



Kirribilli Neighbourhood Centre

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Bradfield Park Community Centre

PLAN OF MANAGEMENT
2008 - 2010

North Sydney Council
Kirribilli Neighbourhood Centre Co-operative Limited

It has been a very busy and productive year for the Kirribilli Neighbourhood Centre, none of which would have been possible without the skills dedication and hard work of our staff, volunteers and directors, and the partnership and support of North Sydney Council.

The Joint Management Plan between KNC and North Sydney Council has guided the initiation of the Wellness Project, which will provide a new hub of services to carers and people with mental health issues throughout North Sydney. North Sydney Council has generously offered to renovate and provide accommodation for this Project at the 'old Bowlo', which will be known as Bradfield Park Community Centre. This venue will accommodate services and programs that promote good health and wellbeing. Organizations such as Smart Recovery, Advocates for Survivors of Child Abuse, Court Support for Victims and Witnesses of Crime, the Chill Out Café, and, Barista-Hospitality Employment Training Program are already bringing new life to our community.

This new direction marks the new vision for the future of KNC in meeting the needs of local people and serving the community.

Carlie Spencer
Chair, Kirribilli Neighbourhood Centre, May 2008

I am happy to join with Carlie Spencer in introducing this important plan. Kirribilli Neighbourhood Centre, long one of the most important of Council's community facilities, has in recent years expanded its services to provide for some of the most vulnerable members of our community. While Council officers in the Community Development Department have strongly supported the Centre in this strategic re-focusing I am conscious it could not have been achieved without the expert leadership of the KNC Board, and the hard work of the KNC staff. Council looks forward to the reconfiguration of the much loved KNC markets, which will do much to place the Centre and its services on a sustainable footing.

Genia McCaffery, Mayor of North Sydney, June 2008

CONTENTS

1.0	INTRODUCTION	1
2.0	CHARACTERISTICS AND RESOURCES	4
3.0	PLANNING ISSUES.....	4
4.0	BASIS FOR MANAGEMENT	6

APPENDICES

North Sydney Council Ten Year Asset Management Plan for The Kirribilli Neighbourhood Centre
& Bradfield Park Community Centre

Kirribilli Neighbourhood Centre Strategic Plan 2008 – 2011

The North Sydney Wellness Project Strategic Plan 2007 - 2010

Assistance for Homeless People Memorandum of Understanding

Community Centres, Cultural & Recreational Facilities Policy

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 Kirribilli Neighbourhood Centre Plan of Management is a joint planning statement by North Sydney Council and KNC Co-operative Ltd. It is based on the Co-operative's own Strategic Plan 2008-11 (Appendix 2), Council's Community Centres and Facilities Policy' Policy (Appendix 3), and indicative programme of works (Appendix 1).

1.2 The proposal

It is proposed that Council enter into a lease with Kirribilli Neighbourhood Centre Co-operative for a term of five years commencing 1 July 2009, for the Kirribilli Neighbourhood Centre buildings, and a license for use of the outdoor areas. It is further proposed that Council enter into a lease with Kirribilli Neighbourhood Centre for a term of five years commencing 1 July 2009 for Bradfield Park Community Centre to implement the Wellness Project.

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 Kirribilli Neighbourhood Centre

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 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: Martin Ellis, 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 Co-operative 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 Kirribilli Neighbourhood Centre in accordance with the Local Government Act, 1993.

Kirribilli Neighbourhood Centre is one of only two community-managed centres on the eastern portion of the LGA. As such it has major importance as a resource to that community. A Plan of Management setting out clearly the existing and anticipated future uses of the building and land is seen as an essential guide to the community and to Council and the co-operative.

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 2004-7:

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

- the safety and satisfaction of users;
- a high standard of urban and civic design
- a security of the asset;
- cost effective operations

1.7 Council's Community Centres Policy

After extensive consultations involving those centres with community based management boards, Council adopted a revised Community Centres Policy in 2004. Management of Kirribilli Neighbourhood Centre should be in accordance with the objectives set out in this policy:

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*"

To provide or facilitate provision of high quality and appropriate services

To strive towards making centre based, and outreach, programmes and activities affordable and accessible

To overcome social isolation and encourage social networking

To provide the major community facilities, which would not otherwise be available to the North Sydney community

To maximise the community's use of facilities

To facilitate community involvement in management of centres where appropriate

1.8 Leasing of community centre buildings

Kirribilli Neighbourhood Centre comprises a two-storey heritage building, which occupies land classified under the Local Government Act, 1993, as Community Land. The Community land is zoned Special Uses 'A' Community Centre, under the North Sydney Local Environment Plan 2001 (NSLEP 2001).

