



COMMUNITY FACILITIES ACTION PLAN

2021-2031

Activate • Connect • Evolve

ACKNOWLEDGEMENT OF COUNTRY

Shellharbour City Council, together with the University of Technology Sydney (UTS) researchers, acknowledge the Traditional Custodians of the Dharawal Nation and recognise their continued connection to the land. We pay our respects to Elders past, present and emerging and acknowledge the ongoing contribution they make to the life of this city and region. We extend our recognition to their descendants who continue to live on Country.



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INTRODUCTION

The Community Facilities Needs Study and Strategy

Council appointed the Institute for Public Policy and Governance at the University of Technology Sydney to assist with the preparation of the Community Facilities Needs Study, Strategy and Action Plan.





The **Community Facilities Strategy** involves several elements that will guide how Shellharbour City Council effectively plans, activates and manages its facilities for the 2021-2031 period.

The Strategy has been informed by Council's key planning documents, including the Community Strategic Plan. It has then been shaped by the research, demographic analysis and community engagement results outlined in the **Community Facilities Needs Study**.

The **Community Facilities Strategy** is framed by six Guiding Principles (outlined in Table 1) that will be used to inform decision making at all levels of Council. It is then built around five Priorities that outline the key directions Council will focus on over the next ten years.

The Community Facilities Action Plan

This **Community Facilities Action Plan** complements the **Community Facilities Strategy**. Under each of the five Priority areas in the **Community Facilities Strategy** are a set of key actions that will be systematically implemented by Council, based on the following timeframes:

Short term (0-2 years)	 SHORT
Medium term (2-4 years)	 MEDIUM
Long term (5+ years)	 LONG
Ongoing	 ONGOING

All actions Council is working towards are outlined in this **Community Facilities Action Plan**.

Guiding Principles (Table 1)



1) Responsive to Community and Place

Community facilities will be planned, managed and activated to meet the needs of people across the LGA, and also be responsive to place.

They will be planned in an integrated way, delivering a coordinated network of good quality facilities and activities.



2) Accessible Inclusive and Adaptive

Community facilities will be designed and managed to be accessible to all members of the community, mindful of public transport and after-hours access.

They will be operated and managed fairly and equitably, taking all possible steps to be inclusive of all user groups and individuals.



3) Nurturing Cohesion and Creating Connections

Community facilities, and the activities they support, will enhance the vibrancy, harmony and liveability of the LGA, nurturing cohesion, providing meaningful opportunities for individuals and groups to connect.

As much as possible, they will also support a diversity of uses and be open to shared use in terms of types of users, activities and different times of operation.



4) Affordable and Equitable

Community facilities, and the activities they support, will provide affordable and equitable access, consistent with Council's commitments to inclusion and social justice principles.



5) Informed by Evidence and Best Practice

Community facilities, and the activities they support, will be responsive to community. Council will regularly seek their input on how facilities should be activated and managed.

In addition, Council will be informed by the latest community facilities research and trends and use these to ensure its approaches remain contemporary and fit-for-purpose.



6) Sustainable and Future Orientated

Community facilities will be managed, upgraded and maintained sustainably, giving due consideration to both environmental impacts and value for money.

Further, Council will ensure its planning considers changes in population profiles and demographic needs.



PRIORITY

1

- **Maximise community access to community facilities and grow participation**
-

Context

Shellharbour City Council owns 54 community facilities that are in scope for this Strategy, with an additional three community facilities planned to be built by 2022/2023, including Calderwood Community Centre, Tullimbar Community Facility and Shell Cove Community Centre.

Having access to community facilities brings several benefits, including:

- Improved health and wellbeing
- Increased participation
- Improved social cohesion

Although most facilities are within walking distance from a bus stop, it should be noted that feedback from the community indicated that the Shellharbour public transport timetable is infrequent. This is often challenging for low-income members of the community who do not own a car, or for young people who do not drive.

Feedback gathered through the resident phone surveys showed that almost one in four residents considered ease of access to be one of the most important things when using Council's community facilities.

