AGENDA
ORDINARY MEETING OF COUNCIL

NOTICE OF MEETING

I respectfully bring to the attention of Elected Members that an Ordinary Meeting of the Council will be held in the Council Chambers, Melville Civic Centre, 10 Almondbury Road, Booragoon on Tuesday, 19 March 2024 commencing at 6:30pm.

Gail Bowman
Chief Executive Officer

The City of Melville acknowledges the Bibbulmun people as the Traditional Owners and custodians of the lands on which the City stands today and pays its respect to the Whadjuk people, and Elders both past, present and emerging.

Use this link to Register to attend the Ordinary Meeting of the Council Tuesday, 19 March 2024 electronically

Our Vision
Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future.

Our Mission
To provide good governance and quality services for the City of Melville community.

Our Values

Excellence
Striving for the best possible outcomes

Participation
Involving, collaborating and partnering

Integrity
Acting with honesty, openness and with good intent

Caring
Demonstrating empathy, kindness and genuine concern



Making A Deputation

A deputation is a verbal presentation by one or more members of the public on a matter to be considered at the Council meeting. Deputations are made at the relevant Agenda Briefing Forum, held one week prior to the Ordinary Meeting of Council.

Information on making a deputation is available on the City's website. Request to make a Deputation.

Public Question Time

You can ask a question at a Council meeting during Public Question Time. Information on how to ask a question can be found on the City's website. Public Question Time.

Complex questions or those related to matters on the agenda and requiring a response at the meeting are "questions on notice" and should be submitted in writing, by the close of business the Tuesday prior to the meeting.

Disclaimer

Any plans or documents in agendas and minutes may be subject to copyright. The express permission of the copyright owner must be obtained before copying any copyright material.

Any statement, comment or decision made at a Council or Committee meeting regarding any application for an approval, consent or licence, including a resolution of approval, is not effective as an approval of any application and must not be relied upon as such.

Any person or entity who has an application before the City must obtain, and should only rely on, written notice of the City's decision and any conditions attaching to the decision, and cannot treat as an approval anything said or done at a Council or Committee meeting.

Any advice provided by an employee of the City on the operation of written law, or the performance of a function by the City, is provided in the capacity of an employee, and to the best of that person's knowledge and ability. It does not constitute, and should not be relied upon, as a legal advice or representation by the City. Any advice on a matter of law, or anything sought to be relied upon as representation by the City should be sought in writing and should make clear the purpose of the request.

Audio Recording/ Access to Recording

In accordance with the Council Policy CP- 088 Creation, Access and Retention of Audio Recordings of the Public Meetings this meeting is electronically recorded. All recordings are retained as part of the City's records in accordance with the State Records Act 2000 and the General Disposal Authority for Local Government Records. The Audio recording may be accessed at www.melvillecity.com.au/agendas.

The nature of the Council's decision making role in the matter:

Advocacy	*When the Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.*
Executive	*The substantial direction setting and oversight role of the Council. e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.*
Legislative	*Includes adopting local laws, town planning schemes & policies.*
Review	*When the Council operates as a review authority on decisions made by Officers for appeal purposes.*
Quasi-Judicial	*When the Council determines an application/matter that directly affects a person's right and interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licences, applications for other permits/licences (eg under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.*

Contents

1 Official Opening 6
2 Attendance and Apologies 6
3 Declarations by Members 7
3.1 Declarations by Members who have not read and given due consideration to all matters contained in the business papers presented before the Meeting 7
3.2 Declarations by Members who have received and not read the Elected Members Bulletin 7
4 Announcements by the Presiding Member (Without Discussion) 7
Approved Deputations 7
Approved Written Submission 7
5 Disclosure of Interest 7
5.1 Financial or Proximity Interests 7
5.2 Disclosure of Interest That May Cause a Conflict 7
6 Public Question Time 8
6.1 Questions Received with Notice 8
6.2 Questions Received at the Meeting 8
6.3 Questions Taken on Notice at Previous Meeting 8
6.3.1 Mr P Genovesi, Mount Pleasant 8
7 Awards and Presentations 9
Nil
8 Applications for New Leave of Absence 9
Nil
9 Confirmation of Minutes 9
9.1 Ordinary Meeting Of The Council – 20 February 2024 9
9.2 Special Meeting Of The Council – 27 February 2024 9
9.3 Financial Management, Audit, Risk and Compliance Committee – 11 March 2024 9
9.4 Agenda Briefing Forum – 12 March 2024 9
10 New Business of an Urgent Nature 9
11 Identification of Matters for which Meeting May Be Closed 9
12 Petitions 10
12.1 Petition - Esplanade Park 10
13 Adoption of Recommendations En Bloc 11
14 Reports 11
14.1 Reports from Committees 11
Nil .
14.2 Reports of the Chief Executive Officer 12
Management Services 12

Nil.

Corporate Services 13

C24/114 Investment Statements for January 2024 13

C24/115 Schedule of Accounts Paid for January 2024 19

C24/116 Statements of Financial Activity for January 2024 23

C24/117 Common Seal March 2024 29

C24/123 City of Melville Governance Framework and Governance Improvement Priority Projects 31

Community Development 36

CD24/12 Cultural Heart - Learning & Cultural Centre 36

Environment and Infrastructure 45

E24/34 Environment and Infrastructure Policy Review 45

Urban Planning 49

15 Motions with Previous Notice 53

15.1 Notice of Motion - Tourism Plan 53

15.2 Notice of Motion - Trees for Bus Stops 54

15.3 Notice of Motion - Grants for Native Planted Verges 56

16 Motions without Previous Notice (approval by absolute majority) 57

17 Matters for which Meeting was Closed to the Public 57

Nil

18 Decisions made while Meeting was Closed to the Public 57

19 Closure 57

1 OFFICIAL OPENING

2 ATTENDANCE AND APOLOGIES

In Attendance

Councillors	Ward

Officers

Apologies

On Approved Leave of Absence

Cr C Ross	Applecross - Mount Pleasant Ward

3 DECLARATIONS BY MEMBERS

3.1 Declarations by Members who have not read and given due consideration to all matters contained in the business papers presented before the Meeting

3.2 Declarations by Members who have received and not read the Elected Members Bulletin

4 ANNOUNCEMENTS BY THE PRESIDING MEMBER (WITHOUT DISCUSSION)

Approved Deputations

Approved Written Submission

5 DISCLOSURE OF INTEREST

5.1 Financial or Proximity Interests

Under sections 5.60A and/or 5.60B of the *Local Government Act 1995*

5.2 Disclosure of Interest That May Cause a Conflict

Under 22 *Local Government (Model Code of Conduct) Regulations 2021* or a City of Melville Code of Conduct)

6 PUBLIC QUESTION TIME

6.1 Questions Received with Notice

6.2 Questions Received at the Meeting

6.3 Questions Taken on Notice at Previous Meeting

6.3.1 Mr P Genovesi, Mount Pleasant

The following Question Taken on Notice at the Ordinary Meeting of Council held on 20 February 2024 was received from Mr P Genovesi:

Question:

Where on the City of Melville website can I find information of the closure and demolition of the Canning Bridge Senior Citizens Centre?

Response:

Information pertaining to the closure of the Canning Bridge Senior Citizens Centre can be found in the below Ordinary Meeting of Council Minutes where the item was discussed at length and endorsed by the Council:

- 20 August 2013 Ordinary Meeting of Council (Item P13/3405) (P13/3405 Expression of Interest Process for Strategic Properties owned by the City of Melville)
- 10 December 2013 Ordinary Meeting of Council (Item M13/5339) (M13/5339 Request for Proposal Process for Strategic Properties owned by the City of Melville)

Similarly, information pertaining to the demolition of the Canning Bridge Senior Citizens Centre can be found in the below Ordinary Meeting of Council Minutes where the item was discussed at length and endorsed by Council:

- 17 March 2015 Ordinary Meeting of Council (Item T15/3583) (T15/3583 Approval to Demolish Three City Buildings).

Copies of these respective minutes can similarly be found on the City's website:

https://www.melvillecity.com.au/our-city/our-council/agendas-and-minutes

7 AWARDS AND PRESENTATIONS

Nil

8 APPLICATIONS FOR NEW LEAVE OF ABSENCE

Nil

9 CONFIRMATION OF MINUTES

9.1 Ordinary Meeting Of The Council – 20 February 2024

That the minutes of the Ordinary Council Meeting held on 20 February 2024 be confirmed as a true and accurate record.

9.2 Special Meeting Of The Council – 27 February 2024

That the minutes of the Special Council Meeting held on 27 February 2024 be confirmed as a true and accurate record.

9.3 Financial Management, Audit, Risk and Compliance Committee – 11 March 2024

That the minutes of the Ordinary Financial Management, Audit, Risk and Compliance Committee Meeting held on 11 March 2024 be noted.

9.4 Agenda Briefing Forum – 12 March 2024

That the notes of the Agenda Briefing Forum held on 12 March 2024 be confirmed as a true and accurate record.

10 NEW BUSINESS OF AN URGENT NATURE

11 IDENTIFICATION OF MATTERS FOR WHICH MEETING MAY BE CLOSED

12 PETITIONS

12.1 Petition - Esplanade Park

A petition signed by 149 residents of the City of Melville (the City) was submitted by Mr I Peacock on Monday, 26 February 2024. Additionally, a petition signed by 50 residents of the City was submitted by Mr I Peacock on Tuesday, 27 February 2024, and reads as follows:

"We, the undersigned, all being electors and/or ratepayers in the City of Melville, do respectfully request that the Council:

> *Vote in favour of the Officer's Recommendations to approve the design concept and budget for the Esplanade Park (put to the February 2024 Ordinary Meeting of Council and then deferred to the May 2024 Ordinary Meeting of Council) and proceed to implement the July 2023 Council decision to complete the park in 2024."*

OFFICER RECOMMENDATION

That the Council acknowledge the petitions submitted by Mr I Peacock on:

- **26 February 2024, signed by 149 residents; and**
- **27 February 2024, signed by 50 residents,**

of the City of Melville and that a report be prepared for the 21 May 2024 Ordinary Meeting of Council.

13 ADOPTION OF RECOMMENDATIONS EN BLOC

14 REPORTS

14.1 Reports from Committees

Nil .

14.2 Reports of the Chief Executive Officer

Management Services

Nil.

Corporate Services

C24/114 Investment Statements for January 2024

File Number:	
Responsible Officer:	Acting Director Corporate Services
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in this matter
Attachments:	Nil

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report presents the investment statements for the period ending 31 January 2024 for the Council's information and noting.

OFFICER RECOMMENDATION

That the Council notes the Investment Report for the period ending 31 January 2024.

PURPOSE

To report on the performance of the City's investment portfolio for the month of January 2024.

The City's investment portfolio is invested in highly secure investments with a low level of risk yielding a weighted average rate of return of 5.12% to 5.19% which exceeds the benchmark three-month bank bill swap (BBSW) reference rate of 4.35%.

Future investment earnings will be determined by the cash flows of the City and movements in interest rates on term deposits.

STRATEGIC ALIGNMENT

Priority	**5**	**Ensure long term financial sustainability**
	P5/2	Advocate at National and State levels to maximise funding.
	P5/1	Undertake efficiency improvements to maximise cost effectiveness.
	P5/3	Identify opportunities for appropriate alternative revenue streams.
Outcome Indicator	2	Growth and Prosperity
	Goal 1	Achieve Economic Resilience

BACKGROUND

The City of Melville (the City) has cash holdings as a result of timing differences between the collection of revenue and its expenditure. Whilst these funds are held by the City they are invested in appropriately rated and liquid investments.

The investment of cash holdings is undertaken in accordance with Council Policy CP-009 - Investment of Funds, with the objective of maximising returns whilst maintaining low levels of credit risk exposure.

CONSIDERATION

The following statement details the investments held by the City as at 31 January 2024.

CITY OF MELVILLE
STATEMENT OF INVESTMENTS
FOR THE PERIOD ENDING 31 JANUARY 2024

SUMMARY BY FUND		
Municipal		$49,483,914
Reserve		$155,028,669
Trust		$-
Citizen Relief		$228,246
TOTAL		**$204,740,829**
SUMMARY BY INVESTMENT TYPE		
11AM		$10,911,636
31Days at Call		$-
60Days at Call		$2,000,000
90Days at Call		$16,600,000
Term Deposit		$175,229,194
TOTAL		**$204,740,829**
SUMMARY BY CREDIT RATING		
AAA Category	AAA	
AA Category (AA+ to AA-)	AA-	$119,668,011
A Category (A+ to A-)	A+	$41,772,819
	A	
	A-	
BBB+ Category	BBB+	$43,300,000
TOTAL		**$204,740,829**

Exposure to an individual institution is limited according to Council policy and in January 2024 the investments were within the acceptable limits.

Investment with financial institutions						
Institution	Credit Rating	Credit Rating Category	Funds held at period end	Actual %	Limit Per Policy	
ANZ	AA-	AA Category	$ -	0.00%	30.00%	✓
AMP	BBB+	BBB+ Category	$ -	0.00%	15.00%	✓
Bankwest	AA-	AA Category	$ -	0.00%	30.00%	✓
Bank of Queensland	BBB+	BBB+ Category	$ 25,800,000	12.60%	15.00%	✓
ING Bank	A-	A Category	$ -	0.00%	25.00%	✓
Bendigo & Adelaide	BBB+	BBB+ Category	$ 17,500,000	8.55%	15.00%	✓
CBA	AA-	AA Category	$ -	0.00%	30.00%	✓
Macquarie	A+	A Category	$ 2,072,819	1.01%	25.00%	✓
NAB	AA-	AA Category	$ 58,326,451	28.49%	30.00%	✓
St George	AA-	AA Category	$ -	0.00%	30.00%	✓
Suncorp	A+	A Category	$ 39,700,000	19.39%	25.00%	✓
Westpac	AA-	AA Category	$ 61,341,560	29.96%	30.00%	✓
		TOTAL	**$ 204,740,829**	**100%**		

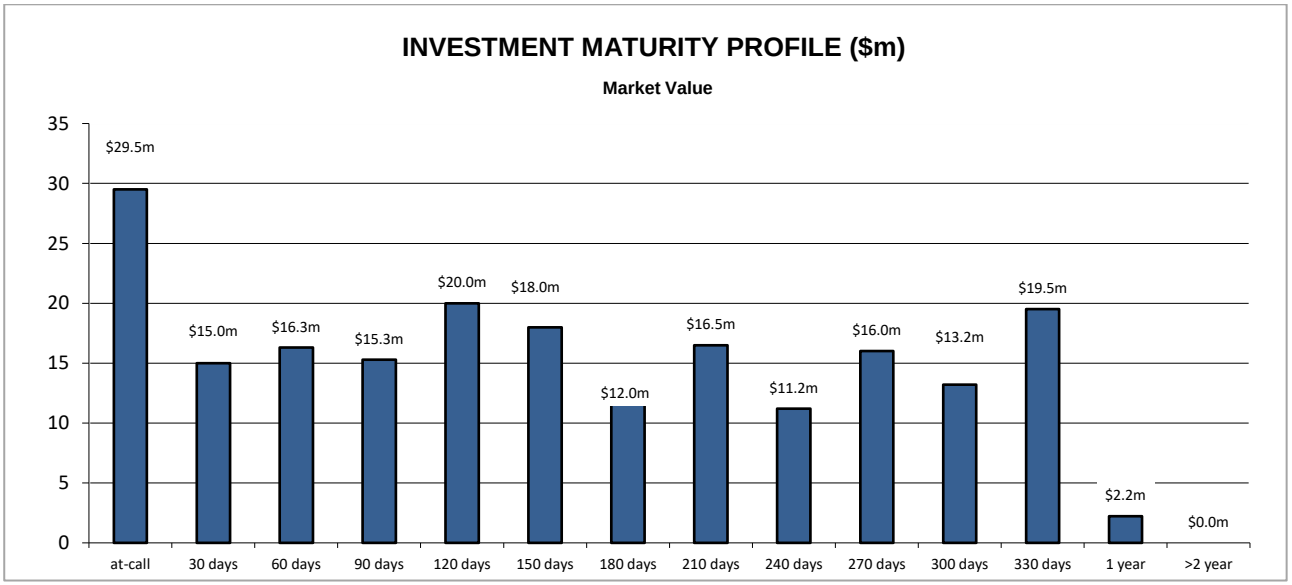
**Standard & Poor's ratings. Source: Policy No. CP-009: Investment of Funds*

The City's investments were invested within the limits allowed within each category rating for January 2024.

Maximum Percentage of Average Investment Portfolio Balance				
Long Term Rating	Funds held at period end $	Actual %	Limit Per Policy	
AAA Category	$ -	0%	100%	✓
AA Category (AA+ to AA-)	$ 119,668,011	58%	80%	✓
A Category (A+ to A-)	$ 41,772,819	20%	50%	✓
BBB+ Category	$ 43,300,000	21%	25%	✓
TOTAL	**$ 204,740,829**	**100%**		

**Standard & Poor's ratings. Source: Policy No. CP-009: Investment of Funds*

The below graph summarises the maturity profile of the City's investments at market value as at 31 January 2024. The immediacy of the demand for funds depends on the particular fund or reserve Account(s) of the City. The maturity profile provided in the table above meets the liquidity requirements of the Council policy.

