



The Crows Nest Centre



Joint Strategic Plan 2020-25

*The Crows Nest Centre
North Sydney Council*



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1.0 INTRODUCTION

1.1 Preamble

The Local Government Act 1993, Sections 36 & 37 requires Council to adopt a Plan of Management for any buildings erected on community land before a lease can be signed. The Crows Nest Centre Joint Strategic Plan is a joint planning statement by North Sydney Council and North Sydney Community Services Ltd (trading as The Crows Nest Centre). It is based on the Centre's own Strategic Plan 2020-25 (Appendix 2), Council's Community, Cultural and Recreational Facilities Policy (Appendix 3) and programme of works (Appendix 1).

1.2 The Lease

Council has leased the Centre's levels 1-3 to the North Sydney Community Services (trading as The Crows Nest Centre) until June 2024. Excluded from the lease is the joint Council/NSW Health's Family and Children's Services Centre and Studio A (Artists with Disabilities) as well as the Community Transport Office and the Occasional Care Centre KidsNest which have separate leases with Council.

1.3 Community Consultation

Community consultation is important in the production of any Strategic Plan. It provides Council and the Centre with a sound understanding of the crucial issues for the community and an understanding about the role that community centres play in their lives.

Public involvement and consultation generates an understanding of Council's facility management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Centre's programs and policies. The consent and co-operation of the users of the centres facilitates management and lends weight to the status of the Strategic Plan.

Writing a submission:

Submissions give members of the public an opportunity to express their opinions, provide information and suggest alternatives to the proposed management strategies for The Crows Nest Centre.

To ensure submissions are as effective as possible:

- (1) List all points according to the sections and page number in the Joint Strategic Plan
- (2) Briefly describe each subject or issue you wish to discuss
- (3) State which strategies you agree or disagree with, and give your reasons
- (4) Suggest alternatives to deal with any issue with which you disagree

Written submissions should be sent to:

The General Manager
North Sydney Council
PO Box 12
NORTH SYDNEY NSW 2059
Attention: A/Director, Community and Library Services

1.4 The Joint Strategic Plan

The Strategic Plan arises jointly from the shared desire of Council and the Centre to co-ordinate our two activities.

The Plan provides a basis for assigning priorities in works programming and budgeting.

The Plan will be reviewed annually to assess implementation and performance and a review at the end of the lease to allow policy and planning issues to be updated.

1.5 Purpose of the Joint Strategic Plan

The aim of this document is to produce a Strategic Plan for The Crows Nest Centre in accordance with the Local Government Act, 1993.

The Crows Nest Centre is the principal resource for aged services and support in the LGA. As such it has major importance for the whole community. A Strategic Plan setting out clearly the existing and anticipated future uses of the facility occupied by the Centre is seen as an essential guide for the community and to Council and North Sydney Community Services Ltd. (The Crows Nest Centre's legal name).

1.6 Council's Facility Management goals

The production of this Joint Strategic Plan is closely linked with North Sydney Council's overall Property and Design strategic objectives, as set out in the North Sydney Council Delivery Program and associated documents. The objectives of strategic asset management are to:

- ensure assets meet their service needs
- achieve appropriate standards
- identify and plan forward commitments
- maximise utilisation
- deliver cost effective asset services
- obtain required funding
- identify the relative importance of each asset

1.7 Council's Community Centre Policy

After extensive consultations involving those centres with community-based management boards, Council adopted a revised Community Centres Policy in 2013. Management of the Crows Nest Centre should be in accordance with the objectives set out in this policy:

- a) Provide a network of community spaces/programs throughout the North Sydney local government area, fostering among residents, students, the local workforce and Council, a sense of belonging to the North Sydney community;
- b) Provide or facilitate provision of high quality and appropriate services;
- c) Strive towards making centre based, and outreach, programs and activities for residents affordable and accessible;
- d) Overcome social isolation and encourage social networking;
- e) Provide major community facilities, which would not otherwise be available to the North Sydney community;
- f) Maximise the community's use of Council facilities;

- g) Facilitate community involvement in management of centres;
- h) Support a mix of management models, each appropriate to the centre concerned, so as to tap the skills and enthusiasm of the widest cross section of the community;
- i) Provide for centres which, in total, give an adequate level of support to the following key areas - child care, including vacation care; youth services; aged and disability services; family services; arts and culture; activities and services for culturally and linguistically diverse communities; community health, including mental health; adult education; information dissemination; recreation; library services; and historical services;
- j) Develop and maintain strategic alliances with other councils, the State and Federal government departments, and the non-government community services sector, to enrich the range and depth of services available of the North Sydney community;
- k) Maximise developer contribution, where appropriate, to the cost of new or expanded centre provision;
- l) Facilitate grant applications, relevant to centre programs;
- m) Maintain the centre buildings and grounds to agreed standards;
- n) Upgrade and enhance centres where appropriate, based on consultation with users and providers;
- o) Promote the centres as a council/community good;
- p) Monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies; and
- q) Facilitate and initiate new uses/services;
- r) Ensure that services provided through the centres are accessible to all members of the public of the North Sydney local government area; and
- s) Ensure that sub-leasing or room hire of centres by Centre Management is restricted to groups serving the same needs as those identified in i) above.

1.8 Leasing of Community Facilities

It is Council's strategic practice to lease The Crows Nest Centre building and its curtilage to North Sydney Community Services Ltd for a maximum term of five years at any one time. In this respect it is a requirement of the lease that it be accompanied by a Joint Strategic Plan.

