

# COMMUNITY FACILITIES STRATEGY - ACTION PLAN 2018



**Department:** City Community & Culture  
**Date:** Sep-18  
**Version:** 2.1

**Responsibility:** Community Planning  
**Strategic Direction:** Creating connections  
 Leading through collaboration  
 Strengthening and protecting our environment

#	KEY STRATEGIES	KEY ACTIONS	STRATEGIC ALIGNMENT	MEASURE/TARGET	DATES - INDICATIVE (Date/Year)	RESPONSIBLE COUNCIL DEPARTMENT
<b>Direction 1: Delivering World-Class Network of Facilities</b>						
1.1	<b>Advocate to the State government for improved funding mechanisms of social infrastructure</b>	Advocate to State government for improved funding mechanisms of social infrastructure.	C.2	Formalise agreements with State government agencies to share resources and collaborative funding opportunities.  Increased number of funding applications applied for and successful.	Ongoing	<b>Lead:</b> Director, Community & Culture
1.2	<b>Consolidate ageing assets to provide new, modern facilities that benefit the broader community</b>	Pilot 1 - Lurnea Community Hub.          Pilot 2 - 2168 Community Hub.          Investigate recycling of stand-alone facilities and consolidating uses into district level community hubs.	C.5          C.5          C.4	Lurnea Community Hub constructed and fully operational.  Senior Precinct Manager appointed to activate and manage site.  Improved social outcomes and infrastructure for Lurnea.  Complete mapping of services.  Provision of adequate spaces to services operating from Miller.  Miller Community Hub constructed and fully operational.  Improved social outcomes and infrastructure for Miller.  Investigation completed.  Capital works programs in place that identifies and priorities refurbishment or decommissioning of sites.	Dec-19          Dec-20          Jun-19	<b>Lead:</b> Infrastructure Delivery <b>Support:</b> Community Planning, Property          <b>Lead:</b> Property <b>Support:</b> Community Planning, Strategic Planning          <b>Lead:</b> Community Planning <b>Support:</b> Property, Facilities Management

	Where decommissioning of an asset is recommended, alternate use of the site shall be explored having reference to site attributes and context, e.g. provision of affordable housing.	C.4	Alternative options are explored and consultation with stakeholders conducted.	Ongoing	<b>Lead:</b> Community Planning and Property <b>Support:</b> Infrastructure
<b>1.3 Develop a community facility hierarchy, which will provide guidance on appropriate facility development</b>	Seek endorsement of Community Facility Hierarchy for future facility planning.	L.2	Community Facility Hierarchy adopted.	<b>Oct-17</b>	<b>Lead:</b> Community Planning
	Ensure new facilities incorporate best practice design elements to reflect the Guiding Principles outlined in this Strategy.	C.4	Community Facility Planning Guidelines developed and endorsed by EMT.	<b>Dec-18</b>	<b>Lead:</b> Community Planning, Facilities Management <b>Support:</b> Infrastructure delivery
	Align delivery program with Community Facilities Strategy.		Mapping of existing community facilities and priority sites.	<b>Dec-18</b>	<b>Lead:</b> Community Planning <b>Support:</b> Property, Facilities Management, Assets Management
	Confirm specifications for facility types through stakeholder consultation.		Comprehensive community consultation conducted and facility specification developed on a project by project basis.	<b>Ongoing</b>	<b>Lead:</b> Community Planning <b>Support:</b> Property, Facilities Management, Infrastructure and Environment
<b>1.4 Coupling facility closure with new facilities</b>	Commence community engagement in Miller to inform preparation of draft Functional Brief for Miller Community Hub, Open Spaces and renewal of the Michael Wenden Aquatic Leisure Centre.	C.5	Quality community consultation conducted and recorded	<b>Jun-19</b>	<b>Lead:</b> Community Planning <b>Support:</b> Property, Infrastructure and Environment, Facilities Management
	Prepare a draft Functional Brief for the redevelopment of the existing Casula Community Centre and library for discussion with stakeholders.	C.5	Quality consultation with Government and non Government agencies based at Miller undertaken.	<b>Aug-2018</b> <b>Nov-2018</b>	<b>Lead:</b> Community Planning <b>Support:</b> Property
	Community Facilities Property Reserve to be established and funds raised through sales to be set aside for construction of new facilities.	C.4	Indicative functional briefs prepared. Detailed functional brief prepared.	<b>Dec-18</b>	<b>Lead:</b> Property <b>Support:</b> Finance, Community Planning
<b>1.5 Improve facility planning for new release areas and future developments</b>	Pilot 1: Edmondson Park	C.5	Edmondson Park Community Hub constructed and fully operational.	<b>Dec-20</b>	<b>Lead:</b> Infrastructure Delivery <b>Support:</b> Community Planning, Property
			Senior Precinct Manager appointed to activate and manage site.  Increased opportunities for social cohesion and community interaction for residents.		