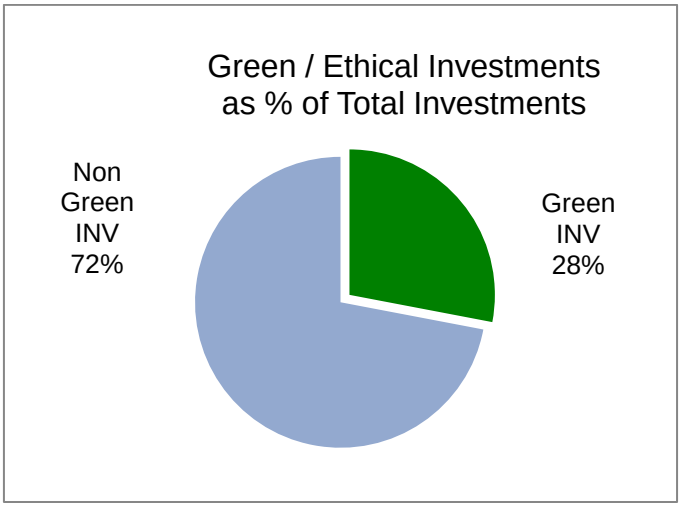


The City exercises a deliberative preference in favour of green/ethical investments. This preference will however only be exercised after the foremost investment considerations of credit rating, comparable rate and risk diversification are fully satisfied.

"Green investments" are authorised investment products made in authorised institutions that respect the environment by not investing in fossil fuel industries.

Environmental, Social & Governance Term Deposit (ESGTD) is a similar product to Green investments. ESGTD's provide the opportunity to invest in products that seek to mitigate environmental and social risks.

The total investment in authorised institutions as at 31 January 2024 was $57,200,000 or 28% of total investment holdings being in ESGTD products, compared to $53,700,000 (26%) in December 2023. The total investment holdings, for January and December, were $204,740,829 and $206,023,597 respectively.



Green / Ethical Investment with financial institutions

Institution	Credit Rating	Credit Rating Category	Funds held at period end
Bendigo & Adelaide	BBB+	BBB+ Category	$ 17,500,000
Suncorp	A+	A Category	$ 39,700,000
TOTAL			**$ 57,200,000**

Green investments are invested in the two banks listed above, in accordance with the Council credit rating policy. Suncorp have indicated that they are unable to accept new money or process rollovers of Green /Ethical Investments. Their product will be withdrawn in the future.

The City continues active discussions with financial institutions in relation to the availability of ESGTD products. Westpac is in the process of developing a new "green" investment product however no commitment has been made with regard to timing. There are currently no other ESGTD products available in the market that meet the City's Investment Policy requirements.

ENGAGEMENT

This report is available to the public on the City's website. A wide range of suitably credit rated Authorised Deposit-taking Institutions (ADI's) were engaged with during the month in respect to the placement and renewal of investments.

SUSTAINABILITY IMPLICATIONS

Strategic

The interest earned on invested funds assists in addressing the following key priority area identified in The City of Melville Corporate Business Plan 2020-2024.

Priority Number One – "Restricted current revenue base and increasing/changing service demands impacts on rates".

Risk

The Council's Investment of Funds Policy CP-009 was drafted to minimise credit risk through investing in highly rated securities and diversification. The Policy also incorporates mechanisms that protect the City's investments from undue volatility risk as well as the risk to reputation because of investments that may be perceived as unsuitable by the Community.

Environmental

When investing the City's funds, a deliberative preference will be made in favour of authorised institutions that respect the environment by not investing in fossil fuel industries. This preference will, however, only be exercised after the foremost investment considerations of credit rating, risk diversification and interest rate return are fully satisfied.

LEGISLATIVE AND POLICY ALIGNMENT

The following legislation is relevant to this report:

- *Local Government (Financial Management) Regulations 1996 Regulation 19 – Management of Investments*
- *Trustee Act 1962 (Part 3)*

Authorised Deposit-taking Institutions are authorised under the *Banking Act 1959* and are subject to Prudential Standards oversighted by the Australian Prudential Regulation Authority (APRA).

The *Local Government (Financial Management) Regulations 1996* (regulation 19C) allows local governments to deposit funds for a fixed term of three years or less. Deposits of greater than one year may, depending on the shape of the yield curve, enable the City to achieve better investment returns.

POLICY IMPLICATIONS

Council Policy CP-009 – Investment of Funds provides guidelines with respect to the investment of City of Melville (the City) funds by defining levels of risk considered prudent for public monies. Liquidity requirements are determined to ensure the funds are available as and when required and take account of appropriate benchmarks for rates of return commensurate with the low levels of risk and liquidity requirements. The types of investments that the City has the power to invest in is limited by prescriptive legislative provisions governed by the *Local Government Act 1995, Local Government (Financial Management) Regulations 1996* and Part III of the *Trustees Act 1962*.

FINANCIAL IMPLICATIONS

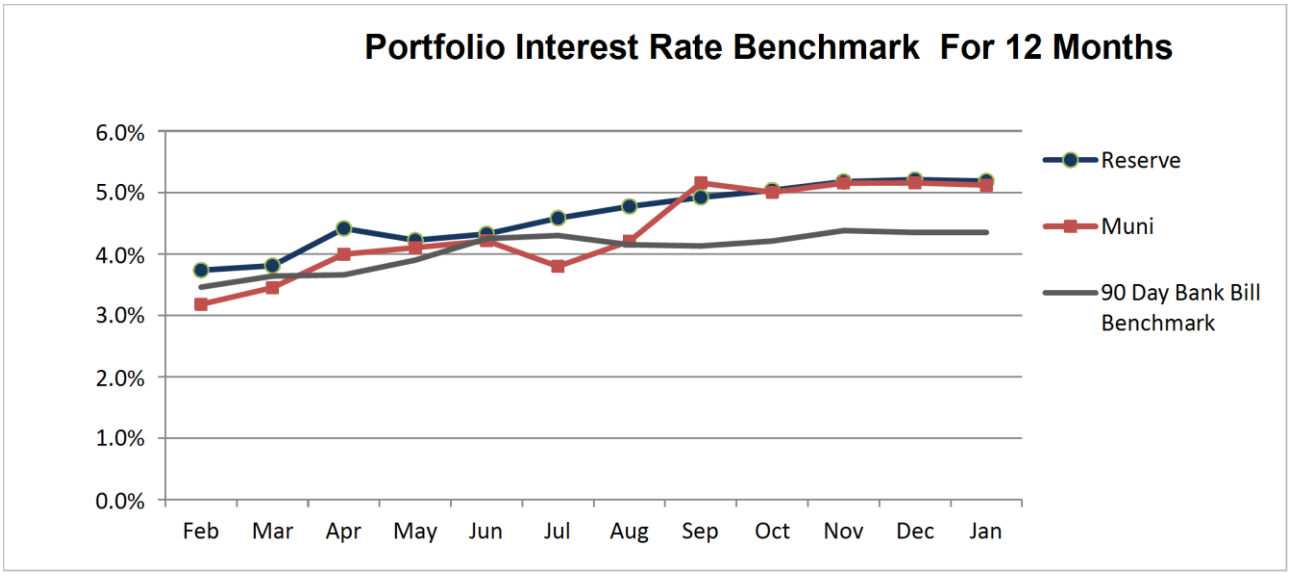
For the period ending 31 January 2024:

- Investment earnings on Municipal and Trust Funds were $1,489,502 against a year-to-date budget of $1,400,000 representing a positive variance of $89,502.

  The weighted average interest rate for Municipal and Trust Fund investments as at 31 January 2024 was 5.12% which compares favourably to the benchmark three month bank bill swap (BBSW) reference rate of 4.35%.

- Investment earnings on Reserve accounts were $4,516,384 against a year-to-date budget of $3,850,000 representing a positive variance of $666,384.

  The weighted average interest rate for Reserve account investments as at 31 January 2024 was 5.19% which compares favorably to the benchmark three month bank bill swap (BBSW) reference rate of 4.35%.



CONSEQUENCE

There are no consequences or alternative options as this report only presents information for noting.

C24/115 Schedule of Accounts Paid for January 2024

File Number:	
Responsible Officer:	Acting Director Corporate Services
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in this matter.
Attachments:	1. Payment Details January 2024 ⇩ 2. Card Payment Details January 2024 ⇩

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report presents the details of payments made under delegated authority to suppliers for the period of January 2024 and recommends that the Schedule of Accounts Paid be noted.

OFFICER RECOMMENDATION

That the Council notes the Schedule of Accounts paid for the period January 2024 as approved by the Director Corporate Services in accordance with delegated authority DA-035, and detailed in the attachments to this report - Payment Details January 2024 (Attachment 1) and Card Payment Details January 2024 (Attachment 2).

PURPOSE

The Schedule of Payments for the month totals $28,901,920. The report and the attached Schedule of Accounts Paid are presented for the Council's information.

STRATEGIC ALIGNMENT

Priority	**5**	**Ensure long term financial sustainability**
	P5/1	Undertake efficiency improvements to maximise cost effectiveness.
	P5/2	Advocate at National and State levels to maximise funding.
	P5/3	Identify opportunities for appropriate alternative revenue streams.
Outcome Indicator	2	Growth and Prosperity
	Goal 1	Achieve Economic Resilience

BACKGROUND

Delegated Authority DA-035 has been granted to the Chief Executive Officer to make payments from the Municipal and Trust Funds. This authority has then been on-delegated to the Director Corporate Services. In accordance with Regulation 13.2 and 13.3 of the *Local Government (Financial Management) Regulations 1996*, where this power has been delegated, a list of payments for each month is to be compiled and presented to the Council.

A total of $8,400,963 direct creditor payments were paid during the month, of which, 19% of payments were paid to suppliers located within the City of Melville and 28% to suppliers within the South West Metropolitan Region, compared to 22% and 38% of total of $7,586,020 direct creditor payments made over December 2023 respectively.

The biggest payment of $722,929 made during the month was the ESL payment to the Department of Fire and Emergency Services. Approximately 95% of supplier invoices are paid within 30 days of receipt of the invoices.

The list is to show each payment, payee name, amount and date of payment and sufficient information to identify the transaction.

CONSIDERATION

The Schedule of Accounts Paid for January including Payment Register numbers, Cheques: 854-854, Electronic Funds Transfers batches: 873-877, Trust Payments, Card Payments and Payroll will be distributed to the Elected Members of the Council in March 2024.

The below table details the Summary of Payments Made for the period:

SCHEDULE OF PAYMENTS MADE January 2024 *Payments made under Delegated Authority DA-035*		
MUNICIPAL FUNDS - DIRECT CREDITOR PAYMENTS		
Cheques	Chq Payment Register No. 854	$40.00
	Chq Payment on Restricted Funds Register No.	
	Less Cancelled Chqs	-
Electronic Funds Transfers	EFT Payment Register No. 874, 876 and 877	$8,087,604.90
	EFT Payment on Restricted Funds Register No. 873, 875 and 140	$181,281.66
	Less Cancelled EFTs	($4,581.50)
		$8,264,345.06
Direct Debits	Bank Fees	$29,493.34
	Ampol Fuel	$105,685.57
Direct Payments		$1,438.69
	Total Direct Creditor Payments	***$8,400,962.66***
Payroll	Total Pay 14, 15 and 16	*$6,622,281.45*
	Total Payroll	***$6,622,281.45***
Cards	Westpac Corporate Cards	$7,989.78
	Westpac Purchase Cards	$70,685.75
	Total Card Payments	**$78,675.53**
	Total Direct Creditor Payments from Municipal Account	***$15,101,919.64***

Schedule of Payments Made continued.

INTERFUND & INVESTMENT TRANSACTIONS			
Interfund Transfers			
Loan			$0.00
Citizen Relief Trust			$0.00
Citizen Relief Operating			$0.00
Municipal			($5,988,634.63)
Reserve			$5,988,634.63
Trust			
		Total Interfund Transfers	**$0.00**
New Municipal Investments			
Westpac Bank	03/01/2024		$1,000,000.00
Westpac Bank	04/01/2024		$1,500,000.00
Westpac Bank	05/01/2024		$2,000,000.00
Westpac Bank	08/01/2024		$1,800,000.00
Westpac Bank	09/01/2024		$1,000,000.00
Westpac Bank	11/01/2024		$1,000,000.00
Westpac Bank	19/01/2024		$1,000,000.00
Westpac Bank	23/01/2024		$1,000,000.00
Suncorp Bank	23/01/2024		$1,500,000.00
Suncorp Bank	25/01/2024		$2,000,000.00
		Total New Investments	**$13,800,000.00**
		Grand Total	**$28,901,919.64**

Details of the payments are shown in Attachment 1.

Any payment over and above $25,000 has been highlighted under the Payment Amount column in Attachment 1.

A new Regulation (13A. of the Local Government (Financial Management) Regulations 1996 - Payments by Employees via Purchasing Cards) effective from 1 September 2023 requires that if a local government has authorised an employee to use a credit, debit or other purchasing card, a list of payments made using the card must be prepared each month and is to be presented to the Council at the next Ordinary Meeting of the Council and is to be recorded in the minutes of that meeting.

The list of payments made using purchase cards during December 2023 and settled in January 2023 is provided as an attachment to this report.

ENGAGEMENT

There are no applicable engagement considerations presented as part of this report.

SUSTAINABILITY IMPLICATIONS

There are no identifiable strategic, risk and environmental management implications.

LEGISLATIVE AND POLICY ALIGNMENT

This report meets the requirements of the *Local Government (Financial Management) Regulations 1996* Part 2: General financial management (s.6.10) regulations 11, 12 & 13.

Procurement of Products and Services is conducted in accordance with Council Policy CP-023 and Systems Procedure 019 Purchasing and Procurement.

FINANCIAL IMPLICATIONS

Expenditures were provided for in the adopted Budget as amended by any subsequent Budget reviews and amendments.

CONSEQUENCE

There are no consequences or alternative options as this report only presents information for noting.

C24/116 Statements of Financial Activity for January 2024

File Number:	
Responsible Officer:	Acting Director Corporate Services
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No Officer involved in the preparation of this report has a declarable interest in this matter.
Attachments:	1. Statement Nature Type January 2024 ⇩ 2. Rate Setting Program January 2024 ⇩ 3. Rate Setting Nature Type January 2024 ⇩ 4. Net Working Capital January 2024 ⇩ 5. Reconciliation Net Working Capital January 2024 ⇩ 6. Notes Rate Setting Statement January 2024 ⇩ 7. Summary Rate Debtors January 2024 ⇩ 8. Rates Collections Graph January 2024 ⇩ 9. General Debtors Aged 90 Days January 2024 ⇩

COUNCIL'S ROLE

Executive: The substantial direction setting and oversight role of the Council. e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

SUMMARY

This report presents:

- The Statements of Financial Activity by Nature or Type and Rate Setting Statement by Program and Nature or Type, for the period ending 31 January 2024 and recommends that they be noted by the Council.
- The variances for the month of 31 January 2024 and recommends that they be noted by the Council.

OFFICER RECOMMENDATION

That the Council notes the Rate Setting Statement and Statements of Financial Activity for the month ending 31 January 2024 as detailed in the following attachments:

- **Statement Nature Type January 2024 (Attachment 1)**
- **Rate Setting Program January 2024 (Attachment 2)**
- **Rates Setting Nature Type January 2024 (Attachment 3)**
- **Net Working Capital January 2024 (Attachment 4)**
- **Reconciliation Net Working Capital January 2024 (Attachment 5)**
- **Notes Rate Setting Statement January 2024 (Attachment 6)**
- **Summary Rate Debtors January 2024 (Attachment 7)**
- **Rates Collections Graph January 2024 (Attachment 8)**
- **General Debtors Aged 90 Days January 2024 (Attachment 9)**

PURPOSE

The attached financial reports reflect a positive financial position of the City of Melville as at 31 January 2024.

STRATEGIC ALIGNMENT

Priority	**5**	**Ensure long term financial sustainability**
	P5/1	Undertake efficiency improvements to maximise cost effectiveness.
	P5/2	Advocate at National and State levels to maximise funding.
	P5/3	Identify opportunities for appropriate alternative revenue streams.
Outcome Indicator	2	Growth and Prosperity
	Goal 1	Achieve Economic Resilience

BACKGROUND

The Statements of Financial Activity for the period ending 31 January 2024 have been prepared and tabled in accordance with the *Local Government (Financial Management) Regulations 1996*.

OVERALL SUMMARY OF THE CITY'S FINANCIAL POSITION

- The City's total investments holding for January 2024 were $204,740,829 of which the Municipal cash balance at the end of the month was $49,483,914 and $155,028,669 was held in reserve accounts, which are restricted to the defined purpose for which the reserve account was established.

- The investment in green/ethical term deposits as at 31 January 2024 was $57,200,000 or 28% of total investment holdings, compared to $53,700,000 (26%) in December 2023.

- Rates raised as at January were $102,467,850, compared to a year to date budget of $102,164,025. The positive variance of $303,825 is due to interim adjustments in respect to both Commercial and Residential improved properties.

- Total debtor collections for January 2024 equalled $9.8m. The Rates collection target was 82.7% and the actual collection is tracking slightly higher at 82.1%, compared to 82.5% for the same period in 2022-2023. The total outstanding debtors (including all rates and sundry debtors) is $23.5m as of 31 January 2024.

CONSIDERATION

The attached reports have been prepared in compliance with the requirements of the legislation and Council policy. The three monthly reports that are presented are the:-

1. Statement of Financial Activity by Nature and Type

   Provides details on the various categories of income and expenditure.

2. Rate Setting Statement by Program

   Provides details on the Program classifications.

3. Rate Setting Statement by Nature or Type

   Provides details on the Nature or Type classifications.

Variances

A detailed summary of variances and comments based on the Rate Setting Statement by Nature or Type is provided in attachments:

- (Attachment 1): Rate Setting Statement by Nature or Type
- (Attachment 6): Statement of Variances in Excess of $100,000

Revenue

Rates raised as at January were $102,467,850, compared to a year to date budget of $102,164,025. The positive variance of $303,825 is due to interim adjustments in respect to both Commercial and Residential improved properties.

