



18.2 Community Bridging Services (CBS) Licence Request

Report Reference	GC230725F18.2
Originating Officer	Team Leader Property – Bernadette Lee
Corporate Manager	Manager City Property – Thuyen Vi-Alternetti
General Manager	General Manager City Development – Tony Lines

CONFIDENTIAL MOTION

That pursuant to Section 90(2) and (3)(b) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Office of the CEO, Manager City Property, Unit Manager Property & Facilities, Team Leader Property, Manager Community Connections, Property Officer, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Community Bridging (CBS) Services Licence Request, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information including financial figures.

REPORT OBJECTIVE

The purpose of this report is to seek an in-principle Council decision, in relation to the future use of the café and kitchen area within the Naldera building, Glandore Community Centre.

EXECUTIVE SUMMARY

In 2022, Community Bridging Services Inc. (CBS) contacted the City of Marion in relation to the potential occupancy of the kitchen and café area within the Naldera Building at Glandore Community Centre and have subsequently provided an unsolicited proposal (Attachment 3) for this area. In accordance with Council's Leasing & Licensing of Council Owned Facilities Policy (Policy) (Attachment 1) they would be seeking a discounted rent as a not-for-profit organisation that meets Council's eligibility criteria.

This report outlines the options and their respective consideration for the café and kitchen area within Naldera Building at Glandore Community Centre. These options are:

- **Option 1 – Grant a new community Licence Agreement to CBS**
- **Option 2 – Carry out an Expression of Interest (EOI) for a new occupant**
- **Option 3 – No changes to the existing operation.**

Staff are seeking an in-principle decision from Council regarding CBS's unsolicited proposal and request for an agreement.

RECOMMENDATION

That Council:

1. **Option 1 – Grants a New Community Licence to Community Bridging Services Inc. (CBS).**
 - a. Authorises staff to commence negotiations with CBS to enter into a new community licence agreement for use of the café and kitchen for a term of up to 5 years within the Naldera building at the Glandore Community Centre, at a rent in accordance with Council's Leasing & Licensing of Council Owned Facilities Policy (7% of market rent plus outgoings to be charged as a grossed up rent).

- b. Note that should further negotiations result in CBS withdrawing their Unsolicited Proposal, Council will continue with the status quo whereby the space will be used as a community programming space for CoM and hireable to the community.

OR

Option 2 – Carry Out an Expression of Interest (EOI) for a new Occupant

Authorises staff to undertake an Expressions of Interest process in accordance with the Leasing and Licencing of Council Owned Facilities Policy, to find a suitable occupant for the café and kitchen within the Naldera building at the Glandore Community Centre, with any costs of change of use and building upgrades to be met by the incoming agreement holder and bring a report back to Council with the EOI outcome.

Advises CBS that their proposal has been considered and invite them to submit their proposal via the EOI process.

OR

Option 3 – No Changes to the Existing Management

Resolves that the management of the Naldera building in relation to the café, kitchen, community programming and hire at Glandore Community Centre remains with Council.

Advises CBS that their proposal has been considered and is not supported.

2. **In accordance with Section 91(7) and (9) of the *Local Government Act 1999*, orders that this report, Community Bridging Services (CBS) Licence Request, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2023.**

DISCUSSION

In 2022, Community Bridging Services Inc (CBS) contacted the City of Marion to discuss potential locations in the Council area for their social enterprise café and catering service. Staff provided a range of background information, which led to several site visits to Glandore Community Centre, and the subsequent submission of an unsolicited proposal from CBS (Attachment 3) to enter into an agreement for the kitchen and café area within the Naldera Building. In accordance with Council's Policy, they would be seeking a discounted rent as a not-for-profit organisation that meets Council's eligibility criteria.

The section of the Naldera building is currently managed by Council's Community Connections Team and is used for community programming and hire. Based on January–June 2023 usage, utilisation of this space is summarised as:

- Community Programming (regular and/or adhoc) – average 9.7 hours programming per week (e.g. CoM programming including Saturday morning Café 25, Mahjong, Mindfulness Mandalas, Sensory Class, Nutrition Education Program).
- External Hire (generally and/or adhoc) – average 2.4 hours per week (e.g. catering business uses the kitchen, Carer support group, Quit smoking session, family event / birthday).
- Approximately 52% of the usage is inclusive of both spaces (café area and kitchen).

The proposal by CBS is to operate a social enterprise at the Glandore Community Centre which would provide increased café services at the site for the benefit of the Glandore community. The proposal shows an intent to run the café three days per week, with an additional day for CBS program use.

All costs associated with any change of use application and subsequent building upgrades would be

met by CBS (if approved by Council and are not considered Council's responsibility under a standard licence agreement conditions).

Community Bridging Services

In their submission CBS advises that:

Community Bridging Services (CBS) Inc. is a proudly South Australian not for profit organisation incorporated in 1996, with DGR charitable status. We current support 2800+ people with disability in open employment, education, the arts, and recreation across 30+ metropolitan and regional SA sites. Funding is received through the National Disability Insurance Scheme (NDIS) and the Department of Social Services (DSS).