Whilst all of Council's community facilities met disability access standards at the time of construction, some were found to not be designed in ways that make it easy for those with mobility issues. For example, some entranceways and interior spaces are not suited to large, motorised wheelchairs, doors are too heavy and there is a lack of recharge points for mobility scooters. Further, some facilities' car parks were not well located in respect to entrances.

Overall, there was strong community support for improved access for people with disability, and for seniors with mobility issues by providing features like accessible toilets, lifts, accessible adult changing facilities, designated car parking spaces, wide entrances and automatic doors.













Shellharbour has an increasingly ageing population and, therefore, Council must provide community facilities that allow seniors and those at higher risks of experiencing mobility issues, the opportunity to use community facilities as needed.

To improve **activation**, Council should ensure that the design, location and management of its community facilities provide safe, inclusive and convenient access for communities and individuals of all user groups and levels of ability. Ideally, community facilities should be located in highly visible places, within walkable catchments, with good access to public transport, shops and meeting places to encourage social gathering and community building.

PRIORITY 1 ACTIONS

Council will **maximise community access** to its community facilities and expand activation strategies to grow participation by implementing the following actions:

ACTIONS	KEY PRINCIPLES	TIMEFRAME
<p>1.1 Enhance how Council advertises, promotes and communicates about its community facilities and programs.</p> <p>This will include investigating:</p> <ul style="list-style-type: none"> • upgrading how Council's website showcases available community facilities and programming and also how to hire • upgrading signage at facilities • renaming facilities to communicate their community purpose • using new forms of facility promotions including digital options. 	 	
<p>1.2 Review Council's facility hiring, pricing and usage policies and procedures to:</p> <ul style="list-style-type: none"> • update options available to disadvantaged, low/no-income groups • ensure alignment to Council's social justice and inclusion principles. 	 	
<p>1.3 Convene regular forums with community and neighbourhood centres and other local service providers to:</p> <ul style="list-style-type: none"> • help map and coordinate activation activities • share user feedback • cross-promote facility-based activities across the LGA. 	 	
<p>1.4 Work with local public transport providers to advocate for community access to Council's facilities and recommend:</p> <ul style="list-style-type: none"> • improved coordination between train and bus timetables • adjusted bus routes and bus stop locations in relation to current and planned facilities • greater frequency of services, including after-hours and weekend timetables. 	 	
<p>1.5 Work with community transport providers to connect more residents to community facilities especially:</p> <ul style="list-style-type: none"> • those without cars and ready access to public transport • people with mobility issues • after hours and on weekends when public transport is infrequent. 	 	

ACTIONS	KEY PRINCIPLES	TIMEFRAME
<p>1.6 Monitor and review a rolling asset review and renewal program (prioritising under-utilised and declining quality facilities), to identify cost-effective options to either:</p> <ul style="list-style-type: none"> • upgrade and reactivate or • reassign or decommission, if alternative options are not available. 	 	 ONGOING
<p>1.7 Review staffing and operating hours at key community facilities to ensure they continue to reflect local community and specific target group requirements.</p>	 	 MEDIUM
<p>1.8 Continuously monitor community facility usage patterns and place-based activation programming at Council operated facilities, and adjust policies and practices to match Council's commitments to access and equity.</p>	 	 ONGOING
<p>1.9 Establish a Council Community Facilities Activation Internal Working Group to:</p> <ul style="list-style-type: none"> • prioritise public works related to improved facility access (including entranceways, footpaths and parking) • oversee and monitor the implementation of the Strategy and Action Plan overall. 	 	 ONGOING

How to get involved

- Learn about your local neighbourhood centre or community facility and how to get involved
- Talk to staff about programs and services that might interest you
- Let Council staff know if you are having difficulties getting to facilities
- Provide feedback on Council's Let's Chat website