Rates Collection

SUMMARY OF RATE DEBTOR MOVEMENT					
Detail	Actuals Current Month YTD	Actuals Previous Month YTD	*% Diff Current Mth to Previous Mth*	Actuals This Month Last Year YTD	*% Diff Current Mth to Current Mth Last Yr*
Opening Balance - 1 July	4,487,816	4,487,816	*0%*	5,453,565	*-18%*
Debtors Raised	126,137,858	126,100,650	*0%*	120,021,213	*5%*
Payments Received	(107,865,318)	(98,754,652)	*9%*	(103,255,795)	*4%*
Closing Balance	22,760,357	31,833,815	*-29%*	22,218,983	*2%*

Total rate debtor collections for the month equalled $9,110,666.

Sundry Debtor Movement

SUMMARY OF SUNDRY DEBTOR MOVEMENT					
Detail	Actuals Current Month YTD	Actuals Previous Month YTD	*% Diff Current Mth to Previous Mth*	Actuals This Month Last Year YTD	*% Diff Current Mth to Current Mth Last Yr*
Opening Balance - 1 July	901,439	901,439	*0%*	642,878	*40%*
Invoices Raised	3,630,355	2,897,888	*25%*	4,800,433	*-24%*
Receipts	(3,769,362)	(3,034,792)	*24%*	(4,461,500)	*-16%*
Prepayments	4,742	(14,490)	*-133%*	10,835	*-56%*
Closing Balance	767,174	750,044	*2%*	992,647	*-23%*

Sundry debtor balances increased by $17,129 over the course of January from $750,044 to $767,174 of which total 90-day sundry debtors for the month is $343,086, representing 45% of total sundry debtors.

Money Expended in an Emergency and Unbudgeted Expenditure

Not applicable for January 2024.

Budget Amendments

There were no Budget Amendments processed for the month of January due to the Mid-Year Budget Review being in progress.

Granting of concession or writing off debts owed to the City

Delegation DA-032 empowers the Chief Executive Officer (CEO) to grant concessions and write off monies owing to the City to a limit of $10,000 for any one item. The CEO has partially on-delegated this to the Directors to write off debts or grant concessions to a value of $5,000 and the Manager Financial Services to a value of $1,000.

There were no debts written off for the month of January 2024.

ENGAGEMENT

There are no engagement implications presented as part of this report.

SUSTAINABILITY IMPLICATIONS

The City has well developed business continuity plans in place and an Incident Response Team (IRT) to coordinate and plan the City's response to the significant situations as was the case with the COVID-19 crisis.

LEGISLATIVE AND POLICY ALIGNMENT

Local Government Act 1995 Division 3 – Reporting on Activities and Finance Section 6.4 – Financial Report.

Local Government (Financial Management) Regulation 1996 Part 4 – Financial Reports Regulation 34 requires that:

34*. Financial activity statement report — s. 6.4*

(1) A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail —

(a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c);

(b) budget estimates to the end of the month to which the statement relates;

(c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates;

(d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and

(e) the net current assets at the end of the month to which the statement relates.

(2) Each statement of financial activity is to be accompanied by documents containing —

(a) an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets;

(b) an explanation of each of the material variances referred to in subregulation (1)(d); and

(c) such other supporting information as is considered relevant by the local government.

(3) The information in a statement of financial activity may be shown —

(a) according to nature and type classification; or

(b) by program; or

(c) by business unit.

(4) A statement of financial activity, and the accompanying documents referred to in sub-regulation (2), are to be —

(a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and

(b) recorded in the minutes of the meeting at which it is presented.

(5) Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.

The variance adopted by the Council is 10% or $100,000 whichever is greater.

Local Government Act 1995 Division 4 – General Financial Provisions Section 6.12; Power to defer, grant discounts, waive or write off debts.

The format of the Statements of Financial Activity as presented to the Council and the reporting of significant variances is undertaken in accordance with the Council's Accounting Policy CP-025.

FINANCIAL IMPLICATIONS

Variances

Variances are detailed and explained in the attachment Notes Rate Setting Statement January 2024 (Attachment 6)**:** Notes on Statement of Variances in excess of $100,000 by Nature or Type.

CONSEQUENCE

There are no consequences or alternative options presented as part of this report.

C24/117 Common Seal March 2024

File Number:	
Responsible Officer:	Head of Governance
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter.
Attachments:	Nil

COUNCIL'S ROLE

Information: For the Council / Committee to note.

SUMMARY

This report details the documents to which the City of Melville Common Seal has been applied for the period from Thursday, 25 January 2024 up to and including Tuesday, 20 February 2024 for the Council's noting. This is a standing report to the Council.

OFFICER RECOMMENDATION

That the Council notes the actions of Her Worship the Mayor and the Chief Executive Officer in executing the documents listed under the Common Seal of the City of Melville from Thursday, 25 January 2024 up to and including Tuesday, 20 February 2024 for the Council's noting.

PURPOSE

Section 2.5 of the *Local Government Act 1995* states that a Local Government is a Body Corporate with perpetual succession and a common seal. A document is validly executed by a Body Corporate when the common seal of the Local Government is affixed to it and the Mayor and the Chief Executive Officer (CEO) attest the affixing of the seal.

The following documents were affixed with common seal during the period from Thursday, 25 January 2024 up to and including Tuesday, 20 February 2024.

Register Reference	Parties	Description	ECM Reference
CS2221	City of Melville and R.A.C Finance Limited and Megafest Pty Ltd	Temporary Withdrawal and relodgement of Caveat to allow registration of a mortgage at 18A Tweedale Road, Applecross to facilitate refinancing.	7899308

CONSEQUENCE

This is a standard report for the Elected Members' that details the documents to which the City of Melville Common Seal has been applied for the period from Thursday, 25 January 2024 up to and including Tuesday, 20 February 2024 for the Council's noting.

STRATEGIC ALIGNMENT

Priority	**There are no applicable priorities in relation to this report.**
Outcome Indicator	There are no applicable outcome indicators in relation to this report.

LEGISLATIVE AND POLICY ALIGNMENT

The use of the Common Seal is provided for the information of the Council.

C24/123 City of Melville Governance Framework and Governance Improvement Priority Projects

File Number:	
Responsible Officer:	Acting Director Corporate Services
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	Nil
Attachments:	1. Draft City of Melville Governance Framework ⇩

COUNCIL'S ROLE

Executive: The substantial direction setting and oversight role of the Council. e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

SUMMARY

- The Council adopted the Governance Improvement Plan 2023/2024 at the Ordinary Meeting of Council held 20 February 2024. With a key project within this plan being the development of a City of Melville Governance Framework.
- This report presents the inaugural City of Melville Governance Framework for consideration.
- Through the development of the Governance Framework a number of governance improvement projects have been identified with three key projects considered the priority for 2024/2025
- To seek council adoption of the City of Melville Governance Framework and identified Governance Priority Projects for 2024/2025.

OFFICER RECOMMENDATION

That the Council:

1. Adopts the City of Melville Governance Framework 2024; and

2. Notes that the City of Melville Governance Framework will be formatted and styled prior to publication on the City's website; and

3. Notes that the City of Melville Governance Framework will be reviewed prior to the 2025 Local Government Election; and

4. Notes the Governance Priority Projects for 2024/2025 being:

- **Communications Agreement**
- **Review of Committee Structure and Decision Making Pathway**
  - **Review and realignment of current Committee Terms of Reference/Charter**
  - **Consideration of inclusion of a Legislation and Policy Committee**
- **Review of the City's Policy Structure/Framework**

with progress on these projects being reported to the Governance Committee.

PURPOSE

The Chief Executive Officer's (CEO) Key Performance Indicators includes "Lead Improved Governance", with a specific project to develop a Governance Framework. This report presents the inaugural City of Melville (the City) Governance Framework for adoption by the Council.

The adoption of the Governance Framework will highlight the City's commitment to good governance and transparency to the community by outlining the documents and processes that guide the City decision making process.

STRATEGIC ALIGNMENT

Priority	**3**	**Empower the voices of our diverse community by strengthening engagement**
	P3/2	Improve the mechanisms to make information flow easier to access and share, including optimising digital communications.
Outcome Indicator	5	Sense of Community
	Goal 2	Participation and Inclusion

BACKGROUND

The City is committed to improving its Governance functions, with this being highlighted through the City's commitment to the Governance Improvement Plan 2023/2024, addressing governance concerns raised by the Department of Local Government (the Department) (as adopted at the 20 February 2024 Ordinary Meeting of Council) and the defined focus within the CEO's Key Performance Indicators to deliver good governance for the City.

CONSIDERATION

The Governance Framework sets out guidelines and standards expected of Elected Members and employees to achieve good governance through concepts such as compliance, community participation, ethical conduct, transparency, accountability, and ongoing performance management. It is also a mechanism for the wider organisation and the community to understand the roles of Elected Members, the CEO and staff of the City, their relationships, along with financial, legal, and ethical responsibilities that impact individuals and the organisation.

Elected Members and staff of the City of Melville consider good governance to be critical if the community is to have confidence in the City. The City of Melville Governance Framework is an overview of the documents and processes of the City of Melville that guide its strategic decision making to:

- best respond to community needs;
- ensure public participation and accountability in local government processes; and
- respond to the growing demand for more efficient and effective local government.

This Governance Framework document is divided into the following parts:

Part 1: Legislative Basis

Part 2: Strategic planning, financial and risk management

Part 3: Organisational framework, decision making processes and role definitions

Part 4: Standards of behaviour

Part 5: Performance management and accountability

Elected Members were given the opportunity to provide feedback on the Draft Governance Framework, following its presentation in December 2023. Changes to original draft document are shown in blue text for ease of reference.

As the first iteration, the City of Melville Governance Framework is a reflection of where the City is at this point in time on its governance improvement journey. The Framework will be a live document and will undergo regular reviews to reflect improvements to the City's Governance practices and changes to legislation. It is recommended that the City of Melville Governance Framework be formally reviewed and presented to the Council for endorsement prior to each Ordinary Local Government Election.

Once adopted, the Governance Framework will be final formatted and styled for publication on the City's website.

Through the development of the Governance Framework, a number of key improvement projects have been identified. These projects along with the improvement opportunities identified as part of the:

- Department of Local Government Governance Concerns
- Local Government Reform legislative changes
- CEO Key Performance Indicators
- Ad hoc governance improvement initiatives and requests

have been consolidated into the draft Governance Identified Improvements for Implementation plan, with projects prioritised based on:

- Time requirements (e.g. legislative changes)
- Identified through multiple streams
- Impact on the organisation and other identified governance improvement projects.

The following priority Governance Projects have been identified for the 2024 to 2025 calendar years:

- Communications Agreement

  Local Government Reform will require adoption of a Communication Agreement for Elected Members. Whilst the legislative requirements of the Communication Agreement are unknown at the stage, the City is actively looking to ensure consistency and responsiveness to Elected Members whilst maintaining the appropriate separation of powers. A Communication Agreement will provide clarity in the appropriate interactions between Elected Members and staff to provide more efficient and effective communication channels.

- Review of Committee Structure and Decision Making Pathway
    - Review and realignment of current Committee Terms of Reference/Charter
    - Consideration of inclusion of a Legislation and Policy Committee.

    The City's current Committee Structure and Decision Making Pathway requires realignment to ensure Elected Members are provided with relevant and timely information that is relevant to the strategic direction of the City and topical issues. The current structure has been in place for some time without review.

    A further key project is the review of the City's Policy Structure and it is recommended that consideration be given to the inclusion of a Legislation and Policy Committee as part of the Council's Decision Making Pathway.

    This project would include the review and realignment of the current Committee Charters (Terms of Reference) to ensure each Committee is considering relevant matters.

- Review of the City's Policy Structure /Framework

    The City's current Policy Structure requires review to better align with modern service delivery, transparency for the community and to ensure compliance with other forms of legislation, including the City's own Local Laws.

    This is a significant project and should include input and direction from the Elected Member Group. This could be achieved through the creation of a Legislation and Policy Committee to provide greater opportunities for Elected Members to set the direction of key guiding policies and Local Laws for the City.

It is recommended that progress on these projects and those contained in the Draft Governance Identified Improvements for Implementation Plan be reported through the Governance Committee as part of the CEO's quarterly report to that Committee.

ENGAGEMENT

The Governance Framework is a compilation of the City of Melville documents and processes that guide our strategic direction and decision making.

The Draft Governance Framework was presented to Elected Members in December 2023, as part of a workshop to address governance concerns as raised by the Department of Local Government. Following the workshop the Draft Governance Framework was made available to Elected Members via the Elected Members Portal for a period of six weeks for comment.

The Governance Framework presented in this report takes into account the comments from Elected Members received during this period and in follow up discussions.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications associated with this report.

LEGISLATIVE AND POLICY ALIGNMENT

There is no legislative requirement to have a Governance Framework, however this document provides a context and structure to the legislation, policy, plans, systems, processes and accountability requirements of the City of Melville.

FINANCIAL IMPLICATIONS

There are no financial impacts associated with the Governance Framework.

CONSEQUENCE

The adoption of the Governance Framework is a significant milestone in the City's commitment to improved governance practices. This document provides transparency to the community on the structure of legislation, documents and processes that guide the City's operations.

Community Development

CD24/12 Cultural Heart - Learning & Cultural Centre

File Number:	
Responsible Officer:	Senior Executive Support Officer
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter.
Attachments:	1. Appendix A - Updated Business Case Library and Cultural Centre ⇩ 2. Appendix B - 2022 Cultural Infrastructure Strategy ⇩ 3. Appendix C - Order of Costs ⇩ 4. Appendix D - Concept Design Library & Cultural centre ⇩ 5. Business Case Appendix 1 : Endorsed 2015 Business Case ⇩

COUNCIL'S ROLE

Executive: The substantial direction setting and oversight role of the Council. e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

SUMMARY

- The Melville City Centre Structure Plan presents an opportunity to create a multi-dimensional City Centre.
- The attached updated business case for the Library and Cultural Centre elevates this City Centre from a central, predominantly commercial, and residential area of the city into a rich, multi-dimensional civic and community precinct.
- The Library and Cultural Centre is to replace the existing Civic Square Library and support existing community infrastructure.
- The updates to the endorsed 2015 Council Business Case item reaffirm the growing need for this important cultural and community asset as the heart of the future civic and cultural precinct.
- The business case explores opportunities to maximise the social return on investment, consolidate facilities and services, as well as activation and sustainability of the future facility.
- The updated business case has reviewed current needs and proposed functions for the future facility that are socially, environmentally, and financial modelled to realise this transformational outcome.

OFFICER RECOMMENDATION

That the Council:

1. **Endorse the updated Business Case for the Library and Cultural Centre; and**
2. **Supports the inclusion of the proposed funding model, as outlined in the updated Business Case, for inclusion in the Long Term Financial Model and for consideration in future budget proposals.**

PURPOSE

This report is an update to the endorsed 2015 Council Item for the development of a Library and Cultural centre. The report seeks Council endorsement of the updated Business Case to progress the development to achieve the community's vision of a Civic and Cultural Heart as a transformational move in creating the Melville City Centre.

STRATEGIC ALIGNMENT

Priority	**3**	**Empower the voices of our diverse community by strengthening engagement**
	P3/4	Enhance opportunities for civic engagement and building community capacity.
Outcome Indicator	5	Sense of Community
	Goal 1	Life Long Learning and Creativity
	Goal 2	Participation and Inclusion
	Goal 3	Place Activation and Liveability
	Goal 5	Social Connectedness and Belonging
	Goal 4	Sense of Identity through Collective Memory

BACKGROUND

The need to address creating a City Centre for Melville has long been recognised, as is outlined in Structure Planning, infrastructure, cultural and community planning. Over more than a decade, with the community's substantial input and guidance, and backed by extensive expert research, the vision for a Civic and Cultural Heart for Melville has evolved. This reimagines a central, predominantly commercial, and residential area of the city into a rich, multi-dimensional civic precinct that would form a more holistic offer of commercial, cultural, community, entertainment, and public space in addition to residential and administrative functions.

Final adoption of the Melville City Centre Structure Plan was endorsed by Council at a Special Meeting of Council on 9 December 2013. The Structure Plan makes reference to a new City of Melville community hub to be provided in the city centre. The inclusion of a hub in the city centre is seen as critical for vibrancy and the delivery of key Council services.

In collaborative efforts to achieve a transformational change for the residents and community of Melville and beyond, the City entered a land exchange agreement initially in July 2015 with AMP Capital and revised in 2022 with Scentre Group to achieve a vital connecting high street for the City Centre (council resolution 3897 and 5862 listed below). This agreement sees the land on which the current Civic Square Library sits to be swapped for land on the adjacent south-western side of the proposed high street. This agreement with Westfield (Scentre Group) includes the demolition of the current Civic Square Library to enable the proposed high street to proceed creating a City Centre.

Council Resolution (3897) 16 February 2021 Council approves the proposed land exchange as outlined in the report with the CEO directed to arrange for the City's solicitors to prepare the final draft land exchange agreement and present it to Elected Members at a briefing and then brought back to Council for final approval prior to being signed and executed.

Council Resolution (5862) by absolute majority- 15 February 2022 Council agreed to the exchange of land (12/1).

The new Library and Cultural Centre will replace the existing Civic Square Library and be the central community facility for the City of Melville. The vision is to create an extraordinary cultural precinct for our community. With a mission to create a cultural heart in the city of Melville, which:

- Holds, nurtures, and celebrates the stories of our communities
- Inspires learning through exemplary programming and collections; and
- Acknowledges the past, examines the present, and creates ideas for the future

The new facility will be a connector for civic engagement and vibrancy, a centre piece on the high street joining the retail, commercial and civic facilities.

The original business case saw the combining of current services and facilities to create a sustainable and convenient community hub in the centre of the City. The centralising included the moving of Melville Theatre Company, Melville Discovery Centre (City's Municipal Museum), and the potential rationalisation of the current Canning Bridge Library to create this true community and cultural hub. The library would expand to meet the communities' growing need for a main City library with the smaller branch libraries having bespoke collections and facilities that meet the local needs.

