



PLAN OF MANAGEMENT

Casino Community

And

Cultural Centre

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INTRODUCTION

The Plan of Management comprises of four major sections including:

- Introduction
- Management Objectives
- Strategy Plan; and
- Monitoring.

This plan sets the framework and objectives for the management of Council's Casino Community and Cultural Centre over the next five (5) years and incorporates the values of the site by the community and regular users.

The management objectives have been developed in response to key issues identified in the Casino CBD Concept Study "Review of Council Properties" July 2005.

The Strategy Plan and Monitoring Program define the strategies that will be implemented to achieve the management objectives of the plan.

Performance indicators are included to provide a basis for measurement upon which to evaluate the implementation of the Plan.

BACKGROUND

Council will be the owner and manager of the yet to be constructed Casino Community and Cultural Centre. Many of the people who will visit and use the centre are residents of the Richmond Valley Council area.

From a regional perspective, the centre will be a facility provided by Council for use of a range of State and Federal Government community agencies.

This Plan of Management is strategic in its focus. It intentionally does not provide specific details in regard to how works or actions are to be achieved. These are reflected in the annual Management/Operation Plan and will be incorporated within the Asset Plan as adopted by Council.

This approach has been taken to allow for innovation and flexibility in the implementation of the Plan of Management to take full advantage of opportunities and it recognises annual fluctuations in regards to use, income and potential funding.

OBJECTIVES

This Plan has been developed to fulfil the following objectives:

- to meet Council's obligations under Chapter 6 of the *Local Government Act, 1993* in respect to Public Land Management;
- to enable Council to renegotiate or enter into contracts, leases, licences and hire agreements for the Casino Community and Cultural Centre in relation to the provision of services and activities; and
- to provide for an effective program of asset management, maintenance and improvements to the Casino Community and Cultural Centre.

In accordance with the requirements of the *Local Government Act, 1993*, the Plan of Management includes the following objectives for lands categorised as General Community Use.

The core objectives for management of the community land categorised as General Community Use are to promote, encourage and provide for the use of the land and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public in relation to:

- public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and
- purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public uses).

VISION

To provide a multi - disciplined community and cultural resource for all members of the community that inspires and fosters creativity, personal development and community interaction, and provides community development opportunities, ensuring that cultural and community service delivery are promoted and encouraged at local and regional levels.

RELATIONSHIP WITH OTHER PLANS

This plan repeals the former Casino Council's Plan of Management "Various Land - for General Community Use" November 1999, Lots 6, 7 and 8, Section 21 in DP 4245, Walker Street, Casino.

COMMUNITY LAND

The introduction of the Local Government Act, 1993 represented a significant policy reform in respect to Public Land Management. One of these requirements is the preparation of Plan of Managements for all community land.

Community land must be managed in accordance with an adopted Plan of Management and until such a plan is prepared and adopted, the nature of the land and use cannot be altered.

Leasing and licensing of community land must be authorised by a Plan of Management.

LAND COVERED BY THE PLAN

This Plan of Management covers the proposed Casino Community and Cultural Centre which will be situated on lots 6, 7 and 8, Section 21 in DP 4245, Walker Street, Casino.

CATEGORISATION

Under Division 2, Section 36, Clause 4 of the *Local Government Act 1993*, Plans of Management must categorise the land covered by the Plan. For the purpose of Section 36, Clause 4 this Plan of Management categorises the Casino Community and Cultural centre as general community use.

LEASES AND LICENCES

This Plan of Management expressly authorises Council, by resolution, to enter into lease or licence agreements with relevant authorities, organisations or individuals in relation to the provision of services or utilities for a public purpose.

In accordance with the requirement of the *Local Government Act 1993* this plan also expressly authorises Council to grant easements for authorities, organisations or individuals in favour of private lands over lands identified in the plan providing Council is satisfied in the plan, providing Council is satisfied there is no reasonable alternative and the appropriate benefits are delivered for the community land and any adverse impacts on the surface or drainage is remediated at the cost of the holder of the easement.

