



The Crows Nest Centre



PLAN OF MANAGEMENT 2008 - 2010

*North Sydney Council
The Crows Nest Centre*

FOREWORD

2007 was a significant year for the Crows Nest Centre and one at which everyone involved can look back upon with a great sense of achievement. We have been committed to providing expertise and improve standards in our areas of specialty. Enhancing service effectiveness, client satisfaction and staff governance has been our focus of attention.

Closing our production kitchen and outsourcing meals has allowed us to provide a greater variety of meals and introduction of client choice for meals selection. Internal administrative procedures and operations have been streamlined improving service quality and accountability. A 70% increase in the number of home visits the team attended ensures we are not only in touch with our client's complex needs but we are also building the foundations for strong positive relationships with our clients.

North Sydney Council has continued to be not just a source of funds, but a valued partner in delivering community services. Working in partnership with the Community Development team has enabled us to listen to our community members and demonstrate our willingness to shape our services according to need.

Evan Predavec, Chair, Crows Nest Centre, May 2008

I am delighted to join the Crows Nest Centre's Chairperson in introducing this second Joint Management Plan for the Centre. The Centre has been delivering essential services to the most vulnerable members of our community for over 20 years. While, throughout this time Council has been its major supporter, financially and through other ways, recognition is also due to significant support from both State and Federal Governments.

The Centre has recently consolidated its current programs under new management and has begun to expand activities under its Strategic Plan. This Plan has been developed in conjunction with Council's own Social Plan and promises to deliver exceptional levels of service to the North Sydney community for many years to come.

Genia McCaffery, Mayor of North Sydney, June 2008

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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 Plan of Management 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 2006-9 (Appendix 2), Council's Community Centres' Policy (Appendix 3), and programme of works (Appendix 1).

1.2 The Proposal

The Centre's current lease is set to expire in June 2009. An opportunity has arisen from the 2007/8 redevelopment of the Holtermann Street carpark to provide the Centre with one of two additional storage rooms that have been built within the carpark structure. The second storage room is to be allocated to North Shore Community Transport whose current offices within the Centre are at the same time to be excluded from the Centre's own lease. This new Plan of Management is to accompany the Centre's lease, which it is proposed will be for a further five years. Level 4, part of Council's commercial property portfolio, is to be excluded from the lease as is the joint Council/NSW Health's Early Childhood Centre.

1.3 Community Consultation

Community consultation plays an important role in the production of any Plan of Management. It provides Council and the Co-operative with a sound understanding of the important issues for the community with regard to the important role community centres play in their lives.

Public involvement and consultation generates an understanding of Council's land management plans, combats misinformation and misunderstanding, and fosters support for Council's and the Co-operative'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 Plan of Management.

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 over the terms of the proposed lease (5 years).

To ensure submissions are as effective as possible:

1. List all points according to the sections and page number in the Plan of Management
2. Briefly describe each subject or issue you wish to discuss
3. State which strategies you agree or disagree with, and give 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: Director, Community and Library Services

1.4 The Plan of Management

The Plan of Management arises jointly from the legal requirements of the Local Government Act, 1993, and 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 Plan of Management

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

Crows Nest Centre is the principal resource for aged services and support in the LGA. As such it has major importance as a resource for the whole community. A Plan of Management setting out clearly the existing and anticipated future uses of the land occupied by the centre is seen as an essential guide for the community and to Council and North Sydney Community Services Ltd.

1.6 Council's Land Management goals

The production of this Plan of Management is closely linked with North Sydney Council's overall Property and Design objectives, as set out in the North Sydney Council Management Plan 2008-2011:

To provide for the planned construction, renovation and maintenance of Council buildings and the provision of services thereto that ensures:

- The safety and satisfaction of users;
- A high standard of urban and civic design
- Security of the asset;
- Cost effective operations

1.7 Council's Community Centre Policy

After extensive consultations involving those centres with community based management boards, Council adopted a community centres policy in May 1998. Management of Crows Nest Centre should be in accordance with the objectives set out in this policy:

- 1.7.1 To provide a network of community spaces/programmes throughout the LGA, fostering among residents, students, workforce and Council a sense of belonging to the North Sydney Neighbourhood.
- 1.7.2 To provide or facilitate provision of high quality and appropriate services.
- 1.7.3 To strive towards making centre based, and outreach, programmes and activities affordable and accessible
- 1.7.4 To overcome social isolation and encourage social networking

- 1.7.5 To provide the major community facilities, which would not otherwise be available to the North Sydney Community
- 1.7.6 To maximise the community's use of facilities
- 1.7.7 To facilitate community involvement in management of centres where appropriate

1.8 Leasing of Community Land

It is Council's intention to lease the Crows Nest Centre community 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 statutory requirement that any lease of community land be expressly authorised by the Plan of Management for the land.