The proposed Library and Cultural centre business case was endorsed by Council at the Special Meeting of Council held on 24 June 2015 and expanded in May 2018.

The endorsed facility would house the following core services:

- the City's Main Library
- Municipal/Community Museum
- Gallery and Exhibition space
- Flexible meeting spaces / conference room
- City's customer service interface
- Melville Volunteer Resource Centre
- Community Information Service and JP service
- Child Health Clinic
- Outdoor Civic Space
- Commercial Café/Restaurant
- Performance Space /Theatre
- Future Council Chambers and associated facilities
- Complementary Retail or Commercial Space
- Co-working Facility (collaborative work space)
- Community Groups/ Not for Profits
- Basement Car parking

The Council item CD15/8074 - Proposed Library Cultural Centre Business Case from the Special Meeting of Council 24 June 2015 was carried (8/3).

Followed by the updated endorsement by Council 15 May 2018 Confidential Item - T18/3781 – Civic Library and Cultural Centre which noted the original business case, review of the financial assumptions and inclusion of a basement carpark and forward works, carried (11/0).

Following further significant delays in the development of the project caused by external factors outside of the City's control, the original endorsed business case has now been updated. Updates reflect current community needs, latest research as well as continued financial and environmental sustainability measures, The updated Business Case attached to this report (Attachment A – Updated Business Case: Learning & Cultural centre) continues to press the urgent need for this important community project as not only a significant community asset but a catalyst for the Melville City Centre with community at the heart.

CONSIDERATION

The centrepiece of reimagining and establishing the City's civic and cultural heart is the Library and Cultural Centre facility. That is the focus of this update to the previously approved Business Case for such a facility.

This facility presents the opportunity to realise the City of Melville's ambitions to reimagine Melville and supports the principles of Transformational Project aims for place and economic development, and servicing our community and its needs more effectively. It is key to the delivery of the City of Melville's aims and commitments for enriching and sustaining the cultural life of our community, established through the Cultural Plan - Creative Melville (2018-2022), and Cultural Infrastructure Plan (2022). It aims to support the strengthening of Melville and its community, with culture as the catalyst.

Extensive community consultation in the 2022 Cultural Infrastructure Strategy (Appendix B - Cultural Infrastructure Strategy) reinforced the continuing need for a central Cultural Hub for the City of Melville including the City's main Library. The library would play the role of a community centre being the foundation for community and cultural expression. The strategy further refined the important role the facility would have in a hub and spoke model for the community in an exchange from local to City wide. Showcasing the City as well as meeting a physical and practical need for space that the City's current Libraries and Cultural facilities do not have. The City's current libraries are unable to house the required collections and meeting spaces for our community, there is no adequate storage for the City's museums and arts collections, nor dedicated youth or cultural spaces.

This updated Business Case reaffirms the needs originally set out in the 2015 Business case and confirms them in the current community context. This updated Business Case proposes the facility would house the following core services:

- the City's Main Library/ Creative Learning Space (including dedicated children's, young people, cultural, creative and digital spaces)
- Municipal/Community Museum (Including First Nations stories)
- Exhibition / Gallery space
- Flexible meeting spaces / conference room
- Customer service interface
- Melville Volunteer Resource Centre
- Community Information Service and JP service
- Outdoor Civic Space
- Café
- Basement Carpark
- Main Hall External façade connection and upgrade
- Connection to Yagan Mia Wireless Hill Park
- Ancillary roads and related services

The Main Hall has been upgraded as the precinct's main performance space housing the Melville Theatre Company. The precinct will also have strong connections to Yagán Mia Wireless Hill including the Museum and Hickey Street properties as part the cultural heart precinct. This is in line with the consulted 2022 Cultural Infrastructure Strategy.

It is anticipated, per annum, between 300,000- 350,000 people will attend the new Library and Cultural Centre – Cultural Heart Precinct. Visitation at the City's libraries for 2022/23 was 522,523 visits and over one million loans of physical and digital items. In addition, 70,000 plus people attended City of Melville Arts and Cultural events and programs in 2022/23. To estimate projected visitation, the updated business case considered historical data including at its highest Civic Square Library attracted over 185,000 visits per year and AH Bracks Library over 204,000 visits in 22/23 financial year. In addition, anticipated museum, gallery, creative learning, events, theatre, and general capacity predictions of attendance have been included. This was then compared to similar existing cultural buildings across the metropolitan area.

ENGAGEMENT

The level of communication in accordance with the Stakeholder Engagement Policy CP-002 for this item is expansive and varied depending on the service and function being referenced. The decision to locate the core functions as noted in this item has been determined from strategic plans that include the Strategic Community Plan People Places Participation 2012 - 2022, Future Plan for Libraries and Museum 2010-15, Creative Melville the City's Cultural Plan 218-2022 and the 2022 Cultural Infrastructure Strategy. These plans all included extensive community engagement and involvement.

The City's 2018 Merge Festival was a direct community engagement on the future Library and Cultural Centre development. The purpose of the festival was to immerse the community in what the Library and Cultural could be, to open possibilities in a unique experience of community consultation. There were two forms of consultation at the festival: an online survey by Culture Counts and an in person consultation on the possibilities of the future facility by Creating Communities. Culture Counts recorded 5,600 visits to the festival with 296 survey responses. Creating Communities' future possibilities engagement in person attracted 1,111 postcards received and 2,153 ideas generated by the participants. Full reports on the outcomes are included in the attached Business Case.

The City of Melville has also worked extensively with the Melville Theatre Company. The City engaged the services of 'One Degree Advisory' for a feasibility study on the relocation of Melville Theatre Company.

SUSTAINABILITY IMPLICATIONS

In the period that this project has been on hold there has been significant change in best practice sustainable design as well as across multiple facets of the Environmentally Sustainable Design (ESD) landscape including but limited to:

1. The release of a new tool – Green Star Buildings – which represents a new approach to assessment of buildings and their minimum requirements.
2. Changes to the minimum requirements required under the Building Codes.
3. The City of Melville's Declaration of a Climate Emergency and commitment to carbon neutrality.

The Library and Cultural Centre Project design remains committed to being a 6-Star Green Building and is a huge opportunity to show case the City's commitment to:

1. ESD, construction and operation.
2. Carbon neutrality across City infrastructure and operation.

In addition, this project could be the benchmark for all facilities across the City and a flagship for what can be achieved in relation to future developments across the City.

Please see attached updated Business Case for detailed tables and graph that provide a summary of the overall sustainability measurement for this project.

LEGISLATIVE AND POLICY ALIGNMENT

There are no legislative or policy implications presented as part of this report.

FINANCIAL IMPLICATIONS

Based upon the preferred 2023 updated facility concept design Turner & Townsend (quantity surveyors) have prepared cost estimates to deliver the Library & Cultural centre. The cost estimates are summarised in the table below with full detailed order of costs in the attached report (Appendix C – Order of Costs) (Appendix D – Concept Design Learning and Cultural Centre). The total capital cost for the proposed Library & Cultural Centre development is $58,983,779.

The funding model is indicative only and subject to modelling in the Long-Term Financial Model. The final ratio between the use of internal funds and borrowings for the construction is an estimate only, formal quotes would need to be sought to finalise the cost and terms of any borrowings.

Capital Cost

Building	Rate (AUD)	Total
Library & Cultural Centre	$33,054,579	33,054,579
Stage 1 & 2 External site works and services including incoming roads and services, hard and soft landscaping	$5,238,900	
Total Construction Cost		38,293,479
Design and Construction Contingency, Professional Fees, furniture & Equipment, Percent for Art	$15,453,900	
Total net Project Cost		53,747,379
Escalation to Tender and during construction	5,236,400	
Total Outturn cost		58,983,779

Based upon the recommended funding scenario over 20 years as outlined in the attached Business Case, this model presented below is the most likely and financially sustainable scenario for the City of Melville. The below table represents scenario I1, showing a fully funded option over 20 years.

Revenue	
LCC Direct Revenue	$5,206,755
Rate Uplift / Application	$103,523,047
Assets Discontinued	$5,610,988
Asset Realisation	$6,132,000
Interest Incurred via. Alt. Reserves	$0
Total Revenue -20 years	**$120,472,790**
Expenditure	
City Development Cost	-$30,000,000
LCC Utilities & Operating Costs	-$12,315,047
LCC Staffing	-$15,669,806
External Finance (WATC Loan)	-$42,381,982
Internal Finance (City of Melville Loan)	$0
Sinking Funds (Capital & Maintenance)	-$13,785,652
Total Expenditure – 20 years	**-$114,152,488**
Net Profit Cashflow	
Cumulative (20 Years)	**$6,320,302**
Year 1	$955,372
Year 10	$860,283
Year 20	$4,967,101
Average Per Year (excl. the City's $36M Capital Funding)	$2,018,381
Average Per Year (inc. the City's $36M Capital Funding)	$263,346

CONSEQUENCE

Following the original Business Case for the Library and Cultural Centre being endorsed by Council in 2015 significant planning, expenditure and decisions have been made and progressed. Advancement towards the planned development has increased the level of consequence associated with not proceeding with the updated Business Case.

By not proceeding with the updated Business Case for the Library and Cultural Centre these are the implications

- The vision of the Structure Plan to create a City Centre will not be fully realised. The Centre would be retail, commercial and residential lacking vital community facilities.
- Civic Square Library will be demolished as part of the land swap agreement leaving the city with no central library and a major deficiency in collection and people space across the library system
- There would be no community municipal museum to display and share the community's history and stories.
- The City's Art and Museum collections would continue to be at risk in inadequate storage locations.

An alternative option would be the significant expansion of the remaining four branch libraries and development of a museum and museum /arts storage at alternative locations. This option is not the recommended approach as the proposed Library and Cultural centre development has extensively considered alternatives over a decade of consultation and research. The Library and Cultural centre development is recommended as the most socially, environmentally, and financially advantageous outcome for the City of Melville community.

Environment and Infrastructure

E24/34 Environment and Infrastructure Policy Review

File Number:	
Responsible Officer:	Director Environment & Infrastructure
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter.
Attachments:	1. CP-057 Sustainability Policy ⇩ 2. CP-120 Climate Action Policy ⇩ 3. CP-036 Resource Recovery and Waste Mininisation Policy ⇩

COUNCIL'S ROLE

Executive: The substantial direction setting and oversight role of the Council. e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

SUMMARY

- The policies within the responsibility of the Environment and Infrastructure Services directorate have been reviewed and brought forward with amendments for consideration and adoption.
- Policies that are defined as Council Policy require the approval of the Council, whereas Operational Policies are approved by the Chief Executive Officer.
- It is recommended that the three policies as amended be approved.

OFFICER RECOMMENDATION

That the Council approves the three Environment and Infrastructure Services policies as amended and contained in the following attachments:

- **CP-057 Sustainability Policy**
- **CP-120 Climate Action Policy**
- **CP-036 Resource Recovery and Waste Minimisation Policy**

PURPOSE

A two-year review cycle is implemented to ensure all Council Policies remain current.

The existing Environment and Infrastructure services policies presented in this report have been reviewed by staff and the Director Environment and Infrastructure with significant and minor changes undertaken to reflect updated information, standards, or changes in legislation. All changes are shown in the marked-up policies that form attachments to this report.

STRATEGIC ALIGNMENT

Priority	**There are no applicable priorities in relation to this report.**
Outcome Indicator	There are no applicable outcome indicators in relation to this report.

BACKGROUND

All policies established in the City of Melville relate to one of two categories being Council Policies or Operational Policies. Council policies that are required to be approved by Council relate to:

- Strategic Positioning of Council;
- Executive Functions;
- Legislative Functions;
- Chief Executive Officer and Senior Officer Appointments; and
- Termination payments in excess of contracts of employment or Award provisions.

All other policies are considered to be operational in nature and have therefore been designated as Operational Policies relating to the functions of the Chief Executive Officer (CEO) as prescribed by Section 5.41 of the *Local Government Act 1995* (The Act) as follows:

Management of the day-to-day operations of the local government likely to be covered by Operational Policies include:

- The employment, management supervision, direction, and dismissal of other employees (subject to Section 5.37(2) of The Act) in relation to senior employees;
- Ensuring that records and documents of the Local Government are properly kept for the purposes of The Act and any other written law; and
- Policy on powers and duties delegated by the Council within the limitations as set by Section 5.43 of The Act.

This report provides comment on the Council Policies from the area of responsibility of the Director Environment and Infrastructure and includes:

- CP-057 Sustainability Policy
- CP-120 Climate Action Policy
- CP-036 Resource Recovery and Waste Minimisation Policy

The proposed changes and additions to existing Policies are outlined below:

<u>CP-057- Sustainability Policy</u>

Several changes to the wording and formatting of the Policy were made to improve clarity and readability.

Changes to the Policy Objectives have been included to reflect changes in the Local Government Act 1995 (WA) Section 3.1 (1A). These include the following wording:

The Local Government Act 1995 (WA) Section 3.1(1A):

> *Without limiting subsection (1), the general function of a local government must be performed having regard to the following —*
>
> *(a) the need —*
>
> *(i) to promote the economic, social and environmental sustainability of district; and*
>
> *(ii) to plan for, and to plan for mitigating, risks associated with climate change; and*
>
> *(iii) in making decisions, to consider potential long term consequences and impacts on future generations;*

Changes to the definition of Sustainability to include climate adaptation have been proposed.

Clarification in the Policy Statement section that use of funds for sustainability initiatives be funded from the Organisational Environment Sustainability Initiatives Reserve and be aligned to actions detailed within the City's Climate Action Plans.

CP-120- Climate Action Policy

Several changes to the wording and formatting of the Policy were made to improve clarity and readability. It should be noted that this policy will likely need to be reviewed further when the City develops a clear position on the procurement of green power and carbon offset strategy in Financial Year 2024-2025.

Clause 2 of the Policy Statement include the wording "direct emissions" in relation to the emissions inventory. The capture of indirect emissions will be an onerous process requiring more time and resourcing. As a result, this will be considered at a future policy review.

Responsibility for this policy has shifted from the Chief Sustainability Officer to the Director Environment and Infrastructure.

CP-036 Resource Recovery and Waste Minimisation Policy

Several changes to the wording and formatting of the Policy were made to improve clarity, readability and to provide additional and updated information.

Policy Owner has been amended to reflect a change in Manager title from Resource Recovery & Waste to Resource Recovery & Fleet Services.

Changes to the Definitions / Abbreviations used in Policy to include the Western Australian Local Government (WALGA) and the Department of Water and Environment Regulation (DWER).

Changes to the Policy Statement include the expansion of collaborative resource recovery and waste minimisation programs with WALGA, DWER and other local governments. Further amendments to this section include the acronym changes from SMRC (Southern Metropolitan Regional Council) to the RRG (Resource Recovery Group) and DWER and correction of a grammatical error. The waste management hierarchy has also been updated and the final update to the Policy wording of "new" to "modern" in relation industry technologies.

Other Policies related to the Environment and Infrastructure directorate will be progressively presented to Council based on priorities and extent of stakeholder engagement as determined through the proposed Policy Framework. The City will work with Elected Members to identify those Policies to be prioritised for presenting to Council at a later date and those that may be best dealt with through the proposed Policy Framework.

CONSIDERATION

Changes to the three Policies were undertaken to reflect updated information and clarification to standards, or the changes in legislation. There were no major changes to the scope or objectives of the Policies therefore, no changes to the strategic direction or the position of Council.

ENGAGEMENT

There are no engagement implications presented as part of this report.

SUSTAINABILITY IMPLICATIONS

Impacts on environmental and social sustainability these items may have on the City, residents or businesses may include impacts on or consideration of:

- Consumption of energy, water, waste or carbon emissions of the City or community;
- Travel or movement of staff or community around the City;
- Local biodiversity in the City and wider regions;
- Health and wellbeing and education on sustainability, waste management and climate change adaptation.

LEGISLATIVE AND POLICY ALIGNMENT

The policies are consistent with the current *Local Government Act 1995* and relevant Regulations.

FINANCIAL IMPLICATIONS

Policies set out various strategic positions of the Council. The commitments of the Council as identified in Council Policies will be reflected in future Capital and Operational Programs, which will be presented as part of the formal budget setting process and the Long Term Financial Plan.

CONSEQUENCE

If the Council resolve not to adopt a policy, subject to any amendments, then the existing policy would remain in place until a review of the policy is finalised and adopted.

Urban Planning

UP24/34 Neighbour Dispute Mediation Policy

File Number:	
Responsible Officer:	Director Planning
Voting Requirements:	Simple Majority
Officer Disclosure of Interest:	No officer involved in the preparation of this report has a declarable interest in the matter.
Application Number:	Not Applicable
Applicant:	Not Applicable
Owner:	Not Applicable
Proposal:	Neighbour Dispute Mediation Policy
Attachments:	1. Neighbour Dispute Mediation Policy ⇩ 2. Mediation Referral Form ⇩

COUNCIL'S ROLE

Legislative: Includes adopting local laws, town planning schemes & policies.

SUMMARY

- On 15 August 2023, Council passed a Notice of Motion requesting a report be prepared and presented back to the December 2023 OMC, on the benefits and implications of establishing a Neighbour Dispute Mediation Policy.
- The Notice of Motion sought for the investigation to include the following:
  a. Policy purpose/statement.
  b. Details of matters for consideration.
  c. Governance considerations including an implementation framework, decisions, outcomes and reporting.
  d. Include research on other established policies within a local government context.
- The investigation was undertaken and a report addressing the above was presented to Council on the 12 December 2023 (UP23/28).
- Council subsequently passed a resolution to prepare the Neighbour Mediation Council Policy in accordance with the recommendations outlined in the report.
- The draft policy is prepared and included in this report as Attachment 1.