At CBS Inc., we find that by assisting people with disability into meaningful employment, this can increase health and wellbeing, independence, self-esteem, and inclusion. However, in our experience, while business attitudes have improved, people with disability still experience many barriers to employment including the limited access to jobs in open employment. To address this, in 2011 CBS Inc. invested significant time and funding into launching a new strategy to establish social enterprises that help to bridge this gap. Employment within CBS Inc. social enterprises provide meaningful and sustainable job opportunities to our clients at award wages. CBS Inc. invests significantly into our social enterprises often in partnership with business.

Through our social enterprises, we aim to challenge existing social norms by placing people with disability as the face of business. Our first venture was Community Concierge SA. From research, we believe this service is a world leader for inclusion that results in creating community and social impact. It brings a specialist professional values-based service into prestigious Adelaide buildings including 80 Flinders Street and the Grenfell Centre. Following this in 2018, we used our experience with social enterprises to establish The Bearded Dragon Gallery located in the prestigious Gays Arcade in Rundle Mall. This showcases art created by people with disability.

Site Details

Glandore Community Centre site is 182,000 sqm and includes eight buildings:

- Four buildings are solely managed by Council's Community Connections team and are hireable community spaces and/or spaces for Council-run community programming.
- Two buildings are managed by the Property and Facility team and are subject to lease and licence agreements.
- One building (Glandore) is a community hireable space during the weekdays and licensed to Combined Car Clubs outside of these times (agreement expiring 30 June 2027).
- One building (Naldera) is split with a portion as a CoM programming space and a community hireable space (cafe space and kitchen). The other portion is leased to Coast FM (agreement expiring 29 February 2025). Refer to site plan in Attachment 2.

The site is also home to the Glandore Community Garden, a new playground developed in mid-2021, public toilets and a popular open space utilised by the local community as a recreation space. Unfortunately, there have also been numerous instances of anti-social behavior and vandalism occurring at the site.

Current Use of Café and Kitchen

Currently the café and kitchen within the Naldera Building is serviced by City of Marion staff and volunteers on Saturdays for the provision of Café 25; a well-attended service of coffee and light meals averaging 66 customers per week, with a high engagement from the local community. The space is also used for weekly CoM community programming including Mindfulness Mandalas and Mahjong, with additional ad hoc programming such as Sensory Class, Reconciliation Week, Heart Foundation Walking Group catchups, School Holiday program activities at various times. Both spaces can also be hired to the community, and they are currently not subject to any ongoing

hirer/s. Past hirers include a catering business to bake en masse, family gatherings, kids birthday parties, and a carer support provider.

Café 25 has been funded through Community Hubs funding (State Government grant) which has undergone reduction from 1 July 2023, and any ongoing café offering at the site will be determined in 2023/24 by Community Connections. The current Saturday morning café offering is well loved by residents and visitors, it has developed a strong repeat visitation pattern and is a point of social connection for the community.

Rent Considerations

The annual market rental valuation as of 30 June 2023 for the Naldera building is \$46,400 + GST. In accordance with Council's Leasing & Licensing of Council Owned Facilities Policy, 7% of market value is \$3,248 per annum + GST.

The café and kitchen area takes up approximately 34% of the building, therefore the rent for the use of the café and kitchen area (seven days per week) would be approximately \$1,100 per annum. CBS (or any new agreement holder) would also be responsible for their portion of the building outgoings, repairs and maintenance in addition to the annual rent. It is proposed that any rent charged is a grossed-up rent to include outgoings.

Building Considerations

Council's Planning team has advised that a change of use application is likely to be required if the current use changes. This application would then trigger a review against the Building Rules. There are no current capital upgrades planned for Council to modify the Naldera Building. Any costs associated with a change of use application and building compliance works will need to be met by an incoming occupant.

In a change of use application, key matters to be considered would include:

- Nature of operations (description of how the café and any catering service will operate); relevance of the café and any catering service to the community use of the land
- Hours of operation
- Café floor area, including any outdoor seating
- Accessibility
- Parking
- Any potential impacts on surrounding residential land uses
- Any advertisements/signage proposed on-site
- Internal/external alterations to the building
- A review against the Building Rules

The Naldera Building is a State Heritage Listed Building (Heritage No. #4366 and #12597).

A referral to the State Heritage Branch may be required if the proposal cannot be considered 'minor in nature', considering its impacts on the heritage values of the place.

Options for Council Consideration

Option 1 - CBS Unsolicited Proposal

CBS is a South Australian not for profit organisation incorporated in 1996. It supports people with disability in open employment, education, the arts, and recreation across 30+ metropolitan and regional SA sites. Funding is received through the National Disability Insurance Scheme (NDIS) and the Department of Social Services.

CBS has submitted an unsolicited proposal to enter into a community licence agreement for the café and kitchen area following numerous discussions with staff. CBS understands any change of land use and subsequent building upgrades will need to be managed and funded by CBS.