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

The granting of 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 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 to ensure the lessee's compliance with the terms and conditions of lease and to ensure that the performance targets established under the Plan of Management for the community land are met. Upon expiry of each five year term the lessee's performance will be reviewed in order 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.

1.9 North Sydney Community Services' Mission Statement

Mission Statement:

'We aim to enhance the quality of life of all people living and working in the North Sydney Municipality by providing a range of community services, activities and information.'

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

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 on the weekend. The Centre's operations are supported by a clause in the proposed lease, which allocates ten 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 on level 1 has been approval for use by a cooking school.

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.

3.3. Access

The Centre will be next audited in 2008/9, under the guidance of Council's Access Committee, as part of Council's Disability Discrimination Action Plan. This will be carried out in conjunction with the Centre's Executive Officer. Recent improvements have been a lift upgrade, a hearing loop in the Johnson Room and an accessible toilet on level 1, and a refurbished Homeless persons shower. Key points identified for further consideration: an additional hearing loop in the Fuller Room, toilets on level 2 which are hampered by a curved wall, and review of threshold ramps.

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.

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 Plan of Management

The primary aim of the Crows Nest Centre Plan of Management 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 nominates three and the other six 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 Plan of Management 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 the Management Plan July 2008 to June 2011
- to manage the Centre in accordance with the Crows Nest Centre Strategic Plan (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 Plan of Management 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 Plan of Management.
- general objectives of this Plan of Management.

4.3. Specific Management Objectives

In adopting its 2006-2209 Strategic Plan, The Crows Nest Centre identified seven key intentions:

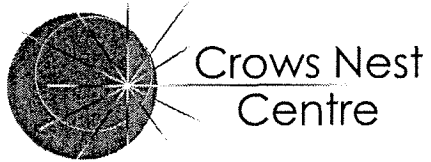
- **Recognition:** to increase the visibility and community awareness of the Crows Nest Centre so that it is recognised for its achievements and closely identified as a leading provider of community centre services.
- **Program management and development:** to deliver a range of high quality services and programs, which are consistent with our mission, valued by and accessible to members of the communities we serve.
- **Diversification of income:** to acquire stable, broad based financial and non-financial resources to support the programs and growth envisioned in this Strategic P and generate the reserves required for sustainability.
- **Management Systems:** to increase the operational and management efficiency of the Crows Nest Centre
- **Staff and Volunteers:** to attract and retain qualified enthusiastic and professional staff and volunteers for all existing and planned services and activities.
- **Effective governance:** to develop and maintain an effective, active and informed Board of directors whose governance and support roles focus on the mission of CNC and the realisation of the Strategic Plan.
- **Networks and partnerships:** to develop and maintain effective partnerships to support and enhance CNC's service provision

