



Neutral Bay Community Centre



JOINT STRATEGIC PLAN 2022-24

North Sydney Council
Neutral Bay Community Centre



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Neutral Bay Community Centre Strategic Plan 2022 -2024

North Sydney Council Ten Year Asset Management Plan for Neutral Bay Community Centre

Community, Cultural & Recreational Facilities Policy

1.0 INTRODUCTION

1.1 Preamble

The Neutral Bay Community Centre Joint Strategic Plan is a joint planning statement by North Sydney Council and Neutral Bay Community Centre Inc. It is based on the Association's own Strategic Plan 2022-24 (Appendix 1), indicative programs of works (Appendix 2), and Council's Community, Cultural and Recreational Facilities Policy (Appendix 3).

Located in the north east of the local government area (LGA), Neutral Bay Community Centre is a multi-use three story building owned and managed by Council. The main community room on level one is leased to Neutral Bay Community Centre Inc., a not for profit incorporated association.

1.2 Community Consultation

North Sydney Council has a long and proud commitment of engaging with the community through consultative decision making. Community engagement is an essential part of local government planning, policy development and service delivery. It demonstrates Council's long-standing commitment to open government and its guiding principles of integrity, accountability, transparency and community participation.

Community consultation plays an important role in the production of any Joint Strategic Plan. It provides Council and the Association with an understanding of the important issues for the community and the role of community centres in improving social and community wellbeing.

Public involvement and consultation generates an understanding of Council's facilities management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Association's programs and policies.

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 Neutral Bay Community 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: council@northsydney.nsw.gov.au

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

1.3 Purpose of Joint Strategic Plan

The Neutral Bay Community Centre Joint Strategic Plan is a planning document developed by Council to outline the shared commitment by Council and Neutral Bay Community Centre Inc. to deliver programs and services that meet and respond to local community need.

The Joint Strategic Plan includes the intended program of works for the community centre, with assigned priorities and associated budgets to ensure the facility is maintained and upgraded to meet community need.

The Joint Strategic Plan is reviewed annually, in partnership with Neutral Bay Community Centre Inc. to assess implementation and performance. A review and update of the Joint Strategic Plan will occur at the end of the lease period.

1.4 Council's Community, Cultural and Recreational Facilities Policy

Council developed a Community, Cultural and Recreational Facilities policy in 2013, which was readopted in 2018. It outlines Council's commitment to establishing and supporting community facilities to deliver place based programs and services.

By entering into a Joint Strategic Plan with Council Neutral Bay Community Centre Inc. agree to manage the Association in accordance with the objectives set out in Council's Community, Cultural and Recreational Facilities Policy as follows;

- 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
- 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.

1.5 Leasing of Community Facilities

Council has leased the first floor meeting room to Neutral Bay Community Centre Inc. for a period of two years. This lease was renewed on 1 July 2022 and expires on 30 June 2024. The Association is provided access to the two meeting rooms on the second floor to run programs and activities on a booking system. External venue hire for the second floor meeting rooms is managed by Council's Customer Service Team in accordance with Council's Community Centres Community, Cultural and Recreational Facilities Policy.

The purpose of granting a lease of a public facility constructed within community land 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 community land must ensure that the lessee will manage the community facility in the public interest.

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 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.

Management of the community centre is monitored by the Council to ensure the lessee's compliance with the terms and conditions of lease and to ensure that the performance targets established under the Joint Strategic Plan for the community land are met.

Upon expiry of each two-year term the lessee's performance will be reviewed to determine whether the lessee has satisfactorily complied with the conditions of lease, and the conditions of lease will be reviewed to ensure consistency with Council policy.

1.6 Council Facility Management Goals

The production of the Neutral Bay Community Centre Joint Strategic Plan is linked with North Sydney Council's Property and Design strategic objectives, as set out in the North Sydney Council Delivery Program 2021/22.

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 Neutral Bay Community Centre's Purpose, Mission, Vision and Values

PURPOSE:

To encourage the wellbeing of our community in a safe and welcoming environment

MISSION/VISION:

To be a sustainable, respectful and welcoming centre for all members of the community to engage, learn and connect.

VALUES:

Collaborative

We ensure everyone is heard and decisions are reached by the majority. We have honest discussions together and with our community. Our decision-making process is open and transparent.

Transformative

We make change for the good of our community, not for the sake of change. We are receptive to all ideas, feedback and opportunities to improve our organisation.

Community-minded:

We are a sustainable community centre that is inclusive and open to everyone.

2.0 CHARACTERISTICS AND RESOURCES

2.1 Site Location History and Heritage

Neutral Bay Community Centre is located at 190-192 Military Road, Neutral Bay. It was built in 1973 and has operated as a community centre since. From establishment, Neutral Bay Community Centre has operated a mixed use community facility, offering a counselling service, a community room, as well as a community hall and meeting room. Neutral Bay Community Centre is not a heritage listed site.