FUTURE DEVELOPMENT OF THE LAND

This Plan of Management authorises, within the requirements or relevant legislation and Council policy, the future development for the Casino Community and Cultural Centre for the following purposes and uses:

- alterations and additions to the existing land and buildings to provide improved facilities for the uses permitted by this Plan of Management;
- construction of new facilities; and
- improvements to the landscape and carparking and aesthetic elements of the land.

Any and all future development of the land will need to comply with the relevant law, governing use and development of the land.

MANAGEMENT OBJECTIVES

Introduction

The management objectives have been developed in response to those issues identified as important in the managing the Casino Community and Cultural Centre and in consideration of the value of the land.

Asset Management

Under the requirements of the Australian Accounting Standard 27 (AA27), Council must identify assets under their control and establish a framework for the management of these assets. The assets of the Casino Community and Cultural Centre must be maintained and/or repaired as required. Assets that have heavy usage need regular maintenance.

Maintenance will be carried out by Council into the future and shall be in accordance with this Plan.

Objective 1

- To effectively manage the assets of the Casino Community and Cultural Centre.

Access

Access at the Casino Community and Cultural Centre:

- ◆ pedestrian access;
- ◆ vehicular access;
- ◆ disabled access;
- ◆ signage; and
- ◆ emergency access.

Pedestrian Access

Pedestrian access will be via Walker Street or from the adjoining carpark.

Vehicular Access

Carparking will be provided on-site, adjoining the site, as well as the provision of street parking if required.

Disabled Access

The *Disability Discrimination Act 1992*, and *Anti Discrimination Act 1997* makes it law for public places, such as the Casino Community and Cultural Centre, to be accessible to persons with disabilities, in response the building will be designed and constructed to meet all required design requirements.

Objective 2.

- The Casino Community and Cultural Centre will be accessible to people with a disability.

Directional Signage

It is necessary to have clear and visible signage on the building together with appropriate street signage.

Objective 3

- To promote the Casino Cultural and Community Centre by the development of a logo which will be designed so that the Centre is easily recognised.

Emergency Access

In the case of an emergency, visitors and staff of the Centre should be aware of the procedures during an evacuation and be able to locate and access the exits in the building.

Objective 4

- To provide adequate disabled access to and within the Centre.
- To provide sufficient access in the case of an emergency.
- To provide adequate directional signage.
- To provide sufficient vehicular and pedestrian access.

Vandalism

Issue

Vandalism is a widespread issue which effects all components of Council facilities. In addition to the financial cost is the significant reduced or loss of value of usage of the facility until the damage is repaired.

Objective 5

- To minimise occurrences of vandalism and inappropriate use at the Casino Community and Cultural Centre through prompt response to repair damage, education and enforcement.

Facility Limitations

The building has been designed to accommodate a range of uses with the flexibility to meet new demands and to create new opportunities.

Objective 6

- To maximise active use of space within the Centre, use of the building for storage space will be discouraged.
- Users priority will be given to organisations that provide a service to the community, rather than to special interest groups.
- To monitor and provide for future demands at the Casino Community and Cultural Centre.

Funding

Issues

The main source of funding the operation of the Centre will be from income generated from user fees and lease's as it is no longer feasible to provide space at "peppercorn rents".

Objective 7

- Identification of revenue streams to maintain the building both long and short term.
- The Centre be self funded from income generated that enables the centre to operate and be maintained.

Sustainable Management

Issue

The *Local Government Act 1993* includes a charter of Councils (Section 8), this charter includes the following:

"to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible , in a manner that is consistent with and promotes the principles of ecological sustainable development."

Sustainable management, in the context of this Centre includes issues such as:

- ◆ energy management;
- ◆ resource use;
- ◆ waste management; and
- ◆ water conservation.

Objective 8

- To incorporate sustainable practices in the management and use of the Casino Community and Cultural Centre.