CBS proposes to license the café space, including full exclusive kitchen access 7 days per week for food preparation and catering purposes. Subject to demand and final negotiations, the social enterprise café proposes to operate 8.30am to 4.30pm two days per week, and 9am to 12noon one day per week (Saturday morning); with an additional day for CBS program use. Operational times and kitchen access are open to negotiation and would be finalised only if the proposal remains viable through further stages (e.g. Change of use application, any building changes required and determination of costs, etc.)

The following should be taken into consideration in informing Council's decision:

1. Term of up to 5 years
2. Leasing & Licensing of Council Owned Facilities Policy regarding unsolicited proposals
3. Proposed rent: 7% of market rent plus outgoings
4. CBS occupation (change of use application required)
5. Any building upgrades will be at CBS cost
6. Change of management from City of Marion managed to an external provider in relation to the current café offering at the site.

This proposal supports increased service offerings and amenity value at the site and would see increased utilisation of Council assets. It is not considered viable to have two café provisions offered at the premises by different entities. A refinement of this offering would need to be discussed with CBS prior to finalisation of any license to ensure community impact of their proposal on the existing offering is minimal.

The proposal includes an indicative budget that shows the cafés financial position is approximately break-even. These estimates have been based on previous experience offering a café within a Community Centre setting, on-site surveys, existing programming at the site and current Saturday morning trade.

It should be noted that should further negotiations result in CBS withdrawing their Unsolicited Proposal, Council will continue with the status quo whereby the space will be used as a community programming space for CoM and hireable to the community.

Option 2 - EOI Process

If Council does not wish to grant a new community licence agreement direct to CBS, an EOI process can be undertaken to seek an occupant for the café and kitchen space if Council wishes to change the way the spaces are currently offered as a result of CBS's interest in the site.

Any change of land use requirements and subsequent building upgrades will be conditional upon the change of use application lodged by any successful EOI.

CBS could submit their proposal through any EOI process.

Option 3 - No Change

If Council does not wish to grant a new community licence agreement to CBS or carry out an EOI process to seek an occupant for the café and kitchen space, Council can resolve to continue with the existing management arrangements with the space being used as a community programming space for CoM and hireable to the community. This option enables the Community Connections team to make changes to the existing programming (e.g., workshops, café offering) in the future.

ATTACHMENTS

1. Attachment 1 - Leasing and Licensing of Council Owned Facilities Policy [**18.2.1** - 9 pages]
2. Attachment 2 - Site and floor plan Naldera Building [**18.2.2** - 2 pages]
3. Attachment 3 - CBS Proposal June 2023 [**18.2.3** - 8 pages]

Leasing and Licensing of Council Owned Facilities Policy



1. RATIONALE

Council provides an extensive range of facilities from multipurpose sites with playing fields, halls, community gardens, commercial, tennis and netball clubs, kindergartens etc. Leases or licenses are provided to a diverse range of organisations ranging from small community groups, sporting clubs, state government agencies to commercial entities.

The Policy provides guiding principles and statements that will form the negotiating position of Council as new leases are entered into for all organisations who occupy council owned facilities.

2. POLICY STATEMENT

City of Marion may lease or license Council owned or managed land to meet Council's strategic plans based on community priorities. The aim of the policy is to make land and building facilities available to groups or organisations on a fair and equitable basis to meet community needs and support the optimal use of facilities.

3. OBJECTIVES

The aim of the Policy is to ensure an equitable and consistent approach to leases and licenses which encourages high utilisation rates, diversity of use and supports organisations occupying Council facilities to be sustainable.

Council will ensure facilities are fit for purpose and the term and conditions of leases are equitable, consistent, support good governance, accountability and optimise the use of Council facilities.

The following principles guide the provision and management of Council owned facilities:

Community Benefit & Social Inclusion:

- Ensure Council-owned facilities are used to meet demonstrated community needs consistent with Council's policies and the Community Vision
- Optimise use of Council's community facilities and provides equitable and inclusive access by the City of Marion community
- Support and encourage diversity of programs and activities offered from Council facilities
- Assist not-for-profit and volunteer-based organisations that offer activities and services in the City of Marion
- Encourage active and healthy lifestyles

Good Governance & Accountability:

- Ensure a transparent and equitable process of granting new leases or licences and renewals by having clear assessment criteria
- Ensure lessees pay fair and reasonable rentals based on established eligibility criteria and calculation methodologies

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- Facilitate a shared approach between Council and lessee as to the cost of management and maintenance of Council-owned facilities;
- Ensure lessees are accountable for meeting operational responsibilities for venue management and meeting agreed targets
- Ensure sound financial management and effective administration of community facility leasing and licensing.
- Ensure that Council-owned facilities are appropriately maintained as Council assets

Environmental Sustainability:

- Ensure Council facilities maximise the use of solar, energy and water efficiency initiatives to reduce the environmental impact
- Encourage and support Lessees to implement environmental initiatives

4. POLICY SCOPE AND IMPLEMENTATION

Scope

This Policy applies to the leasing or licensing of Council owned or managed land and facilities.