4.4. Reporting

The North Sydney community Centre Board will review the Joint Plan of Management annually and provide a report to Council each 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									
				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Plumbing	RR1	\$4,900	1	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900
Electrical	RR1	\$5,400	1	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400
Building repairs	RBR	\$28,000	1	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Touch up painting	PTU	\$6,000	1	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Air conditioning	RR1	\$20,000	1	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Fire services	RR1	\$4,200	1	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200
Exit and emergency lights	RR1	\$1,500	1	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Security system	RR1	\$1,200	1	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Lift	RR1	\$7,200	1	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
Pest control	RR1	\$2,000	1	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Sand and reseal foyer	SRF	\$1,500	3	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$0
Gutter cleaning	RR1	\$1,000	1	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Other expenses - water, phones etc	RR1	\$25,000	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Insurance	FC1	\$15,300	1	\$15,300	\$15,300	\$15,300	\$15,300	\$15,300	\$15,300	\$15,300	\$15,300	\$15,300	\$15,300
Rates - Council	FC1	\$19,300	1	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300	\$19,300
Misc. purchases	FC1	\$3,000	1	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Share of admin costs	FC1	\$9,500	1	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500	\$9,500
Total Recurrent Expenditure				\$153,500	\$153,500	\$155,000	\$153,500	\$153,500	\$155,000	\$153,500	\$153,500	\$155,000	\$153,500
Capital Works Program													
Internal Repainting	PGA	\$22,000	7	\$0	\$0	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000
Paint External arcade roof structure etc	PEB	\$10,000	5	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0
Replace carpet	RCA	\$80,000	10	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0
Repair roof	RCR	\$70,000	7	\$0	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
Air conditioning duct cleaning	ACC	\$22,000	12	\$0	\$0	\$0	\$0	\$0	\$22,000	\$0	\$0	\$0	\$0
Lift upgrade		\$150,000					\$150,000						
Upgrade fire system & panel		\$90,000											
Upgrade air conditioning system		\$80,000									\$80,000		
Total Capital Works Expenditure				\$0	\$0	\$102,000	\$230,000	\$0	\$22,000	\$0	\$90,000	\$0	\$92,000

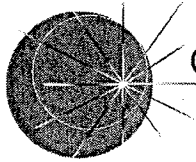


Crows Nest Centre

2006 – 2009

Strategic plan

December 2005



Crows Nest
Centre

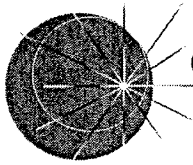
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www.crowsnestcentre.com

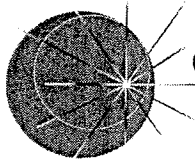


Introduction

The Crows Nest Centre Strategic Plan 2006 – 2009 was developed with the following objectives:

- To provide a clear strategic framework to guide the work of the Board, the Executive Officer and staff over the next three – five years. The plan focuses on issues and initiatives rather than the existing underlying business of the Centre.
- To provide a ‘working document’ which is flexible enough to respond to the dynamic political and economic environment in which CNC operates and a clear reference point for the development of more detailed annual operational and work plans by the Executive Officer and staff.
- To articulate the key strategic issues and intents against which the Board, Executive Officer and staff will evaluate their performance in the years of the plan.

The strategic planning process was initiated by the Executive Officer supported and endorsed by the Crows Nest Centre Board of Directors.



Crows Nest
Centre

Who we are

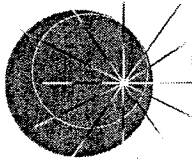
The Crows Nest Centre exists to provide inclusive, responsive and accessible programs and services which contribute to and sustain community wellbeing, reduce social isolation and enhance the quality of life for people in our community.

Our services and programs are made possible by the contributions of many dedicated volunteers who work with our professional staff to achieve our mission.

The Crows Nest Centre is funded and supported by North Sydney Council, the NSW Department of Ageing, Disability and Home Care, the Commonwealth Department of Immigration & Multicultural & Indigenous Affairs, community donations and our business activities.

Our Centre is available to all members of and visitors to our community. Our business activities include venue hire for meetings, conferences and seminars and a commercial kitchen for business and community catering. Other services and activities at the Centre include yoga and Feldenkrais classes, pre-natal classes, a computer club, English classes and other services for newly arrived people, an early childhood centre, old time movies, bingo, tai chi and gentle exercise groups. Our dining room provides low cost lunches and morning teas and has plenty of room for prams and wheelchairs, a hearing loop and a soon-to-be-installed Internet Café.

Our funded programs and services, such as Meals-on-Wheels and the Linen Service, specifically target older people and frail, aged people who require support to maintain their independence. During 2006–2009 we will focus on expanding the range of services to these groups and introduce new services catering to other target groups.



Crows Nest
Centre

our mission

The Crows Nest Centre – connecting our community through the Centre, the services and the people

our values

The work of the Crows Nest Centre is guided by the following values:

caring – we care, we are welcoming, we are friendly and helpful

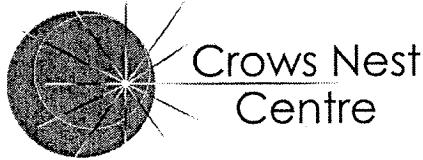
sensitivity – we are respectful of the unique qualities of others; appreciative; open and responsive; treating all with dignity and equality

dedication – we work together towards a common mission and goals with conviction, high motivation and perseverance

integrity – we aim for the highest ethical standards; we are trustworthy, honest, financially and morally accountable

excellence – we aspire to be the best we can be in all that we do

innovation – we are creative, progressive and willing to take prudent risks to achieve our vision and mission



our vision

The Crows Nest Centre is recognised as a premier provider of quality community services and as a place at the heart of a vibrant, connected community

critical issues and key strategies 2006-09

The following 7 critical issues and strategies will form the core of the Centre's strategic and innovative thinking over the next few years. These strategies will be standing items on the Board agenda and will flow to more specific operational actions undertaken by staff.