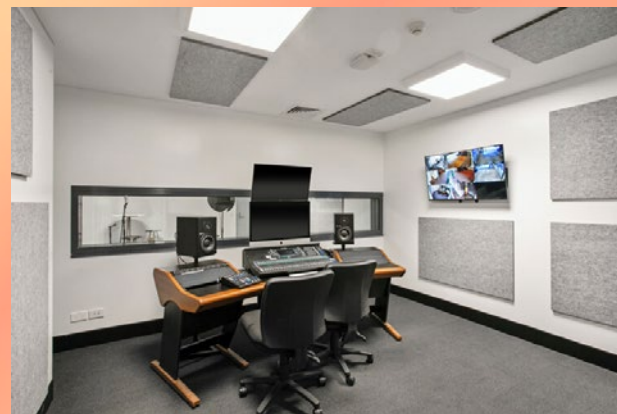
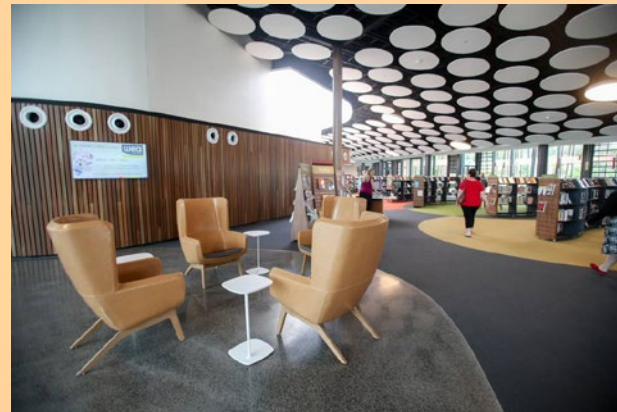
imagine this....



The Southern Youth and Family Services (SYFS) Centre in Shellharbour City provides direct services in relation to information, assessment, referral and advocacy as well as specialist youth and family workers provide targeted services, workshops and programs for young people and families experiencing homelessness or at risk of homelessness. The centre provides a range of offices and training rooms and some of the space is available for rent, providing opportunities for other organisations to deliver services from. It includes meeting, training and conference facilities as well as hot desking opportunities. It also includes a café and meeting place with Wi-Fi, computer access, small gym, showers and laundry services for people who are homeless.

As a part of the construction of a brand-new multi-use indoor facility at its Warilla Youth and Family Centre, SYFS have also invested in a state-of-the-art easy lift wheelchair lift. Accessibility and inclusion are amongst SYFS core values and this lift will assist in providing easy access to wheelchair users and people with physical disabilities, making it ideal for accessing the stage in the new hall.

SYFS have also unveiled its new state of the art sound recording studio. The studio will provide a vital means of expression for local young people, who can create podcasts, write and record music and also learn practical audio engineering skills to advance employment opportunities.





PRIORITY

2

- Cater for diverse and emerging community needs in how community facilities are designed and managed
-

Context

Community facilities planning is strongly influenced by population trends. As the population of Shellharbour grows, the demand for community facilities is likely to rise and people may seek to use community facilities in different ways and for different purposes.

Between 2021 and 2031, the fastest-growing age groups will be the elderly (85 and over) and seniors (70 to 84), who will increase in number by 63.9% and 37.0% respectively. This growth in older age groups will reflect both the ageing of existing residents over the decade along with Shellharbour's ongoing attraction as a residential destination for retirees. Ageing is forecast across all suburbs, however by 2031, Albion Park Rail, Oak Flats and Warilla will have distinctly older age profiles. A growing population of older people will likely result in a change of housing typologies, with more retirement villages and independent living units that may provide access to common areas and shared community facilities.

Existing and future residential development will continue to shape and transform the Shellharbour Local Government Area (LGA). The new areas of Shell Cove, Flinders, Tullimbar and Calderwood are home to a high and growing number of young people and families. There will be growing demand for child, youth and family-friendly facilities, indicating that consideration will need to be given to how to best cater for different cohorts within the 0-24-year bracket.

It is expected that there will be a shift from low-density to more medium-density housing, with implications concerning expectations and needs for community facilities.

Suburbs in the northeast around Warilla tend to have some of the highest levels of disadvantage not only in the LGA but in all of Australia. They also have lower levels of car ownership, highlighting the importance of ensuring most residents have access to quality accessible community facilities.