The purpose of granting a lease of a public facility such as The Crows Nest Centre, is to facilitate the management of the community resource for the ultimate benefit of the community. In this regard the terms and conditions of any lease of a community facility must ensure that the lessee will manage the facility in the public interest.

The granting of a lease authorises the management of the community facility by the appointed community organization, which is granted tenure of the community facility. In this respect the practice of granting a lease is required where control of all or part of a community facility is desirable to ensure the optimum management of the facility.

Activities under a lease must be compatible with the zoning of the land and must provide a direct community benefit. In this regard the terms and conditions of a lease must require that the lessee be accountable to ensure proper management of the community facility such that it functions in accordance with Council's policy and meets the wishes and expectations of the community. The lessee is therefore duly appointed to undertake the management of the community facility on behalf of the Council.

The management of the Community Centre is required to be monitored by the Council on an annual basis to ensure the lessee's compliance with the terms and conditions of the lease and to ensure that the performance targets established under the Joint Strategic Plan for the facility are met. Upon expiry of each five-year term Council will be well placed to assess the lessee's performance and whether the lessee has satisfactorily complied with the conditions of lease. The conditions of lease will be reviewed to ensure consistency with Council policy.

1.9 North Sydney Community Services' Mission Statement

Mission Statement:

The Crows Nest Centre exists to provide and facilitate community programs and services that: connect our community, sustain community well being and reduce social isolation

2.0 LOCATION

2.1 Site Location History and Heritage

The Crows Nest Centre is located at 2 Ernest Street, Crows Nest. The Centre was officially opened by the Mayor of North Sydney, Alderman E.C. Mack and the Chairman of the North Sydney Community Service Board, Ald. Roslyn Crichton, 20 June 1987.

3.0 PLANNING ISSUES

3.1 Background

Under North Sydney LEP 2013, 2 Ernest Place Crows Nest is zoned SP2 – Infrastructure (Community Facility) and SP2 - Infrastructure (Car Park). These purposes shown on the Council's Land Zoning Map are permissible within that zone.

The Crows Nest Centre is located in the middle of the busy Crows Nest Shopping Centre, off Willoughby Road. Office hours of operation are 8:30 am to 4:30 pm, Monday to Friday, while Room hire is also available in the evenings and on the weekend. The Centre's operations are supported by a clause in the proposed lease, which allocates parking spaces to these activities. The cost of these places is reported through Council's Donations program. The Centre is located within Crows Nest Village as defined under Council's Local Area Character Studies. The Centre's commercial kitchen was used by a cooking school and is also used for preparing meals for in-centre functions and for packaging of meals brought in from elsewhere to be delivered through the Meals-on-Wheels service.

In 2012, in consultation with the Board, Council prepared a Development Application to provide a better arrangement of space to address Federal and State Governments' changing priorities in age and disability care and services, and a better presentation of the foyer. Owing to limited funds, a reduced scope of works was approved in 2013 to limit the work to (i) foyer enhancement (ii) installation of an operable wall on Level 3 to allow two small rooms to become one as needed and (iii) an enhanced accessible male toilet for the main meal room on Level 1.

In 2016, Level 4 was vacated by the commercial tenant and Council made alterations for a purpose-built Early Childhood Centre to replace the too-small space on Level 2, and allow for an additional

nurse. A smaller portion of Level 4 has been leased to Studio A, a not-for-profit organisation for artists with disabilities, funded by the NSW Government through Create NSW.

3.2 Landscape Character

The public landscape adjacent to the Crows Nest Centre is an area of open space generally comprising lawns, gardens and specimen tree planting that is intensively utilised by Centre users, local business workers, residents and for local festivals and markets. The high intensity of use the landscape receives is reflected in the high frequency of maintenance that is allocated to this area of open space.

Ernest Place is zoned Open Space and managed by Council as a Neighbourhood Park under its *Neighbourhood Parks Plan of Management*. Historically, it has been the focus for community-based events including the Crows Nest Fair and Carols by Candlelight and the Crows Nest Markets (staged by North Sydney Rotary), which occur every third Saturday of the month.

Conversion of Holtermann Street Carpark to a neighbourhood park

Following a State Government Grant in October 2020 to improve open space in Crows Nest, a Council project team is developing a proposal to relocate all the parking from the carpark underground and establish a passive recreation park at grade. Tenders are expected to be called in 2021 with construction to be complete by 2023.

3.3 Access

The Centre's access features include a lift (upgraded in 2011/12), a hearing loop in the Johnson Room, an accessible toilet on level 1 and a refurbished Homeless person's shower. All of the centre's activities rely on efficient, functioning lifts and the parking provided by the adjacent Holtermann Street carpark. Council is engaged with management of the Crows Nest Centre (as well as the other tenants) to ensure their input into design of the carpark and continuity of service during construction.

3.4 Relationship with other Community Centres

Having regard to the network of community centres supported through Council's Community Centres Policy, the Crows Nest Centre will actively participate in quarterly meetings of the centres and Council's Community Development team, with a view to information exchange, avoidance of duplication, and the taking advantage of opportunities for co-operative projects. A key characteristic of the Centre is its relationship with three important services with which it shares the building: North Shore Community Transport, the Crows Nest Early Childhood Centre, and Crows Nest Occasional Care.

3.5 Outdoor Structures

Footpath murals are a feature of approaches to the Centre's entrance. 'Aqua Marine' is a Mosaic mural on the fountain in Ernest Place. It was designed by artist Helen Pynor and the Community Mosaic Group. It was installed on 7 May, 2002.

In 2012 Council in partnership with Crows Nest Mainstreet built a permanent covered stage in front of the Crows Nest Centre to be used as a performance space for performers, bands and choirs.