Implementation

4.1 ELIGIBILITY FOR LEASE OR LICENCE

4.1 (a) Council will enter into a lease or licence agreement with a not for profit organisation, once the organisation can demonstrate its eligibility by meeting the relevant eligibility criteria to the reasonable satisfaction of Council Administration:

- It is a not for profit organisation under Australian tax office definitions
- It is an incorporated/legitimate body under the auspice of an incorporated body or under the auspice of an incorporated body
- It has an Australian Business Number (ABN)
- It is financially viable by providing 3 years of annual financial statements to Council (where applicable)
- It complies with relevant legislation and regulations governing its activities
- It is able to demonstrate it will meet a community need
- It has good governance capability

4.1 (b) Council will consider a lease or licence agreement, for a commercial organisation once the organisation demonstrates:

- It is able to demonstrate it will meet a community need
- It provides a financial benefit or return to Council
- It has the professional capacity and experience
- It does not generate income from gambling (including poker machines)
- It provides an economic benefit to the City of Marion

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4.1 (c) Council will consider a lease or licence agreement with a school or kindergarten where:

- The use does not impact on the broader community needs or result in a facility being used beyond its capacity
- Consideration is given to a contribution to the maintenance of the facilities used by the school, the level of contribution reflecting the level of use
- Fees are consistent with commercial fees, although a reduction may be considered to reflect the school's socio economic status, contribution to the ongoing maintenance and capital
- A school, DECD or other education body have appropriately contributed to the capital development of the facility they will be provided with exclusive use
The school or kindergarten has adequate insurance

4.2 ANNUAL FEE

Sporting & Community (Not for Profit) Agreements

Rents for Sporting and Community (Not for Profit) agreement holders will be charged on the following basis:

- The annual rent will be calculated at a rate of 7% of the 'market rent' in accordance with Council's asset valuation data.
- The rent will be fixed for the duration of the term (up to 5 years) and will be reviewed on renewal of the lease or at the 5 year point to the rate of 7% of the 'market rent' in accordance with Council's asset valuation data applicable at the time.
- Where separately metered, agreement holders will be responsible for 100% of the cost of utilities consumed (with the exception of water which will be as detailed in this policy).
- Council will not on-charge the costs of buildings insurance or Council Rates to Sporting and Community (Not for Profit) agreement holders.
- Where the agreement is for the shared use of a multiple occupancy facility, Council administration may choose to apply a grossed-up rent which will include an element for contribution for a share of the outgoings costs for the premises based on reasonable estimated usage.
- Sporting and Community (Not for Profit) agreement holders will be required as a term of their agreement to meet Key Performance Outcomes (outlined in the Guidelines Procedure), and to provide evidence of meeting these outcomes on an annual basis, together with any other compliance documentation required by Council.
- A minimum fee of \$300.00 (excluding GST) per annum shall be payable should the discounted rent be calculated at less than \$300.00

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Commercial Agreement Rent/Fees

Commercial Agreements will generally have a market rent or fee set to provide a commercial return to Council, however in selecting a commercial lessee, Council will have regard to how the proposed use or business will contribute to the delivery of the Strategic Plan and the likely impact or benefit to the community. This may affect the level of rent applied and would be subject to a Council resolution. Council will recover outgoings and legal expenses where applicable, in accordance with any restrictions imposed by the Retail and Commercial Leases Act 1995. Council Rates will be applicable for commercial lease agreements.

Rent Arrears and Non-Compliance

Where an agreement holder is in arrears with their invoiced rent and / or outgoings liabilities by a period of 120 days or more, or where an agreement holder has not supplied all required Key Performance Outcomes evidence (or subsidy information if on an historic agreement) and other required compliance documentation to Council within 120 days of an annual written request, then Administration will provide a report to Council at the next available General Meeting, subject to agenda preparation deadlines in place.

4.3 TERM OF AGREEMENT

Terms of agreement will not be greater than 5 years unless Council resolves to grant a longer term lease.

Where a lease or licence is to be granted for greater than 5 years and is located on Community Land community consultation will be undertaken in line with the Local Government Act 1999.

Where the term of the lease or licence is to be less than 5 years, and Section 20B of the Retail and Commercial Leases Act 1995 applies, the Lessees or Licensee shall be required to provide Council with a certificated exclusionary certificate duly signed by the Lessee's or Licensee's solicitor waiving the minimum statutory term of five years in the form required by the Act.

This certificate must be provided to the Council prior to the Lessee or Licensee taking possession of the premises.

4.4 MAINTENANCE, REPAIRS AND REPLACEMENTS

A comprehensive list of building items will be provided to organisations in the form of a Maintenance Schedule Annexure to the agreement which will clearly set out responsibilities. Council will take responsibility for structural items in buildings this will include items relating to footings, floor (not including coverings), walls (not including applied finishes), roof members and cladding and provision of services to the external walls.