From consultations with the community, it was found that:



















- 93% of respondents place value on facilities that are clean and well-maintained
- 76% of phone survey respondents preferred facilities that are shared by different user groups
- 67% of respondents prefer facilities that have staff and organised activities and programs
- 65% of respondents prefer facilities where there can be some sharing of facilities such as kitchens, bathrooms and outdoor areas
- 52% of community members who participated in the Let's Chat online survey said they prefer community facilities that are multi-purpose and offer flexible spaces
- The Aboriginal community expressed a strong preference for facilities that are designed to link interior spaces to the outdoors, providing a direct connection to Country.
















Many in the community were keen to see more opportunities for cultural expression and the Arts. The redevelopment of the Shellharbour Theatre provided an important opportunity.

In order to improve **participation**, provision of community facilities should meet the needs of the current and future residents, in line with forecasted population changes. This will contribute to a sense of place and belonging and strengthen the local communities.

PRIORITY 2 ACTIONS

Council will **cater for diverse and emerging community needs** in how its community facilities are designed and managed by implementing the following actions:

ACTIONS	KEY PRINCIPLES	TIMEFRAME
<p>2.1 Improve accessibility to and within our facilities to facilitate access for all.</p> <ul style="list-style-type: none"> Continue to improve accessibility within and around Council's facilities through provision of accessible features (e.g. hearing loops, braille signage, accessible toilets and parking, MLAK key access) and upgrades to improve physical access (e.g. open designs, wide entrances, automatic doors). 	 	 MEDIUM
<p>2.2 Investigate opportunities at facilities to provide connection to, and make better use of, outdoor spaces.</p>	 	 MEDIUM
<p>2.3 Provide amenities and spaces that better cater to diverse needs and encourage interaction between users and groups.</p> <ul style="list-style-type: none"> Investigate opportunities to create informal/non-programmed spaces within facilities for people to relax, read, meet and socialise. 	 	 LONG
<p>2.4 Reconfigure most community facilities as multi-user spaces and promote to a range of user groups to maximise utilisation.</p> <ul style="list-style-type: none"> Where possible, reassign, rename and promote single user-group facilities to better meet wider community needs. Where facilities are deemed no longer fit-for-purpose, are underutilised and/ or in poor quality, move to decommission consistent with Council's assets disposal policies. 	 	 MEDIUM
<p>2.5 Incorporate elements that reflect the local community, culture and heritage, and are designed with community involvement, in existing and new facilities (e.g. artwork and public art, photographs, artefacts, interpretive signage, building materials).</p>	 	 ONGOING
<p>2.6 Promote Aboriginal history and contemporary cultures through facility provision.</p> <ul style="list-style-type: none"> Develop an Aboriginal Interpretive Centre at Shell Cove to protect, preserve and celebrate Aboriginal culture and heritage and support greater social, educational and economic outcomes for community. 	 	 ONGOING

ACTIONS	KEY PRINCIPLES	TIMEFRAME
2.7 Consistent with Con O’Keefe Park Masterplan, establish a new multi-functional Albion Park Community Space , incorporating library, cultural/maker-space options, meeting rooms, indoor-outdoor areas and play options, and other community facilities.	 	 MEDIUM
2.8 <ul style="list-style-type: none"> Investigate opportunities to redesign Blackbutt Youth Centre to enable more flexibility in use. Investigate providing additional, extended hours and staffed youth spaces particularly in areas with rising family and youth populations. 	 	 MEDIUM
2.9 Investigate the inclusion of creative activities and maker space options suited to different age groups in new and redeveloped facilities.	 	 MEDIUM
2.10 Investigate establishing new cultural and artistic spaces as part of the redevelopment of the precinct, encompassing the Imaginarium and Shellharbour Theatre .	 	 LONG
2.11 Develop and implement Safety, Amenity and Inclusion Guidelines followed by site-specific plans, to better manage shared facility use particularly involving: <ul style="list-style-type: none"> children and young people people with disability. 	 	 LONG

How to get involved

- Visit Council’s website to see what facilities are available to hire for your next event
- Get involved in different programs, services and creative options being delivered at community facilities
- Comment on masterplans being developed for community facilities and open spaces in your area
- Provide feedback on Council’s Let’s Chat website

imagine this....