Bradfield Park Community Centre comprises a part single and part two storey brick and weatherboard-clad building occupying the south-eastern corner of the site known as Bradfield Park Central, immediately adjacent to the North Shore Railway Line, just south of the Milsons Point Railway Station Pedestrian access is available from Burton & Alfred Streets, with vehicular access off Burton Street. The site, zoned Public Open Space under the North Sydney Local Environment Plan 2001 (NSLEP 2001), has existing use rights as a Community Centre and restaurant from its days as the Ex-Kirribilli Servicemen's Bowling Club.

The old bowling greens are used in association with the twice monthly Kirribilli Markets. The site is elevated from Fitzroy Street and to a lesser extent from Alfred Street. The sites presentation to each of these streets is essentially dominated by a sandstone retaining wall extending around the perimeter of the site. Atop the retaining walls mixed and varied landscaping is provided.

It is Council's intention to lease the community centre building in Bradfield Park Central and the community centre building in at 16-18 Fitzroy Street and its curtilage to the Kirribilli Neighbourhood Centre Co-operative 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 Kirribilli Neighbourhood 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 the 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 The Co-operative's Mission Statement

Mission Statement:

To be self sufficient in providing services that strengthen our community.

2.0 CHARACTERISTICS AND RESOURCES

2.1 Site Location History and Heritage

Kirribilli Neighbourhood Centre: the Centre is located at 16-18 Fitzroy Street, Kirribilli. A Plan for its Conservation and Management, Phoenix architects, revised by Otto Cserhalmi Architects, was adopted by Council on 23 March 2004. This Plan is guiding Council and the KNC Board through development of a Master Plan for the site.

The Centre was first established as a Community Centre in 1975. In October 1976 a meeting of local residents adopted the constitution and elected the first Management Committee.

Bradfield Park Community Centre: In the early 1950s, Gallipoli Legion Bowling Club commenced usage of a building and bowling greens at 41 Alfred Street South, Milsons Point. Subsequently, this facility came to be known as the Ex-Kirribilli Servicemen's Bowling Club which function ceased with its handing back to Council in July 2001.

In August 2002, Council voted to fitout the building in such a manner as to permit greater flexibility of usage including accommodating two tenancies, namely the Bowlo Restaurant and a wellness centre funded by the State Government, along with function rooms, kitchen and toilet facilities for general community usage. In 2003 its name was changed to Bradfield Park Community Centre. In early 2006 the wellness centre's funding was withdrawn despite a community campaign, supported by Council, to retain it. On 6 March 2006 Council adopted a proposal of its own, in conjunction with Kirribilli Neighbourhood Centre, to develop wellness programs in the Centre. The restaurant has since changed hands, and names, and in 2008 entered into an agreement with Kirribilli Neighbourhood centre to share use of the large meeting room. In 2007/8 Council refurbished the centre to provide separate toilets for the restaurant and a better layout for the wellness programs. In mid 2008 Council supported Kirribilli Neighbourhood Centre's application for three year Commonwealth funding to establish a new wellness project under the Mental Health Respite program. The application was successful.

3.0 PLANNING ISSUES

3.1 Background

Both centres are located within Kirribilli Planning Area as defined under Council's Local Area Character Studies 2002. "The focal point of the Kirribilli peninsula is the Kirribilli Village Centre a compact, lively area with a community centre, local shops and outdoor cafes that serve the needs of the local community. The village is surrounded by a diverse range of land uses including dwellings, education, transport, maritime activities and community facilities."

The traffic and pedestrian issues that figure large throughout the LGA are important factors in the life of the Centre. It is noted that the disabled parking space in Bligh Street plays an important part in the Centre's operations and the signage needs to be maintained. Council has resolved to provide a limited subsidy to the Centre's volunteers to facilitate their parking during their hours of work for the Centre. The centre has one allocated parking space adjacent to Bradfield Park community Centre, and a Traffic Management Plan is in place to manage the twice monthly markets.

3.2 Landscape character

Kirribilli Neighbourhood Centre: The gardens (front and back) are currently attended to on a fortnightly basis, with trees attended to on notification. The backyard has London Plane tree, Chinese Elm, Macadamia and a frangipani, which has been trimmed to make way for a lift giving access to the upper floor. A landscape plan has been implemented preserving a right of way linking Fitzroy and Bligh streets as well as providing a much needed storage shed. A new fence, shade cloth and new astro-turf has been provided to allow free play for playgroup and functions to continue.

Bradfield Park Community Centre: A vital part of KNC's financial infrastructure are the Kirribilli Markets which depend for their success on a convenient and attractive location. The adopted "Bradfield Park and Kirribilli Foreshores Master Plan" has as one of its objectives support for the markets' continued operations. The provision of hard surfaces (an essential where markets are held over a long period of time) needs to be reconciled with the desired number of stalls. The markets viability has been strengthened by the installation of lights in the Burton Street Tunnel. The presence of markets on the old bowling greens has been reassessed and the Centre will be relocating in October 2008 off the green adjacent to Fitzroy Street, with Council providing a suitable surface for the remaining two areas leading to Burton Street.