OFFICER RECOMMENDATION

That the Council requests the Chief Executive Officer to undertake a community engagement process for the Neighbour Dispute Mediation Policy (Attachment 1) with the report to come back to Council.

PURPOSE

The purpose of this report is for Council to consider endorsing the Neighbour Mediation Council Policy (Policy) for the purposes of community engagement.

STRATEGIC ALIGNMENT

Priority	**3**	**Empower the voices of our diverse community by strengthening engagement**
	P3/1	Increase co-design approaches that engage stakeholders in upfront designs and support issue resolution activities.
	5	**Ensure long term financial sustainability**
	P5/1	Undertake efficiency improvements to maximise cost effectiveness.
Outcome Indicator	5	Sense of Community
	Goal 2	Participation and Inclusion

BACKGROUND

In August 2023, Council determined that a report on the benefits and implications of establishing a Neighbour Dispute Mediation Policy should be prepared for Council's consideration. The purpose of the Policy would be to establish that the Council is supportive of resolving a range of neighbourhood disputes and to put in place a framework to establish the City's role in facilitating dispute resolution through independent mediation.

The investigations were to include a policy purpose / statement, details of matters for consideration, governance considerations and research on other established policies within a local government context. The investigation was undertaken and a report addressing these matters was presented to Council on the 12 December 2023 (UP/23/28).

At the 12 December 2023 Ordinary Meeting of Council (OMC), the Council passed a resolution to formally prepare the Policy in accordance with the recommendations outlined in the report. The recommendations in the report suggested that the Policy scope is to include both regulatory and civil matters and that the City can fund up to 3 sessions on a 'pay as you go' rate for matters that involve the City.

The mediation policy has now been prepared and included in this report as Attachment 1.

CONSIDERATION

The City has historically had a webpage dedicated to tips on being a friendly neighbour. The City has recently improved and expanded the information available on the City's webpage (Getting to Know Your Neighbour and Managing Disputes) to include:

1. Guidance on how to approach your neighbour if you have a dispute.
2. Information on the issues that can't be resolved by the City, including who the responsible agency is and how to contact them.
3. Mediation services that are available to the public if issues are not resolved.

The Policy will support the updated content on the City's website. Disputes between neighbours are not always resolved between themselves and can often lead to disharmony, frustration, a breakdown in social capital and/or anger between residents. While it is better to resolve issues between the parties openly and respectfully to find common ground or a solution to the problem, sometimes communication breaks down or a matter cannot be resolved. In these situations, mediation may assist.

At the December OMC, the Policy was recommended to be structured as follows:

1. Advice on simple steps that an individual can take to reduce their risk of creating neighbour conflict in the first place.
2. Guidance on how someone might want to approach their neighbour where an issue has occurred or is occurring, and to do so in a way that is as constructive as possible.
3. Advice on managing intractable issues, which may include approaching a suitable authority for advice or assistance (depending on the matter this might be the City or another agency).
4. Introducing the concept of mediation, explaining when it's appropriate and the services that exist and the circumstances where the City would financially contribute towards the mediation.
5. Finally, where other options have failed to resolve the issue, and there is no regulatory authority capable of interceding, the policy would conclude with some basic information on the legal options available, particularly for civil matters.

The Policy will reference the City's "Friendly Neighbour" initiatives and will also outline circumstances where it may be appropriate for disputes to be referred to an independent mediation service and establish whether such a service would be paid for by the City or the parties involved.

ENGAGEMENT

A Community Engagement Plan will be prepared and implemented to guide the consultation processes for this engagement. A report will be presented back to Council with the outcome of the consultation process and the recommendation.

SUSTAINABILITY IMPLICATIONS

Updating the website with additional information on resolving disputes is in keeping with the Local Planning Strategy.

	Environmental	Social	Economic
Pros/Opportunities	Providing information on best practice for resolving disputes supports mediation on environmental / sustainability matters.	Providing information on best practice for resolving disputes helps to improve social cohesion in the community and lead to the building of social capital.	Providing information on best practice for resolving disputes avoids potentially expensive legal costs and saves the City money by avoiding staff involvement on civil matters.
Cons/Drawbacks	Nil	Mediation is not a guarantee to resolving issues and requires two willing parties to participate.	NA

LEGISLATIVE AND POLICY ALIGNMENT

Policies form part of the City's Governance and Policy Framework. Section 2.7 (2)(b) of the *Local Government Act 1995* states that the Council is to determine the local government's policies. Policies provide the Council and staff with the ability and direction to make decisions that are considered to be consistent and unbiased. A policy can also provide detail on the manner in which the City undertakes, or requires others to undertake, certain works or activities.

FINANCIAL IMPLICATIONS

The preparation and administration of the policy can be accommodated within existing resources.

It's difficult to estimate the level of community interest in a paid mediation service, but with the pay-as-you-go service, there would be no cost to the City if the service wasn't utilised.

As a guide, the City has considered the resource cost if 5 disputes were to go through mediation in a 12-month period.

1. Assuming each dispute was the subject of at least 3 mediation sessions (paid for by the City), the financial outlay over 5 separate disputes would be approximately $7,500.
2. In addition, the staff time commitment in supporting that number of disputes to go through mediation would be estimated to be between 20-25hrs per annum.
3. Therefore, it would be appropriate for Council to consider setting a mediation budget of approx. $10,000p/a.

The governance budget would fund the annual mediation budget as the policy is an organisational wide policy. The City will provide Council with an update on the efficacy of the policy via the EMB every 6 months for a 24-month period, including information on whether people are using the mediation service, which would allow Council to decide whether to continue funding the service, and/or adjust the budget.

CONSEQUENCE

The benefits of facilitating early intervention on matters so that they do not become significant issues is difficult to quantify as each issue has to be managed according to the particulars of the circumstance. Notwithstanding, there's significant evidence to suggest early intervention and, more specifically, mediation can and often does resolve conflicts that could have otherwise been noteworthy in terms of staff and Councillor time, direct costs, angst within the community and reputation.

If Council decide to not initiate the policy, Council could alternatively request that the City simply focus on improving community awareness about mediation via the usual engagement channels.

15 MOTIONS WITH PREVIOUS NOTICE

15.1 Notice of Motion - Tourism Plan

File Number:	
Related to Item:	Not applicable
Elected Member:	Cr Terry Lee
Attachments	Nil

MOTION

That the Council requests the CEO to develop a Tourism Plan and include $70,000 in the 2024-2025 Draft Budget for this purpose.

REASONS FOR THE MOTION

1. Our parks and reserves constitute a large part of our budget and are beautiful and necessary for maintaining tree coverage in our city.
2. In order to fund these parks and reserves, we should be ensuring they have activities on them that attract people and potentially income. One such activity is cafes which are continually requested by our residents.
3. Other tourism opportunities are at our business centres, heritage precincts and natural areas. We currently have a number of town teams which receive grants for activating their local areas. Tourism could be linked to their activities.
4. Our unique heritage precincts and natural areas such as Heathcote and Wireless Hill could be activated, promoted and enhanced to create improved tourism opportunities.
5. We have a number of urban artscapes and events which are attracting a lot of interest. For example, Canning Bridge urban art walks are very popular in the Canning Bridge area.
6. The Council should be encouraging local or other tour agencies, including the Glyde Inn, to run local tours with lunches, dinners, etc.
7. There are many possibilities which could open up as a result of developing a Tourism Plan. It would also focus and integrate our activities and key places to improve visitation, vibrancy and local economic outcomes.

15.2 Notice of Motion - Trees for Bus Stops

File Number:	
Related to Item:	Nil
Elected Member:	Cr Jane Edinger
Attachments	Nil

MOTION

That the Council directs the CEO to ensure that throughout the City, as part of the City's annual tree planting efforts, bus stops that do not already have either an in-situ built protective structure or a large tree or trees nearby, are prioritized for tree planting including:

- **That preferably, 2 trees are planted at each bus stop; and**
- **That the species selected will grow to a large enough size so as to provide shade to bus stop users; and**
- **That the furthest distance tree(s) are planted is 6 metres either side from the centre of the bus stop**

OBJECTIVE, BENEFIT AND POTENTIAL RISKS TO BE CONSIDERED

Objective

- To provide public transport users with shade from the sun and protection from the rain when no shade protection is currently available.
- To increase green canopy.
- To contribute to biodiversity, habitat and the urban forest throughout the City.
- To reinstate lost canopy within the public realm.

Benefit

- Increase in our green canopy.
- Increased biodiversity due to increased habitat for birds, insects and, potentially, small mammals.
- Support of climate change goals.
- Provision of shade for walkers and bus stop users.

Potential risks

- Increased costs due to need to water new trees.
- Increased costs due to need to manage trees as they grow larger.

REASONS FOR THE MOTION

- As I drive around the City I have noticed there are many bus stops that have no shelter.
- We have just endured a number of hot spells and having to stand at a bus stop in the boiling sun waiting to catch the bus is, quite possibly, a disincentive to catching public transport.
- By providing two trees that will grow into large, shady trees at every unprotected bus stop in the City we can make catching public transport in summer a less daunting task.
- Two trees will provide a range of shade options depending on the location of the sun.
- The City has previously given away trees that have not been able to be planted on verges at the end of the planting season. By specifically targeting bus stops then there will be more tree planting opportunities.
- The City can address planting at bus stops in a orderly manner.
- We need to increase our green canopy.

15.3 Notice of Motion - Grants for Native Planted Verges

File Number:	
Related to Item:	Nil
Elected Member:	Cr Jane Edinger
Attachments	Nil

MOTION

That the Council directs the CEO to prepare a report on providing residents with $500 redeemable grants for works done to transition verges from monoculture (grass) to biodiverse native planted verges.

OBJECTIVE, BENEFIT AND POTENTIAL RISKS TO BE CONSIDERED

Objective

- To support residents who wish to transform their front verges into native gardens.

Benefit

- Increased biodiversity and habitat within the City.
- The changes will contribute to the City's climate change commitments.
- The changes will demonstrate to the wider community the benefits of installing native verges.

Potential risk

- Changes from grass to native verges may be occur and then be left to their own devices (rather than being watered as many verges are currently reticulated) and so die.
- Larger than anticipated take-up on grants

REASONS FOR THE MOTION

- The City already provides a range of grants to our community.
- Many verges in our city consist of monoculture (i.e. grass). By providing redeemable grants (i.e. the work has to be done, the costs for which are claimed back from the City, then residents can undertake works to transform their verges into diverse biohabitat for a wide range of birds, reptiles and small mammals.
- The changes to verges can help to contribute to the revegetation of the City, and to the City's climate response goals.
- Claims could, potentially, be made in stages to suit resident's financial situation or if works are staged.

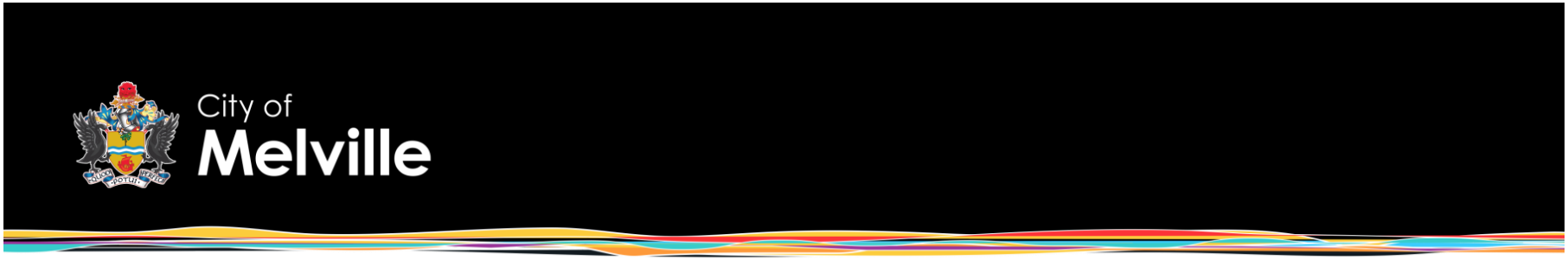
16 MOTIONS WITHOUT PREVIOUS NOTICE (APPROVAL BY ABSOLUTE MAJORITY)

17 MATTERS FOR WHICH MEETING WAS CLOSED TO THE PUBLIC

Nil

18 DECISIONS MADE WHILE MEETING WAS CLOSED TO THE PUBLIC

19 CLOSURE



LISTING OF PAYMENTS MADE UNDER DELEGATED AUTHORITY

FOR THE PERIOD OF JANUARY 2024 PRESENTED TO THE ORDINARY MEETING OF COUNCIL TO BE HELD ON 19 MARCH 2024 ITEM C19/6001

				Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference	Payment Amount
.6979	**1300 TEMPFENCE READY INDUUSTRIES PTY LTD T/AS**			**$ 873.62**
.6979	Temporary fencing	45307	E117397	$ 248.60
.6979	Temporary fencing	45315	E117599	$ 625.02
.5349	**A PROUD LANDMARK PTY LTD**			**$ 2,288.00**
.5349	Landscape design and architecture services	45307	E117345	$ 2,288.00
.7359	**AARO GROUP PTY LTD**			**$ 77,427.44**
.7359	Drainage services	45307	E117415	$ 77,427.44
.0366	**ABAXA WH LOCATION SERVICES PTY LTD T/AS**			**$ 572.00**
.0366	Underground Service Location	45307	E117246	$ 572.00
.5032	**ABORIGINAL PRODUCTIONS AND PROMOTIONS THE RICHARD WALLEY FAMILY TRUST T/AS**			**$ 5,500.00**
.5032	Entertainers	45307	E117340	$ 5,500.00
.9131	**ACEAM PTY LTD THE TRUSTEE FOR TANISH RAMCHANDRA TRUST T/AS**			**$ 6,050.00**
.9131	Business and management consulting and services	45307	E117485	$ 6,050.00
.4888	**ACTION GLASS & ALUMINIUM**			**$ 1,220.15**
.4888	Glazing supplies and services	45307	E117339	$ 365.44
.4888	Glazing supplies and services	45322	E117709	$ 854.71
.6563	**ADDSTYLE CONSTRUCTIONS PTY LTD**			**$ 230.00**
.6563	Bond refunds	45307	E117376	$ 230.00
.2528	**ADVAM PTY LTD**			**$ 1,045.77**
.2528	Cash collection services	45307	E117287	$ 1,045.77
.4456	**ADVANCE PRESS (2013) PTY LTD**			**$ 4,708.00**
.4456	Outsourced printing	45307	E117332	$ 3,421.00
.4456	Outsourced printing	45322	E117701	$ 1,287.00
.9048	**ADVERTISING - MARKETFORCE SUBSIDARY OF OMNICOM**			**$ 6,661.67**
.9048	Marketing and communication services	45307	E117471	$ 6,661.67

				Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference	Payment Amount
.6138	**AE HOSKINS BUILDING SERVICES THE TRUSTEE FOR M R HOSKINS FAMILY TRUST T/AS**			**$ 113,969.30**
.6138	Building construction materials and services - Willagee Library and Civic Hall Toilet	45307	E117360	$ 113,969.30
.3015	**AHA CONSULTING PTY LTD**			**$ 19,756.00**
.3015	Consulting services	45307	E117296	$ 19,756.00
.6855	**AIR LIQUIDE AUSTRALIA LIIMITED**			**$ 894.97**
.6855	Gas	45307	E117393	$ 128.48
.6855	Gas	45322	E117754	$ 766.49
.4538	**AIREY TAYLOR CONSULTING AIREY TAYLOR PTY LTD T/AS**			**$ 9,142.92**
.4538	Consulting services	45322	E117703	$ 9,142.92
.2330	**ALINTA ENERGY ALINTA SALES PTY LTD T/AS**			**$ 1,989.75**
.2330	Gas	45307	E117284	$ 1,897.50
.2330	Gas	45322	E117663	$ 92.25
.3350	**ALL GARDENING SERVICES SCHNITTER, JOCHANAN SHANOAH T/AS**			**$ 420.00**
.3350	Landscaping services and supplies	45307	E117306	$ 210.00
.3350	Landscaping services and supplies	45322	E117678	$ 210.00
.8301	**ALLCOM COMMUNICATIONS ALLCOM HOLDINGS (WA) PTY LIMITED T/AS**			**$ 990.00**
.8301	Marketing and communication services	45322	E117793	$ 990.00
.3806	**ALS LIBRARY SERVICES PTY LTD**			**$ 5,059.33**
.3806	Library Expenses	45307	E117315	$ 5,059.33
.2755	**AMBIUS RENTOKIL INITIAL RENTOKIL INITIAL PTY LTD T/AS**			**$ 4,624.36**
.2755	Facilities management services	45307	E117290	$ 2,474.63
.2755	Facilities management services	45322	E117669	$ 2,149.73
.4064	**AMCOM PTY LTD T/AS VOCUS COMMUNICATIONS**			**$ 23,155.00**
.4064	IT and telecommunications expenses	45307	E117321	$ 11,577.50
.4064	IT and telecommunications expenses	45322	E117688	$ 11,577.50
.9049	**AMCS AUSTRALIA PTY LTD**			**$ 7,363.13**