4.5 UTILITIES, OUTGOINGS AND WASTE DISPOSAL

Organisations will be responsible for the cost of all utilities, outgoings and waste disposal associated with their operations. Council will work with organisations to assist them to

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implement environmental initiatives such as waste reduction, recycling and energy efficient practices.

4.6 WATER USAGE

4.6 (a) Buildings

Where the lease or licence refers only to a building and there is no open space attached to the leased or licensed area then the Lessee/Licensee shall be responsible for the payment of all water and sewer charges levied against the leased area.

4.6 (b) Open Space

Where there is an associated playing field that is accessible to the general community the lessee/licensee will be responsible for 10% of the cost of the water used. Where the facility is fenced or not accessible to the community the lessee / licensee shall be responsible for the payment of all water and sewer charges levied.

Council encourages water conservation techniques and when considered appropriate shall place a cap on the amount contributed by Council. The amount of the cap shall be determined at the time of negotiating a lease or licence by Council. Access to stormwater reuse will be encouraged.

Where there are shared meters on the site consideration will be taken on community access to the site and the proportion will be negotiated with the organisation to ensure it is in line with like facilities.

4.7 SPORTING GROUNDS AND COURTS

Council maintains playing fields that are open to the public for passive recreational activities. There are some circumstances where Council may negotiate with a Club to take on the responsibility of maintaining sporting grounds which are specialist in nature such as bowling greens.

Council will work in partnership with tennis and netball clubs, peak bodies and other funding organisations when courts are required to be resurfaced. Clubs will be expected to contribute funds either through a combination of club funds, external grants or a loan from Council. In determining the club contribution consideration will be given where courts are made available for community use.

4.8 FLOOD LIGHTING

Council will be responsible for the regular inspecting of light poles and ensuring they are maintained; lessee and licensees will be responsible for the replacement of lamps.

Should a lessee/licensee seek to install new lights, they will be expected to make a financial contribution. Council will work in partnership with the lessee to seek external funding and/or negotiate a Council loan.

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4.9 SUB-LETTING OR HIRING OUT OF LEASED FACILITIES

It will be a condition of the lease that all sub-letting arrangements will be in line with this Policy and that lessees must seek Council approval to the terms and conditions prior to sub-letting.

Where an organisation enters into a sub-licence for part or all of the premises to another club or a commercial activity, Council reserves the right to assist the sub-tenant in negotiating a sub-licence fee based on the nature and quantum of the sub-licence.

Clubs are encouraged to hire out facilities to maximise the use of the facilities and to generate income to support them to be sustainable. It is expected that these rates do not exclude the community from being able to access them due to the cost.

4.10 HARDSHIP

Where a Lessee/ Licensee is able to produce evidence that the fee will cause undue hardship (after subsidies are applied) then the Lessee or Licensee can make an application to Council seeking deferment of payment.

The City of Marion is under no obligation to accept such a request and will make its decision based on the financial position of the lessee or licensee at the time of making the application.

4.11 GAMING MACHINES

Council does not support the introduction or increase of gaming machines in premises on Council owned land for any new Lessee or Licensee.

4.12 POLITICAL SIGNS

Advertising of political parties, Member of Parliament, Elected Members and candidates for Parliament/Council be prohibited on Council owned premises.

4.13 LIQUOR LICENSE SUPPORT REQUESTS

Where agreement holders wish to apply for a new Liquor Licence, or apply for an amendment to an existing Liquor Licence, landowner consent and support will be required to be sought from Council. Requests will be assessed in accordance with Council's Liquor Licence Support Procedure.

Transitional Arrangements

The provisions of this Policy shall not apply to any existing leases or licenses to the extent that the provisions contained herein are not in accordance with the original agreement. When the renewal of that lease or licence is negotiated the provisions of this Policy will be applied fully.

Where no formal arrangement exists then the provisions of this Policy will be applied to negotiate a formal lease or licence is negotiated the provisions of this Policy will be applied fully.

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Where no formal arrangements exists then the provisions of this Policy will be applied to negotiate a formal lease or licence at the earliest opportunity.

5. DEFINITIONS

Term	Definition
Community Buildings	Buildings primarily available to facilitate community activities inline with Council's corporate strategies and community land management plans.
Community Club or Organisations	Organisations that are incorporated for the benefit of the community and any profit is distributed back into the facility and does not restrict its services to its members and provides one or more
Incorporated Body	Any Committee or Organisation that is incorporated under the Associations Incorporation Act 1985
Lease	Such agreements shall be used where the occupier has full and exclusive use of the premises.
License	Such agreements shall be used where the occupier does not have full and exclusive use of the premises
Maintenance	Means that facilities are maintained; in good repair and condition; conform to relevant legislation and codes; are free of graffiti and other acts of vandalism; and includes preventative maintenance approaches.
Non-community organisations	Organisations that are specifically a 'business' and are in business for the purpose of making a profit or which are so constituted that the assets may be distributed amongst the members of the organisations.
Open space	is leased outdoor facilities which is available for community use outside formal sporting use excluding sport related facilities such as clubrooms, storage sheds

6. ROLES AND RESPONSIBILITIES

Role	Responsibility
Unit Manager Land & Property	<ul style="list-style-type: none"> Overall responsibility for ensuring compliance with this Policy.
Senior Property Officer	<ul style="list-style-type: none"> Ensure documentation and responsibilities are compliant with this Policy, including inspections undertaken and compliance documentation provided. Reporting on arrears and non provision of requested compliance documentation to Council.