3.3 Access

Both Centres have been audited, by access consultants in the case of KNC, under the guidance of Council's Access Committee, as part of Council's Disability Discrimination Action Plan. Key points raised by the KNC audit were signage, the need for threshold ramps, a lighting upgrade and compliance of the disabled toilet. All these have been completed. Subsequently the Master Plan recommended installation of a lift to complete the accessibility of the centre. A special report was commissioned from Otto Cserhalmi Architects to establish the best location. This report informed the Development Application which was approved, placing the lift on the north western edge of the verandah. This was completed in 2005. Bradfield Park Community Centre has ramp access and an accessible toilet. An uneven pedestrian approach from Burton Street, poor external lighting and signage need attention.

3.4 Relationship of KNC with other Community Centres

Having regard to the network of community centres supported through Council's Community Centres Policy, the Kirribilli Neighbourhood 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. The Wellness Project will strengthen the ties between KNC and the other centres through a sharing of activities.

3.5 Outdoor structures

A stone sculpture is a feature of Kirribilli Neighbourhood centre's front garden. The rear garden includes an original stone outbuilding and a new timber storage shed as well as a shade.

3.6 Indicative program of maintenance and upgrade

An indicative ten-year programme of maintenance and capital upgrade is provided.

4.0 BASIS FOR MANAGEMENT

4.1. Philosophical basis for the plan of management

The primary aim of the Kirribilli Neighbourhood Centre plan of management is to provide guidelines for the future use, development, management and maintenance of the park. KNC is one of the LGA's most important community centres. Overall the board of Kirribilli Neighbourhood Centre Co-operative Ltd holds responsibility for management of this centre. The board consists of up to eleven directors who are elected annually at the AGM.

Council supports this management model in several ways, including through adequate maintenance and by ensuring that any future development of the park is compatible with the desired character of the Centre.

Council and Kirribilli Neighbourhood Centre Co-operative 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 local changes as they arise.

4.2. Management objectives

Based on legislative requirements, community needs and expectations, and the values and assets of Kirribilli Neighbourhood Centre Co-operative itself, the following broad, primary management objectives have been identified.

- to maintain the centre for community use in accordance with the overall objectives of the Management Plan July 2004-7
- to manage the centre in accordance with the Kirribilli Neighbourhood Centre Strategic Plan (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

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- to ensure the plan of management 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 Kirribilli Neighbourhood Centre Co-operative Ltd (Co-operative No 800), 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.

Kirribilli Neighbourhood Centre

Item Description	Code	Cost	Cycle	Ledger year									
				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Plumbing	RR1	\$1,400	1	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400
Electrical	RR1	\$1,200	1	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Building repairs	RBR	\$4,000	1	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Touch up painting	PTU	\$1,800	1	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Fire services	RR1	\$1,000	1	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Exit and emergency lights	RR1	\$1,000	1	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Pest control	RR1	\$1,000	1	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Sand and reseal timber floor	SRF	\$3,000	3	\$0	\$0	\$3,000	\$0	\$0	\$3,000	\$0	\$0	\$3,000	\$0
Insurance	FC1	\$10,000	1	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Rates - Water / sewer	FC1	\$1,000	1	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
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 - misc., keys etc	RR1	\$500	1	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Share of admin costs	FC1	\$3,700	1	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700
Total Recurrent Expenditure				\$27,600	\$27,600	\$30,600	\$27,600	\$27,600	\$30,600	\$27,600	\$27,600	\$30,600	\$27,600
Capital Works Program													
External re-painting	PEB	\$8,000	5	\$0	\$8,000	\$0	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0
Internal re-painting	PGA	\$20,000	7	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0
Internal wiring & lighting upgrade		\$10,000											
Upgrade fire system & panel		\$60,000					\$60,000						
Roofing works		\$180,000											
Sub-floor works		\$80,000											
Toilets and kitchen refurbishment		\$60,000											
Total Capital Works Expenditure				\$20,000	\$8,000	\$0	\$0	\$60,000	\$0	\$8,000	\$20,000	\$0	\$0

Note:

1. The above CWP are Capital Replacement items - replacement of a separately identifiable asset. Examples are re-roofing, repainting or replacement of an air-conditioning system.
2. Major Capital Enhancement items are funded separately - work that results in an increase to the capacity of the asset or increase in design standard. Examples are construction of an additional wing to a building or installation of a new lift.