The community room, located on the first floor, has been leased to Neutral Bay Community Centre Inc. since 1998. The Association provides drop in activities, healthy ageing classes and workshops and special interest groups to residents living in the Neutral Bay and Cremorne area.

Historically, the Association has provided activity and programming for people aged 65 and over, however since the establishment of a new board in 2020 the Association has broadened its target audience to appeal to a wider demographic. The Association's decision to formally change its name from Neutral Bay Senior Citizens Club Inc. to Neutral Bay Community Centre Inc. is one of several changes made to the Association's operation to meet its strategic objectives.

3.0 PLANNING ISSUES

3.1 Background

Neutral Bay Community Centre comprises a three level building in Neutral Bay, which occupies land classified under the Local Government Act, 1993, as Community Land. Under North Sydney LEP 2013 190-192 Military Road is zoned SP2 Community Facility.

The Military Road Corridor Planning Study has identified the need for a new, purpose built community facility to accommodate a new community centre that will allow Neutral Bay Community Centre Inc. to expand membership and broaden community reach.

3.2 Building and Lease Arrangements

Council has adopted a mixed model of service delivery for community centres, some of which operate independently, whilst others have a shared model of management with Council. Regardless of the management structure, each community centre and facility enter into a Joint Strategic Plan with Council.

The ground floor of Neutral Bay Community Centre has operated as a counselling service since the community centre was built. Relationships Australia provided an outpost service from the community centre for over 20 years, choosing not to renew the lease in 2019. North Shore Women's Benevolent Society have since been granted a lease for a four year period, offering a counselling service to women and children escaping domestic violence.

The main community room is located on the first floor, and is the room leased to Neutral Bay Community Centre Inc. The lease provides Neutral Bay Community Centre Inc. with exclusive use of this room.

The meeting room and hall located on the second floor are available for public hire. Permanent hirers, including Neutral Bay Community Centre Inc. and North Shore Benevolent Women's Society, are granted priority bookings at the beginning of each calendar year. Other permanent hirers predominantly include self-help groups (e.g AA, NA) who use these rooms outside of core business hours. Council's Customer Service Team manage venue hire of the meeting room and hall.

3.3 Access

Neutral Bay Community Centre predates legislative requirements for Council's building and facilities to meet the Access to Premises Standards (2010) and is one of only two community facilities that is not fully accessible, limiting capacity of use. The two meetings on the second floor are only accessible via stairs.

3.4 Military Road Corridor Planning Study

The Military Road Corridor Planning Study commenced in 2018, recognising the Neutral Bay precinct was experiencing significant development pressure. There was benefit in preparing a planning study to address these matters and to ensure that development sought to meet the needs and expectations of the community as well as ensuring that tangible public benefits could be derived from any future development. The need for an updated community facility that is accessible has been identified as a priority in the Military Road Corridor Planning Study.

3.5 Relationship with Council and other Community Centres

Whilst Council encourages the independence and autonomy of our community centres, collaboration with Council and other community centres is considered vital. Participation in formal and informal networking groups provides opportunity for information exchange, project and event collaboration and capacity building. Being part of the community centre network also minimises the risk of duplication.

3.6 Indicative Program of Maintenance and Upgrade

In 2021/22 Council, in partnership with the Association, undertook a refurbishment of the building, including interior repainting, upgraded kitchens, branding and signage, carpet and a new entry vestibule to improve access and safety.

An indicative ten-year programme of maintenance and capital upgrade for Neutral Bay Community Centre has been included in this Joint Strategic Plan.

4.0 BASIS FOR MANAGEMENT

4.1 Philosophical Basis for Joint Strategic Plan

The primary aim of the Neutral Bay Community Centre Joint Strategic Plan is to provide guidelines for the future use, development, management and maintenance of the centre.

Overall, the board of Neutral Bay Community Centre Inc. holds responsibility for management of the Association. The board consists of up to nine board members who are elected annually at the AGM.

Council supports the management of the building and service delivery through the provision of xxx including through adequate support, maintenance and by ensuring that any future development of the centre is compatible with the objectives of the board.

Council and Neutral Bay Community Centre Inc. must be responsive to the changing needs of the community and users of the facility. The Joint Strategic Plan must have the flexibility to incorporate and take advantage of future requirements and respond to changing needs and local changes as they arise.