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Role	Responsibility
Property Officer	<ul style="list-style-type: none"> Ensure documentation and responsibilities are compliant with this Policy, including inspections undertaken and compliance documentation provided.

7. REFERENCES

City of Marion

- Asset Management Plans
- Asset Management Policy
- City of Marion Community Vision – Towards 2040
- City of Marion Strategic Plan 2019-2029
- City of Marion Community Facilities Strategy – (under development)
- City of Marion Business Plan 2019-2023
- City of Marion Long Term Financial Plan
- Community Land Management Plans
- Disposal of Land and Assets Management Policy
- Irrigation Management Plan
- Public Consultation Policy and Public Consultation Procedure

Other

- Associations Incorporation Act 1985
- Development Act 1993
- Disability and Discrimination Act 1992
- Gaming Machines Act 1992
- Law of Property Act 1936
- Liquor Licensing Act 1997
- Local Government Act 1999
- Planning, Development and Infrastructure Act 2016
- Real Property Act 1886
- Retail and Commercial Leases Act 1995

8. REVIEW AND EVALUATION

This policy will be reviewed by Council every four years in accordance with the City of Marion Policy Framework or sooner if required.

Policy Ref/Security Classification:

Category: Public

Owner: Manager City Property

Authorisation Date: 14/12/2021

Review Date: 14/12/2025

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City of Marion

245 Sturt Road, Sturt SA 5047

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www.marion.sa.gov.au

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Leasing and Licensing of Council Owned Facilities Policy



Key Performance Outcomes for Sporting and Community (Not for Profit) Organisations

It will be a condition of Lease & Licence Agreements to sporting and community organisations that the below Key Performance Outcomes are achieved on an annual basis.

Good Governance

The organisation must demonstrate:

- Compliance with conditions of current or previous lease/licence agreements with Council
- Provision of Annual General Meeting reports and minutes including financial reports (to be audited upon request)
- Financial viability, have not incurred a debt with Council and have repaid any loans to Council in line with the loan agreement
- Quality Management is integrated into operations - capacity building, good governance and planning etc., evidenced through provision of an annual business plan, current constitution, policies and procedures etc.

Facility Utilisation

The organisation must:

- Provide evidence of membership/user/participant numbers and hours of use on an annual basis.
- Provide evidence of activities and initiatives undertaken to increase the utilisation of the facility
- Initiatives planned to increase use or participant numbers
- Evidence of shared use of the facility by the community and other community clubs and organisation to ensure optimal use of the facility.

Social Inclusion

The organisation must demonstrate:

- The activity or service they provide is non-discriminatory and is open to all residents who meet stated criteria for participation.
- The use of the facility will increase social inclusion, increase community participation and/or will promote health and well-being in the community.
- Activities pro-actively support wider social inclusion targets.

Volunteer Management

The organisation must demonstrate that it promotes, supports and develops volunteers.

Environmental Initiatives

The organisation must demonstrate that it promotes and implements environmental initiatives e.g. waste reduction, recycling, energy efficient practices including investments. e.g. solar panels.

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Glandore Community centre

Glandore Community Centre

- A. Fitz James Building - Huntington's SA NT
- B. Gundy Building - Community Centres SA
- C. Naldera Building - Coast FM, small café used by Council at back
- D. Slade Building - Community Centre Reception
- E. Clark Building - Glandore Community Centre
- F. Glandore Building - Combine Car Clubs, Council use until 4pm weekdays
- G. Rugby building- Council run building
- H. Malwa Building - Council run building/ woodworking centre
- I. Public Toilets



The floor plan shows the following rooms and dimensions:

- Storage:** 4.09 m² (2.10 × 1.95)
- Kitchen:** 27.54 m² (5.68 × 4.85)
- Cafe:** 46.72 m² (5.68 × 8.23)
- Workshop:** 27.74 m² (5.50 × 5.20)
- Private Office:** 11.35 m² (3.95 × 3.09)
- Shared Office:** 36.99 m² (6.73 × 5.51)
- Studio 1:** 18.62 m² (4.96 × 5.27)
- Studio 2:** 15.97 m² (4.46 × 5.25)
- Male Toilets:** 3.68 m² (1.83 × 2.00)
- Female Toilets:** 7.60 m² (2.00 × 3.80)

The plan also includes a staircase, a fire exit, and a first aid kit.