Major Capital Enhancement

Lift works and accessible toilet in 1/F \$263,000

Bradfield Park Community Centre

Item Description	Code	Cost	Cycle	Ledger year									
				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Plumbing	RR1	\$3,000	1	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Electrical	RR1	\$3,000	1	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Building repairs	RBR	\$4,000	1	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Fire services	RR1	\$3,000	1	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Rates - Water / sewer	FC1	\$3,500	1	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Rates - Council	FC1	\$2,900	1	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900
Insurance	FC1	\$2,900	1	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900	\$2,900
Electricity	FC1	\$6,200	1	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200	\$6,200
Gas (Heating)	FC1	\$6,500	1	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Managing agent fees	FC1	\$5,000	1	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Share of admin costs	FC1	\$8,000	1	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Recurrent Expenditure				\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Capital Works Program													
External Re-painting	PEB	\$12,000	5	\$0	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Total Capital Works Expenditure				\$0	\$0	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000

Note: Property has undergone major upgrading work and renovation in 2007/08 including new toilet facilities

Kirribilli Neighbourhood Centre Strategic Plan 2008 – 2011

For Adoption : June 2008, Board of Directors meeting

To ensure Kirribilli Neighbourhood Centre achieves its Mission “*To be self sufficient in providing services that strengthen our community*” over the coming four years, the following themes will underpin the Centre’s sustainability and development:

- ***Growing Together*** – remaining relevant and responsive to the community
- ***Services and Programs*** – providing services and programs that make a difference
- ***Finance*** – maintain the Centre as a self-sufficient not-for-profit organisation
- ***Future Planning*** – put in place strategies that will ensure long term viability

Progress against the plan will be monitored by the Board of Directors on a quarterly basis.

The plan will be reviewed annually, and updated accordingly.

KNC Serving Our Community

Growing Together

Objectives	Measures	Targets	Initiatives
O1 Add or grow revenue producing programs to reduce dependence on Market revenue as per Finance objective O2	M1 See Finance objective O2	T1 See Finance objective O2	I1 See Finance objective O2
O2 Better meet the social needs of defined target groups identified in the NSC Social Plan 2008-12 eg. mental health, one-person households, 25-34year olds.	M2 The number of programs that aligned with and contribute to addressing issues raised in the North Sydney Council Social Plan 2008-12.	T2 At least one new program for each of the 4 main NSC target groups; Review Programs annually	I2 Review and analyse available data with NSC Social Planner & ABS and consider programs to further address community needs
O3 Develop the relationship with NSC to facilitate better meeting community needs.	M3 Mutually agreed productive outcomes from all face-to-face meetings and other correspondence with Council officers, General Manager and Mayor on major issues; Timely advice to and from NSC on all important matters.	T3 All face to face meetings and other correspondence mutually agreed as productive in progressing major issues toward solution; Some initial response in either direction within one week of receipt of advice.	I3 develop a more positive and engaging relationship with NSC on the following matters: Market reconfiguration; Tenanting of BPCC; Planning and implementation of the Wellness Project
O4 Improve the processes we use to integrate, retain and develop a diverse range skills of future & existing staff, Directors and volunteers.	M4 Existing plans for each group reviewed	T4 Annual review of plans for each group	I4 Ensure that there are a range of planned development activities targeted at for staff, directors and volunteers, respectively
O5 Enhance the effectiveness of Sub-committee, staff and Board of Directors meetings	M5 Plans and Terms of Reference met, time between meetings	T5 Meetings are: Held as planned; Well attended; Meet deadlines set for actions; Minimum time between meetings. Minimum time between meetings quarterly for Sub-committees, and weekly for staff; All terms of reference for sub-committees are met	I5 Set stricter targets for meetings and actions arising from them.
O6 Enhance customer service and customer relations and maintain flexibility to respond to community needs	M6 Timely response to requests, queries and complaints	T6 Initial response within one week where no BOD consideration is required, or within one month where BOD consideration is required.	I6 Provide timely responses to all requests, queries and complaints from the KNC user community and broader local community
O7 Maintain and encourage partnership programs with other groups	M7 % increase or decrease	T7 At least maintain existing level of partnership program initiatives	I7 Investigate at least 3 partnership programs each year