4.2 Joint Management Objectives

Based on legislative requirements, community needs and expectations, and the values and assets of Neutral Bay Community Centre Inc., the following broad, primary management objectives have been identified by Council as follows;

- to maintain the centre for community use in accordance with the overall objectives of the Delivery Program 2022/2023 and associated documents
- to manage the centre in accordance with the Neutral Bay Community Centre Strategic Plan 2022-24 (see attached)
- to manage the centre in accordance with the aims and objectives of Council's Community Centres and Facilities Policy (see attached)
- to provide and maintain a high-quality community centre which meets the needs 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 be prepared to look beyond the Centre's immediate locality, through maximising existing resources, to enable delivery of outreach services where appropriate and needed.
- to grant a lease to Neutral Bay Community Centre Inc., the terms of which require the lessee manage the operations of the community facility for the benefit of the community in accordance with the general objectives set out in this Joint Strategic Plan

4.3 Association Strategic Objectives

Neutral Bay Community Centre have developed their first strategic plan as a newly established board. Within the plan they have identified three goal areas, under which specific priorities and measurable indicators are identified. Refer to Appendix 1

Goal 1 – Engagement: *with community and business*

Key Priorities

- Mutually beneficial community partnerships
- Comprehensive communications plan

Goal 2 – Offering: *range and quality of activities*

Key Priorities

- A program that appeals to a broader audience to increase engagement with community
- Increased facility usage outside of core business hours

Goal 3 – Sustainability: *resources, funding, physical space*

Key Priorities

- Develop an ongoing source/s of income for NBCC
- Increase membership and volunteer base
- Develop necessary policies, procedures and guidelines to ensure NBCC is functional and can maintain operations in future

4.4 Reporting

Neutral Bay Community Centre Inc. will review the Joint Strategic Plan annually and provide the review and an audited Statement of Finances to Council by April. This timing allows Council to review the progress of the Plan prior to finalising its estimates for the following financial year.

Purpose

To encourage the wellbeing of our community in a safe and welcoming environment

Mission/Vision

To be a sustainable, respectful and welcoming centre for all members of the community to engage, learn and connect.

Values

Collaborative: We ensure everyone is heard and decisions are reached by the majority. We have honest discussions together and with our community. Our decision-making process is open and transparent.

Transformative: We make change for the good of our community, not for the sake of change. We are receptive to all ideas, feedback and opportunities to improve our organisation.

Community-minded: We are a sustainable community centre that is inclusive and open to everyone.

Goal 1. Engagement: with community and business

| Key Priorities | What success looks like | Actions |
|--|--|---|
| Mutually beneficial community partnerships | <ul style="list-style-type: none"> • Presentations to members from community | <ul style="list-style-type: none"> • Identify list of potential speakers/ topics to invite/ one every 3 months |
| | <ul style="list-style-type: none"> • Ongoing and positive relationship with Council and businesses • Increased exposure of NBCC in community • Increased opportunities for education to members | <ul style="list-style-type: none"> • Meetings with Council/ other community centres 6 monthly, invite Council representatives to join Board meetings when suitable • Identifying businesses for partnership (through Council – Economic Development contact) • Surveys with the community • Local business forums to understand their needs/ expectations |
| | <ul style="list-style-type: none"> • Refreshed premises | <ul style="list-style-type: none"> • Complete planned upgrade works for safety and aesthetics |
| Comprehensive communications plan | <ul style="list-style-type: none"> • Regular interactive communications with community | <ul style="list-style-type: none"> • Active social media/online presence, engage with media, updated noticeboards |
| | <ul style="list-style-type: none"> • Live and current website with increased traffic | <ul style="list-style-type: none"> • Updated website, with traffic drivers to encourage repeat visitation |

Goal 2. Offering: range and quality of activities

| Key Priorities | Success factors | Actions |
|--|---|--|
| A program that appeals to a broader audience to increase engagement with community | <ul style="list-style-type: none"> • Increased membership base • Increased number of diversified activities and wider program | <ul style="list-style-type: none"> • Identify new activities to trial regularly • Identify list of annual days/ weeks of celebration to draft a calendar of events e.g. Senior's week, |

| | | |
|--|---|---|
| | | <p>NAIDOC week, Mother's Day, Biggest Morning Tea, etc</p> <ul style="list-style-type: none"> Review community survey to identify new programs that could be trialled |
| Increased facility usage outside of core business hours | <ul style="list-style-type: none"> Increased use of community spaces by wider community, including as potential revenue sources More diverse/inclusive program outside core hours | <ul style="list-style-type: none"> Review community survey and identify opportunities for activities out of hours e.g. after school care, paint n sip, etc |
| Goal 3. Sustainability: resources, funding, physical space | | |
| Key Priorities | Success factors | Actions |
| Develop an ongoing source/s of income for the NBCC | <ul style="list-style-type: none"> Increase in revenue/ via membership and casual visitors/participants in individual programs Increase sponsorship and funding | <ul style="list-style-type: none"> Map the community ecosystem for the NBCC e.g. what is the demographic? What types of businesses/ organisations/ schools exist in our community and how do we communicate with them effectively? Identify opportunities for sponsorship / fundraising |
| Increase membership and volunteer base | <ul style="list-style-type: none"> Increased volunteer base Increased membership base | <ul style="list-style-type: none"> Plan to attract broader volunteer base Plan to increase membership base |
| Develop necessary policies, procedures and guidelines to ensure NBCC is functional and can maintain operations in future | <ul style="list-style-type: none"> Complete set of draft policies, procedures and guidelines | <ul style="list-style-type: none"> Identify list of necessary policies, procedures and guidelines and assign responsibilities/ timelines for completion |