Proposal Summit Café Glandore

June 2023



Introduction and background

Community Bridging Services (CBS) Inc. is a proudly South Australian not-for-profit organisation incorporated in 1996 with DGR charitable status. We support 2800+ people with disability in open employment, education, the arts, and recreation across 30+ metropolitan and regional SA sites. Funding is received through the National Disability Insurance Scheme (NDIS) and the Department of Social Services (DSS).

At CBS Inc., we find that assisting people with disability into meaningful employment can increase independence, self-esteem, social inclusion and overall health. However, despite a general improvement in business attitudes, people with disability still experience many barriers to employment, particularly within the open labour market. To redress this, in 2011, CBS Inc. invested significant time and funding into launching a new strategy to establish social enterprises to help bridge this gap. Employment within CBS Inc. social enterprises provides our clients with meaningful and sustainable job opportunities at award wages. CBS Inc. invests significantly in our social enterprises, often in partnership with businesses.

Through our social enterprises, we aim to challenge existing social attitudes by placing people with disability as the face of business. Our first venture was Community Concierge SA. Research shows that this unique service is a world leader in inclusion that creates positive community and social impact. Community Concierge SA brings a specialist, professional and values-based service to prestigious buildings in the Adelaide CBD. Following this success, we used our experience with social enterprises to establish The Bearded Dragon Gallery (BDG) in 2018. Located in the prestigious Gays Arcade in Rundle Mall, BDG provides a valuable platform for both emerging and established artists with disability to display and sell their works.

Our successful Summit Café social enterprise has operated since 2019 in partnership with Summit Health Centre in Mount Barker. We then expanded the model and, at the beginning of 2021, established a second Summit Café inside the Kilburn Community Centre in partnership with the City of Port Adelaide Enfield. Both Summit Cafés have resulted in 15 employment placements and opportunities for people with disability. We believe the success of the Summit Café model is due to the alignment of shared culture and values with our partners, strong communication, and a joint focus on continuous improvement. Both Summit Cafés currently hold a 5-star rating for Food Safety Standards.

A key to the success of our social enterprises has been our willingness and ability to collaborate with our partners, such as Summit Health with our Summit Café social enterprise. This approach enables us to work with key stakeholders to improve services and meet community needs. We have strong relationships with several businesses in the City of Marion (CoM) council, which we would continue to foster with the expansion of Summit Café at Glandore. These relationships include collaborating with La Crema in Edwardstown to provide barista training, and with Warradale Hotel, Marion Hotel and Café Brio to provide work experience and employment opportunities. We have also developed solid relationships and referral pathways with Marion Life and regularly attend Southern Business Connections networking events.

CBS Inc. has built a strong connection with Community Centres SA (CCSA). Through this partnership, we have developed our working knowledge of community centres, strengthened our local community connections, and created employment opportunities that have benefited both community centres and people with a disability.

For more information on our social enterprises, please visit <https://communitybridgingservices.org.au/social-enterprise/>

Organisation type

CBS Inc. is registered with the Australian Charities and Not-for-profits Commission (ACNC) (see documentation attached).

Leasing and Licensing of Council Owned Facilities Policy

CBS Inc. and Summit Café wish to license the café space and exclusively lease the kitchen from the City of Marion (CoM), within the premises located at Glandore Community Centre.

As CBS Inc. is an incorporated body registered with the ACNC and compliant with all relevant legislation and regulations, we would be eligible for a reduction in rent as per the CoM policy regarding Leasing and Licencing of Council Owned Facilities.

Benefits to the City of Marion community

CBS Inc. and Summit Cafe will provide a positive and valuable contribution to the City of Marion through a community integration approach.

For individuals, Summit @ Glandore will help ameliorate social isolation and loneliness, both of which are detrimental to mental and physical health. We will establish a welcoming and inclusive space to achieve this. Our staff are vital to creating this environment, as they are selected based on their values, positive energy, and a mindset where “nothing is too much trouble”. This attitude shows through in our work, where building relationships and rapport helps to create a sense of community.

Within the wider community, CBS Inc. has a consistent and demonstrated focus towards benefiting local community through collaboration.



Through marketing Summit @ Glandore among our extensive links and networks, we can organically promote and increase patronage to the Café. The extra activity and employment that Summit @ Glandore will bring to the local community will help boost economic activity and increase the centre's use and profile. We are passionate about our State and supporting all things South Australian. Summit @ Glandore will source local produce and generally support the local economy. CBS Inc. plans to expand NDIS services within Glandore. This will include usage of the kitchen and café space by our NDIS participants.