Services and Programs

Objectives	Measures	Targets	Initiatives
O1 In addition to Finance objective O2, maintain markets with as little drop in revenue as possible during and after the transition to a new market format, and explore other market related possibilities.	M1 Well defined Market redesign plan agreed with NSC, for consideration by BOD; Number of alternative opportunities considered in detail.	T1 Plan to BOD by July 2008 BOD meeting; At least 2 alternative opportunities considered per year and referred to BOD for ratification.	I1 Work with NSC to optimise the redesign of the current markets; Explore the possibility of other market related ventures eg. markets in other places, or providing advisory services on market administration
O2 Streamline the efficiency of room hire, and wherever possible grasp opportunities to increase revenue as per Finance objective O3	M2 See Financial objective O3	T2 See Financial objective O3	I2 See Financial objective O3
O3 Streamline the efficiency of course administration and increase revenue per course	M3 Online system implementation; Relative decrease in staff time spent on enrolment and payment processing; Revenue per course as signified by enrolment rates.	T3 Online system implemented by December 2008; 50% or more decrease in staff time spent on enrolments and payment processing by Dec 2009; At least 80% enrolment rate for all courses by Dec 2009.	I3 Increase the efficiency of course administration through establishment of online booking and payment facilities; Increase revenues through enhanced IT based and other marketing, and provision of courses that are in demand.
O4 Examine selected opportunities for partnerships, and take up those that are viable and aligned with the balance and mix of KNC activities that serve the community as per Finance objective O4	M4 See Financial objective O4	T4 See Financial objective O4	I4 See Financial objective O4
O5 Complete technical enhancement of the KNC Internet Café, and increase revenue through a targeted marketing effort	M5 Completion of technical enhancement; Development of marketing plan; Implementation of marketing plan	T5 Technical enhancement completed by December 2008; Marketing Plan developed by December 2008; Marketing Plan implemented during 2009.	I5 Complete technical enhancements; Develop and implement an IT marketing plan as a sub-component of the overall Marketing Plan
O6 Maintain a balanced mix of Services and Programs that caters to community needs	M6 The diversity of programs and services. How well these align with community needs.	T6 Maintain a healthy diversity of programs and services relevant to community needs; Whilst recognising that the principal focus of KNC is the Wellness Project, ensure that there are at least a dozen other sorts of community groups using KNC facilities	I6 An ongoing watch by the BOD to ensure a balanced progression in the development of KNC; As vacancies occur target similar community groups to those vacating, in an attempt to maintain a suitable mix of community groups using the KNC facilities, provided resources are adequate; Maintain and encourage further use of the KNC facilities by local precinct groups.

Services and Programs (continued)

Objectives	Measures	Targets	Initiatives
O7 Consistent with Future Planning objectives O1 and O3, further strengthen and enhance the KNC Wellness Project	M7 With respect to the Wellness Project: Increase the number and diversity of Wellness Project activities; Scale up marketing for BPCC	T7 In line with Finance objective O4, establish 6 new programs in the Wellness Project over three years; Wellness Project advertising via the brochure and/or other channels revised and implemented by the end of renovations.	I7 Explore further opportunities for external funding of Wellness Project activities; Effectively advertise the availability of the KNC Wellness Project through the brochure and other advertising material.
O8 As a subcomponent of Future Planning objective O1, encourage the use of the KNC facilities by diverse community groups	M8 % increase use of the use of the KNC and BPCC facilities	T8 Subject to availability increase use of the use of the KNC and Bradfield Park Community Centre facilities by 25% in next 12 months, and maintain thereafter	I8 Highlight the availability of the KNC facilities to a diverse range of community groups, but with an emphasis on the Wellness Project;
O9 Consistent with Finance objective O3, provide opportunities for the hire of KNC rooms for special functions	M9 % of room hire for these events	T9 5-10% increase in next year	I9 Promote the suitability of the KNC rooms for the holding of functions in the KNC brochure and other advertising material
O10 Successfully deliver the FAHCSIA funded "Kirribilli WRAP"	M10 The extent to which FAHCSIA reporting requirements are met	T10 Comply with or better the target dates and content for reporting set by FAHCSIA	I10 Develop and implement a comprehensive plan for the "Kirribilli WRAP" that meets or exceeds FAHCSIA expectations

Finance

Objectives	Measures	Targets	Initiatives
O1 Increase the surplus within the KNC administration budget to invest in KNC	M1A (i) Income PY / Expenses PY ; (ii) Income YTD / Expenses YTD	T1 Increase 10% above 0607 values over 3 years	I1 Develop long and short term Budget strategies - review at Board meetings
O2 Add or grow revenue producing programs to reduce dependence on Market revenue.	M2 Year on year comparisons of revenue sources. Year on year revenue by product/service	T2 To increase the diversity of income streams and decrease the proportion of revenue sourced from the Markets. (Note that the goal is to maintain Market revenues, rather than achieve the redistribution through decreasing Market revenues); Online booking and payment for stalls implemented by June 2009.	I2 Manage market redesign, including review of stall cost structure and stall holder agreements, to minimise revenue losses. Consider a wide variety of options for introducing new programs and partnerships, whilst pursuing a growth in revenues for existing non-Market revenue streams. Implement online booking and payments for market stalls.
O3 Increase the efficiency and revenue gained from room hire	M3 Room hire revenue and occupancy rate	T3 Increase the occupancy rate of rooms not on permanent hire by at least 7% annually with a view to increasing revenues	I3 Increase the efficiency of room hire through establishment of online booking and paying facilities; Increase revenues through creation of a room hire kit and optimising the rate of return on each room given the alternate uses it could be put to whilst maintaining an appropriate balance and mix of community oriented services.
O4 Obtain new income sources, especially partnerships and tenders	M4 The number of funding applications and tenders considered and lodged per year	T4 Consider at least 10 opportunities including some assessment of the relative cost-benefits; Lodge applications/tenders for at least 1 significant opportunity per year;	I4 Search for and develop funding applications to government & non-government organisations. This could include corporate sponsorship or philanthropic donations.
O5 Develop more user friendly financial monitoring information	M5 Historic graphs/illustrations developed and used	T5 Various graphs/illustrations available at BOD and Audit meetings by Dec 2008	I5 Develop graphs/illustrations etc of a number of fundamental financial elements for comparison.
O6 To assist delivery of Service and Programs objective O10, put in place compliance and control auditing for the KNC WRAP, and any other future externally funded programs	M6 Have compliance and control associated with the Kirribilli WRAP, and other future externally funded programs, as a standing item on the agenda of the Audit sub-committee	T6 In addition to existing controls, establish a control and compliance checklist for the Kirribilli WRAP by August 2008; Compliance and control of the Kirribilli WRAP considered and checked off at 100% of Audit sub-committee meetings	I6 Abide by the terms and conditions of the FAHCSIA agreement; Keep up to date records of all Kirribilli WRAP in an independently from other accounts; Report to the Board of Directors and FAHCSIA in a timely manner, as outlined in the agreement
O7 General compliance of KNC administrative accounts	M7 Ongoing review of compliance	T7 Audit committee to review compliance of administrative accounts quarterly	I7 Maintain compliance checklists already set up for the KNC administrative budget
O8 Establish policies on investments and utilisation of reserves	M8 Policies in place	T8 Develop and put in place policies on investment and utilisation of reserves by June 2009	I8 Establish policies on investment of KNC funds, and utilisation of KNC reserves