Pilot 2: Middleton Grange	C.5	Middleton Grange local community facility constructed and fully operational. Senior Precinct Manager appointed to activate and manage site. Increased opportunities for social cohesion and community interaction for residents.	Dec-22	<b>Lead:</b> Infrastructure Delivery <b>Support:</b> Community Planning, Property
Pilot 3: Austral	C.5	Austral Community Hubs constructed and fully operational. Senior Precinct Manager appointed to activate and manage site. Increased opportunities for social cohesion and community interaction for residents.	Dec-22	<b>Lead:</b> Infrastructure Delivery <b>Support:</b> Community Planning, Property
Review Contribution Plans having regard to new three-level hierarchy and ensure all Contributions Plans require facilities of at least 1000sqm in size.	C.5	Contributions Plans updated to align with Community Facilities Strategy.	Dec-18	<b>Lead:</b> Strategic Planning <b>Support:</b> Community Planning
Prepare guidelines for new community facilities that inform developers and internal stakeholders of the general requirements for new community facilities.	C.5	Community Planning Guidelines developed and adopted. Available funding streams identified.	Dec-18	<b>Lead:</b> Community Planning, Facilities Management <b>Support:</b> Property, Strategic Planning and, Infrastructure and Environment
Explore funding opportunities for new facilities.	C.5	Number of completed funding applications submitted.	Ongoing	<b>Lead:</b> Community Planning, Strategic Planning

	Implement a place making approach to ensure facilities promote community ownership and usage, and reflect the unique local character.	C.4	Place making model established. Facilities are optimised to full potential.	Ongoing	<b>Lead:</b> Community Development & Planning <b>Support:</b> Facilities Management
1.6	<b>Plan for a work hub/small business incubator as part of a community hub</b> Explore opportunities for a work hub and or small business incubator, preferably co-located within a planned community hub.	C.3	Work hubs/ business incubator are incorporated into the planning process for appropriate facilities.	Jun-19	<b>Lead:</b> Community Planning <b>Support:</b> Property, Economic Development
1.7	<b>Plan for an integrated homelessness service in the city centre</b> Investigate the need for a homelessness services hub and identify potential sites.	C.3	Services consulted to identify the needs and opportunities. Advocate and support a homelessness services hub, based on demand.	Ongoing	<b>Lead:</b> Community Development
1.8	<b>Explore opportunities for income generating activities</b> Identify opportunities for commercial and retail generating activities in conjunction with new community facilities.	C.3	Ensure adopted guidelines influence this opportunity.	Ongoing	<b>Lead:</b> Property <b>Support:</b> Community Planning, Economic Development
<b>Direction 2: Customer focused delivery</b>					
2.1	<b>Develop a program to maximise participation, inclusion and occupancy rates</b> Consider a means for programming to drive activities through a place making approach  Organise events and activities that encourage utilisation from a wider audience.  Improved safety at Community Facility to increase utilisation of facilities at night.	C.4.1	Diversify and increase activities and programs implemented including overall occupancy rates.  The level of utilisation across all facilities.  A benchmark of 75% of hirers being “very satisfied” or “satisfied” is recommended.  Number of actions and programs implemented that are relevant to community need addressed through activities and programs.  1. Apply safer by design principles; 2. Undertake night Safety Audits of facilities; and 3. Recommendations of Safety Audit implemented.	Ongoing	<b>Lead:</b> Community Development & Planning <b>Support:</b> Facilities Management, Community Groups, NGO Sector  <b>Lead:</b> Community Development <b>Support:</b> NSW Police

2.2	<b>Improve promotion of key community facilities</b>	Renew online content and relevant webpages for all facilities.		Website content updated to be reflective of the current functions and spaces for each community facility.	June 19 - Jan 20	
		Utilise social media to share information and increase awareness.	L 2, 3	Regular use of social media such as Facebook and Instagram to deliver posts and notifications to increase utilisation. Increased number of promotional campaigns undertaken.	Ongoing	<b>Lead:</b> Facilities Management <b>Support:</b> Communications, Community Development
		Review and update current promotional practices to ensure information is easily accessible by all members of the community.		Information updated to support improved accessibility.	June 19 - Jan 20	
		Review and renew branding of community facilities.		Communication Strategy developed to guide marketing information of Community Facilities.	Jan 19 - Jan 20	
2.3	<b>Implement system improvements to booking of community facilities</b>	Develop technical specifications for an integrated online booking and payment system		Technical specification developed.	Jun-18	
		Implement integrated online booking and payment system.	C.3	Renewed online booking system is operational. Increased number of facility bookings made through new site.	Jan-19	<b>Lead:</b> Facilities Management <b>Support:</b> Communications
				Conduct satisfaction surveys of new online booking system.	Jun-19	
2.4	<b>Review internal processes for licenced and permanent bookings</b>	Create a facility booking panel that reviews long-term licences and decision making processes.		Panel established consisting of representatives from across Community and Culture.	Jul-18	
		Transit application and approval process utilising the Smarty Grants Portal.	C.3	Application and approval of long - term licences are streamlined. Agreements and licences are in place.	Dec-2018	<b>Lead:</b> Facilities Management <b>Support:</b> Community Development & Planning
		Develop an assessment and allocation systems for community facilities hired by not-for-profit organisations operating from Council-owned facilities.		Increase advertising of licenced sites. Assessment allocation system developed to streamline processes.	Jul-18	

