

Principle	Looks Like	Is not
<p><b>Asset utilisation – Council manages fewer assets that are of a higher standard and are provided for shared use, providing greater benefit;</b></p>	<ul style="list-style-type: none"> <li>• Shared multi use facilities</li> <li>• Reducing duplicated facilities</li> <li>• Looking at numbers/need/use rather than assets (what service is needed)</li> <li>• Clear financial benefits for groups who use shared assets</li> <li>• Groups using multiple shared assets i.e. a storage area but shared space for AGM's/events</li> <li>• Moving equipment and furniture to facilitate other uses</li> <li>• Redeploying or disposing assets where groups size/use does not warrant the ongoing use of the facility</li> <li>• Always looking for opportunities for shared use before sole use options are considered</li> <li>• Managing disputes with respect, integrity and courage</li> <li>• Assets that meet use (e.g. meeting rooms, function rooms, storage)</li> </ul>	<ul style="list-style-type: none"> <li>• Expecting to pick and choose who you share with unless group is prepared to pay all the costs for the privilege of sole use</li> <li>• Letting disputes increase our asset base</li> <li>• Using history and emotion to undermine a contemporary and sustainable approach</li> <li>• Being closed to change and alternative means of accessing service</li> <li>• Retaining assets that have no or few active users</li> </ul>

Principle	Looks Like	Is not
<p><b>We will support groups that support themselves</b></p>	<ul style="list-style-type: none"> <li>• Regular fundraising activities</li> <li>• Regular grant applications for renewals/maintenance</li> <li>• Mowing and cleaning of facilities</li> <li>• Maintenance</li> <li>• Groups leveraging private sector and other government support</li> <li>• Acknowledging the contribution by ratepayers in funding depreciation, insurance, and other costs</li> <li>• Promotion of the groups who are leaders in taking ownership and responsibility and who don't predominantly rely on ratepayers for support</li> </ul>	<ul style="list-style-type: none"> <li>• Asking Council without first asking state/federal government, private sector, members</li> <li>• Expecting Council to do everything</li> <li>• Dismissing the value that is paid for by ratepayers in depreciation, insurance, and other costs</li> </ul>
<p><b>Ratepayers will support groups who can demonstrate community benefit and are sustainable;</b></p>	<ul style="list-style-type: none"> <li>• Calendar of operations (attendance numbers, member/non-member split)</li> <li>• Details of participation (number of members at events, working bees etc. Core vs Mass)</li> <li>• Participation from outside the membership, details of those who attend for recreation</li> <li>• Understanding and recognising the demonstrated (fact based) value to the community</li> <li>• Active promotion of group and asset availability.</li> <li>• Regular membership drives</li> <li>• Leveraging support from peak bodies</li> <li>• Report on member numbers (historic to understand trends)</li> <li>• Audited Financials demonstrate financial sustainability (critical analysis of financial capacity to service agreements)</li> </ul>	<ul style="list-style-type: none"> <li>• Not giving groups assets where the financial capacity to afford operating and ownership costs cannot be demonstrated</li> <li>• Letting emotion overrule facts</li> <li>• Continued levels of support to groups who no longer offer community benefit as they once did (still support but less and inline with changed community benefit)</li> <li>• Assets retained for a few members</li> </ul>



Principle	Looks Like	Is not
<p><b>Council has a low risk appetite for non-compliance with legislation, regulation and policy. We want to partner with groups that comply;</b></p>	<ul style="list-style-type: none"> <li>• Complying with land use requirements (reserves, town planning etc)</li> <li>• Compliance with Local Laws</li> <li>• Compliance with National Construction Code and Plumbing and Drainage Act. (permits)</li> <li>• Compliance with WH&amp;S, demonstrating Duty of Care</li> <li>• Compliance with Associations Incorporation Act/Regs</li> </ul>	<ul style="list-style-type: none"> <li>• Non-compliance/Disrespect for laws</li> <li>• Ignoring of notices</li> <li>• Asking for forgiveness not permission</li> <li>• Asking Council for inappropriate exemptions or to ignore the issue</li> </ul>
<p><b>Groups who receive benefit from Council can demonstrate proper governance and financial management</b></p>	<ul style="list-style-type: none"> <li>• Demonstrated compliance with Associations Incorporation Act/Regs</li> <li>• Documented rules/terms of reference</li> <li>• Supply of Insurance</li> <li>• Supply of audited financials</li> <li>• Traceable and appropriate management of income</li> <li>• Professional and ethical dealings on Council land (transparency)</li> </ul>	<ul style="list-style-type: none"> <li>• Using Council assets to generate private income without paying reasonable costs</li> <li>• Not supplying evidence of compliance (written evidence is required)</li> <li>• Asking Council for inappropriate exemptions or to ignore the issue</li> </ul>

Principle	Looks Like	Is not
<p><b>We seek to support clubs appropriately and enable new groups to start while limiting the financial risk to ratepayers</b></p>	<ul style="list-style-type: none"> <li>• Asking questions about needs of new groups</li> <li>• Asking for documentation/facts</li> <li>• Due diligence assessment</li> <li>• Shared use until financial, established, and sustainable</li> <li>• Years of demonstrated sound management, sound financials and growing numbers before anything other than shared use</li> <li>• Recognising that paying fees and charges is a lot cheaper than the costs of genuine asset ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Providing new groups sole use of assets</li> <li>• Rushing due diligence assessments</li> </ul>
<p><b>If clubs reduce in size we will support them to move to more sustainable arrangements</b></p>	<ul style="list-style-type: none"> <li>• Once clubs demonstrate non-compliance with previous agreements we work with them to transition to more sustainable arrangements</li> <li>• Conversations about affordability</li> <li>• Facilities becoming shared</li> <li>• Some groups may choose to meet at private venues to reduce costs (e.g. coffee shop)</li> </ul>	<ul style="list-style-type: none"> <li>• Letting groups retain assets or favourable agreements if they shrink or no longer offer the community benefit they once did.</li> </ul>