Future Planning

Objectives	Measures	Targets	Initiatives
O1 Complete development and implementation of a KNC Marketing Plan	M1 Research into community issue conducted; Marketing plan completed and implemented	T1 Market research undertaken in 2008; Marketing Plan completed 2008; Marketing Plan implemented 2009	I1 Complete and implement the marketing plan for KNC, including research on KNC's community image and redesign of the KNC website
O2 Maintain and review the risk management framework, and assess all major projects & activities for insertion in a risk register	M2 Risk assessment framework and register in place; % major activities assessed; % major risks treated	T2 Annual review of the risk assessment framework; At least 50% of major activities assessed by June 2009; 100% of major activities assessed and major risks appropriately treated by December 09, then ongoing	I2 Annually review the risk assessment framework. Apply the framework to assess all major activities. Treat major risks.
O3 In manner consistent with Growing Together objective O3 and Financial objective O2, place Kirribilli Markets on a sustainable footing	M3 Markets reconfiguration agreed with NSC and implemented; Online booking and payment for stalls implemented as per Finance objective O2	T3 Markets reconfigured by September 2008; Online booking and payment system operational by June 2009	I3 In consultation with NSC reconfigure the physical layout of the Markets; Implement online booking and payment for stalls
O4 Undertake review of maintenance requirements for infrastructure	M4 No of reviews	T4 Review at least twice a year; Ensure that 80% of required work is carried out, subject to adequate funding; Where work cannot be funded in the short term, provide a realistic plan for the forthcoming year for that work to be done.	I4 Review the timetable for upgrade of the backyard and the BPCC; Where required obtain expert assistance regarding any major upgrade required for the KNC building
O5 Put in place a plan for continuation of Kirribilli WRAP after the initial round of funding expires	M5 Degree of satisfaction of FAHCSIA with current program; Implementation of a strategy; Ongoing funding secured	T5 FAHCSIA completely satisfied with the current program; A strategy is in place to gain continuation of external funding of Kirribilli WRAP by December 2009; Ongoing external funding secured by December 2010	I5 Develop and implement a strategy designed to secure funding for Kirribilli WRAP beyond the lifetime of the initial FAHCSIA agreement
O6 Monitor the available community space to identify possible opportunities for new community activities	M6 Regular reviews; Investigation of opportunities	T6 Conduct 6 monthly reviews of available community spaces; Investigate the possibilities of any suitable spaces for KNC use.	I6 Through NSC and other channels, monitor available community space and investigate any vacant spaces that could be used for KNC activities
O7 Consistent with Services and Programs objective O6, maintain a balance in KNC activities	M7 Regular review of KNC direction and balance of activities	T7 Annually review the strategic plan and maintain a balance of KNC activities that reflects the strategic directions adopted	I7 Review the KNC strategic plan with a view to ensuring that the mix of activities undertaken aligns with strategic priorities

The North Sydney Wellness Project Strategic Plan: 2007-10

Kirribilli Neighbourhood Centre & North Sydney Council

August 2007
Revised June 2008



1.1 Overview

The purpose of this Plan is to set out the strategies to be used by the North Sydney Wellness Project to deliver a wide range of community-based mental health services to North Sydney. The Wellness Project, while physically based in Kirribilli and Bradfield Park Community Centres, depends for its effectiveness on a network of local agencies making informed referrals to the Centre, as well as making their own contribution to mental well being.