**Direction 3: A new model of Governance**

<p><b>3.1 Review Council's internal operational management, decision making and reporting structures</b></p>	<p>Clarify Council's internal decision making processes and address issues and gaps.</p>	L.1	<p>Internal processes reviewed and Policies amended and aligned to align with The Community Facilities Strategy.</p>	<p><b>Feb-19</b></p>	<p><b>Lead:</b> Facilities Management, Infrastructure &amp; Environment (Assets) <b>Support:</b> CFS Action Plan PWG, Community Planning</p>
	<p>Review position descriptions and delegations so that staff capability is improved and properly resourced.</p>	C.5	<p>Position descriptions reviewed. Resources identified to complete tasks.</p>	<p><b>Feb 18 - Feb 19</b></p>	
	<p>Improve outcome and monitoring reporting.</p>	C.2	<p>Workplans developed and reviewed to deliver the Strategy.</p>	<p><b>Dec-18</b></p>	
	<p>Determine optimal management arrangements and structures necessary to oversee all aspects of community facilities operation.</p>	C.5	<p>Monthly meetings convened between Community Facility Management and Community Facility Maintenance Team regarding program and reactive maintenance. Review current operational practices against industry benchmarks.</p>	<p><b>Dec-18</b></p>	
<p><b>3.2 Establish strategic working groups and partnerships</b></p>	<p>Establish and coordinate an internal Community Facilities Strategy Project Working Group (PWG), meeting monthly, or as determined by PWG.</p>	C.5	<p>Project working group established consisting of multi disciplinary stakeholders from across the organisation</p>	<p><b>Ongoing</b></p>	<p><b>Lead:</b> Community Planning</p>
	<p>Explore opportunities for partnerships among non-government and government agencies to deliver targeted community facilities on Council and non-Council land.</p>	G.1	<p>Increase promotion of opportunities and requests for EOIs undertaken. Mechanism in place to identify and drive promotion of opportunities and partnerships.</p>	<p><b>Ongoing</b> <b>Ongoing</b></p>	<p><b>Lead:</b> Property <b>Support:</b> Facilities Management, Community Planning</p>
<p><b>3.3 Link community development outcomes when activating facilities</b></p>	<p>Better align community facilities to the delivery of Council's community development strategies.</p>	C.3	<p>Ensure programming within community facilities deliver on community development outcomes.</p>	<p><b>Dec-19</b></p>	<p><b>Lead:</b> Community Development &amp; Planning <b>Support:</b> Facilities Management</p>
	<p>Promote provision of diverse programs based on residents needs in new multi-purpose facilities.</p>	C.3.3	<p>Engage with facility hirers and identify services and partnership opportunities. Programs and services developed and implemented to enhance use of community facilities.</p>	<p><b>Ongoing</b></p>	<p><b>Lead:</b> Community Development &amp; Planning <b>Support:</b> Facilities Management, NGO's, Community Groups</p>

## Direction 4: Implement Best Practise Facility Asset Management

4.1	<b>Continue to implement best practice asset management planning</b>	Continue estimates of building life cycle costs for all facilities.		Asset lifecycle prediction models completed for each new facility that reflect financial plans.	<b>Dec-18</b>	<b>Lead:</b> Property/Asset management <b>Support:</b> Facilities Management
		Develop building specific Asset Management Plans for all community facilities that link with long term financial plans.		10 Year Asset Management Plan developed and endorsed.	<b>Jan 19 - Jan 21</b>	
		Continue to undertake detailed onsite structural condition assessments of each facility, at least every four years.	S.4	Confirmed schedule for Asset Condition Assessments and update asset records.	<b>Ongoing</b>	<b>Lead:</b> Asset Management <b>Support:</b> Facilities Management, Maintenance, Property
		Monitor the condition of each facility through visual inspection annually.		Annual inspection of facilities conducted.	<b>Ongoing annually</b>	
4.2	<b>Ensure leases reflect long-term operating costs</b>	Develop a standard clause covering maintenance for use in lease/licence agreements.		Updated and endorsed licence/lease agreement to align with best practice.	<b>Mar-19</b>	<b>Lead:</b> Facilities Management <b>Support:</b> Finance, Asset Management, Facilities Maintenance
		Embed the user-pays principle for all energy, carbon pollution and water use into Council's fees, charges and lease agreements.		The level of building compliance across all facilities with relevant legislation and regulations (target is 90%).	<b>Nov-18</b>	
		Periodically review all fees and charges relating to community facility hire.	S.3	Fees and charges to be reviewed annually and advertised through public exhibition in Council's Statement Revenue Policy.	<b>Ongoing</b>	
				Fees and charges reviewed in line with EOI processes.	<b>Ongoing</b>	