Safety/Risk Management

Issues

The issue of safety and risk management are inter-related. Both are concerned with the provision of a safe environment and the minimisation of risk to all users. Essentially pro active management of these issues relate to :

- ◆ the identification of user needs;
- ◆ appropriate design and construction standard and techniques;
- ◆ the identification of potential risks and the formulation of plans aimed at minimising them;
- ◆ within the resources available, the development of a properly documented property inspection procedure; and
- ◆ meeting all relevant legislative requirements.

Objective 9

- To provide a safe environment for users and visitors of the Centre.

Impact on Adjoining Land Uses

Issues

This issue relates to the potential impact the use of the Community and Cultural Centre and meeting rooms and office areas have on adjoining and nearby properties. The impact the facility is most likely to relate to:

- ◆ disturbance by noise;
- ◆ lighting;
- ◆ increased traffic in the location; and
- ◆ car parking.

The impact on adjoining and nearby properties may also be affected by:

- ◆ the frequency of use of the facility;
- ◆ the time of day the Centre is in use; and
- ◆ the length of time the Centre is available for hire each day.

Objective 10

- To minimise any adverse impacts the Centre may have on adjoining properties.

Tenure

Issues

The *Local Government Act 1993* restricts leases or licences over community land. Leases or licences for a period of five (5) years or more have limitations imposed on them under the Act. The maximum period that leases or licences can be granted for is twenty one (21) years.

Objective 11

- All lease/licence arrangements are to be consistent with the *Local Government Act 1993*.

Capital Improvements

All users of the facility will be encouraged to contribute to any capital improvements to the Centre, any such improvements will be available to all users of the facility excluding office areas. The ownership of the improvements/additions will remain with the Council.

Objective 12

- To develop policies relating to regular users undertaking capital works or improvement projects of the Centre.

Reinforce Status as Community and Cultural Centre

Issues

The issue relates to the role that the Centre and meeting rooms will play in supporting local community activities.

In order to support this role the following principles shall apply:

- ◆ the non-exclusive use of the Centre other than leased office space;
- ◆ user priority will be given to organisations that provide a service to the community, rather than to special interest groups;
- ◆ to maximise active use of space within the centre, use of the building for storage space will be discouraged;

- ◆ the management of a booking system for users of the building will be carried out by or on behalf of Council; and
- ◆ Encourage the cluster of compatible users and services.

Objective 13

- The majority of use of the Centre and meeting rooms should be by community based organisations.

Commercial Opportunities

Issues

In addition to providing a range of spaces available for community and cultural based activities, meeting rooms and office space will be able to be used by commercial organisations for exhibitions etc.

Objective 14

- To maximise the commercial potential of the Centre without compromising community cultural based activities.

STRATEGY PLAN

This section outlines the strategies that will be implemented to achieve Council's objectives in term of the issues relating to management of the Casino Community and Cultural Centre.

Each Strategy has been attributed a timeframe which is indicative of its relative priority on the completion of the Centre.

- High within 12 months
- Medium within 3 years
- Low within 5 years
- Ongoing throughout time as the Plan of Management is in operation.

The strategies to be undertaken to achieve the objectives of this Plan of Management are shown on the following pages.

Issue	Objective	Strategy	Priority
Asset Management	To effectively manage the assets of the Casino Community & Cultural Centre	Consult Condition Audit and identify assets that require maintenance/repair	High
		Prepare and implement maintenance and asset management programs that are consistent with Condition Audit	High
		Monitor condition of facilities, maintenance and asset program as required	Ongoing
Access	The Casino Community & Cultural Centre will be accessible to people with disability Promote community awareness that the Centre and the activities that are undertaken within are available to all members of the community	Maintain adequate footpaths in the immediate vicinity of the Centre	Ongoing
		Provide adequate car parking facilities	Ongoing
		Provide meeting space that can be accessed by all members of the community	Ongoing
		Promote community awareness that the Centre and the activities that are undertaken within are available to all members of the community	Ongoing
		Analyse information from user surveys and booking procedures and take appropriate action	Low
Disabled Access	The Casino Community & Cultural Centre will be accessible to people with a disability	Maintain and promote disability access to the Centre	High