In May 2012 Council resolved:

THAT the applicant must prepare a plan of management for the performance stage, following consultation with the tenants of the Crows Nest Community Centre. This plan is to be approved of by the General Manager of North Sydney Council. The Crows Nest Centre continues to manage the stage bookings to ensure no conflict between users of the centre and users of the Stage

The existing Holtermann Street carpark – physically attached to the Crows Nest Centre is a significant structure that is discussed above under Landscape Character. It contains storage rooms for Community Transport (such as wheelchairs) and for the Centre itself.

3.6 Indicative Program of Maintenance and Upgrade

An indicative ten-year programme of maintenance is provided. Capital upgrades identified relate to refurbishment of the foyers and Johnson Room

4.0 BASIS FOR MANAGEMENT

4.1 Philosophical basis for the Joint Strategic Plan

The primary aim of The Crows Nest Centre Joint Strategic Plan is to provide guidelines for the future use, development, management, and maintenance of the Centre. The Crows Nest Centre is one of the LGA's most important community centres. The board of North Sydney Community Services Ltd holds overall responsibility for management of this centre. The board consists of nine directors of which North Sydney Council is able to nominate two and the other seven are elected.

Council supports this management model in several ways, including through adequate maintenance and by ensuring that any future development is compatible with the desired character of the Centre. Council and North Sydney Community Services must be responsive to the changing needs of the community and users of the Centre. The Joint Strategic Plan must have the flexibility to incorporate and take advantage of future requirements and respond to changing needs and social changes as they arise.

4.2 Management Objectives

Based on legislative requirements, community needs and expectations, and the values and assets of North Sydney Community Services itself, the following board, primary management objectives have been identified:

- to manage the centre for community use in accordance with the overall objectives of Council's current Delivery Program and associated documents.
- to manage the Centre in accordance with the Crows Nest Centre Strategic Plan 2020-25 (see attached).
- to manage the Centre in accordance with the aims and objectives of Council's Community Centres Policy (see attached).

- to provide and maintain a high-quality community centre which meets the need of the local and wider community.
- to cater for people with disabilities within the physical constraints of the centre.
- to provide for public safety.
- to ensure the Joint Strategic Plan is flexible and able to evolve with changing community attitudes.
- to grant a lease to North Sydney Community Services Ltd, the terms of which will require that the lessee will manage the centre for the benefit of the community in accordance with the general objectives of this Joint Strategic Plan.
- general objectives of this Joint Strategic Plan.

4.3 Specific Management Objectives

In adopting its 2020-25 Strategic Plan The Crows Nest Centre identified the following initiatives

- Building on existing (and developing new) strategic alliances
- Preparing and positioning for ageing and disability reform
- Continuing service development, quality review and evaluation
- Uplifting brand and marketing
- Diversifying funding sources
- Recognising and supporting volunteers and staff

Its target groups remain as with the previous plan:

- **Older people**
- **People with a disability**
- **Migrants** (a wide range but with the emphasis on Chinese, Japanese, Spanish and Hindi)
- **Parents**
- **People who are homeless or at risk of homelessness**
- **Volunteer Management** (with 200+ volunteers, the Crows Nest Centre is the leader among Council's community Centres in this respect.

4.4 Reporting

The Crows Nest Centre Board will review the Joint Strategic Plan annually and provide a report to Council each February/March, according to a template provided by Council, so that Council can review the progress of the Plan.

Crows Nest Community Centre

Item Description	Code	Cost	Cycle	Ledger year												
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
Plumbing	RR1	\$6,100	1	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100	\$6,100
Electrical	RR1	\$6,900	1	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900
Building repairs	RBR	\$30,600	1	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600	\$30,600
Touch up painting	PTU	\$6,600	1	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600	\$6,600
Air conditioning	RR1	\$21,800	1	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800	\$21,800
Fire services	RR1	\$4,600	1	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600	\$4,600
Exit and emergency lights	RR1	\$1,700	1	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700
Security system	RR1	\$1,400	1	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400
Lift	RR1	\$7,900	1	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900	\$7,900
Pest control	RR1	\$2,200	1	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200
Sand and reseal foyer	SRF	\$1,700	3	\$0	\$1,700	\$0	\$0	\$1,700	\$0	\$0	\$0	\$1,700	\$0	\$0	\$0	\$0
Gutter cleaning	RR1	\$1,100	1	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100
Water Rates & Sewer Charges	RR1	\$31,800	1	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800	\$31,800
Insurance	FC1	\$26,500	1	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500	\$26,500
Rates - Council	FC1	\$28,200	1	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200	\$28,200
Misc. purchases	FC1	\$3,400	1	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400
Share of admin costs	FC1	\$17,200	1	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200	\$17,200
Total Recurrent Expenditure				\$198,000	\$199,700	\$198,000	\$198,000	\$199,700	\$198,000	\$198,000	\$199,700	\$198,000	\$199,700	\$198,000	\$198,000	\$198,000

Capital Works Program

Internal Repainting	PGA	\$22,000	7	\$0	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Paint External arcade roof structure etc	PEB	\$20,000	5	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Replace carpet	RCA	\$80,000	10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0
Repair roof	RRC	\$70,000	7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Air conditioning duct cleaning	ACC	\$22,000	12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000
Lift upgrade		\$175,000														
Upgrade fire system & panel		\$90,000	12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade air conditioning system		\$80,000					\$80,000									
Building services upgrade		\$150,000			\$150,000										\$150,000	
Refurbish toilets		\$150,000						\$50,000								\$150,000
BMS upgrade		\$40,000				\$40,000										\$40,000
Chiller Replacement		\$120,000														\$120,000
Building refurbishment		\$50,000		\$50,000												\$50,000
Total Capital Works Expenditure				\$50,000	\$172,000	\$40,000	\$80,000	\$140,000	\$0	\$0	\$80,000	\$50,000	\$40,000	\$40,000	\$222,000	\$312,000



Crows Nest Centre

Connecting Our Community

Strategic Directions 2020-2025

North Sydney Community Service Ltd

About us

Since 1972 North Sydney Community Service Ltd, trading as Crows Nest Centre, has supported the residents of North Sydney and surrounding areas.

