Shopping Precinct
Hordern Place, Camperdown	Industrial
Debbie & Abbey Borgia Centre	Operational
Temple Street, Stanmore	Short Term
Charles Street, Petersham	Short Term
Queen Street, Petersham	Short Term
Marrickville Depot, St Peters	Operational