1. Recognition. The Crows Nest Community Centre is well located in the heart of the Crows Nest shopping precinct and close to many other businesses and services. Informal feedback from a range of sources indicates that the work of the Centre is not well known. This possible lack of visibility in our community could be a major limitation to our effectiveness and future development. Strategies to address this issue include:

- Conduct a community survey to establish the level of knowledge about the Centre in the North Sydney LGA
- Establish effective data collection systems in all programs to identify and track use of the centre
- Develop a comprehensive advertising/publicity and PR strategy for all aspects of the organization's work.

2. Program management and development. Our current services and programs need to be evaluated to ensure that they are serving existing needs, are able to change to meet emerging needs, are of the highest possible quality and able to attract continuing funding. Strategies identified to address this issue include:

- Develop and implement a program of service evaluations and reviews over the next 3 years.
- Develop, trial and implement performance indicators for all aspects of the organization's work

3. Diversification of income. Significant support from North Sydney Council and from State and Commonwealth governments has enabled the Centre to develop and grow to its current size. We need to diversify our sources of income and enhance our revenue raising capacity to ensure sustainability and reduce our dependence on government funding. Strategies include:

- Establish a Resource Generation working group of the Board to explore

business partnerships, collaborations, philanthropic trusts and other innovative resource generation possibilities.

- Commission a Business Plan for our Venue Hire and Food Services businesses to ensure profitability.

4. Management systems. Recent growth of the Crows Nest Centre has meant that the internal management systems have not kept pace with the increased organizational complexity. Strategies to address this issue include:

- Redevelop, update or computerize our financial management systems, HR systems and asset management systems.
- Develop trial and implement consistent Centre-wide data collection and records management systems to improve administrative efficiency and effectiveness.

5. Staff and volunteers. Our people are crucial to the success of our Centre. We need to address the issues associated with recruitment, development and retention of enthusiastic and effective paid staff and volunteers.

- Conduct a review of all volunteer recruitment and development activities and issues and implement modifications as necessary.
- Conduct a review of the organization's staffing and salary structures and make recommendations for improvement
- Review all HR policies annually to ensure they remain legally compliant and reflect the mission and values of the organization.
- Develop an organization-wide staff training and development policy and associated budget allocation.

6. Effective governance. We need to continue the development of a skilled and active governing Board of Directors and plan for the effective support and development of the Centre's Executive Officer. Strategies to address this issue include:

- Establish a Governance sub-committee of the Board to address Board recruitment and orientation, Board development and the annual assessment of the Board's performance.
- Conduct a formal annual review of the EO's performance against the mutually agreed upon goals and objectives derived from the Strategic Plan and the level of support provided by the Board.
- Focus the work of the Board on the implementation and review of this strategic plan.

7. Networks and partnerships. We need to continue to participate in local, regional and State networks and to investigate partnerships (corporate and community) that will further enhance the Centre's services.

- Initiate regular meetings with North Sydney Council to discuss both management and social issues.
- Develop a series of partnerships with corporate and community groups focused on individual projects or events.

operational goals and strategies

The following goals are not intended to be comprehensive. They are ideas generated by staff to amplify the critical strategic issues identified earlier in the plan. These operational goals and strategies will be updated annually.

1. Recognition – to increase the visibility and community awareness of the Crows Nest Centre so that it is recognised for its achievements and closely identified as a leading provider of community centre services.