Located in the heart of Crows Nest's shopping precinct, we are a not-for-profit organisation and registered charity.



All our services and activities are designed to enhance quality of life and build a sense of community, especially among those who could be isolated or at risk in any way such as older people, people with a disability, migrants, parents and people who are homeless.

We are supported by Commonwealth, State and Local Government, as well as local schools, churches, businesses, service clubs, individuals and other agencies.



Since the Centre's inception we have operated under a Joint Strategic Plan with North Sydney Council delivering services from our Council owned community centre.

Our vision

A connected community.

Our mission

Crows Nest Centre exists to provide and facilitate quality community programs and services to:

- enhance the quality of life of individuals
- reduce social isolation and
- sustain community wellbeing

Our values

Work of the Crows Nest Centre is guided by our values:

- Caring
- Inclusive
- Effective
- Ethical



Our operating model

Our Centre works with older people, people with a disability, parents, migrants and people who are homeless or at risk of homelessness, many of whom are socially isolated. We aim to make an impact for individuals, groups and the community.

We seek to improve our clients' quality of life by:

- Offering practical in-home and centre based services and activities
- Supporting life transitions
- Creating opportunities for people to utilise and contribute their skills
- Fostering creative expression
- Encouraging lifelong learning
- Promoting a sense of fun and enjoyment of life.

By connecting people through the Centre's group activities, community programs and networks, we help to reduce isolation and loneliness.



Every day, in all that we do, the Crows Nest Centre strives to create a sense of community wellbeing, in our local community and further afield, contributing to our vision of a more connected community.



Our operating principles

Our service delivery is based on:

- The right of people to maintain independence and make choices about their own lives
- The right of people to dignity, respect, privacy and confidentiality
- The right of people to be valued as individuals
- The right of people to access service on a non-discriminatory basis and
- The right of the community to receive accountable and responsive service.

Our external environment

Ageing and disability

With one in five North Sydney residents aged 60+, ageing and disability continues to be at the heart of the Crows Nest Centre's services and activities.

Experience shows that early retirees are more interested in healthy ageing activities or contributing as a volunteer, while people aged 75 and over often seek help to remain independent in their own home.

Over the last decade, the Centre has been impacted by continuing aged care reform as well as the National Disability Insurance Scheme (NDIS). Changes to the ageing and disability sectors

continue apace. The current Royal Commission into Aged Care Quality and Safety is due to report in February 2021.

The Royal Commission will likely recommend changes to aged care funding, giving older Australians greater control in the purchase of services in a more regulated and accountable system.



For some years, the Australian Government has been interested in consolidating Commonwealth Home Support Programme (CHSP) services and Home Care Packages, but clarity about how best to achieve this has proved elusive. The 2020-21 Federal Budget allocated \$4.6m to “development of a single in-home support program for older people at home”, without providing any detail.



Our Centre’s current CHSP funding is assured to 30 June 2022. As yet the implications are unclear, but combined with recommendations from the Aged Care Royal Commission, the outcomes for the Centre are likely to be significant.

Notably, the World Health Organisation has declared 2020-30 the ‘Decade of Healthy Ageing’. In response, we hope to see increased Government support for healthy ageing initiatives .

The Royal Commission into Violence, Abuse and Neglect and Exploitation of People with Disability is due to report in April 2022. Our Centre previously chose not to register as a NDIS provider, however a small number of people with a disability, most of whom fall outside the scope of the NDIS, have chosen to continue to access our services and activities.

Migrants

Cultural diversity is increasing in North Sydney. Twenty-two percent of North Sydney residents speak a language other than English at home (Australian Bureau of Statistics 2016). The main languages they speak at home include Mandarin, Cantonese, Japanese, Spanish, French and Hindi.

Our Centre has been granted funding (2019 to 2021) through the Australian Government's Mutual Understanding, Support, Tolerance, Engagement and Respect (MUSTER) initiative, allowing us to bolster our migrant service activities. Regrettably, this funding is strictly time limited, with no prospect of renewal.

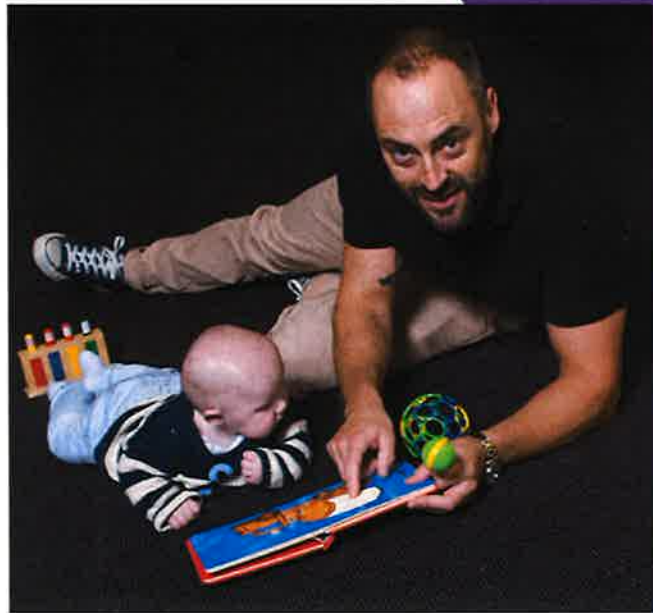
Having previously experienced the withdrawal of migrant services funding, we rely heavily on volunteers to deliver our migrant services. Consequently, we aim to target our migrant service delivery to programs we can sustain when the current MUSTER funding expires at the end of 2020/21.



