



----- THE GAME PLAN

A Guide to the Tenure Framework

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Central Highlands
Regional Council



The Central Highlands Regional Council is focused on a viable future for sport and active recreation through *The Game Plan – a plan for organised sport and active recreation*. This guide relates to the Tenure Framework which includes two policies:

- Tenure of council-owned or controlled land to sporting and active recreation organisations
- Remissions policy for sport and active recreation organisations

This document aims to assist not-for-profit sport and active recreation organisations to learn more about gaining tenure over a facility in the Central Highlands. The key principles of the policy are to:

- ✓ provide an equitable approach to the use of council-owned and controlled land for sport and active recreation organisations
- ✓ to ensure accountability and clear roles and responsibilities for both council and our sport and active recreation organisations
- ✓ collaborate, support and develop our sport and active recreation organisations to ensure they are compliant and sustainable from now into the future
- ✓ maximise the versatility, long-term use and sustainability of council's sport and active recreation facilities and ensure they are efficient and adaptable
- ✓ to have strategically planned sport and active recreation facilities that act as one network

WHAT TYPES OF TENURE ARE AVAILABLE FROM COUNCIL?

- Lease
 - Memorandum of Understanding
 - Sub Leases
- Licenses
This tenure document will outline the roles and responsibilities of both council and clubs and will ensure that all parties are accountable.

WE CURRENTLY HAVE RIGHT OF USE OF COUNCIL-OWNED AND CONTROLLED LAND, WHAT IS THE PROCESS TO OBTAIN TENURE?

At this stage, there will be no changes to the locations of sport and active recreation organisations on council-owned and controlled land. All organisations that operate on council land will have the opportunity to gain tenure and will be contacted directly by the Central Highlands Regional Council. Organisations will be completely supported through the whole process and thereafter.

WHAT HAPPENS WHEN OUR TENURE EXPIRES?

Council will support a tenure arrangement for up to five years. If an organisation wants to renew its tenure agreement over the facility, the organisation will need to advise council three months before the agreement end date. Once this has been received by council there will be a review completed and a decision will be made by the Sport and Active Recreation Committee (or the Game Plan Advisory Committee until this has been formed).

WHAT ARE THE MOST IMPORTANT ELEMENTS OF YOUR TENURE AGREEMENT WITH COUNCIL?

Key Performance Indicators

An organisation's committee members should be familiar with the terms and conditions of the agreement, especially the details of the term, permitted use and Key Performance Indicators (KPIs).

- attendance at annual workshops either hosted by council or state governments
- operation in accordance with approved governing body regulations, the association's constitution, rules and by-laws, and any other rules imposed by council or a regulating body
- demonstrated evidence of activating the leased space and engaging with local communities
- a demonstrated proactive approach to good neighbour principles by evidence of complaint/dispute resolution processes
- submission of an annual report to council detailing compliance with KPIs
- submission of annual audited financial statements and certificates of currency for insurances
- undertaking facility maintenance to an acceptable standard
- completion of the Club Development Toolkit (in conjunction with a Sport and Recreation Officer)

Improvements to the Land or Building

The Central Highlands Regional Council's *Parks People Play – a plan for parks in the Central Highlands* (formerly the open space and recreation plan) will categorise the region's sport and active recreation facilities. There will be three categories – local, district and regional. To identify the gaps of the current level of the facility and the category in which it is supposed to be, audits will be carried out. The outcomes and gaps identified through the audits will form an action plan that will be implemented by council over 10 years.

Most grants that are available for not-for-profit organisations now require that the organisation has a tenure agreement over council-owned and controlled land for at least three years to be eligible to apply for funding. This documentation will now be possessed by sport and active recreation organisations.

If sport and active recreation organisations wish to make further improvements to a facility, this can be outlined in the yearly Club Development Toolkit. Support will also be provided by the Sport and Recreation Officer to identify 'shovel ready' projects that align with our *Parks, People, Play* document. Council will then educate and support clubs to locate funding opportunities and assist with their applications for submission. There will also be a new Sport and Active Recreation Grants Program that will align with the new Tenure Framework and will include the three tiers as follows:

- Club Development
- Facility Development
- Major Projects

Insurances

Council will be responsible for the insurance over all buildings at sport and active recreation facilities on council-owned and controlled land. Sport and active recreation organisations will be responsible for the contents insurance (in which council must be identified as a third party) and public liability insurance (\$20 million).

WHAT ARE THE COSTS ASSOCIATED WITH OBTAINING COUNCIL TENURE?