Neutral Bay Community Centre

| Item Description | Code | Cost | Cycle | Ledger year | | | | | | | | | |
|--|------|-----------|-------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | | | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
| Plumbing | RR1 | \$2,600 | 1 | \$2,600 | \$2,600 | \$2,600 | \$2,600 | \$2,600 | \$2,600 | \$2,600 | \$2,600 | \$2,600 | \$2,600 |
| Electrical | RR1 | \$2,300 | 1 | \$2,300 | \$2,300 | \$2,300 | \$2,300 | \$2,300 | \$2,300 | \$2,300 | \$2,300 | \$2,300 | \$2,300 |
| Building repairs | RBR | \$5,200 | 1 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 | \$5,200 |
| Touch up painting | PTU | \$2,000 | 1 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 |
| Air conditioning | RR1 | \$6,600 | 1 | \$6,600 | \$6,600 | \$6,600 | \$6,600 | \$6,600 | \$6,600 | \$6,600 | \$6,600 | \$6,600 | \$6,600 |
| Fire services | RR1 | \$1,700 | 1 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 | \$1,700 |
| Exit and emergency lights | RR1 | \$1,100 | 1 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 |
| Sand and reseal timber floor | SRF | \$3,300 | 3 | \$0 | \$0 | \$3,300 | \$0 | \$0 | \$3,300 | \$0 | \$0 | \$3,300 | \$0 |
| Pest control | RR1 | \$1,100 | 1 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 | \$1,100 |
| Cleaning | FC1 | \$27,500 | 1 | \$27,500 | \$27,500 | \$27,500 | \$27,500 | \$27,500 | \$27,500 | \$27,500 | \$27,500 | \$27,500 | \$27,500 |
| Electricity | FC1 | \$27,900 | 1 | \$27,900 | \$27,900 | \$27,900 | \$27,900 | \$27,900 | \$27,900 | \$27,900 | \$27,900 | \$27,900 | \$27,900 |
| Council Rates | FC1 | \$12,000 | 1 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 |
| Rates - Water / sewer | FC1 | \$11,300 | 1 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 | \$11,300 |
| Telephone charges | FC1 | \$600 | 1 | \$600 | \$600 | \$600 | \$600 | \$600 | \$600 | \$600 | \$600 | \$600 | \$600 |
| Insurance | FC1 | \$4,300 | 1 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 | \$4,300 |
| Other expenses - misc., keys etc | RR1 | \$1,200 | 1 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 |
| Share of admin costs | FC1 | \$3,300 | 1 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 | \$3,300 |
| Total Recurrent Expenditure | | | | \$110,700 | \$110,700 | \$114,000 | \$110,700 | \$110,700 | \$114,000 | \$110,700 | \$110,700 | \$114,000 | \$110,700 |
| Capital Works Program | | | | | | | | | | | | | |
| External re-painting | PEB | \$25,000 | 5 | \$0 | \$0 | \$0 | \$25,000 | \$0 | \$0 | \$0 | \$0 | \$25,000 | \$0 |
| Internal re-painting | PGA | \$22,000 | 7 | \$0 | \$0 | \$22,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$22,000 |
| Replace kitchen-Senior Citizens Rm | RKA | \$12,000 | 15 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Air conditioning duct cleaning | ACC | \$10,000 | 12 | \$0 | \$0 | \$0 | \$0 | \$10,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Upgrade fire system & panel | | \$45,000 | | | | \$45,000 | | | | | | | |
| Upgrade public toilets | | \$180,000 | | | | | | \$180,000 | | | | | |
| Replace Awning | | \$200,000 | | | | | | | | | | | |
| Install Tesla Battery | | \$20,000 | | \$20,000 | | | | | | | | | |
| Upgrade air-conditioning system | | \$75,000 | | | | | | | \$75,000 | | | | |
| Total Capital Works Expenditure | | | | \$20,000 | \$0 | \$67,000 | \$25,000 | \$10,000 | \$180,000 | \$75,000 | \$0 | \$25,000 | \$22,000 |



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*).
- 42 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.
- 43 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.
- 44 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.
- 45 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

- 51 The elected Council is responsible for the allocation of resources with respect to this Policy, through the annual budget process.
- 52 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.
- 53 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.
- 54 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.
- 55 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.
- 56 Council's Open Space and Environmental Services Division is responsible for the management of North Sydney Olympic Pool and the North Sydney Oval complex.
- 57 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 |