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1. Statement

Ipswich City Council invests in community outcomes through utilising a standard operating model for council-owned community facilities. Council facilities will be developed and maintained as assets of council and will be managed so as to minimise operational and maintenance costs.

2. Purpose and Principles

This policy establishes clear expectations around council responsibilities, sets out a comprehensive approach to governance and accountability and ensures that community facilities owned by council provide:

- infrastructure that allows a diverse range of community groups to meet, engage and build social, healthy and recreational networks and a shared community identity;
- a 'safe' place for the delivery of services that meet the needs of targeted community groups; and
- programmed health, well-being, learning and life experiences that enhance the community's capacity, pride and resilience.

3. Strategic Plan Links

This policy aligns with the following iFuture 2021-2026 Corporate Plan theme:

- Safe, Inclusive and Creative

4. Regulatory Authority

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Sustainable Planning Act 2009*
- Ipswich City Council – Corporate Plan 2017 – 2022
- Ipswich City Council Advance Ipswich Community Plan

5. Human Rights Commitment

Ipswich City Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld)* (the Act) when adopting and/or amending this policy. When applying this policy, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. Scope

This policy applies to the development, management and maintenance of community facilities and applies to all Ipswich City Council owned or controlled buildings, sport and recreation facilities (both indoor and outdoor) and associated supporting infrastructure and the sports and/or user groups that utilise them.

The Operating Model for council-owned facilities will be a partnership with a community organisation, association or sporting group whose purpose aligns with the strategic intent of council to manage the ongoing operations of the relevant council's community facilities.

The partnering organisations will be selected based on but not limited to an expression of interest process or standard council permit application on the basis of its relevance to local community needs and its ability to address key selection criteria.

The partner will:

- base its operations at the identified facility and run core programming, in exchange for a low-cost lease, permit or licence;
- have its own funding source to deliver its targeted outcomes;
- address the majority, if not all, of their key priorities under its own operating model;
- have current insurances and registrations for the programs it delivers (including a Public Liability Insurance Policy);
- bring a level of expertise and experiential learning's that would optimise the social and sporting outcomes of the facility.

Council will:

- meet costs associated with the purchase (where required) and maintenance of the building, furniture, equipment, hold relevant insurances for the building and cover utility costs associated with the facility.

Council may:

- supplement programming where the partner's core service deliverables are not broad enough to meet the needs of the community. This may be a function of council's existing outreach programming (e.g. library services), community development activity or volunteer coordinated programs and may be offset by external revenue sources (subject to funding availability).

The governance structure for a Community Centre will take the form of an overarching Steering Committee, consisting of council representatives, representatives from the partnering organisation, and when considered necessary or beneficial, strategic Community Leaders. The Steering Committee's role in the Centre's operation includes, but is not limited to, providing:

- direction and leadership, setting the vision for the Centre and continually refining goals and success measures to align with emerging community needs; and
- ongoing oversight of performance, e.g.
 - performance against agreed Key Performance Indicators;
 - escalated issues relating to the operations of the Centre.
- strategic direction, including:
 - suitability of services and programming to meet changing community needs;

- ongoing appropriateness of Key Performance Indicators;
- what the balance should be between service provision, programming and community use of the facility.

Sporting groups and associated facilities’ governance structures will take the form of nominated committee members charged with the responsibility of overseeing the operation of the identified sporting association. Operating activities would include but are not limited to:

- direction and leadership, setting the vision for the sporting association and continually refining goals and success measures to align with emerging trends; and
- ongoing oversight of performance, e.g.
 - performance against agreed Lease, Permit, License or general tenancy agreement conditions and performance measures;
 - the ongoing growth, development and expansion of the game, association and participation rates.
- strategic direction, including:
 - suitability of facilities and ongoing growth and expansion that meets changing community needs and expectations;
 - ongoing appropriateness of performance measures.

7. Roles and Responsibilities

All council officers responsible for managing council-owned facilities and developing and maintaining agreements as described in this policy.

8. Key Stakeholders

- Community, Cultural and Economic Development
 - Community Development
 - Community and Cultural Services
- Corporate Services
 - Property Services Team
 - Legal and Governance
- Infrastructure Strategy and City Maintenance
 - Infrastructure and Environment

9. Monitoring and Evaluation

- Measured participation numbers and program outcomes that build capacity of community groups and cultural organisations,
- Reduction in complaints about access to council facilities, open space, programs and services,
- Collation and analysis of customer demographics, service or centre usage, client service quality; problem identification and resolution; overall service user satisfaction generated via the use of surveys, questionnaires and various user and self-assessment tools.

10. Definitions

Council	Means Ipswich City Council
Council owned	Means a facility owned by Ipswich City Council, including those built on crown land where council is trustee of the land

Community Centre	A building or other place in which members of a community may gather for social, educational or cultural activities
Facility	Constructed and/or maintained sport and recreation grounds, fields, ovals, courts, clubhouses, change rooms and other supporting infrastructure at a location that allows people to be involved in and participate in sport and recreation activities

11. Policy Owner

The General Manager (Community, Cultural and Economic Development) is the policy owner and the Manager (Community and Cultural Services) is responsible for authoring and reviewing this policy.