The Wellness Project is inaugurated through the auspices of the Kirribilli Neighbourhood Centre (KNC), under leases granted by North Sydney Council as set out in the Joint Management Plan for KNC. The Advisory Committee for Bradfield Park Community Centre, which meets quarterly to monitor and guide the operations of the Centre, is a subcommittee of the KNC Board. Convened by the KNC Manager, it also has representatives from Council's Community Development Department, as well as from other local service providers, and clients of the Wellness Project.

1.2 Kirribilli Neighbourhood Centre

KNC, a pair of 2-storey semi detached stone houses, was built in 1875 for Henry Hocken Bligh, the first Mayor of North Willoughby Council. It was purchased by North Sydney Council in 1974 and renovated over the next few years to enable a community centre to be established. In October 1976 a meeting of local residents adopted a constitution and were granted a lease by Council, which has been renewed ever since. KNC provides a range of services to the local community, funded largely from the much valued Kirribilli Markets held nearby, next to Bradfield Park Community Centre

1.3 Bradfield Park Community Centre

Built in the early 1950s, the Club was originally called Gallipoli Legion Bowling Club, then later became Kirribilli Ex-Servicemen's Club, and subsequently ceased that use on being handed back to Council in July 2001. In 2002 Council approved a change of use to incorporate a restaurant and a major community facility (the NorthAIDS Wellness Centre known as Myrtle Place). NorthAIDS closed in 2006, leaving a significant gap in services to the local community. On 6 March 2006 Council resolved "THAT opportunities for a Wellness Centre at Bradfield Park Community Centre be developed and brought to Council for consideration." In September 2006, following a program of research and consultation, KNC and Council's Community Development Department jointly proposed to Council that the North Sydney Wellness Project be launched, focusing on Bradfield Park Community Centre for an initial period of three years, and incorporating activities in Kirribilli Neighbourhood Centre.

The old bowling greens in front of Bradfield park Community Centre now serve an important role in the provision of open space, and together with the Broughton Street Tunnel facilities, currently support KNC's monthly Kirribilli Markets and its Art and Design Market. (A storeroom, vital to the Markets, is located within the Centre, at its northern end.) Council's proposed landscape design for the area allows for retention of soft landscaping on the greens. This is not a suitable surface for markets in the long term, an issue that is being addressed jointly by KNC and the Council.



1.4 Service Levels and Bradfield Park and Kirribilli Neighbourhood Centres

<ul style="list-style-type: none"> ▪ Opening hours. 	<ul style="list-style-type: none"> ▪ 5 days a week
<ul style="list-style-type: none"> ▪ Inaugural Services 	<ul style="list-style-type: none"> ▪ Employment program for mental health sufferers ▪ Schizophrenia ▪ Child abuse survivors support ▪ Depression support ▪ Grief support telephone service ▪ Problem drinking support group ▪ Lifeline ▪ Well being program through arts and culture
<ul style="list-style-type: none"> ▪ Clients 	<ul style="list-style-type: none"> ▪ Adults over 18 (with carer if high need) ▪ Whole community targeted but those in high need given first opportunity
<ul style="list-style-type: none"> ▪ Programs. 	<ul style="list-style-type: none"> ▪ Drawn from the North Sydney Social Plan ▪ Supportive of KNC's Strategic Plan ▪ Responsive where appropriate to needs identified in the National and State Mental Health Plans ▪ Focused on personal development of clients ▪ Emphasis on employment support

Strategic Partners in Wellness in North Sydney

- Crows Nest Centre (frail aged, active aged and those with disabilities)
- TAFE Outreach (Crows Nest)
- Lower North Shore Mental Health Services (CREAT, FAMI,)
- North Sydney Community Centre (arts and crafts projects)
- Relationships Australia (at Neutral Bay)
- Tribal Warrior at Berry's Bay (potential)



1.5 Community Profile

“Mental Health: 62% of persons with mental disorders do not use mental health services.

Although 38% of persons with mental disorders do access care, that care is largely provided by general practitioners.

Australia spends 7% of its health budget on mental health. Whilst comparisons with other health areas are problematic, mental health accounts for at least 20% of total health costs due to death and disability

More than two thirds of the growth in Commonwealth expenditure was increased pharmaceutical costs (402%) rather than expansion of service systems.

The National Mental Health Strategy required all governments to broaden their mix of services and to actively promote disease prevention, early intervention and prevention of relapse.

Schizophrenia – on average one in every hundred people will develop schizophrenia at some stage in their lives. 75 % of new cases of schizophrenia occur amongst adolescents.

Intellectual Disability: About 3% of the population have intellectual disability and also require support with daily living activities. This is a significant number – about 186, 600 Australians. This means that in New South Wales, with a population of around 6 million people, there are between 138,000 and 180,000 people with intellectual disability. Intellectual disability is often categorised into four levels of severity: mild; moderate; severe; and profound. The support needs of people with intellectual disability are often described as low, medium and high. The presentation of such figures suggests that people with intellectual disability form an homogenous group. However, people with intellectual disability, like everyone else in society, have widely varying likes and dislikes, and a range of different skills and abnormalities.