The Hilton Community Centre project is an initiative of the City of Fremantle to accommodate a range of current and future community services and facilities in an integrated and coordinated manner. It sits within an area that for many years had been quite neglected. The Hilton Community Centre is a successfully realised social planning exercise that strengthens community use through the provision of a connected and shared facility.

The centre integrates new and existing structures and creates a consistent, open and accessible environment through and within it, creating opportunities for a wide range of users.

The development includes a community centre and gymnasium facility, a multi-purpose arts workshop, new and upgraded toilet facilities, and a multi-purpose orientation space. Inserted into the site is a reconstructed community hall with its own history of adaption and relocation. The hall originated in the town of Northam, spent time in the suburb of Melville, and has now settled in Hilton. The conservation and refurbishment of this, and other existing features, connects the community through time and incorporates a sense of place and identity.





PRIORITY

3

● Systematically enhance the features and facilities available within and adjoining community facilities

Context

Shellharbour's community facility portfolio varies in age and condition. Most community facilities were built in the 1980s and 1990s and, while over 60% of them are in excellent or good condition, 39% are in fair or poor condition. Purposefully planning and **activating** these older and often unattractive facilities poses a challenge for Council, especially when they are underutilised.

Community members provided a lot of feedback on wanting facilities to have a pleasant look and feel, and include modern features that suit a diverse range of needs. Further, they want facilities to be clean, well maintained and flexible in how different user groups might wish to use the space.

Key findings from the community consultation revealed that respondents have a strong preference for:

- Spaces that are filled with natural light and designed in a sustainable manner
- Facilities that have more environmentally friendly features
- Facilities located in places that do not damage the natural environment (i.e. by destroying sensitive ecosystems)
- 1 in 5 respondents in the phone survey placed high importance on the quality of the community facilities they use
- 63% of respondents said they would prefer if funding were allocated to modernise and upgrade existing facilities rather than building new ones
- Most Let's Chat survey respondents expressed positive views of their most familiar community facility in terms of design, features, condition and affordability
- Only 36% of respondents agreed that their facility had the right kind of technology available, indicating this may be a key area for improvement
- Respondents believe that repurposing and redesigning certain facilities would improve their attractiveness and make people more likely to use community facilities.

Across all consultations, improving access to storage in both community and neighbourhood centres, and in other for hire facilities such as meeting rooms and halls, was a key issue, particularly for regular users who wanted places to safely store their equipment and resources.
















In addition, many community facility licensees and leases, including representatives from the community and neighbourhood centres, were keen to be able to instigate local activation and beautification initiatives tailored to their local community needs and expectations.










Additionally, facilities should incorporate energy and water efficient design principles and promote sustainable use of material including waste management. Flexibility and adaptability are also crucial to ensure that community facilities remain sustainable and responsive in the future.

In short, the research indicated that **upgrading** existing facilities can act as a catalyst to revitalise the local community, as well as contributing to local community cohesion, and connectedness between different groups and individuals.

PRIORITY 3 ACTIONS

Council will **systematically enhance what features and facilities are available** within and adjoining Council's community facilities by implementing the following actions:

ACTIONS	KEY PRINCIPLES	TIMEFRAME
3.1 Upgrade and design-in environmentally sustainable options including: <ul style="list-style-type: none"> • solar power and other power and water saving initiatives • green waste, food organic and garden organics (FOGO) • other recycling and sustainability initiatives. 	 	 ONGOING
3.2 Investigate alternate options for storage to support activation and encourage regular, multi-user hirers.	 	 MEDIUM
3.3 Improve safety for facility users and staff through facility design. <ul style="list-style-type: none"> • Undertake lighting audits in and around facilities and develop a schedule of priority lighting upgrade works. • Undertake Crime Prevention Through Environmental Design (CPTED) reviews of key facilities and incorporate works into Council's facilities maintenance program. 	 	 SHORT
3.4 Create more appealing and inviting facilities through external and internal upgrades . <ul style="list-style-type: none"> • Improve the street presentation, appearance and prominence of high-profile facilities. This could include façade upgrades, new signage, public art and/or forecourt landscaping treatments. • Improve the internal look and feel of facilities by refreshing interiors (including painting and upgrading fixtures, fitting and furniture) as part of Council's maintenance and renewal program. 	 	 ONGOING
3.5 Improve the functionality and flexibility of facilities and spaces to broaden and increase use. <ul style="list-style-type: none"> • Upgrade and provide new amenities at key facilities, including technology (Wi-Fi, audio visual equipment, multiple charging points), lightweight, durable and moveable fixtures and furniture, heating/cooling and ventilation, improved lighting, soundproofed walls and partitions, blinds and whiteboards and upgraded kitchens. • Establish a mechanism to allow the community and leasees to nominate enhancement projects for their local facility or centre. 	 	 MEDIUM