Centre management and administration

- During 2006 conduct a survey of individuals, community and business groups to establish the level of knowledge about the Centre in the North Sydney LGA
- Support the establishment of effective data collection systems in all programs which will include baseline and trend data about use of the centre
- Develop a marketing plan, and associated public relations and other communication strategies for all aspects of the organization's work which is informed by 2006 survey results
- Develop cost estimates for all strategies and make recommendations for inclusion in Administration and Program budgets for 2006-2009
- Review presentation of the building

Activities program

- Develop better ways of marketing the Activities program that are not reliant on the CNC Newsletter
- Establish a computerised data collection process to enable analysis of participants in all activities
- Explore new ways to show appreciation for major sponsors
- Contribute to marketing and PR activities by collecting at least 6 photographs and documenting feedback or stories from at least 6 participants each year.

Transport and shopping

- Improve access to the transport and shopping service and expand the referral network by targeting information to one key source of referrals each year, starting with local GPs.
- Contribute to marketing and PR activities by collecting at least 6 photographs and documenting feedback or stories from at least 6 clients of the transport and shopping service each year.

Linen service

- Identify and document evaluative comments from clients to include in the PR and marketing resources of the Centre.

Community support/casework

- Establish a program of evaluations for all aspects of Community Support/casework during 2006-09, commencing with the Home Visiting Service in 2006.
- Liaise with Venue Hire managers to develop a 'hospitality policy' to offer meeting spaces for community network/project meetings which will increase awareness and appreciation of the Centre in the North Sydney LGA.
- Develop two good ideas each year that will contribute to a vibrant and welcoming atmosphere at the Centre and focus on implementing one idea at a time as a Centre-wide project.

Volunteers and events

- Source professional or student volunteers to redesign and 'professionalise' all Centre publications, including the Newsletter.
- Investigate the benefits of our participation in open days, expos, market days and other events

Meals on wheels

- Focus on streamlining administration in 2006 so that time is available for networking (especially with hospitals and practice managers of local GPs) and relief workers can take over if the co-ordinator is away.

Community settlement services

- Contribute to the proposed redesign of the information and promotional materials available at the Centre to ensure that they are accessible to people from culturally and linguistically diverse backgrounds.

Venue hire

- Redesign all Venue Hire brochures, business cards and publicity materials to establish a professional and vibrant image.

Food services

- Liaise with Venue Hire to develop catering as part of the Venue Hire business package.

2. Program management and development – to delivery a range of high quality services and programs which are consistent with our mission, valued by and accessible to members of the communities we serve.

Centre management and administration

- Develop and implement a program of service evaluations and reviews over the next three years.
- Develop, trial and implement performance indicators for all aspects of the organization's work
- Establish effective planning policies and processes to ensure that we meet the needs of our constituencies and that all programs provide the highest level of service to clients.
- Ensure that all projects and activities are relevant to the Centre's strategies and goals: for example the review of the Lower North Shore Volunteer Referral Agency project already commenced.

Activities program

- Develop activities after 1:30pm in the Pat Brunton Room.
- Develop an up-to-date, accurate and reliable mailing list for the activities clients.

Transport and shopping

- Evaluate a range of computerised transport booking programs and recommend the most appropriate for use at CNC.
- Improve training and development for medical transport volunteers by involving experienced volunteers in information sessions and by establishing a 'buddy system' for training new volunteers.
- Establish a special "Sale Time" shopping service for the HACC target group in conjunction with LNS Community Transport.

Linen service

- Work with the Volunteer Co-ordinator to increase the number of volunteers to cover gaps and to minimise time spent on service provision by co-ordinator.
- Identify and document relevant data for evaluation and performance review.

Community support/casework

- Establish a system for documenting evaluative feedback from and responses to clients of the community support services.
- Improve service efficiency by obtaining a dedicated casework services computer and researching more efficient and effective client records management systems.

Volunteers and events

- Participate in the proposed review of volunteer services at CNC
- During 2006, survey all existing CNC volunteers about their experiences at CNC, their suggestions for improving support systems for volunteers and their ideas about attracting more volunteers.
- Use the results of the Volunteer Survey to re-develop and update the information packages and orientation materials for volunteers at CNC
- Explore ways to attract and engage skilled volunteers for special project work at CNC – e.g. by establishing a “Crows Nest Centre Friends” program.
- Develop a monthly report on volunteer numbers and contributions.

Venue hire

- Computerise the booking system to increase efficiency and allow clear identification of rooms available for community programs and networking.
- Focus on the re-development of the Pat Brunton Room and the Internet Café during 2006.
- Participate in developing the marketing plans.
- Develop a business plan.