Acquired brain injury: There are approximately 114,735 people in NSW who have a brain injury. Approximately 45,000 sustain a brain injury each year in NSW. This can be broken down into traumatic and non-traumatic brain injury. There are approximately 54,348 people in NSW who are severely affected by acquired brain injury and need some form of personal assistance or supervision with every day living.”

- *North Sydney Social Plan 2004-7*

SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> • Auspiced by a respected local institution (KNC) • Strong management and community development skills at KNC • Central location with access to public transport (BPCC) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • KNC and BPCC buildings not purpose built
<p>Opportunities</p> <ul style="list-style-type: none"> • TAFE is looking for alternative means of delivering courses to those in need • Pioneer Clubhouse looking for partners on Lower North Shore • Income from Room Hire at BPCC to support Wellness Programs 	<p>Threats</p> <ul style="list-style-type: none"> • KNC is essentially a volunteer run organisation with small staff resources • KNC’s Management input is crucial and it needs to be recognised that it is funded by KNC’s trading activities, principally the Markets: these need to be placed on a sustainable basis.



1.6 Current and Planned Activities

1.6.1 Kirribilli Neighbourhood Centre

1. Lifeline – this service commenced in July 2006
2. SMART (drinking problem support group, an innovative program originating in St Vincents Hospital) – it has been operating since 2005, initially in Myrtle Place (BPCC)
3. Migrant/Expatriate Wellbeing course - from April 2007
4. Room Hire for: Aphasia Support; Alcoholics Anonymous; Positive Living; Spirit of Life

1.6.2 Council's Creating Wellbeing Program

1. "Walk of Art" – walk guided by a professional artist, inspiring participants to
2. "Potting with Pim" – workshop with a renowned ceramicist
3. "Animation" – workshop teaching basic animation techniques unlocking the world of stop-frame
4. "Wellbeing Expo" – 12 October 2006

1.6.3 Mental Health Respite Program

1. A three year program funded by the Federal Department of Families, Housing, Community Services and Indigenous Affairs, beginning July 2008
2. Staff employed under the program, generally will operate from Bradfield Park Community Centre, reporting to the Board of Kirribilli Neighbourhood Centre
3. Draft Strategies include:
 - a. Provide a diverse range of well being programs for the communities of North Sydney and Lower North Shore
 - b. Provide well being programs for carers from Northern Sydney
 - c. Provide information to service recipients in multiple ways (posters, letters, short films, website, noticeboards and a Carers monthly newsletter)
 - d. Training program developed for staff
 - e. Programs promoted to local networks
 - f. Carers breakfasts provided monthly
 - g. Carers network formed

**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:

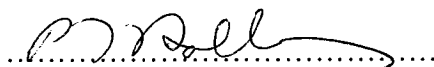
This MOU describes the current level of service the four agencies are able to offer. It is not meant to limit the agencies to this level of service, but commits us to at least this level of service for the life of the MOU. The document is also designed to communicate to successive staff and boards of 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.

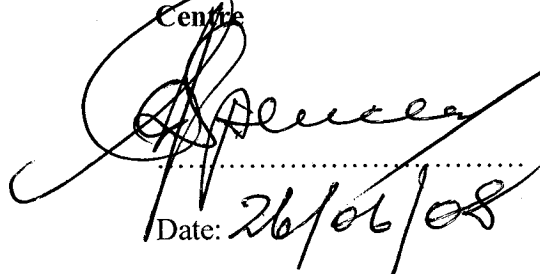
9. North Shore Community Housing, CNC and NSC will liaise and co-operate with each other in managing the effects of boarding house closures in North Sydney where the threat of homelessness exists.
10. NSC will provide annual training for staff and volunteers who work with homeless people.
11. We will 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



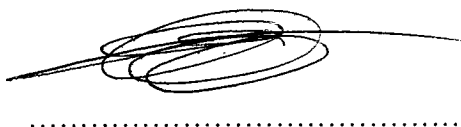
Date: 26/6/08.

C. Spencer
Chair
Kirribilli Neighbourhood
Centre



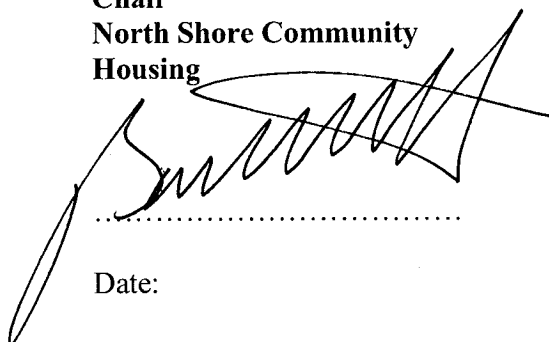
Date: 26/06/08

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

Page 1 of 5

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:

-
- 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.

-
- 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.

-
- 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:

-
- 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