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.9049	IT software/licensing and maintenance	45322	E117814	$	7,363.13
.7052	**AMPED DIGITAL AMPED IT PTY LTD T/AS**			**$**	**2,156.00**
.7052	Marketing materials and promotional items	45307	E117402	$	1,848.00
.7052	Marketing materials and promotional items	45322	E117763	$	308.00
.3016	**AMPOL PETROLEUM DISTRIBUTORS PTY LTD**			**$**	**646.38**
.3016	Fuel	45307	E117297	$	646.38
.9130	**ANDREW SCOTT GREEN COUNCILLOR**			**$**	**3,038.33**
.9130	Councillor expenses	45307	E117484	$	3,038.33
.8329	**ANNA LOUISE RICHARDSON RICHARDSON, ANNA T/AS**			**$**	**38.06**
.8329	Artists and artworks	45322	E117796	$	38.06
.8783	**AQUA L'EAU AUSTRALIA PTY LTD**			**$**	**440.00**
.8783	Plumbing maintenance supplies and services	45307	E117461	$	440.00
.5333	**AQUAMONIX PTY LTD**			**$**	**2,417.80**
.5333	Irrigation and watering systems	45322	E117714	$	2,417.80
.6015	**AQUATIC SERVICES WA PTY LTD**			**$**	**404.80**
.6015	Swimming pool costs	45322	E117721	$	404.80
.8287	**ARNOWA ARNOWA PTY LTD T/AS**			**$**	**29,474.28**
.8287	IT technical services	45307	E117446	$	29,474.28
.3739	**ART INSTALL LUMINARE PTY LTD T/AS**			**$**	**-**
.3739	Artists and artworks	45293	E117029	-$	968.00
.3739	Artists and artworks	45322	E117684	$	968.00
.6360	**ARTISTRALIA THE TRSUTEE FOR THE NORTHSTAR ASSET TRUST T/AS**			**$**	**220.00**
.6360	Promotional videos	45307	E117367	$	220.00
.0202	**ASLAB PTY LTD**			**$**	**5,775.00**
.0202	Pavement construction and streetscape services	45322	E117617	$	5,775.00

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.8833	**ASPIRE PERFORMANCE TRAINING PTY LTD**			$	78,760.00
.8833	Training services	45307	E117462	$	10,560.00
.8833	Training services	45322	E117810	$	68,200.00
.8249	**ATI-MIRAGE TRAINING AND BUSINESS SOLUTIONS PTY LTD**			$	661.50
.8249	External training courses	45322	E117791	$	661.50
.8197	**ATTADALE GARDEN BAGS THE TRUSTEE FOR BOWDEN FAMILY TRUST T/AS**			$	330.00
.8197	Waste collection and disposal	45307	E117442	$	110.00
.8197	Waste collection and disposal	45322	E117790	$	220.00
.6797	**ATTURRA BUSINESS APPLICATIONS GALAXY 42 PTY LTD T/AS**			$	3,740.00
.6797	Training services	45322	E117749	$	3,740.00
.6724	**AUSQ TRAINING THE TRUSTEE FOR AUSQ UNIT TRUST T/AS**			$	356.00
.6724	Training services	45307	E117387	$	356.00
.5138	**AUST WEST AUTO ELECTRICAL PTY LTD**			$	9,745.33
.5138	Vehicle Repairs and Maintenance	45307	E117342	$	5,997.22
.5138	Vehicle Repairs and Maintenance	45322	E117712	$	3,748.11
.1523	**AUSTRALIA POST PERTH**			$	63,918.76
.1523	Postage	45307	E117273	$	1,587.99
.1523	Postage	45315	E117595	$	62,330.77
.1804	**AUSTRALIAN HVAC SERVICES AUSTRALIAN HVAC SERVICES PTY LTD T/AS**			$	4,596.44
.1804	Air conditioning maintenance and services	45307	E117275	$	533.92
.1804	Air conditioning maintenance and services	45322	E117654	$	4,062.52
.7048	**BBC ENTERTAINMENT THE TRUSTEE FOR NORTHBRIDGE ENTERPRISES UNIT TRUST T/AS**			$	1,430.00
.7048	Entertainers	45307	E117401	$	1,430.00
.5661	**BEACON EQUIPMENT BEPASSEY NOMINEES PTY LTD T/AS**			$	6,242.00
.5661	General hardware and tools	45322	E117719	$	6,242.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.2452	**BEAUREPAIRES (MYAREE) GOODYEAR & DUNLOP TYRES (AUST) PTY LTD T/AS**			**$**	**18,551.66**
.2452	Tyres	45307	E117286	$	2,150.62
.2452	Tyres	45322	E117665	$	16,401.04
.3098	**BEE ADVICE NEWCOMBE, MICHAEL ROY T/AS**			**$**	**1,310.00**
.3098	Animal management and pound expenses	45307	E117300	$	700.00
.3098	Animal management and pound expenses	45322	E117672	$	610.00
.8400	**BETTER RENT ACCEPTANCE PTY LTD**			**$**	**1,370.60**
.8400	Property rent	45307	E117452	$	169.40
.8400	Property rent	45322	E117798	$	1,201.20
.8027	**BETTY JOY RICHARDS**			**$**	**1,385.00**
.8027	Creative services and graphic design	45307	E117437	$	1,385.00
.6556	**BIN BATH BIN BATH CORPORATION PTY LTD T/AS**			**$**	**191.40**
.6556	Waste expenses	45307	E117375	$	191.40
.7937	**BIRDLIFE AUSTRALIA**			**$**	**400.00**
.7937	Environmental consultancy services	45322	E117784	$	400.00
.0027	**BLACKWOODS J BLACKWOOD & SON PTY LTD T/AS**			**$**	**1,555.76**
.0027	General hardware and tools	45322	E117605	$	1,555.76
.8902	**BLAK LINE INDUSTRIES PTY LTD**			**$**	**9,949.39**
.8902	Creative services and graphic design	45307	E117464	$	9,949.39
.1364	**BLUE GUM PARK TENNIS CLUB INC.**			**$**	**212.12**
.1364	Sport and recreation subsidies	45307	E117266	$	212.12
.0187	**BORAL CONSTRUCTION MATERIALS GROUP LTD**			**$**	**541.17**
.0187	Pavement construction and streetscape services	45307	E117238	$	541.17
.2988	**BOWDEN TREE CONSULTANCY THE TRUSTEE FOR BOWDEN FAMILY TRUST T/AS**			**$**	**3,267.00**
.2988	Other consulting services	45307	E117295	$	3,267.00

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6739	**BRIGHTMARK GROUP PTY LTD**			$	**18,565.21**
.6739	Commercial cleaning	45307	E117388	$	18,565.21
.0399	**BRITESHINE CLEANING SERVICES BRITESHINE CLEANING & MAINTENANCE SERVICES PTY LTD T/AS**			$	**87,228.99**
.0399	Commercial cleaning	45307	E117247	$	17,605.82
.0399	Commercial cleaning	45322	E117623	$	69,623.17
.6998	**BROWNES DAIRY BROWNES FOODS OPERATIONS PTY LIMITED T/AS**			$	**812.59**
.6998	Staff supplies	45322	E117761	$	812.59
.0137	**BUCHER MUNICIPAL PTY LTD**			$	**460,993.55**
.0137	Engineering consulting services	45322	E117613	$	460,993.55
.0004	**BUILDING AND CONSTRUCTION INDUSTRIAL TRAINING BOARD**			$	**40,675.63**
.0004	Regulatory fees and government charges	45314	E117592	$	40,675.63
9995	**BUILDING COMMISSION DEPARTMENT OF COMMERCE T/AS**			$	**76,206.03**
9995	Regulatory fees and government charges	45314	E117593	$	76,206.03
.0036	**BUNNINGS GROUP LIMITED**			$	**4,511.46**
.0036	Building construction materials and services	45307	E117233	$	1,732.94
.0036	Building construction materials and services	45322	E117606	$	2,778.52
.8131	**CABCHARGE PAYMENTS PTY LTD**			$	**825.66**
.8131	Taxis	45307	E117438	$	825.66
.0965	**CALIBRE PAINTING THE TRUSTEE FOR THE KIS TRUST T/AS**			$	**24,079.00**
.0965	Painting supplies and services	45315	E117594	$	18,620.80
.0965	Painting supplies and services	45322	E117637	$	5,458.20
.6025	**CAMERON CHISHOLM & NICOL WA PTY LTD**			$	**1,633.50**
.6025	Architectural and design services	45307	E117356	$	1,633.50
.9167	**CAMERON CHISHOLM NICOL CAMERON CHISHOLM & NICOL (W.A.) PTY LTD T/AS**			$	**3,509.00**
.9167	Environmental consultancy services	45315	E117603	$	3,509.00

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.7201	**CAR CARE ROCKINGHAM MARIO BAELI T/AS**			$	**840.00**
.7201	Cleaning of City Vehicles	45307	E117408	$	840.00
.8124	**CARLA ADAMS ADAMS, CARLA MELITA**			$	**39.00**
.8124	Artists and artworks	45322	E117789	$	39.00
.8218	**CASEY LISTER**			$	**1,760.00**
.8218	Community events	45307	E117443	$	1,760.00
.5663	**CASTLEDEX PTY LTD**			$	**4,552.90**
.5663	Records management services	45307	E117350	$	3,480.40
.5663	Records management services	45322	E117720	$	1,072.50
.5677	**CHAMPION COMPRESSORS SULLAIR AUSTRALIA PTY LTD T/AS**			$	**1,291.95**
.5677	Maintenance and services	45307	E117351	$	1,291.95
.3923	**CHILDRENS BOOK COUNCIL OF AUSTRALIA (WA)**			$	**75.00**
.3923	Other memberships	45307	E117318	$	75.00
.5529	**CHOICEONE PTY LTD**			$	**77,782.85**
.5529	Temporary labour	45307	E117349	$	28,626.96
.5529	Temporary labour	45322	E117718	$	49,155.89
.8808	**CHRYSTAL AND CO PTY LTD T/AS CATERLINK**			$	**10,376.17**
.8808	Catering services and supplies	45322	E117806	$	10,376.17
.0287	**CITY OF CANNING**			$	**828.58**
.0287	Use of Aquatic Facilities	45307	E117243	$	828.58
.1670	**CITY OF FREMANTLE**			$	**815.10**
.1670	Use of Aquatic Facilities	45322	E117651	$	815.10
.0473	**CITY OF KWINANA**			$	**2,075.94**
.0473	Local Government - Long Service Leave	45322	E117626	$	2,075.94
.0001	**CITY OF MELVILLE - PETTY CASH**			$	**40.00**

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.0001	Petty Cash	45322	070901	$	40.00
.8599	**CLASSIC HIRE MILTOM PTY LTD T/AS**			**$**	**1,571.17**
.8599	Event equipment hire	45307	E117455	$	1,571.17
.9120	**CLASSIC WINDOW FINISHINGS PASKOV CWF PTY LTD T/AS**			**$**	**3,835.00**
.9120	Window cleaning	45322	E117824	$	3,835.00
.7962	**CLIVE ROSS COUNCILLOR**			**$**	**3,038.33**
.7962	Councillor expenses	45307	E117433	$	3,038.33
.0754	**COCKBURN CEMENT LIMITED**			**$**	**951.72**
.0754	Building construction materials and services	45322	E117635	$	951.72
.4110	**COMMERCIAL & INDUSTRIAL MOWING D.J LUCKIN & T.M LUCKIN T/AS**			**$**	**7,117.00**
.4110	Mowing and slashing services	45307	E117323	$	5,269.00
.4110	Mowing and slashing services	45322	E117689	$	1,848.00
.7567	**COMMON GROUND TRAILS PTY LTD**			**$**	**324,969.88**
.7567	Point Walter MTB Project Claims	45307	E117422	$	324,969.88
.7074	**COMPLETE OFFICE SUPPLIES**			**$**	**8,253.32**
.7074	Stationery	45307	E117405	$	8,253.32
.1187	**COMPLETE PEST MANAGEMENT SERVICES THE TRUSTEE FOR LAWRENCE FAMILY TRUST T/AS**			**$**	**519.76**
.1187	Pest & Weed Control	45322	E117643	$	519.76
.3935	**CONTRA-FLOW PTY LTD**			**$**	**50,475.58**
.3935	Traffic control services	45307	E117319	$	31,566.37
.3935	Traffic control services	45322	E117686	$	18,909.21
.7070	**CORSIGN WA PTY LTD**			**$**	**1,320.00**
.7070	Road signs	45307	E117404	$	1,320.00
.7250	**COUNTRY CLUB INTERNATIONAL PTY LTD**			**$**	**760.10**
.7250	Sport and recreation equipment	45307	E117410	$	344.30

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.7250	Sport and recreation equipment	45322	E117770	$	415.80
.6831	**COVS GPC ASIA PACIFIC T/AS**			**$**	**2,035.00**
.6831	Plant purchase/Parts	45307	E117392	$	2,035.00
.7325	**CRISTY BURNE**			**$**	**625.00**
.7325	Library Stock	45307	E117413	$	625.00
.7859	**CS LEGAL THE PIER GROUP PTY LTD T/AS**			**$**	**6,887.60**
.7859	Debt collection services	45307	E117431	$	1,226.40
.7859	Debt collection services	45322	E117781	$	5,661.20
.1677	**CSE CROSSCOM PTY LTD**			**$**	**1,855.10**
.1677	Creative services and graphic design	45322	E117652	$	1,855.10
.4409	**CUMMINS ENGINE CO PTY LTD CUMMINS SOUTH PACIFIC PTY LTD T/AS**			**$**	**1,796.47**
.4409	Plant maintenance	45322	E117700	$	1,796.47
.8547	**CURULLI PLUMBING ITALIAN JOB (WA) PTY LTD ATF D & L CURULLI TRUST T/AS**			**$**	**6,194.39**
.8547	Landscaping services and supplies	45322	E117801	$	6,194.39
.0696	**D J PALMER (WA) PTY LTD**			**$**	**1,580.96**
.0696	Fencing supplies and services	45307	E117254	$	1,580.96
.4386	**DA CHRISTIE PTY LTD**			**$**	**25,617.68**
.4386	Outdoor furniture and shades and exercise equipment	45307	E117329	$	25,617.68
.7389	**DAN MCCABE MCCABE, DANIEL T/AS**			**$**	**4,800.00**
.7389	Photography	45307	E117416	$	4,800.00
.4645	**DANIYELA OLDS COM EMPLOYEE**			**$**	**376.00**
.4645	Staff reimbursements	45307	E117335	$	376.00
.2131	**DATA#3 LIMITED**			**$**	**159,524.31**
.2131	IT software/licensing and maintenance	45307	E117281	$	143,844.13
.2131	IT software/licensing and maintenance	45322	E117659	$	15,680.18

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.4067	**DATACOM SYSTEMS (AU) PTY LTD - WA DIVISION**			**$**	**77.88**
.4067	IT software/licensing and maintenance	45307	E117322	$	77.88
.0101	**DAVID GRAY & CO PTY LTD**			**$**	**5,552.80**
.0101	Bin supply	45322	E117610	$	5,552.80
.4671	**DEBBIE WHYTE COM EMPLOYEE**			**$**	**1,260.00**
.4671	Staff reimbursements	45307	E117336	$	1,260.00
.4051	**DEPARTMENT OF FIRE AND EMERGENCY SERVICES**			**$**	**722,929.18**
.4051	Regulatory fees and government charges	45322	E117687	$	722,929.18
.3857	**DEPARTMENT OF PLANNING, LANDS AND HERITAGE**			**$**	**17,239.00**
.3857	Regulatory fees and government charges	45307	E117317	$	6,003.00
.3857	Regulatory fees and government charges	45322	E117685	$	11,236.00
.1918	**DEPARTMENT OF TRANSPORT WA**			**$**	**77.05**
.1918	Disclosure of information Fees	45322	E117656	$	77.05
.8141	**DETAIL MARKETING COMMUNICATIONS PTY LTD DETAIL MARKETING & COMMUNICATIONS PTY LTD T/AS**			**$**	**14,410.00**
.8141	Marketing and communication services	45307	E117440	$	14,410.00
.6541	**DONOVAN PAYNE ARCHITECTS (A)POD PTY LTD T/AS**			**$**	**7,727.50**
.6541	Architectural and design services	45322	E117739	$	7,727.50
.3459	**DOWNER EDI WORKS PTY LTD**			**$**	**33,594.57**
.3459	Roads and paving supplies - asphalt and bitumen	45307	E117309	$	33,594.57
.6693	**DOWSING GROUP PTY LTD**			**$**	**124,376.41**
.6693	Roads and paving supplies - quarry products and rubble	45307	E117384	$	81,517.66
.6693	Roads and paving supplies - quarry products and rubble	45322	E117745	$	42,858.75
.8474	**DP STAMPALIA STAMPALIA, DARREN PHILLIP & DP EARTHMOVING WA T/AS**			**$**	**7,042.20**
.8474	Plant hire	45307	E117454	$	7,042.20

				Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference	Payment Amount
.3309	**DRAINFLOW SERVICES PTY LTD**			$ 81,908.75
.3309	Drainage services	45307	E117304	$ 54,480.25
.3309	Drainage services	45322	E117676	$ 27,428.50
.6794	**DURACRAFT ACCIDENT REPAIR CENTRE DURACRAFT PTY LTD T/AS**			$ 2,277.40
.6794	Vehicle Repairs and Maintenance	45307	E117390	$ 1,250.00
.6794	Vehicle Repairs and Maintenance	45322	E117748	$ 1,027.40
.9158	**EAST WEST DESIGN EAST WEST DESIGN PTY LTD T/AS**			$ 3,753.60
.9158	Furniture and Fit Out	45307	E117489	$ 3,593.60
.9158	Furniture and Fit Out	45315	E117602	$ 160.00
.8115	**ECO FAERIES PTY LTD**			$ 500.00
.8115	Entertainers	45322	E117788	$ 500.00
.4756	**ECO RESOURCES PTY LTD THE TRUSTEE FOR THE M & S UNIT TRUST T/AS**			$ 2,554.75
.4756	Landfill management services	45307	E117338	$ 2,266.00
.4756	Landfill management services	45322	E117706	$ 288.75
.7816	**ECOBLUE INTERNATIONAL ECOLBLUE INTERNATIONAL PTY LTD ATF ECOBLUE UNIT TRUST**			$ 700.60
.7816	Fuel	45307	E117429	$ 700.60
.9172	**ECONOMIC DEVELOPMENT AUSTRALIA LIMITED**			$ 4,200.00
.9172	External training courses	45307	E117490	$ 4,200.00
.6445	**ELEMENT ADVISORY PTY LTD**			$ 15,548.50
.6445	Architectural and design services	45307	E117369	$ 14,278.00
.6445	Architectural and design services	45322	E117736	$ 1,270.50
.6230	**ELITE LOCK SERVICE PERTH SECURITY SOLUTIONS ATF SIMS FAMILY TRUST T/AS**			$ 3,488.30
.6230	Locksmith supplies and services	45307	E117361	$ 1,570.11
.6230	Locksmith supplies and services	45322	E117727	$ 1,918.19
.7101	**ELLIOTTS FILTRATION ELLIOTTS IRRIGATION PTY LTD T/AS**			$ 565.40
.7101	Irrigation and watering systems	45307	E117406	$ 565.40

				Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference	Payment Amount
.8390	**ELM WA PTY LTD**			$ 34,716.00
.8390	Landscape design and architecture services	45307	E117450	$ 34,716.00
.8133	**EMA CONSULTING EMA CONSULTING PTY LTD T/AS**			$ 338.80
.8133	Consulting services	45307	E117439	$ 338.80
.1380	**EMSO MAINTENANCE CRAB CLAW HOLDINGS P/L ATF EMSO INVESTMENT TRUST T/AS**			$ 57,924.57
.1380	Building construction materials and services	45307	E117268	$ 18,452.42
.1380	Building construction materials and services	45322	E117648	$ 39,472.15
.0091	**ENGINE PROTECTION EQUIPMENT**			$ 2,354.55
.0091	Vehicle Repairs and Maintenance	45307	E117235	$ 901.63
.0091	Vehicle Repairs and Maintenance	45322	E117609	$ 1,452.92
.7316	**ENSIGN SERVICES (AUST.) PTY. LTD**			$ 472.56
.7316	Laundering and dry cleaning	45322	E117772	$ 472.56
.4541	**ENVIRO SWEEP EWCS UNIT TRUST T/AS**			$ 7,688.86
.4541	Street sweeping services	45307	E117334	$ 6,599.86
.4541	Street sweeping services	45322	E117704	$ 1,089.00
.8255	**ENVIROCARE SYSTEMS ENVIROCARE SYSTEMS PTY LTD T/AS**			$ 381.15
.8255	Janitorial and cleaning products	45307	E117444	$ 381.15
.7842	**EPIC SIGNS EPIC SIGNS PTY LTD T/AS**			$ 1,815.00
.7842	Signage and sign writing	45307	E117430	$ 1,815.00
.6611	**ERECTIONS (WA) LIGHTFORCE ASSET PTY LTD T/AS**			$ 3,454.00
.6611	Road signs	45307	E117378	$ 3,454.00
.7227	**ERIN COATES**			$ 1,500.00
.7227	Library Expenses	45322	E117766	$ 1,500.00
.6929	**ES2 ES2 PTY LTD T/AS**			$ 1,925.00
.6929	Cloud services	45307	E117394	$ 1,732.50
.6929	Cloud services	45322	E117758	$ 192.50

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6989	**ESSENTIAL COFFEE PTY LTD**			**$**	**1,277.23**
.6989	Facilities management services	45322	E117760	$	1,277.23
.6489	**EXCEL KERBING PTY LTD TRUSTEE FOR EXCEL KERBING TRUST T/AS**			**$**	**2,970.00**
.6489	Roads and paving supplies - other	45307	E117372	$	2,970.00
.0235	**EXTERIA AND MODUS AUSTRALIA LANDMARK ENGINEERING & DESIGN PTY LTD T/AS**			**$**	**9,251.00**
.0235	Outdoor furniture and shades and exercise equipment	45307	E117242	$	9,251.00
.9140	**F E TECHNOLOGIES PTY LTD**			**$**	**11,750.75**
.9140	Electronic Equipment	45307	E117487	$	11,750.75
.8631	**FAIRFAX MEDIA PUBLICATIONS PTY LTD**			**$**	**1,100.00**
.8631	Printed Materials	45322	E117802	$	1,100.00
.7234	**FAT FROG CONSULTING THE TRUSTEE FOR LIVING STREAMS TRUST T/AS**			**$**	**7,067.00**
.7234	Sustainability services	45315	E117600	$	4,035.00
.7234	Sustainability services	45322	E117768	$	3,032.00
.0531	**FEDEX EXPRESS AUSTRALIA PTY LTD**			**$**	**3,771.83**
.0531	Courier	45307	E117251	$	2,373.88
.0531	Courier	45322	E117627	$	1,397.95
.8338	**FLEXI STAFF FLEXI STAFF GROUP PTY LTD**			**$**	**24,280.56**
.8338	Temporary labour	45307	E117448	$	17,834.42
.8338	Temporary labour	45322	E117797	$	6,446.14
.0204	**FLICK ANTICIMEX**			**$**	**369.14**
.0204	Hygiene services	45307	E117239	$	369.14
.5369	**FOXTEL**			**$**	**350.00**
.5369	Cloud services	45307	E117346	$	350.00
.1895	**FREMANTLE PA HIRE**			**$**	**11,037.40**
.1895	AV equipment and cameras	45307	E117276	$	6,730.90

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.1895	AV equipment and cameras	45322	E117655	$	4,306.50
.1221	**FUJI XEROX AUSTRALIA PTY LIMITED**			**$**	**484.29**
.1221	Photocopying and scanning services	45307	E117263	$	484.29
.3227	**FULTON HOGAN INDUSTRIES PTY LTD**			**$**	**403,188.93**
.3227	Building construction materials and services	45307	E117302	$	66,343.18
.3227	Building construction materials and services	45322	E117675	$	336,845.75
.8817	**GENIVO PTY LTD T/AS SIGNWAVE BELMONT**			**$**	**855.02**
.8817	Landscape design and architecture services	45322	E117807	$	855.02
.6824	**GFG TEMP ASSIST GLENN FLOOD GROUP PTY LTD T/AS**			**$**	**33,713.46**
.6824	Temporary labour	45307	E117391	$	29,662.29
.6824	Temporary labour	45322	E117752	$	4,051.17
.3360	**GHD WOODHEAD GHD PTY LET T/AS**			**$**	**7,986.00**
.3360	Engineering consulting services	45322	E117679	$	7,986.00
.9072	**GLOBAL MARINE ENCLOSURES PTY LTD**			**$**	**94,729.57**
.9072	Outdoor furniture and shades and exercise equipment	45307	E117473	$	94,729.57
.7017	**GLYNIS BARBER COUNCILLOR**			**$**	**4,983.74**
.7017	Councillor expenses	45307	E117399	$	4,983.74
.5101	**GRAFFITI SYSTEMS AUSTRALIA THE TRUSTEE FOR ROBTHOR UNIT TRUST T/AS**			**$**	**1,858.22**
.5101	Graffiti removal services	45307	E117341	$	1,858.22
.6823	**GREAT AUSSIE PATIOS THE TRUSTEE FOR THE FULKER FAMILY TRUST T/AS**			**$**	**147.00**
.6823	Landscape design and architecture services	45322	E117751	$	147.00
.0102	**GREENS HIAB SERVICES**			**$**	**528.00**
.0102	Other vehicles and trailers Hire	45322	E117611	$	528.00
.7956	**H.W. & ASSOCIATES TOMLIN HOLDINGS (WA) PTY LTD T/AS**			**$**	**3,630.00**
.7956	Surveyors	45322	E117785	$	3,630.00

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.4312	**HAYS SPECIALIST RECRUITMENT (AUSTRALIA) PTY LTD**			$	95,345.64
.4312	Temporary labour	45307	E117327	$	45,988.39
.4312	Temporary labour	45322	E117698	$	49,357.25
.0599	**HEAVY AUTOMATICS PTY LTD**			$	1,244.10
.0599	Maintenance and services	45322	E117629	$	1,244.10
.6705	**HODGE COLLARD PRESTON ARCHITECTS HODGE COLLARD PRESTON UNIT TRUST T/AS**			$	21,357.60
.6705	Architectural and design services	45307	E117386	$	8,401.80
.6705	Architectural and design services	45322	E117746	$	12,955.80
.1418	**HOLCIM (AUSTRALIA) PTY LTD**			$	2,804.01
.1418	Roads and paving supplies - concrete	45307	E117270	$	2,804.01
.5489	**HORIZON WEST LANDSCAPE & IRRIGATION PTY LTD**			$	71,261.80
.5489	Irrigation and watering systems	45307	E117348	$	65,827.80
.5489	Irrigation and watering systems	45322	E117717	$	5,434.00
.9062	**HYDROQUIP PUMPS & IRRIGATION PTY LTD**			$	6,340.40
.9062	Irrigation and watering systems	45307	E117472	$	335.50
.9062	Irrigation and watering systems	45322	E117816	$	6,004.90
.9091	**HYGIENE CONCEPTS DCR NOMINEES PTY LTD T/AS**			$	1,673.82
.9091	Hygiene services	45307	E117477	$	1,474.91
.9091	Hygiene services	45322	E117818	$	198.91
.6282	**HYLAND MANAGEMENT & CONTRACTORS PTY LTD**			$	11,506.00
.6282	Architectural and design services	45322	E117730	$	11,506.00
.8748	**ID CONSULTING PTY LTD**			$	21,780.00
.8748	Subscription fee	45307	E117458	$	21,780.00
.0114	**INDUSTRIAL PROTECTIVE PRODUCTS (WA) JELLOR PTY LTD T/AS**			$	1,988.90
.0114	General hardware and tools	45307	E117236	$	489.25
.0114	General hardware and tools	45322	E117612	$	1,499.65

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6016	**INDUSTRIAL RECRUITMENT PARTNERS IRP PTY LTD T/AS**			**$**	**13,421.10**
.6016	Temporary labour	45307	E117355	$	5,560.17
.6016	Temporary labour	45322	E117722	$	7,860.93
.6619	**INFOR GLOBAL SOLUTIONS (ANZ) PTY LIMITED SUNSYSTEMS SOFTWARE T/AS**			**$**	**11,440.00**
.6619	IT technical services	45307	E117380	$	10,857.00
.6619	IT technical services	45322	E117743	$	583.00
.0009	**INITIAL HYGIENE SOLUTIONS RENTOKIL INITIAL PTY LTD T/AS**			**$**	**3,992.95**
.0009	Hygiene services	45307	E117232	$	1,058.86
.0009	Hygiene services	45322	E117604	$	2,934.09
.6615	**INSTANT TOILETS & SHOWERS INSTANT PRODUCTS HIRE T/AS**			**$**	**4,493.24**
.6615	Event equipment hire	45322	E117742	$	4,493.24
.0236	**INSTANT WINDSCREENS**			**$**	**595.00**
.0236	Vehicle Repairs and Maintenance	45322	E117620	$	595.00
.9114	**INTEGRITY SAMPLING (WA) ADY ANADI PTY LTD T/AS**			**$**	**825.00**
.9114	Workplace health and safety services	45307	E117480	$	825.00
.4326	**INTELIFE GROUP LIMITED**			**$**	**5,533.13**
.4326	Commercial cleaning	45307	E117328	$	5,533.13
.6129	**IRONBARK SUSTAINABILITY IRONBARK GROUP PTY LTD T/AS**			**$**	**21,521.50**
.6129	Sustainability services	45322	E117724	$	21,521.50
.8392	**ISAAC HUGGINS**			**$**	**1,155.00**
.8392	Artists and artworks	45307	E117451	$	1,155.00
.0424	**ISENTIA PTY LIMITED**			**$**	**1,650.00**
.0424	Media monitoring	45307	E117248	$	1,650.00
.5119	**JANA BRADDOCK COM EMPLOYEE**			**$**	**135.00**
.5119	Staff reimbursements	45322	E117711	$	135.00

				Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference	Payment Amount
.7967	**JANE EDINGER COUNCILLOR**			**$ 3,038.33**
.7967	Councillor expenses	45307	E117434	$ 3,038.33
.1406	**JB HI FI COMMERCIAL JB HI-FI GROUP PTY LTD T/AS**			**$ 27,417.00**
.1406	IT hardware	45307	E117269	$ 27,100.00
.1406	IT hardware	45322	E117649	$ 317.00
.8045	**JENNIFER GAYE AGENCIES JERVIS, JENNIFER GAYE T/AS**			**$ 3,500.00**
.8045	Artists and artworks	45322	E117787	$ 3,500.00
.7971	**JENNIFER SPANBROEK COUNCILLOR**			**$ 3,038.33**
.7971	Councillor expenses	45307	E117435	$ 3,038.33
.6121	**JONAS LEISURE CENTAMAN SYSTEMS PTY LTD T/AS**			**$ 5,500.00**
.6121	IT project management and consultancy	45307	E117359	$ 5,500.00
.8546	**JULUWARLU GROUP ABORIGINAL CORPORATION**			**$ 340.50**
.8546	Artists and artworks	45322	E117800	$ 340.50
.6279	**KAREN WHEATLAND COUNCILLOR**			**$ 3,038.33**
.6279	Councillor expenses	45307	E117362	$ 3,038.33
.2898	**KATHERINE MAIR COUNCILLOR**			**$ 9,621.75**
.2898	Councillor expenses	45307	E117293	$ 9,621.75
.6394	**KENNARDS HIRE PTY LTD**			**$ 2,939.98**
.6394	Event equipment hire	45307	E117368	$ 1,200.00
.6394	Event equipment hire	45322	E117735	$ 1,739.98
.7555	**KERBING WEST FREIGHT TRAIN (WA) PTY LTD T/AS**			**$ 3,423.86**
.7555	Roads and paving supplies - concrete	45307	E117421	$ 3,423.86
.6701	**KIMBERLY BROSZTL COM EMPLOYEE**			**$ 385.00**
.6701	Staff reimbursements	45307	E117385	$ 385.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.8818	**KING UPHOLSTERY SERVICES KING, KEITH BRIAN T/AS**			**$**	**1,276.00**
.8818	Other furniture	45322	E117808	$	1,276.00
.9029	**KIRSTEN GRAHAM PHOTOGRAPHY THE TRUSTEE FOR GRAHAM FAMILY TRUST T/AS**			**$**	**1,309.00**
.9029	Photography	45307	E117470	$	594.00
.9029	Photography	45322	E117813	$	715.00
.6770	**KLEENIT PTY LTD**			**$**	**2,769.36**
.6770	Graffiti removal services	45307	E117389	$	1,846.24
.6770	Graffiti removal services	45322	E117747	$	923.12
.7064	**KYOCERA DOCUMENT SOLUTIONS AUSTRALIA PTY LTD**			**$**	**2,422.74**
.7064	Printers and multifunction devices	45307	E117403	$	2,422.74
.8660	**LA PALETA**			**$**	**387.10**
.8660	Food and beverages for resale	45307	E117457	$	387.10
.7292	**LAMINAR CAPITAL PTY. LTD**			**$**	**550.00**
.7292	Accounting and financial services	45307	E117412	$	550.00
.1115	**LANDGATE WESTERN AUSTRALIA LAND INFORMATION AUTHORITY T/AS**			**$**	**2,030.22**
.1115	Regulatory fees and government charges	45307	E117261	$	91.50
.1115	Regulatory fees and government charges	45322	E117641	$	1,938.72
.0324	**LANDSCAPE ELEMENTS PTY LTD**			**$**	**51,908.32**
.0324	Landscaping services and supplies	45322	E117622	$	51,908.32
.0688	**LAUNDRY EXPRESS THE TRUSTEE FOR TEMA TRUST T/AS**			**$**	**941.34**
.0688	Laundering and dry cleaning	45322	E117633	$	941.34
.8312	**LEONIE BRIALEY**			**$**	**45.00**
.8312	Artists and artworks	45322	E117795	$	45.00
.0618	**LES MILLS AEROBICS**			**$**	**5,270.16**
.0618	Community events	45322	E117631	$	5,270.16

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.4841	**LFA FIRST RESPONSE PTY LTD THE TRUSTEE FOR LFA UNIT TRUST T/AS**			$	2,343.94
.4841	Workplace health and safety services	45322	E117707	$	2,343.94
.0490	**LGISWA**			$	129,696.60
.0490	Insurance premiums	45307	E117250	$	129,696.60
.5475	**LOCHNESS LANDSCAPE SERVICES LLS AUST. PTY LTD ATF THE LOCHNESS UNIT TRUST T/AS**			$	50,315.43
.5475	Landscaping services and supplies	45307	E117347	$	47,233.78
.5475	Landscaping services and supplies	45322	E117716	$	3,081.65
.1343	**M P ROGERS & ASSOCIATES PTY LTD**			$	3,813.33
.1343	Engineering consulting services	45322	E117647	$	3,813.33
.3607	**MAGNETISM ART & DESIGN DUGGAN, DANIEL ALLEN T/AS**			$	2,934.75
.3607	Community events	45307	E117311	$	2,934.75
.9179	**MAIN EVENT HIRE YELLOW CITRINE PTY LTD T/AS**			$	442.00
.9179	Venue hire	45322	E117831	$	442.00
.1723	**MAIN ROADS WA**			$	17,600.00
.1723	Pavement construction and streetscape services	45322	E117653	$	17,600.00
.0141	**MAJOR MOTORS PTY LTD THE TRUSTEE FOR MAJOR MOTORS UNIT TRUST T/AS**			$	1,660.95
.0141	Light Vehicle purchase	45307	E117237	$	1,336.80
.0141	Light Vehicle purchase	45322	E117614	$	324.15
.6037	**MARQUEE MAGIC TUTAKI UNIT TRUST T/AS**			$	6,240.00
.6037	Event equipment hire	45307	E117357	$	6,240.00
.4228	**MASTEC AUSTRALIA PTY LTD**			$	39,047.15
.4228	Bin supply	45322	E117694	$	39,047.15
.9182	**MASTER PICTURE FRAMERS MYAREE BELLEN HOLDING P/L ATF THE MILEHAM FAMILY TRUST T/AS**			$	1,169.67
.9182	Artists and artworks	45322	E117833	$	1,169.67
.5232	**MATTHEW WOODALL COUNCILLOR**			$	3,038.33