Parents

North Sydney is an increasingly attractive area for families seeking accommodation close to employment, services, facilities, education and entertainment. The *North Sydney Family and Children's Services Strategy* (2018) draws on data from the Australian Bureau of Statistics (2016) identifying that between 2011 and 2016 the number of North Sydney households with children increased by 1,352 including 1,090 coupled households with children under 15 years.

Over that period an additional 492 children aged 0-4 years and a further 895 children aged 5-11 years were living in the area. The Strategy identified an increasing willingness of families to live in high rise apartments contributing to this trend. Given the high numbers of apartments developed in the locality over the past five years, it is expected that the 2021 census will reveal a further increase in the number of children and families residing in our local community.



Homeless or at risk

North Sydney Council's Homelessness Strategy (2013) recognises growth in the number of people who are homeless or at risk seeking support, many of whom are also dealing with concurrent difficulties such as poor physical or mental health, drug and alcohol issues, or interaction with the criminal justice system.

Limited affordable local housing makes it very difficult for people who are homeless or at risk to access suitable accommodation leaving them poorly placed to address complex personal issues.

In July 2020, information prepared by id. the population experts, for North Sydney Council, identified that 4.2% of North Sydney's population were receiving COVID-19 JobSeeker payments. It is widely expected that the proposed substantial reduction of these payments from the end of March 2021 will lead to an increase in the number of people who are homeless or at risk in our local community.





Local development

The development of Crows Nest's Metro Station is well advanced with the new station expected to open in 2024.

Population and housing projections prepared for North Sydney Council by .id the population experts in 2017 forecast that between 2016 and 2036, the estimated resident population of Crows Nest St Leonards is expected to grow by 57% to a total of 11,392 people (at an annual average increase of 2.29%). Over the same time, the forecast for population growth across the North Sydney Local Government Area is 17% to a total of 84,422 people.

These changing demographics are reflected in the NSW Department of Planning, Industry and Environment's *St Leonards and Crows Nest 2036 Plan* (August 2020).





It proposes urban renewal of St Leonards and Crows Nest, with an expanded employment centre (63,500 jobs in St Leonards by 2036) and a growing residential community across St Leonards, Greenwich, Naremburn, Wollstonecraft, Crows Nest and Artarmon with 6,683 new homes added by 2036.

The St Leonards Crows Nest Plan also responds to community requests for more open space by proposing the use of developer contributions to create a new park with underground parking on the site of the existing Holtermann Street carpark, adjoining our Centre. The demolition and construction phase of this project will present some challenges for our Centre.

Our planning process

In August 2020 we held a workshop with clients, staff, volunteers and North Sydney Council representatives to:

- Reflect on hopes and dreams for the Centre and our community
- Consider national public policy and practice in the aged care sector
- Review local demographics
- Recognise our role in supporting North Sydney Council to fulfil its *Delivery Program* and associated Strategies including:
 - *Older Persons Strategy*
 - *Disability Inclusion Action Plan*
 - *Family and Children's Services Strategy*
 - *Homelessness Strategy*
 - *Crows Nest Centre Joint Plan of Management*



- Listen to clients and volunteers views about the value, purpose and possibilities for our Centre
- Claim and reaffirm:
 - Our values
 - What we do and for whom
 - Our strengths and contribution to achieving our vision of a connected community
- Review achievements against *Our Strategic Directions 2017-2020* and prioritise future action



Our strengths and assets

Stakeholders attending our planning day (August 2020) identified that the Crows Nest Centre stands out for the way we:

- Accept and welcome people
- Encourage a diversity of cultures
- Create community wellbeing
- Are strongly committed to excellence and
- Are environmentally aware and sustainable

Our stakeholders also identified assets as:

- Committed and dedicated volunteers
- Staff who are skilled, caring and cohesive
- Board engagement with diverse perspectives
- Quality facilities that enable venue hire income to support our community services
- Long standing partnership with North Sydney Council
- Community partnerships with local schools, churches, service clubs and businesses

All these strengths and assets will be drawn upon to undertake the Strategic Initiatives our planning process identified.



Our strategic initiatives

We are keen to expand upon the initiatives identified in *Our Strategic Directions 2017-2020* by:

- Building on existing (and developing new) strategic alliances
- Preparing and positioning for ageing and disability reform
- Continuing service development, quality review and evaluation
- Uplifting brand and marketing
- Diversifying funding sources
- Recognising and supporting our volunteers and staff