ACTIONS	KEY PRINCIPLES	TIMEFRAME
3.6 Work toward better integrating user access to both indoor and outdoor parts of facilities to increase activation options (for example in the case of playgroups), and add flexibility in the case of hiring (for example events and meetings).	 	 MEDIUM
3.7 Systematically upgrade safety and security measures available at both staffed and unstaffed community facilities and consider options to: <ul style="list-style-type: none"> • increase usability and visual appeal through adopting more aesthetic security options • enhance integration with adjoining outdoor areas and open spaces • better cater for daytime and after-hours usage • streamline access for hirers (for example through options such as swipe cards or keypad access). 	 	 MEDIUM
3.8 Provide accessible and easy-to-clean kitchens in community facilities that cater for more than one user group.	 	 MEDIUM

How to get involved

- Look out for more information about how to nominate projects to upgrade your local community facility
- Visit Council's website to see how your group could regularly book a Council facility
- Provide feedback on Council's Let's Chat website

imagine this....



The new Marrickville Library and Pavilion in Sydney's Inner West integrates contemporary design and technology with the original, conserved heritage elements of the main hospital building. It is uncompromising with regards to sustainability, with recycled elements wherever possible and clever design features that reduce energy consumption. The library spills onto the public pavilion, a play space and new housing development.

The design incorporated a series of louvers and vents to keep the building comfortable and use as little energy for heating and cooling as possible. Building materials were also chosen with sustainability in mind. The timber supports were salvaged from two bridges in Taree on NSW's north coast, and over 27,000 bricks were recycled.

The library contains a large garden space, a new junior library, a space dedicated to languages, private study rooms and a cafe. An exhibition space has also been opened near the foyer and there are new computers installed. In addition to meeting spaces throughout the building, these facilities are intended to create a "neutral ground" for people to meet.

Adjoining the library is the Marrickville Pavilion, a multi-purpose events space. Opening up to a garden, it includes a commercial kitchen, projectors and removable seating for up to 150 people.



PRIORITY

4

- Expand how Council collaborates and engages in joint ventures to extend access to facilities
-

Context

Shellharbour City Council plays a variety of roles in the development, delivery, maintenance, running and activation of its community facility spaces and programs. Its efforts are supported and complemented by a variety of other players including service providers, community groups and not-for-profit organisations, private clubs and other facility hirers, and, of course, by community members who use and enjoy the facilities. Importantly, these shared responsibilities underscore the need to consider partnerships and collaborations to improve community facility operations.

Feedback from the community reveal a preference for Council to form partnerships with different types of stakeholders like:



















- Healthcare providers to deliver various health services (e.g. mental health and baby health)
- Transport providers to facilitate subsidised travel options to and from community facilities, especially for seniors or those on low income
- Catering providers to complement the other services available in community facilities.




Placing community facilities close to other amenities was another common theme that arose during the consultation process. Having access to cafes, restaurants, gyms, shops and child care facilities were high on the list of facilities that respondents would like to be able to access whilst using Council's community facilities.

The delivery of a wide and comprehensive network of community and social infrastructure relies on **active involvement and collaboration** between a range of stakeholders, including Council and other government agencies, private and not-for-profit providers, as well as the community. By working together, the community benefits from access to a wide variety of facilities and services to support their health and wellbeing.