Principle	Looks Like	Is not
<p><b>Demonstration of track record, capacity and strategy is required to access greater support from ratepayers</b></p>	<ul style="list-style-type: none"> <li>• Annual provision of Audited financials</li> <li>• Reports on member numbers, core member numbers, demonstrated commitment to facility and taking ownership of costs (not cost shifting to ratepayers)</li> <li>• &gt;5 years of steady and sustained growth</li> </ul>	<ul style="list-style-type: none"> <li>• Verbal promises, without supporting evidence</li> <li>• Start ups expecting ratepayers to gamble on their ideas (Council will invest in sound business plans but not gamble on a promise of a good thing)</li> </ul>
<p><b>We require accountability for agreements and deliverables</b></p>	<ul style="list-style-type: none"> <li>• All uses legitimate with documentation in place</li> <li>• Application/ enforcement of all conditions, consequences for failure</li> <li>• For support in addition to that detailed in agreements grants will be sought</li> <li>• Regular compliance self assessments and audits by groups</li> <li>• Using self service portal to provide information and report on deliverables</li> <li>• Re-negotiating arrangements when groups cant fulfil their end of the contract</li> </ul>	<ul style="list-style-type: none"> <li>• Favours outside of agreements (no transparency)</li> <li>• Using a facility without an appropriate agreement</li> <li>• Signing an agreement and then ignoring it</li> <li>• Manipulating data / false reporting (exaggeration)</li> <li>• Complaining when agreements are enforced</li> </ul>

Principle	Looks Like	Is not
<p><b>Clubs with greater access to finance through income generating activities made possible by ratepayer-owned assets should contribute more</b></p>	<ul style="list-style-type: none"> <li>• Provision of annual audited financials</li> <li>• Provision of financials on events</li> <li>• Review of financial position to ensure that ratepayer support can be reduced if clubs can access new revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>• Sub-letting of facility to generate income without a fair contribution</li> <li>• Using Council support for a means of blatant profit generation and supporting of private sector, without a fair and proportionate contribution.</li> </ul>
<p><b>We will support and incentivise groups to provide assets and services which are not on Council land</b></p>	<ul style="list-style-type: none"> <li>• Partnering with Education Queensland to leverage value of community owned infrastructure in schools</li> <li>• Supporting groups who use or will move to non-Council land/assets (prioritisation for community grants, advocacy, grant support, rates discounts)</li> </ul>	<ul style="list-style-type: none"> <li>• Accepting any change in State Government view without challenging on principles</li> </ul>

Principle	Looks Like	Is not
<p><b>We expect groups to firstly look to fund ongoing costs through external (grant) funding to reduce costs to ratepayers</b></p>	<ul style="list-style-type: none"> <li>• Written evidence of regular grant applications for renewals/maintenance</li> <li>• Seeking private sector support</li> <li>• Utilising member contributions (financial and in kind)</li> <li>• Seeking funding from peak bodies or service clubs</li> <li>• Using CCRC grants program</li> </ul>	<ul style="list-style-type: none"> <li>• Asking Council to pay for services above those listed in agreements (unless as part of CCRC grant)</li> <li>• Asking Council to fund things without seeking private sector or other government support</li> </ul>
<p><b>New or upgraded assets will only be supported where a sustainable business case demonstrates value, benefit and sustainability</b></p>	<ul style="list-style-type: none"> <li>• Professional Needs analysis to demonstrate a genuine need</li> <li>• Understanding the need, how often asset will be used and by how many</li> <li>• Looking first to shared use or existing facility options and only considering new assets when other options are exhausted</li> <li>• Sustainability assessment undertaken, can the group support the ongoing ownership and operation costs</li> <li>• Only supporting projects where agreements in place (and adhered to) that detail ongoing ownership, costs etc</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting new assets that don't have professional needs analysis and business cases</li> <li>• Supporting projects for new assets where there are no agreements in place</li> <li>• Supporting new projects where a shared facility could be used.</li> </ul>

Principle	Looks Like	Is not
<p><b>We expect support and respect from those we support</b></p>	<ul style="list-style-type: none"> <li>• Having a conversation with Council first before resorting to media</li> <li>• Supportive (or no) comments on social media</li> <li>• Acknowledgement of the Council’s contribution in media, at events, on assets</li> <li>• A professional and “how can we approach” from the club executive</li> <li>• Zero Tolerance of behaviour that is inconsistent with Council’s Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing disrespectful and non-factual views of Council on social media or other media without talking with Council first</li> <li>• Having an executive that is not professional and utilises, intimidation, bullying and social media to attempt to influence outcomes</li> </ul>
<p><b>For Profit and State and Federal entities will not be provided with ratepayer direct or in-kind support without a Council resolution</b></p>	<ul style="list-style-type: none"> <li>• Questioning why ratepayers need to support services for which the state or federal government is responsible for</li> <li>• Full enforcement of commercial lease conditions</li> <li>• Advocacy support for Schools, Emergency Services, DTMR etc. to secure more funding from Brisbane</li> </ul>	<ul style="list-style-type: none"> <li>• Mowing school ovals or fields only used by schools</li> <li>• Accepting that ratepayers should pay for inadequate budget/levels of service from the state (unless by Council resolution).</li> </ul>