Tenure Fees

The following annual tenure fee will be applied for sporting and recreation organisations with tenure over council-owned or controlled land:

Annual tenure fee amount	Tenure classification
\$1 on demand	Sporting and active recreation organisations

Sport and active recreation clubs will cover the cost of prescribed maintenance and this will be outlined in the maintenance standards as per the category of the facility as identified in *Parks, People, Play – a plan for parks in the Central Highlands*. Sport and active recreation organisations will also be responsible for the electricity and general running costs (i.e. cleaning) and the costs as outlined in the remissions policy (more information below).

Remissions Policy

Council will work with organisations to implement a remissions policy to share the operational costs of sport and active recreation facilities moving forward (please refer to the remissions table below) and there will be a transition period. You will receive an invoice with the costs owing and council will proactively liaise with organisations to ensure that the time of invoice aligns with club financial planning (e.g. quarterly, monthly, yearly).

Remission category	Remission percentage:		
	Utility Charges	Sewerage Charges	Cleansing Charges
Sporting and active recreation organisations with tenure of council-owned or controlled land	100% water access charges 50% water volumetric charges	100% sewerage access charges	50% cleansing rates for the standard 240 litres service (excluding industrial services)

WHAT ASSISTANCE DOES COUNCIL GIVE TO SPORT AND ACTIVE RECREATION ORGANISATIONS ON COUNCIL-OWNED AND CONTROLLED LAND?

Sport and active recreation organisations are an integral part of the Central Highlands and must be sustainable to ensure our region remains physically active. If we wish to increase the overall participation of sport and active recreation, and improve facilities so that they are efficient and adaptable, we believe the region's clubs need to be strong and have the capacity to support this vision. Council want to empower organisations to be the stewards of sport in the future.

The Tenure Framework will ensure that organisations can continue to provide services, with roles and responsibilities for both clubs and council clearly outlined. This will ensure accountability and a strong relationship moving forward between council and clubs. Further support that will be provided to our organisations includes:

- Sport and Active Recreation Grants Program

- Sport and Recreation Officer support
 - Yearly reviews
 - Streamlined communication
- Tools and templates to assist with further development of clubs and facilities
 - Online resource centre
 - Workshops and webinars

WHAT ASSISTANCE DOES COUNCIL GIVE TO SPORT AND ACTIVE RECREATION ORGANISATIONS AT PRIVATE FACILITIES?

Although sport and active recreation organisations do not receive financial support from council budgets, we see these clubs as vital to the future of sport and active recreation in the region. Council will provide assistance to these organisations through club development, building their capacity to increase the overall participation of the Central Highlands community in the future. The following support will be provided to these organisations:

- Sport and Active Recreation Grants Program (access to club development and facility development tiers)
- Sport and Recreation Officer support
 - Grant applications
 - Club governance support (e.g. constitutions)
 - Letters of support
- Tools and templates to assist with further development of clubs and facilities
 - Online resource centre
 - Workshops and webinars

WHO DO WE CONTACT?

The newly formed Sport and Recreation Team now consists of the following three positions:

- Coordinator Sport and Recreation
- Sport and Recreation Officer EGCT (Emerald, Gemfields, Capella, Tieri)
- Sport and Recreation Officer BDSR (Blackwater, Duaringa, Springsure, Rolleston)

The Sport and Recreation Officers will now be the council contact for sport and active recreation organisations and will ensure that any enquiries are followed up. They will also assist in the implementation of the *Game Plan* and all club and facility development.

- Sport and Recreation Officer EGCT will be the first point of contact for sport and active recreation organisations in the following areas:
 - ✓ Emerald
 - ✓ Gemfields
 - ✓ Tieri
 - ✓ Capella
 - ✓ Comet
- Sport and Recreation Officer BDSR will be the first point of contact for sport and active recreation organisations in the following areas:
 - ✓ Arcadia Valley
 - ✓ Bauhinia
 - ✓ Blackwater
 - ✓ Bluff

- ✓ Dingo
- ✓ Duaringa
- ✓ Springsure
- ✓ Rolleston

Only if there is an issue that needs to be escalated will the Coordinator Sport and Recreation be involved directly with the sport and active recreation organisations.

COUNCIL POLICIES (DRAFT)

Draft Game Plan – a plan for organised sport and active recreation

Draft Tenure Framework, including two policies:

- *Tenure of council owned and controlled land for sport and active recreation organisations*
- *Remissions for sport and active recreation organisations policy*

Draft A Guide to the Tenure Framework