PRIORITY 4 ACTIONS

Council will **expand how it collaborates** and engages in joint ventures to further community access to community facilities across the LGA by implementing the following actions:

ACTIONS	KEY PRINCIPLES	TIMEFRAME
<p>4.1 Facilitate a regular Shellharbour LGA Community Facilities Coordination Group involving local shopping centres, clubs, schools, faith groups, and service providers to:</p> <ul style="list-style-type: none"> • better coordinate and improve community access to facilities across the LGA • address unmet needs • improve activation, including through new partnerships and collaborations. 	 	 ONGOING
<p>4.2 Regularly audit underutilised and poor-quality facilities and develop cost effective and sustainable options including:</p> <ul style="list-style-type: none"> • repurposing to improve activation • instigating major capital works to make the facility more usable and fit-for-purpose • offering long terms leases to not-for-profit or private organisations, or • decommission and dispose of the asset. 	 	 ONGOING
<p>4.3 Convene regular dialogues with neighbouring councils regarding community facility planning, management and activation, plus sharing good practice.</p>	 	 ONGOING
<p>4.4 Investigate opportunities to further activate the surf lifesaving clubs within the LGA.</p>	 	 MEDIUM
<p>4.5 Enhance opportunities for people to stay, connect and socialise in community facilities through investigating options to improve access to coffee, tea and refreshments through provision of amenities, regular coffee carts or promotion of local businesses.</p>	 	 MEDIUM
<p>4.6 Increase Council's role in advocacy and providing offers of support to local not-for-profit and other service providers to secure external grants from Federal and State Governments, or philanthropic organisations to improve social infrastructure across the LGA.</p>	 	 ONGOING

ACTIONS	KEY PRINCIPLES	TIMEFRAME
<p>4.7 Introduce a standardised process for tracking and monitoring facility use. The process should involve standardised data collection, analysis and potentially tracking utilisation against targets and types of programs/ use against community need.</p>	 	 SHORT

How to get involved

- Talk to staff in your local community facility about options to secure external funding or grants for local community facilities
- Let Council know about new community facilities opening in the area and how they complement or duplicate what Council is offering
- Provide feedback on Council's Let's Chat website

imagine this....



Founded in 1924, the City of Perth Surf Life Saving Club patrols a 2.5 kilometre of Perth's City Beach. The facility is part of the revitalised City Beach precinct, with the Town of Cambridge developing the area around the building to include parkland, restaurants, an amphitheatre and a promenade.

The surf club itself includes an ocean-facing gym, meeting and training rooms, change rooms, a first aid room, equipment wash-down areas, a member's lounge and an alfresco green roof for picnicking. A key design feature is the striking green concrete roof that provides a landscaped public plaza above the building. The landscaped roof of the surf club recreates the ecology of a dune and helps to shape the public space.





PRIORITY

5

● Continuously improve how Council plans, manages and activates its community facilities

Context

Community facilities contribute to the health and wellbeing of individuals and communities, strengthening positive environmental, social and economic outcomes for future generations. To sustain this, Council needs to consider innovative and sustainable ways of planning, operating and financing community facilities in both the short and longer term. The community expects their Council to demonstrate how it intended to maximise and use its people and resources to achieve **sustainable activation** and management of the community facilities.

Findings from the community consultation revealed community members are mindful of investments made by Council in building and maintaining facilities. In general, they expressed a strong preference for community facilities that are financially and environmentally sustainable. Respondents also expressed a strong preference for Council to reinvest income generated through community facilities back into developing the community.






















Sustainable funding, management and maintenance arrangements ensure that community facilities will be financially viable as well as responsive to the future needs of Shellharbour's population. Identifying funding sources for managing and maintaining community facilities from the outset will ensure that they can remain financially sustainable for the long term.













While overall the community saw Council was managing its community facilities well, consultations with Council staff identified several opportunities to further strengthen how it coordinates and operates.

These measures, combined with regular engagement with the community and other stakeholders, provides a powerful opportunity for Council to build and **enhance its legacy** in community facilities planning, activation and management.