Food services

- Develop a business plan.
- Participate in developing the marketing plans.

3. Diversification of income – to acquire stable, broad-based financial and non-financial resources to support the programs and growth envisioned in this strategic plan and generate the reserves required for sustainability.

Centre management and administration

- Establish a Resource Generation working group to explore business partnerships, collaborations, philanthropic trusts and other innovative resource generation possibilities.
- Commission a Business Plan for the Venue Hire and Food Services businesses to ensure profitability.
- Develop the capacity to record and analyse cost of service data to enable accurate costing of tenders and submissions.

4. Management systems – to increase the operational and management efficiency of the Crows Nest Centre.

Centre management and administration

- Redevelop, update or computerize our financial management systems, HR systems and asset management systems.
- Develop, trial and implement consistent Centre-wide data collection and records management systems to improve administrative efficiency and effectiveness.
- Establish a comprehensive Asset Management plan, and related technology replacement plan, to ensure the availability of IT and other equipment as required for the fulfilment of this plan.
- Create an agreed management strategy for the Centre building in partnership with North Sydney Council.

5. Staff and volunteers – to attract and retain qualified, enthusiastic and professional staff and volunteers for all existing and planned services and activities.

Centre management and administration

- Conduct a review of all volunteer recruitment and development activities and issues and implement modifications as necessary.
- Conduct a review of the organization's staffing and salary structures and make recommendations for improvement.
- Review all HR policies annually to ensure they remain legally compliant and reflect the mission and values of the organization.
- Develop an organization-wide staff training and development policy and associated budget allocation.

6. Effective governance – to develop and maintain an effective, active and informed Board of Directors whose governance and support roles focus on the mission of CNC and the realisation of the strategic plan.

Centre management and administration

- Establish a Governance sub-committee of the Board to address Board recruitment and orientation, Board development and the annual assessment of the Board's performance.
- Conduct a formal annual review of the CEO's performance against the mutually agreed upon goals and objectives derived from the Strategic Plan and the level of support provided by the Board.
- Staff contribute to regular reports to the Board on strategy implementation and development.

7. Networks and partnerships – to develop and maintain effective partnerships to support and enhance CNC's service provision.

Centre management and administration

- Initiate regular meetings with North Sydney Council to discuss both management and social issues.
- Develop a series of partnerships with corporate and community groups focused on individual projects or events.

Participants in the planning process

The following Board members, staff and external representatives participated in the strategic planning process. The Board would like to thank everyone for their thoughtful and meaningful input into this Plan.

Paul Oglesby, Board Chair
Ruth Robins, Executive Officer
Evan Predavec, Director
Irena Liddell, Director
Peter Clayton, Director
Shirley Carroll, Director
Nathan Eyland, Director
Geraldine Mack, Director
Valerie Whimp, Director
Veronique Marchandau, Director
John McInerney, North Sydney Council Social Planner
Martin Ellis, Director North Sydney Council Community Services
Pat Poob, Administration Officer
Jessica Özbay, Community Support Worker
Anita Maria, Activities Co-ordinator
Nelia Justo, Venue Manager
Michelle White, Venue Manager
Susan Pegus, Linen Service Co-ordinator
Jim Catt, Food Services Manager
Kerry Muldoon, Shopping and Transport Co-ordinator
Holly Brown, Community Settlement Services Worker
Dianne Schultz, Lower North Shore Volunteer Referral Agency
Maureen Burdynski, Volunteers and Events Co-ordinator
Craig Forbes, Accounts
Isabel Almendrades, Community Settlement Services Worker
Margaret Flower, Meals-on-Wheels Co-ordinator

**Assistance for Homeless People:
Memorandum of Understanding between North Sydney
Council, Kirribilli Neighbourhood Centre, the Crows Nest
Centre & North Shore Community Housing**

Preamble:

Under the adopted North Sydney Social Plan 2008-12, a key objective is to respond to homelessness issues as they arise, and to offer what support we can to mitigate the effects of this social condition. As part of the network of community centres in North Sydney, and as set out in Joint Plans of Management with North Sydney Council (NSC), Kirribilli Neighbourhood Centre (KNC) and the Crows Nest Centre (CNC) have undertaken to contribute to the objectives of the North Sydney Social Plan. As a long term partner with NSC in providing accommodation to those most in need, North Shore Community Housing is also recognised as having a key role in assistance to the homeless.