Build on existing (and develop new) strategic alliances

Older People	<p>In concert with the World Health Organisation's Decade of Healthy Ageing 2020-2030 expand CNC's range and scope of healthy ageing activities.</p> <p>Establish a dementia café for people living with dementia, their families and carers, in partnership with local Rotary Clubs.</p> <p>Establish an iPad lending library, supported by volunteer mentors, in partnership with the Rotary Club of Crows Nest.</p>
Older people/ migrants	Build on established relationships with AASHA and the Chinese Christian Church Milsons Point to continue, and where appropriate, expand support to older Indian and Chinese people.
Migrants/ parents	Explore partnership opportunities for offering additional support to Japanese and Spanish speaking mothers.
Parents	Build on the Crows Nest Safe Village partnership (Crows Nest Centre, Lower North Shore Child and Family Interagency, Lower North Shore Domestic Violence Network, Northside Baptist, North Sydney Council and Relationships Australia) by participating in initiatives that promote healthy relationships.
Homeless or at risk	<p>Strengthen relationships with local housing and homelessness networks to further enhance CNC's contribution to local management of this growing concern in our community.</p> <p>Contribute to North Sydney Council's Housing and Homelessness Strategy and reconfirm CNC's role as a partner in the Homeless Assistance Memorandum of Understanding.</p>
Identify and respond to other emerging community needs	When COVID-19 physical distancing restrictions ease explore the possibility of introducing quarterly breakfast gatherings with topical speakers in conjunction with Crows Nest Mainstreet, North Sydney Council and local service clubs.
Governance and management	Collaborate with other community centres in North Sydney to conduct a project that invites local residents to contribute their ideas about the value of community and the contribution community centres make to enhancing their quality of life.



Prepare and position for ageing and disability reform

Older People	<p>Senior management to actively monitor changes arising from the Aged Care Royal Commission and assess implications and opportunities for the Centre and recommend actions for implementation.</p> <p>Conduct a feasibility study into the requirements of CNC becoming a Home Care Package provider and if appropriate initiate the application process.</p>
People with a disability	<p>Monitor the outcomes of the Disability Royal Commission and assess implications for the Centre.</p>
Governance and management	<p>Develop market intelligence about other not-for-profit, church, charitable and private agencies servicing our key target groups to identify emerging opportunities, risks and potential cooperative arrangements.</p>

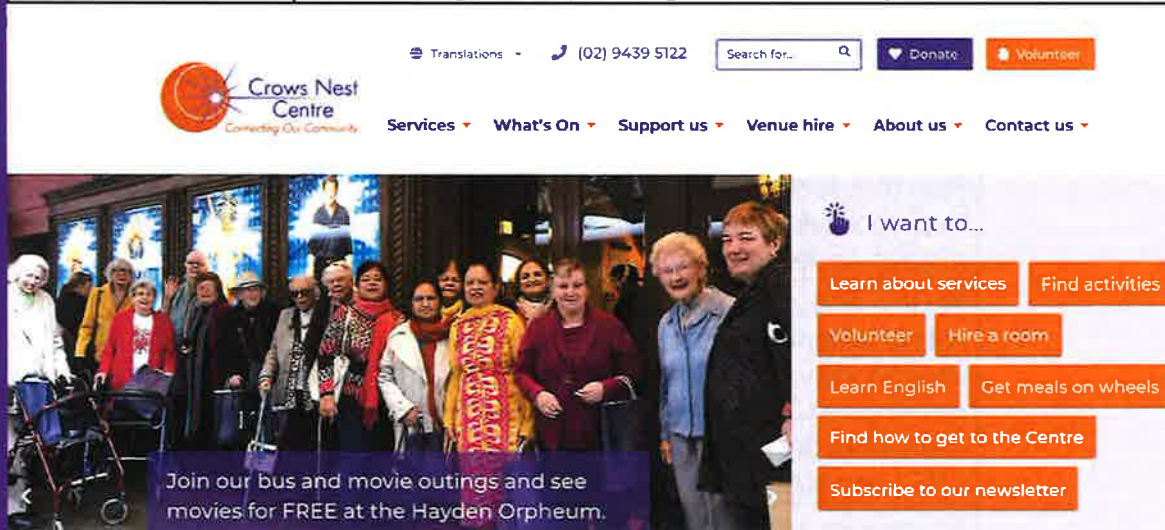


Service development, quality review and evaluation

Older People	Expand CNC's range of social activities including creative ageing options.
	Continue to review and update CNC's client focused policies and procedures to ensure best practice and compliance with aged care regulatory requirements.
	Develop and implement a community engagement strategy that actively involves older people in the planning, delivery and evaluation of our aged care services and activities, and also ensures compliance with aged care regulatory requirements.
	Review the Aged Care Diversity Framework (Aboriginal and Torres Strait Islanders; culturally and linguistically diverse communities; socioeconomic disadvantage; sexual orientation and gender identity; health and well-being including mental health, cognitive impairment and dementia; disability; parents separated from children by forced adoption; care leavers formerly in the care of the State; veterans; and people who are homeless or at risk) and develop an inclusive Action Plan that recognises and responds to the special needs of people in the identified groups, and also ensures compliance with aged care regulatory requirements.
	Review and enhance client assessment, care planning and reassessment processes to better reflect older people's personal choices about where and how they live, acknowledges strengths developed over a lifetime, promotes options for health and wellbeing, and seeks feedback about their experience of accessing CNC's services and activities.
	Prepare for and participate in triennial aged care quality review.
People with a disability	Continue to welcome and include people with a disability in CNC's Centre based activities.
Migrants	Continue to improve client registration processes, service provision data collection and analysis.
Homeless or at risk	Enhance client referral pathways to housing and homelessness agencies to facilitate sustainable housing.
Identify and respond to other emerging community needs	Establish criteria to assess any additional target groups against CNC's objects (Constitution), charitable purpose (ACNC subtypes), vision, mission, values and available funding.
	Consult with community representatives and service delivery partners to identify what CNC's role can be in addressing the needs of the local working age population.
	Investigate the needs of the local LGBTIQ community to identify what contribution CNC can make to reducing isolation and enhancing the quality of life for members of the community in need of support.
Governance and management	Continue to review and update CNC's organisational governance policies and procedures to ensure compliance with aged care and other regulatory requirements.