PRIORITY 5 ACTIONS

Council will **continuously improve the sustainability and management of Council's community facilities** by implementing the following actions:

ACTIONS	KEY PRINCIPLES	TIMEFRAME
5.1 Review Council's asset management policies and practices related to community facilities. <ul style="list-style-type: none"> Upgrades and renewal ratios are fit-for-purpose. 	 	 ONGOING
5.2 Develop a community facility hierarchy , which will provide appropriate guidance on facility development/upgrades.	 	 SHORT
5.3 Refine facility maintenance and renewal processes. <ul style="list-style-type: none"> Align the facility maintenance and renewal program with facility performance and utilisation. Improve coordination in activities concerning management of indoor and outdoor parts of buildings and upgrades to surrounding spaces. 	 	 MEDIUM
5.4 Improve booking and hiring processes. <ul style="list-style-type: none"> Continue to implement and improve an online booking system for Council facilities to improve efficiency and customer experience. 	 	 ONGOING
5.5 Explore opportunities for income generating activities.	 	 MEDIUM
5.6 Review all future licensing, leasing and venue hire arrangements in line with this Action Plan, incorporating new metrics in respect to free hires and revising community access targets and requirements in line with changing demographics and community needs.	 	 MEDIUM
5.7 Apply life-cycle budgeting to community facility upgrades and maintenance to improve financial and asset planning.	 	 MEDIUM

ACTIONS	KEY PRINCIPLES	TIMEFRAME
<p>5.8 Continuous review and monitor of community facility hiring and usage patterns in order to:</p> <ul style="list-style-type: none"> • adjust policies and practices to match Council's commitments to access and equity • ensure quality information is available to support online booking system. 	 	 ONGOING
<p>5.9 Facilitate regular engagement activities with representatives from all user groups to gather feedback on Council's community facilities and discuss options for ongoing operational improvements and upgrades.</p>	 	 ONGOING
<p>5.10 Investigate options to better integrate and coordinate how club houses, amenity rooms, cottages and halls adjoining sports fields and recreation areas are planned, managed and activated by Council.</p>	 	 SHORT
<p>5.11 Evolve Council's internal systems and processes towards an integrated Social Infrastructure Planning model delivering linked-up approaches to all community, social, cultural, sports and recreational planning.</p>	 	 LONG

How to get involved

- Report to Council any building or community facility not cleaned or maintained properly
- Visit Council's website to learn about what's new in Council's planning and activation of its community facilities
- Provide feedback on Council's Let's Chat website

imagine this....



Shire of Mundaring in Western Australia is reimagining its town centre and, in order to do so, has engaged closely with the local community to gauge the aspirations and requirements as to their vision for the look and feel of the facility. This project is a key component of the revitalisation of the Mundaring Town Centre into a vibrant and contemporary space. The Shire is committed to revitalisation of the Mundaring Town Centre and through a staged developmental approach, creation of a new civic and cultural heart.

A key component of this commitment is the rationalisation of a range of civic and community facilities into a proposed new multi-purpose community facility which will co-locate the majority of existing community facilities and services. This will include the library, dedicated cultural and art spaces and large multi-function spaces for the benefit of organisations and the local community.

Whilst construction of the proposed multi-purpose community facility is not anticipated to commence until 2025, a staged multi-year planning process has already commenced. The Shire will commence planning and design work, seek State and Federal government funding, commence preparation for land acquisition and disposal as required, begin financial modelling, and develop a business case.



Measures and monitoring

To measure the success of this Action Plan overall, Council will develop a suite of outcome measures to assess how the priorities and actions are progressing.

The measures will be reviewed at least once per annum over the ten-year life of the Strategy and will assess quantitative and qualitative changes in:

- 1) Community access to community facilities and participation levels
- 2) Breadth, type and number of facility users, including those captured in Council's facility booking system
- 3) Facilities asset and usage reports measured over time, covering:
 - facility usage data
 - asset condition
 - recent and scheduled community facility constructions and upgrades
- 4) Number, type, location and outcomes of Council's collaboration and joint ventures related to community facilities
- 5) Community facility management data measured over time including:
 - consolidated expenditure
 - contracting and staffing data
 - systems and management upgrades
 - community consultation and engagement activities.

Council will conduct ongoing community and stakeholder engagement and also put in place regular monitoring and reporting mechanisms as part of its Integrated Planning and Reporting process.



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