Objective:

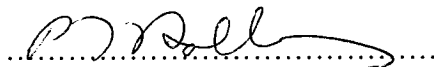
This MOU describes the current level of service the four agencies are able to offer. It is not meant to limit the agencies to this level of service, but commits us to at least this level of service for the life of the MOU. The document is also designed to communicate to successive staff and boards of the agencies (as well as associated services such as the Homeless Advisory Service [HAS]) and so create a continuity of service to the community.

Principles & services:

1. We are committed to assisting homeless people in North Sydney, respecting their rights and managing the impact on the wider community.
2. NSC will ensure current service levels for assistance to the homeless in North Sydney are provided to the HAS so that correct referrals can be made.
3. NSC will maintain supplies of the relevant brochures and cards listing available services (such as HAS's card and the "Station" brochure).
4. NSC will follow up within two working days reports of homeless people living in parks or on the streets with a contact visit.
5. KNC will host the Housing Assistance Centre on Fridays between 10am and 3pm
6. NSC will provide an officer to the KNC Housing Assistance Centre on most Fridays, and when this is not possible KNC will offer what assistance it can and liaise on the client's behalf with North Shore Community Housing.
7. KNC will provide emergency assistance to people subject to funding being available.
8. CNC will provide towels and a shower for people who are homeless.

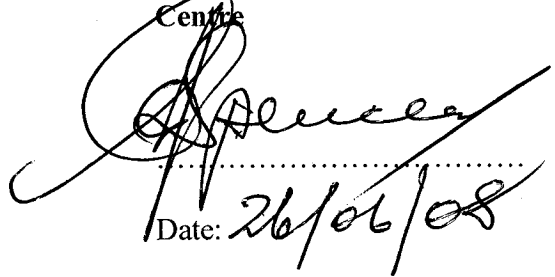
9. North Shore Community Housing, CNC and NSC will liaise and co-operate with each other in managing the effects of boarding house closures in North Sydney where the threat of homelessness exists.
10. NSC will provide annual training for staff and volunteers who work with homeless people.
11. We will where possible monitor and record usage of services to homeless people and provide them to NSC on an annual basis.
12. NSC will consult with the other signatories in reviewing this MOU on an annual basis
13. NSC will prepare an annual report on homelessness and circulate it to the other signatories.
14. We will co-operate with each other in any applications for funding from other levels of government we undertake to increase assistance to homeless people.

P. Holloway
General Manager
North Sydney Council



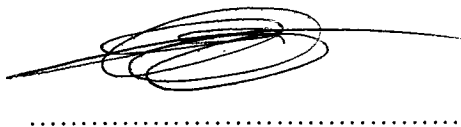
Date: 26/6/08.

C. Spencer
Chair
Kirribilli Neighbourhood
Centre



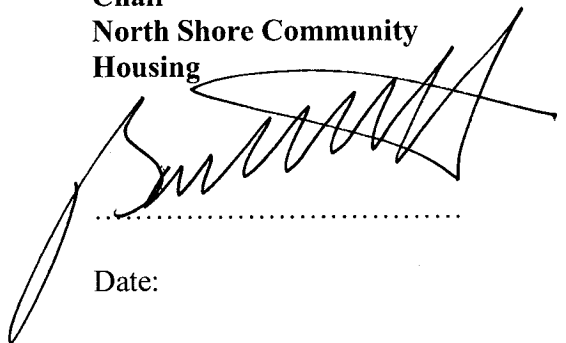
Date: 26/06/08

E. Predevac
Chair
Crows Nest Centre



Date: 4/7/08

G Barrett
Chair
North Shore Community
Housing



Date:



COMMUNITY CENTRES, CULTURAL AND RECREATIONAL FACILITIES POLICY

SV01-C

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NORTH SYDNEY COUNCIL 2020 VISION COMMUNITY STRATEGIC PLAN “OUR SOCIAL VITALITY”

Responsible Director: Community & Library Services

1. STATEMENT OF INTENT

- 1.1 Community Centres in North Sydney vary widely in ownership, management, purpose and funding levels. They deliver a mix of community services for the North Sydney LGA. It is 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.

In many cases the programmes within the centres are designed to attract ‘other levels of government’ funding to the North Sydney LGA (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.