Uplift brand and marketing

Older people	Actively promote CNC's website and social media to older people, family members and carers, other aged care providers and associated networks.
Migrants	Enhance the translation Hub on CNC's website.
Parents	Review parenting seminar promotional materials to focus interest on CNC's website and online bookings.
Governance and management	Develop and implement a Venue Hire Marketing Strategy to advance utilisation of facilities and increase revenue to use in maintaining and expanding service delivery.



The screenshot shows the Crow's Nest Centre website. At the top, there is a navigation bar with the following items: 'Translations', '(02) 9439 5122', a search bar, 'Donate', and 'Volunteer'. Below this is a secondary navigation menu with 'Services', 'What's On', 'Support us', 'Venue hire', 'About us', and 'Contact us'. The main content area features a large photograph of a group of people, with a text overlay that reads: 'Join our bus and movie outings and see movies for FREE at the Hayden Orpheum.' To the right of the photo is a 'I want to...' section with several orange buttons: 'Learn about services', 'Find activities', 'Volunteer', 'Hire a room', 'Learn English', 'Get meals on wheels', 'Find how to get to the Centre', and 'Subscribe to our newsletter'.

Diversify funding sources

Older people	Identify and seek access to potential funding sources to support CNC's Healthy Ageing activities.
Migrants	Investigate and pursue additional funding options to sustain existing migrant services.
	Investigate and pursue additional funding options to expand CNC's role with Japanese and Spanish speaking mothers.
Identify and respond to other emerging community needs	Analyse projected population growth in Crow's Nest St Leonards together with emerging trends in ABS Census 2021 and identify potential funding opportunities for CNC to address emerging community needs.
Governance and management	Offer a wider range of payment options (e.g. online payment of invoices through website, BPay) to people accessing services, activities and venue hire.
	Finalise and implement the CNC Fundraising Strategy.



Recognise and support our volunteers and staff

Older people	<p>Provide training and development opportunities for staff to support the Centre's work with older people and also ensure compliance with aged care regulatory requirements.</p> <p>Update aged care volunteer recruitment and training resources to supports the Centre's work with older people and ensure compliance with aged care regulatory requirements.</p>
Migrants	Update migrant service volunteer recruitment and training resources to support the Centre's work with migrants.
Homeless or at risk	Enhance staff capacity to effectively respond to people who are homeless or at risk, presenting with mental health, drug or alcohol issues or interaction with the criminal justice system.
Governance and management	<p>Conduct volunteer appreciation events that include updates about our strategic directions and regulatory requirements.</p> <p>Recognise outstanding volunteer achievement through Award nominations.</p> <p>Recognise and reward high quality staff achievements.</p>



References

- Australian Bureau of Statistics 2016, *Census of Population and Housing*
- Crows Nest Centre 2017, *Our Strategic Directions 2017-2020*
- Id. the population experts for North Sydney Council 2017, *Population and Housing Forecasts*
- North Sydney Council 2018, *Community Cultural & Recreation Facilities Policy*
- North Sydney Council 2018, *Community Strategic Plan 2018-2028*
- North Sydney Council 2017, *Crows Nest Centre Joint Plan of Management 2017-2020*
- North Sydney Council, *Delivery Program 2018/19 – 2020/21*
- North Sydney Council 2019, *Older Persons Strategy 2018-2022*
- North Sydney Council, *Disability Inclusion Action Plan 2016-19*
- North Sydney Council, *Family and Children's Services Strategy 2018-2024*
- North Sydney Council 2013, *Homelessness Strategy 2013-2016*
- North Sydney Council 2013, *Homelessness Memorandum of Understanding*
- North Sydney Council 2017, *Crows Nest Centre Joint Plan of Management 2017-2020*
- NSW Department of Planning, Industry and Environment 2020, *St Leonards and Crows Nest 2036 Plan*



Policy Owner: Director Community and Library Services

Category: 4. Our Social Vitality

1. STATEMENT OF INTENT

1.1 Community Centres in North Sydney local government area vary widely in ownership, management, purpose and funding levels and they deliver a mix of community services. It is North Sydney Council's intention to preserve this mix, and where possible enhance it. Community Centres are essentially non-profit or break-even ventures managed or facilitated by Council in the interests of the whole community.

1.2 To objectives of this Policy are to:

- a) provide a network of community spaces/programs throughout the North Sydney local government area, fostering among residents, students, the local workforce and Council, a sense of belonging to the North Sydney community;
- b) provide or facilitate provision of high quality and appropriate services;
- c) strive towards making centre based, and outreach, programs and activities for residents affordable and accessible;
- d) overcome social isolation and encourage social networking;
- e) provide the major community facilities, which would not otherwise be available to the North Sydney community;
- f) maximise the community's use of Council facilities;
- g) facilitate community involvement in management of centres;
- h) support a mix of management models, each appropriate to the centre concerned, so as to tap the skills and enthusiasm of the widest cross section of the community;
- i) provide for centres which, in total, give an adequate level of support to the following key areas - child care, including vacation care; youth services; aged and disability services; family services; arts and culture; activities and services for culturally and linguistically diverse communities; community health, including mental health; adult education; information dissemination; recreation; library services; and historical services;
- j) develop and maintain strategic alliances with other councils, the State and Federal government departments, and the non-government community services sector, to enrich the range and depth of services available of the North Sydney community;
- k) maximise developer contribution, where appropriate, to the cost of new or expanded centre provision;
- l) facilitate grant applications, relevant to centre programs;

- m) maintain the centre buildings and grounds to agreed standards;
- n) upgrade and enhance centres where appropriate, based on consultation with users and providers;
- o) promote the centres as a council/community good;
- p) monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies; and
- q) facilitate and initiate new uses/services;
- r) ensure that services provided through the centres are accessible to all members of the public of the North Sydney local government area; and
- s) ensure that sub-leasing or room hire of centres by Centre Management is restricted to groups serving the same needs as those identified in i) above.