CBS Inc. and the Summit Café would contribute to the creation of a vibrant and inviting space, providing the following benefits and promotional activities to the CoM:

- central location for centre users and community members to meet and socialise
- affordable food and beverage items for morning, lunch, and afternoon tea
- launch event with dignitaries, local press, radio, media release, local businesses
- promotion through social media and CBS Inc. webpage
- promotional material including brochures, banners, signage and loyalty cards
- offering free delivery of orders within 500m radius
- utilise fresh and local ingredients through the local community garden
- catering for CoM, schools, and community events
- events in conjunction with CoM activities
- events to attract people to the location
- foster connections with the community through hosting, promoting, and attending community events
- job opportunities for people with disability who live locally
- front and back of house training and work experience for our NDIS participants in *Beyond. Making it Happen!*
- art gallery space including works created by people with disability from our *Bearded Dragon Gallery*
- a focus on developing new linkages for the CoM that increase use of the space
- developing referral pathways for CoM residents to CBS Inc. programs including employment services and NDIS Supports
- a drop-in service for advice on employment
- talent pool of job ready people with disability for potential employment within Council
- promote the CoM as an innovative leader of equity, access, and social inclusion.

Funding

A key organisational strategy of CBS Inc. is to create job opportunities for people with disability through establishing social enterprises. CBS Inc. has developed a sustainable model for achieving this, which includes funding the fit-out and other ongoing expenses through a combination of our Commonwealth funding and income from the enterprise. Over 26 years of service provision, CBS Inc. has generated capital to be reinvested in implementing our mission and purpose. Summit Café is a good example of such investment to improve the employment, economic position, and quality of life for people with disability.

Following acceptance of the proposed expansion to Glandore, CBS Inc. would look to terminate our current lease agreement with City of Port Adelaide Enfield Council and vacate the Café space at Kilburn Community Centre. This would assist with keeping our re-establishment and relocation costs down. While the café space at Glandore is already completed, we intend to relocate some of the fittings and fixtures from Kilburn to Glandore.

Development costs

CBS Inc. understands that should this proposal be accepted by CoM, a change in use application will need to be submitted. Should this change in use application determine that costs will be incurred for building upgrades or modifications, CBS Inc. will assess these costs as they arise. CBS Inc. confirms that CoM will not incur any costs that they would otherwise not have incurred if this proposal was not submitted.

Further, the accessibility of the Café space is of the utmost importance to CBS Inc. This will include (but not be limited to) wheelchair accessibility and the provision of accessible bathrooms. To ensure the Cafe is an inclusive space for all, CBS Inc. may engage an external disability consultant to assist with this process.

Proposed hours of operation

CBS Inc. proposes to license the café space for a 12-month trial period, as well as enter into an exclusive lease of the attached kitchen for use 7 days per week. Subject to demand, we plan for the café to initially operate 8.30am to 4.30pm, 3 days per week (including a Saturday) with an additional weekday for use by CBS Inc. NDIS programs for training and educational purposes. In summary, we propose that the kitchen be under exclusive lease for 7 days per week and the Café space licensed for a minimum 4 days per week, including Saturday. CBS Inc. is open to CoM retaining its license of the café space for the remaining 3 days per week. However, we will enter into a licensing agreement for the full 7 days if this is the preferred option for CoM. Operational times and kitchen access are open to negotiation and subject to change depending on demand.

Potential impacts to the Community

With the service and operational hours CBS Inc. and Summit Café is proposing, the current provision of café services to the CoM community on a Saturday will not be disrupted. While we propose to operate the Café 2 weekdays and a Saturday initially, we will consider expansion to further weekdays based on business needs and financial viability.

We plan to value add to CoM in a positive way and integrate with services in the area. CBS Inc. is a partnership-oriented organisation and looks to collaborate and work together with CoM and like-minded business for mutual benefit.

We understand that the nearest café competitor is Beckman Street Deli located 500 meters from the Glandore Community Centre. However, their range is more upmarket than we intend to provide, indicating that there is space in the market for a more reasonably priced café.

It has been reported that some Glandore Community Centre users are currently provided with instant coffee and biscuits, and that this may dissuade them from accessing the Summit Café. We are confident that we can successfully market Summit Café to local residents through advertising, and that by providing food and beverages at reasonable and competitive prices, we can positively influence local residents.



Documentation detailing funding availability, if an Incorporated Association copies of the constitution and minutes from previous AGM and copy of current certificate of currency for public liability insurance.

Please find attached.

Name of Referee

Kevin Wisdom-Hill, Chief Executive Officer, Summit Health Phone: (08) 8406 7722

***By Mathilde Eldridge, Social Enterprise Coordinator and
Abby McKay, Executive Manager Corporate Services & Projects***

Appendix. 1 – Current Summit Café Kilburn Menu





Appendix 2. – Budget estimates

Budget

Café will operate 2 weekdays from 8:30am – 4:30pm, and Saturdays from 9.00am to 12.00pm. Catering will operate subject to demand.

Income

Including:

- Sales
- Merchandise
- Grants & Programs

Total income **\$99,091**

Expenses

On-going costs including:

- Consumables
- Electricity, water, gas
- Misc.
- Wages

Total expenses **\$98,568**

Projected Surplus Year 1 **\$523***

**Subject to rent costs*

- Rent \$TBC

Initial set up costs

Including:

- Coffee machine and grinder
- Relocation costs
- Branded portable bench, fridge, freezer
- Marketing/ signage

Total once off set up costs **\$27,160**