In other cases the programmes within the centres are complementary to existing commercial operations. In these circumstances, Council’s complementary role is designed to:

- Contribute to social equity by providing some measure of affordability in the service (e.g. child care)
- 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.

Finally, the programmes include direct service (eg. Youth Centre, Olympic Pool, Library Services, 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.

Where centres are sited on community land a plan of management will be developed, as required under the Local Government Act

- 1.2 Elements of Council funding of its community centres policy include but are not restricted to:

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- Construction of new centres and upgrades funded through the capital works programme (including developer contributions through Section 94 levies)
 - Maintenance of the centres funded through EPS operating budget annual allocation
 - Rent payable by centres is nominal (i.e. Council subsidises property rents)
 - Division of CLS advises Council annually through the estimates on whether provision has been able to be made for CPI increases to recurrent grants
 - Sole use centres meet their own cleaning costs
 - Centres wholly managed by Boards independent of Council able to offer room hire and are entitled to retain the income
 - 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.
 - Council co-ordinates and funds cleaning of multi-use centres
 - Staff support for community development activities funded through Community and Library Services annual operating budget annual allocation
 - Discretionary funding for specific activities and services through the Donations Programme (see Donations Policy)

2. ELIGIBILITY

Community Centres covered by this policy are listed in Council's Register of Council Owned/Leased Properties as reported to Council.

3. DEFINITIONS

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 To provide a network of community spaces/programmes throughout the LGA, fostering among residents, students, workforce and Council a sense of belonging to the 'North Sydney Neighbourhood'.

4.2 To provide or facilitate provision of high quality and appropriate services.

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- 4.3 To strive towards making centre based, and outreach, programmes and activities for residents affordable and accessible.
 - 4.4 To overcome social isolation and encourage social networking.
 - 4.5 To provide the major community facilities, which would not otherwise be available to the North Sydney Community.
 - 4.6 To maximise the community's use of facilities.
 - 4.7 Facilitate community involvement in management of centres.
 - 4.8 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.
 - 4.9 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
 - Historical services
 - 4.10 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.
 - 4.11 Maximise developer contribution, where appropriate, to the cost of new or expanded centre provision.
 - 4.12 Facilitate grant applications, relevant to centre programmes.
 - 4.13 Maintain the centre buildings and grounds to agreed standards.
 - 4.14 Upgrade and enhance centres where appropriate, based on consultation with users and providers.
 - 4.15 Promote the centres as a council/community good.

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- 4.16 Monitor, and assist where appropriate, the centres' financial and management performance through a range of strategies.
 - 4.17 Requiring reporting about proposed activities, including fees and charges for the year ahead
 - 4.18 Requiring an annual financial statement and review of the year's activities
 - 4.19 Facilitate and initiate new uses/services

5. RESPONSIBILITY/ACCOUNTABILITY

5.1 Elected Council

The elected Council is responsible for the allocation of resources with respect to the Community Centres Policy, through the annual programme budget process.

Council will nominate representatives to the Boards of centres 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

5.2 Division of Community and Library Services

The Division of CLS is responsible for:

- 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)
- Policy and program development for community halls not wholly managed by Boards independent of Council
- Evaluation of applications under the Donations Programme and recommendations to Council
- Information dissemination through the centres
- Development of new centres, or new programmes
- Specification and special conditions of leases
- Joint Plans of Management with centres eligible for grants towards operating expenses.
- Policy on maintenance and upgrading on centres
- Specification of consultations required

5.3 Division of Engineering and Property Services

The Division of EPS is responsible for:

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- Leasing agreements-preparation and signing
 - Building and grounds maintenance, including where appropriate, cleaning
 - Centre upgrade feasibility studies: recommendations to CLS, and implementations of approved projects
 - Advice to CLS on 10 year programme of works for centres on community land

5.4 Division of Open Space and Environmental Services

The Division of OSES is responsible for the management of North Sydney Olympic Pool and the North Sydney Oval complex.

5.5 Division of Corporate Services

The Customer Service Centre is responsible for:

- Booking and hiring of Council managed centres
- Public consultation through the Precinct System

6. RELATED POLICIES AND DOCUMENTS

- Donations Policy
- Management of Council Land & Facilities Policy
- Council Fees & Charges
- Register of Council Owned/Leased Properties