



Community Buildings: Building Community

Community & Culture, City of Ryde

NSROC Community Services Meeting, 16 October 2013

Overview

- Approach
- Licensing Policy
 - Context
 - Consultation
 - Policy Positions
 - Financial Considerations
- Community Hubs Model
- Questions

Approach



What Council wanted to achieve

- Availability and use of **quality community buildings**
- Strong and **robust** relationships with our tenants and community service sector
- Productive **partnerships** and **incubators**
- Increased **asset utilisation**
- Fair and **transparent processes**
- Sound **financial management**

Improving Governance

What tenants and service sector said prior to Policy:

- We need **transparency, consistency and equity** in the management and licensing of Council's community buildings
- We want **certainty** of licence terms and a better understanding of licence conditions
- We need to be able to **forecast** our long term licence and building responsibility costs
- We want **transparent processes** to access buildings that are new or vacant

Licencing - Context

- Most community buildings are **unlicensed** and have significant **discrepancies** in their management.
- On 2 August 2011, **Council endorsed** a cost-to-Council approach to licence WRCC.
- In 2012, Council developed the *Community Building Improvement Program* inclusive of a number of project

Consultation - Internal

- Cardstorming scoping activities with all effected internal staff
- Project Team and Steering Committee created to support and endorse process.
 - Lead by C&C, clear direction on role and expectations of team members
 - C&C provided clear direction, options, best practice examples to inform discussion
- Councillors – Two workshops, updates

Consultation - External

- Robust consultation strategy developed including:
 - January: workshop with all tenants
 - January to May: all existing tenants management and executive committees were consulted in the development of the policy and the specific impacts it would have on them
 - January to May: Service sector inter-agency meetings received presentation on policy

Policy Positions – Fees

- No current tenant is required to re-apply for a licence for the building they occupy
- All tenants will contribute to the **costs-to-Council** of providing the occupied building
- Costs-of-Council are calculated by adding **operational, maintenance and renewal expenses**
- Expenses determined by **standardising responsibilities** of tenants and Council.

Policy Positions – Subsidies

- A transparent **Assessment Tool** determines the tenants' capacity to contribute
- Subsidies are provided through Categories which **recognise the difference** between volunteer services and state-wide services
- Tenants with the least capacity to pay (Category 1 tenants) are provided with **additional subsidies**

Policy Positions - Process

- All tenants offered a 5 year licence
- All tenants offered transition plans
- Standard licence documentation has been prepared in plain-English
- Access to new and vacant buildings will managed through a transparent Expression of Interest process with standardised eligibility, selection criteria.

Community Hubs Model

Issues in Ryde

- Aging infrastructure with long-term users
- Changing demographics
- Shortage of resources
- Service sector with little initiative in interagency referral, partnership or information share

Community Hubs Model

Response by Council – Part 1 (2010-12)

- Relationship-building with sector to establish trust, creditability and vision
- Partnership projects between key players with small amounts of funding by Council
- Training for sector on key concerns
- Service mentoring between large and small organisations

Community Hubs Model

Response by Council – Part 2 (2012-13)

- Co-location of likeminded services wherever possible in new, existing buildings
- Development of governance models to underpin co-location
- Expanding governance models to move into partnership, collaboration and ultimately service integration

Governance Models

Stage 1 – Identify Needs and Planning

Stage 2 – Building Relationships

Stage 3 – Establishing Commonality

Stage 4 – Building Cooperation

Stage 5 – Progressing Coordination

Stage 6 – Creating Collaboration

Stage 7 – Transforming into a Community Hub

Results

- Brush Farm House – Co-location model
 - Significant increase in building utilisation
 - Open Day
 - Partnership Projects
 - Significant reduction in Council's costs



Results

- West Ryde Community Centre
 - Open Day
 - Partnership Projects
 - Increased warm referral
 - Increased information share resulting in identification of service gaps
 - Collaboration to meet service gaps without new funding



Questions?

Christopher Hellmundt

Coordinator – Community Projects

City of Ryde

P: 9952 8302

E: chellmundt@ryde.nsw.gov.au