2. ELIGIBILITY

- 2.1 Community Centres covered by this Policy are listed in the Register of Council Owned/Leased Properties as reported to Council.

3. DEFINITIONS

- 3.1 Community centres - are publicly accessible premises owned by Council, or over which Council has care, control and management, whose principal function is the delivery of community services, which support and enhance the quality of life for those living, working and studying in the area, in response to identified need.

4. PROVISIONS

- 4.1 Council funding of community centres includes but is not restricted to:
- a) Construction of new centres and upgrades funded through the capital works programme (including developer contributions through Section 94 levies);
 - b) Maintenance of the centres funded through the Engineering and Property Services Division operating budget annual allocation;
 - c) Rent payable by centres is nominal i.e. Council subsidises property rents;
 - d) The Community and Library Services Division advises Council annually through the estimates on whether provision has been able to be made for CPI increases to recurrent grants;
 - e) Sole use centres meet their own cleaning costs;
 - f) Centres wholly managed by Boards independent of Council are able to offer room hire and are entitled to retain the income;
 - g) Council supports markets in public open space run by centres for their own sakes and to subsidise the centre activities, conditional upon the centre adhering to a markets management plan drafted by Council;

- h) Council co-ordinates and funds cleaning of multi-use centres;
 - i) Staff support for community development activities funded through Community and Library Services Division annual operating budget annual allocation;
 - j) Discretionary funding for specific activities and services through the Donations Program (refer to Council's *Community Grants and Subsidies Policy*).
- 4.2 In many cases the programs within centres/facilities are designed to attract 'other levels of government' funding to the North Sydney local government area e.g. to support aged, multicultural or disability services, or alternatively, to attract fully developed and significantly funded services which fulfil an identified local need.
- 4.3 In other cases the programs within the centres/facilities are complementary to existing commercial operations. In these circumstances, Council's complementary role is designed to:
- a) Contribute to social equity by providing some measure of affordability in the service e.g. child care; and
 - b) Provide a 'whole of community' environment for quality of life pursuits e.g. education, arts and crafts, where the pursuit, while already provided to some degree by either commercial interests or 'other levels of government', is insufficiently accessible and deserves further support.
- 4.4 Finally, the programs include direct service (e.g. Youth Centre, Olympic Pool, Library Services and Museum Services) which may benefit from 'other level of government' grants or regular but minor subsidies, but which are essentially a council/community initiative, funded by the local community, with a history of this support, annually renewed, through the estimates.
- 4.5 Where community centres are sited on community land, a plan of management will be developed, as required under the *Local Government Act 1993*.

5. RESPONSIBILITY/ACCOUNTABILITY

- 5.1 The elected Council is responsible for the allocation of resources with respect to this Policy, through the annual budget process.
- 5.2 Council will nominate annually representatives to the Boards/Trusts of community organisations only where the Constitution of the Board in question specifically provides for that. Where no such provision is made, Councillors wishing to serve on these boards would be required to nominate themselves as Board members at the Annual General Meeting of the body concerned.
- 5.3 Council's Community and Library Services Division is responsible for:

- a) Management of Stanton Library, Don Bank and Sextons Cottage Museums, Greenwood Child Care Centre, the Vacation Care Program and Planet X Youth Centre (this last with the community based management board);
 - b) Policy and program development for community halls not wholly managed by Boards independent of Council;
 - c) Evaluation of applications under the *Community Grants and Subsidies Policy* and recommendations to Council;
 - d) Information dissemination through community centres;
 - e) Development of new centres or new programs;
 - f) Specification and special conditions of leases;
 - g) Joint Plans of Management with centres eligible for grants towards operating expenses;
 - h) Policy on maintenance and upgrading on centres; and
 - i) Specification of consultations required.
- 5.4 Council's Director Community and Library Services is responsible for reporting about proposed activities, including fees and charges for the year ahead; and requiring an annual financial statement and review of the year's activities.
- 5.5 Council's Engineering and Property Services Division is responsible for:
- a) Leasing agreements-preparation and signing;
 - b) Building and grounds maintenance, including where appropriate, cleaning;
 - c) Centre upgrade feasibility studies - recommendations to the Community and Library Services Division and implementations of approved projects; and
 - d) Advice to the Community and Library Services Division on 10 year program of works for centres on community land.
- 5.6 Council's Open Space and Environmental Services Division is responsible for the management of North Sydney Olympic Pool and the North Sydney Oval complex.
- 5.7 Council's Customer Service Department is responsible for booking and hiring of Council managed centres.

6. RELATED POLICIES/DOCUMENTS/LEGISLATION

The Policy should be read in conjunction with the following Council policies and documents:

- Community Grants and Subsidies Policy
- Fees and Charges Schedule
- Register of Council Owned/Leased Properties

Version	Date Approved	Approved by	Resolution No.	Review Date
1	2 August 2004	Council	794	2008/09
2	16 February 2009	Council	61	2012/13
3	18 February 2013	Council	61	2016/17
4	25 June 2018	Council	214	2020/21