Issue	Objective	Strategy	Priority
Directional Signage	To promote the Casino Community & Cultural Centre by the development of a logo.	Develop and market a logo for the Centre	High
		Audit the signage of the Centre to maintain its visibility	High
Emergency Access	To provide adequate disabled access to and within the Centre.	Develop an evacuation plan	High
	To provide sufficient access in the case of an emergency.	Implement an evacuation plan	High
	To provide adequate directional signage.	Audit directional signage	High
	To provide sufficient vehicular and pedestrian access.	Audit access for emergency vehicles	High
Vandalism	To minimise occurrences of vandalism and inappropriate use at the Casino Community & Cultural Centre through prompt response to repair damage, education and enforcement.	Develop and implement a reporting system of vandalism incidents to provide immediate response.	Medium
Facility Limitation	To maximise active use of space within the Centre, use of the building for storage space will be discouraged.	Identify short term issues that can improve functioning of the Centre	Medium
	User priority will be given to organisations that provide a service to the community, rather than to special interest groups.	Produce a long term floor layout plan that improves the functioning of the Centre	Medium

Issue	Objective	Strategy	Priority
	To monitor and provide for future demands at the Casino Community & Cultural Centre.		
Funding	Identification of revenue streams to maintain the building both long and short term. The Centre be self funded from income generated that enables the Centre to operate and be maintained.	Develop a Business Plan which establishes hire fees and lease fees to enable the centre to be self funding. Develop a strategy to seek funding from alternative sources	High High
Sustainable Management	To incorporate sustainable practices in the management and use of the Casino Community & Cultural Centre.	Sustainable practices are to be considered in all aspects of management and use of the Centre In conjunction with users, investigate measures that can be employed to reduce the environment impacts of the site	Ongoing Ongoing
Safety/Risk Management	To provide a safe environment for users and visitors of the Centre.	To provide a safe environment for all users of the centre Ensure lease and licence agreements include requirements for OH & S and Risk Management	High Ongoing

Issue	Objective	Strategy	Priority
		Bi-Annual Safety Audits to be undertaken by Council to minimise risk to users	Ongoing
Impact on Adjoining Land Uses	To minimise any adverse impacts the Centre may have on adjoining properties.	Consider the potential impacts on adjoining properties when assessing users.	Medium/Ongoing
		Provide mechanisms to receive feedback from adjoining properties on ways of minimising impacts.	Ongoing
Tenure	All lease/licence arrangements are to be consistent with the <i>Local Government Act 1993</i> .	Negotiate leases/licence arrangement in accordance with the requirements of the Act	High
Capital Improvements	To develop policies relating to regular users undertaking capital works or improvement projects of the Centre.	Prepare a report for consideration by Council and take appropriate action	High
Reinforce Status as a Community & Cultural Centre	The majority of use of the Centre and meeting rooms should be by community based organisations.	Give priority to activities that are community based	Ongoing
		Encourage usage by a range of community based organisations.	Ongoing
		Promote the non-exclusive use of the facilities.	Ongoing
Commercial Opportunities	To maximise the commercial potential of the Centre without compromising community cultural based activities.	Market and promote usage of the Centre to Commercial sector.	Medium/Ongoing

MONITORING PROGRAM

Introduction

This section establishes procedures for the evaluation and updating of the Plan of Management.

Procedure

The Strategy Plan will be reviewed every five (5) years. The review will include the following:

- a report on the progress plan;
- recommendations for amendments to the existing strategy; and
- any other necessary changes due to new usage trends or issues arising from management of the Centre.

The objectives will be reviewed every two (2) years in Council's Management Plan/Operation Plan cycle. However, if significant changes take place in the interim period then this section would need to be revised in accordance with those changes as soon as possible.