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.5232	Councillor expenses	45307	E117344	$	3,038.33
.2678	**MAXWELL AND ROBINSON AND PHELPS THE TRUSTEE FOR TEEKMAR FAMILY TRUST T/AS**			**$**	**642.20**
.2678	Pest & Weed Control	45322	E117668	$	642.20
.9160	**MBA CIVILS AND LANDSCAPING MBA RESIDENTIAL PTY LTD T/AS**			**$**	**108,131.76**
.9160	Landscaping services and supplies - Point Walter Sewer and Mains Water Connection	45322	E117828	$	108,131.76
.5144	**MCGEES PROPERTY SULLIVAN COMMERCIAL PTY LTD T/AS**			**$**	**2,145.00**
.5144	Valuation services	45307	E117343	$	2,145.00
.1276	**MCINTOSH HOLDINGS PTY LTD MCINTOSH & SON T/AS**			**$**	**65,466.50**
.1276	Building construction materials and services	45307	E117265	$	346.50
.1276	Building construction materials and services	45322	E117646	$	65,120.00
.1270	**MCLEODS BARRISTERS & SOLICITORS BECKETT, DOUGLAS, GILLETT, GRGICH, MCLEOD & OTHERS T/AS**			**$**	**7,427.45**
.1270	Legal and conveyancing services	45307	E117264	$	3,010.70
.1270	Legal and conveyancing services	45322	E117645	$	4,416.75
.9142	**MELVILLE BIN HIRE RAOL PTY LTD T/AS**			**$**	**1,240.00**
.9142	Waste collection and disposal	45322	E117825	$	1,240.00
.9176	**MELVILLE COMMUNITY MEN'S SHED INC**			**$**	**57,500.00**
.9176	Community services and respite	45307	E117491	$	30,000.00
.9176	Community services and respite	45322	E117830	$	27,500.00
.6638	**MELVILLE TOYOTA SERVCO AUSTRALIA MELVILLE PTY LTD T/AS**			**$**	**115,810.02**
.6638	Vehicle Servicing, repairs and maintenance	45307	E117382	$	1,841.36
.6638	Cars - two Utility Workmates and one Toyota Corolla	45315	E117598	$	113,968.66
.0701	**MELVILLE WATER POLO CLUB (INC)**			**$**	**1,870.00**
.0701	Sport and recreation subsidies	45322	E117634	$	1,870.00
.1603	**MESSAGES ON HOLD MESSAGES ON HOLD AUSTRALIA PTY LTD T/AS**			**$**	**529.62**
.1603	Marketing and communication services	45322	E117650	$	529.62

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.8997	**METAL ARTWORK BADGES D&L STUDIO PTY LTD T/AS**			**$**	**131.89**
.8997	Office equipment	45307	E117468	$	131.89
.0323	**METROCOUNT MICROCOM PTY LTD T/AS**			**$**	**313.50**
.0323	Traffic control services	45307	E117244	$	313.50
.8969	**MILLIYAAN ABORIGINAL SERVICES YARRAN, CYRIL T/AS**			**$**	**2,578.81**
.8969	Artists and artworks	45307	E117465	$	822.93
.8969	Artists and artworks	45322	E117811	$	1,755.88
.0086	**MISS MAUD TOWN INN PTY LTD T/AS**			**$**	**208.05**
.0086	Catering services and supplies	45322	E117608	$	208.05
.2865	**MMM WA PTY LTD**			**$**	**64,511.72**
.2865	Building construction materials and services	45307	E117292	$	50,408.95
.2865	Building construction materials and services	45315	E117596	$	14,102.77
.8768	**MODE DESIGN CORP PTY LTD**			**$**	**550.00**
.8768	Architectural and design services	45307	E117459	$	550.00
.7462	**MONAGHAN SURVEYING JOHN TIMOTHY MONAGHAN T/AS**			**$**	**1,380.00**
.7462	Surveyors	45307	E117418	$	1,380.00
.9000	**MOODJAR HOLDINGS PTY LTD**			**$**	**41,250.00**
.9000	Environmental consultancy services	45307	E117469	$	41,250.00
.6622	**MOORE AUSTRALIA (WA) PTY LTD BARNES FAMILY TRUST & OTHERS T/AS**			**$**	**2,750.00**
.6622	Auditing services	45315	E117597	$	2,750.00
.0866	**MYRIAD IMAGES THE TRUSTEE FOR MYRIAD IMAGES TRUST T/AS**			**$**	**3,256.00**
.0866	Creative services and graphic design	45307	E117255	$	2,134.00
.0866	Creative services and graphic design	45322	E117636	$	1,122.00
.5921	**MYSTERY CUSTOMER UNDERCOVER CUSTOMER PTY LTD T/AS**			**$**	**2,217.60**
.5921	Business and management consulting and services	45307	E117354	$	2,217.60

				Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference	Payment Amount
.7940	**NATURAL AREA CONSULTING MANAGEMENT SERVICES NATUURAL AREA HOLDINGS PTY LTD**			**$ 35,117.62**
.7940	Bush regeneration	45307	E117432	$ 35,117.62
.4477	**NATURE PLAY SOLUTIONS PTY LTD**			**$ 104,856.54**
.4477	Landscape design and architecture services	45307	E117333	$ 63,817.69
.4477	Landscape design and architecture services	45322	E117702	$ 41,038.85
.6837	**NETSTAR AUSTRALIA PTY LTD**			**$ 33,420.42**
.6837	Minor machinery	45322	E117753	$ 33,420.42
.9074	**NEW WORLD LABORATORIES PTY LTD**			**$ 2,090.00**
.9074	Consulting services	45307	E117474	$ 2,090.00
.2969	**NICOLE ROBINS COUNCILLOR**			**$ 3,038.33**
.2969	Councillor expenses	45307	E117294	$ 3,038.33
.6810	**NOMA NOMA PTY LTD T/AS**			**$ 275.00**
.6810	Artists and artworks	45322	E117750	$ 275.00
.6515	**NON-ADVERTISING MARKETFORCE PTY LTD**			**$ 7,309.54**
.6515	Advertising and media buy	45307	E117373	$ 7,309.54
.7658	**NORDA ARCHITECTS PTY LTD NORDA ARCHITECTS PTY LTD T/AS**			**$ 3,938.00**
.7658	Architectural and design services	45307	E117426	$ 3,938.00
.8649	**NORMAN DISNEY & YOUNG NDY MANAGEMENT PTY LTD T/AS**			**$ 2,244.00**
.8649	Engineering consulting services	45307	E117456	$ 1,056.00
.8649	Engineering consulting services	45322	E117803	$ 1,188.00
.3408	**NORTHLAKE ELECTRICAL PTY LTD NORTH LAKE ELECTRICAL PTY LTD T/AS**			**$ 91,601.49**
.3408	Electrical and lighting maintenance supplies and services	45307	E117307	$ 48,550.44
.3408	Electrical and lighting maintenance supplies and services	45322	E117680	$ 43,051.05
.5866	**NRP ELECTRICAL SERVICES**			**$ 1,386.00**
.5866	Electrical and lighting maintenance supplies and services	45307	E117353	$ 1,386.00

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.7336	**NUTRIEN AG SOLUTIONS LIMITED LANDMARK OPERATIONS LIMITED T/AS**			$	**17,677.00**
.7336	Landscaping services and supplies	45307	E117414	$	17,677.00
.1020	**NUTRIEN WATER TOTAL EDEN PTY LIMITED T/AS**			$	**871.42**
.1020	Irrigation and watering systems	45322	E117639	$	871.42
.3729	**OCE-AUSTRALIA LIMITED (CANON GROUP)**			$	**488.03**
.3729	Printer ink and toner	45307	E117313	$	488.03
.9116	**OFFICE RELOCATION SOLUTIONS PTY LTD**			$	**2,310.00**
.9116	Building maintenance and services	45307	E117481	$	1,540.00
.9116	Building maintenance and services	45322	E117823	$	770.00
.7543	**ON TAP PLUMBING & GAS PTY LTD**			$	**53,296.26**
.7543	Plumbing maintenance supplies and services	45307	E117420	$	24,002.21
.7543	Plumbing maintenance supplies and services	45322	E117775	$	29,294.05
.3187	**ONE MUSIC AUSTRALIA APRA - AUSTRALASIAN PERFORMING RIGHT ASSOC LTD T/AS**			$	**4,749.28**
.3187	Licences	45307	E117301	$	4,749.28
.3439	**OTIS ELEVATOR COMPANY PTY LTD**			$	**2,255.40**
.3439	Lift maintenance and services	45307	E117308	$	2,255.40
.9143	**OVENU CANNING VALE THE TRUSTEE FOR BANNON FAMILY TRUST T/AS**			$	**440.00**
.9143	Commercial cleaning	45322	E117826	$	440.00
.0181	**P&G BODY BUILDERS P & G BODY BUILDERS PTY LTD T/AS**			$	**1,397.00**
.0181	Repairs and Parts as required	45322	E117616	$	1,397.00
.8281	**PAPER BIRD CHILDREN'S BOOKS AND ARTS BIRDBOOKS PTY LTD T/AS**			$	**522.50**
.8281	Library Expenses	45307	E117445	$	522.50
.2629	**PAPERBARK TECHNOLOGIES PTY LTD**			$	**5,620.00**
.2629	Nursery supplies	45307	E117288	$	1,180.00
.2629	Nursery supplies	45322	E117666	$	4,440.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6488	**PARAMOUNT SECURITY SERVICES SILVERBACK ENTERPRISES PTY LTD T/AS**			**$**	**1,584.00**
.6488	Security services	45307	E117371	$	1,584.00
.6091	**PAUL MOLONY COM EMPLOYEE**			**$**	**361.00**
.6091	Staff reimbursements	45307	E117358	$	204.00
.6091	Staff reimbursements	45322	E117723	$	157.00
.0168	**PEERLESS JAL PTY LTD**			**$**	**167.31**
.0168	Janitorial and cleaning products	45322	E117615	$	167.31
.0082	**PENSKE POWER SYSTEMS PTY LTD**			**$**	**22,821.23**
.0082	Vehicle Repairs and Maintenance	45307	E117234	$	5,658.98
.0082	Vehicle Repairs and Maintenance	45322	E117607	$	17,162.25
.8339	**PEOPLESENSE BY ALTIUS PEOPLESENSE PTY LTS T/AS**			**$**	**3,756.46**
.8339	Workplace health and safety services	45307	E117449	$	3,756.46
.3681	**PERFEKT PTY LTD THE TRUSTEE FOR BERTRIKA TRUST & OTHERS T/AS**			**$**	**593.12**
.3681	IT technical services	45307	E117312	$	593.12
.3135	**PERTH AIRPORTS MUNICIPALITIES GOUP INC**			**$**	**500.00**
.3135	Memberships	45322	E117674	$	500.00
.6305	**PERTH ENERGY PTY LTD**			**$**	**13,458.96**
.6305	Gas	45307	E117364	$	13,458.96
.8144	**PERTH OBSERVATORY VOLUNTEER GROUP INC**			**$**	**1,158.00**
.8144	Library Expenses	45307	E117441	$	1,158.00
.7994	**PERTH PLAYGROUND AND RUBBER PERTH PLAYGROUND AND RUBBER PTY LTD T/AS**			**$**	**24,585.00**
.7994	Playground equipment and maintenance	45322	E117786	$	24,585.00
.8770	**PERTH TRAFFIC TRAINING BUBBLE NEBULA PTY LTD T/AS**			**$**	**600.00**
.8770	Auditing services	45307	E117460	$	600.00
.8770	Auditing services	45309	E117460	-$	600.00
.8770	Auditing services	45322	E117805	$	600.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.3294	**PETER NEESHAM BICTON ENVIRONMENTAL ACTION GROUP INC**			**$**	**373.15**
.3294	Community events	45307	E117303	$	373.15
.4206	**PHASE 3 LANDSCAPE CONSTRUCTION PTY LTD**			**$**	**85,494.56**
.4206	Landscape design and architecture services	45307	E117325	$	73,090.55
.4206	Landscape design and architecture services	45322	E117691	$	12,404.01
.9149	**PHASE 3 MAINTENANCE PTY LTD**			**$**	**2,640.00**
.9149	Landscape design and architecture services	45322	E117827	$	2,640.00
.8457	**PHOENIX CONTAINERS PTY LTD**			**$**	**693.00**
.8457	Building construction materials and services	45307	E117453	$	693.00
.1079	**PIRTEK (FREMANTLE) PTY LTD**			**$**	**281.89**
.1079	Pipes and fittings services	45307	E117260	$	281.89
.0413	**PLANTECH GROUNDS MAINTENANCE ATF BRANDON PROPERTY TRUST T/AS**			**$**	**652.54**
.0413	Park maintenance charges	45322	E117624	$	652.54
.1590	**PLAYMASTER PTY LTD**			**$**	**-**
.1590	Playground equipment and maintenance	45293	E117004	-$	104.50
.1590	Playground equipment and maintenance	45307	E117274	$	104.50
.8984	**PLAYPRO AUSTRALIA PTY LTD**			**$**	**6,451.50**
.8984	Playground equipment and maintenance	45307	E117466	$	4,950.00
.8984	Playground equipment and maintenance	45322	E117812	$	1,501.50
.0461	**PORTER CONSULTING ENGINEERS THE TRUSTEE FOR THE CONSULTING ENGINEERING UNIT TRUST T/AS**			**$**	**22,000.00**
.0461	Engineering consulting services	45307	E117249	$	5,500.00
.0461	Engineering consulting services	45322	E117625	$	16,500.00
.4755	**PRO CRACK SEAL THE TRUSTEE FOR THE MILLER FAMILY TRUST T/AS**			**$**	**5,500.00**
.4755	Pavement construction and streetscape services	45307	E117337	$	5,500.00
.3693	**QED ENVIRONMENTAL SERVICES PTY LTD**			**$**	**2,618.00**

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.3693	Environmental consultancy services	45322	E117683	$	2,618.00
.0977	**QUALITY PRESS THE TRUSTEE FOR ALBA UNIT TRUST T/AS**			**$**	**660.00**
.0977	Outsourced printing	45307	E117257	$	660.00
.6280	**QUANTUM BUILDING SERVICES PTY LTD**			**$**	**16,438.65**
.6280	Roofing services	45307	E117363	$	13,384.29
.6280	Roofing services	45322	E117729	$	3,054.36
.7236	**RAWLINSONS (W.A) RAWLINSON ROBERTS & PARTNERS UNITTRUST T/AS**			**$**	**3,396.25**
.7236	Surveyors	45322	E117769	$	3,396.25
.9163	**REECE'S EVENT HIRE PTY LTD**			**$**	**2,865.50**
.9163	Event equipment hire	45322	E117829	$	2,865.50
.7445	**REINO INTERNATIONAL PTY LIMITED**			**$**	**13,734.05**
.7445	Parking meters	45307	E117417	$	13,514.05
.7445	Parking meters	45322	E117773	$	220.00
.2002	**RENT A FENCE PTY LTD THE TRUSTEE FOR THE RENT A FENCE AUSTRALIA TRUST T/AS**			**$**	**71.25**
.2002	Fencing supplies and services	45307	E117278	$	71.25
.0979	**RENTOKIL INITIAL PTY LTD**			**$**	**1,464.61**
.0979	Hygiene services	45307	E117258	$	1,464.61
.2203	**RESOURCE RECOVERY GROUP**			**$**	**659,553.09**
.2203	Waste expenses	45307	E117283	$	381,747.17
.2203	Waste expenses	45322	E117661	$	277,805.92
.0234	**RICHGRO GARDEN PRODUCTS A RICHARDS PTY LTD T/AS**			**$**	**1,353.00**
.0234	Landscape design and architecture services	45307	E117241	$	1,353.00
.1368	**RISK MANAGEMENT TECHNOLOGIES PTY LTD**			**$**	**3,733.40**
.1368	Subscriptions	45307	E117267	$	3,733.40
.6939	**ROAD AND TRAFFIC SERVICES PTY LTD**			**$**	**836.00**

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6939	Road line marking	45307	E117395	$	836.00
.7535	**ROSMECH SALES & SERVICES PTY LTD**			**$**	**585.61**
.7535	Other vehicles and trailers - Servicing and Repairs	45322	E117774	$	585.61
.0592	**ROTARY CLUB OF APPLECROSS INC**			**$**	**170.00**
.0592	Donations, Sponsorship & Contributions	45307	E117252	$	170.00
.4666	**SAFARI BUILDING PRODUCTS TACOMA GROUP T/AS**			**$**	**2,149.18**
.4666	Building construction materials and services	45322	E117705	$	2,149.18
.7878	**SALLY BOWER**			**$**	**30.00**
.7878	Community events	45322	E117782	$	30.00
.0615	**SATELLITE SECURITY SERVICES**			**$**	**6,393.29**
.0615	Security systems/Monitoring	45307	E117253	$	4,979.16
.0615	Security systems/Monitoring	45322	E117630	$	1,414.13
.2955	**SAVI SOUND AUDIO VISUAL INTERGRATION SYSTEMS RISUCCI, DOMENIC T/AS**			**$**	**2,953.50**
.2955	AV equipment and cameras	45322	E117670	$	2,953.50
.6160	**SCAPE-ISM PTY LTD THE TRUSTEE FOR REES FAMILY TRUST T/AS**			**$**	**990.00**
.6160	Artists and artworks	45322	E117725	$	990.00
.0911	**SCOTT PRINTERS PTY LTD**			**$**	**6,656.10**
.0911	Outsourced printing	45307	E117256	$	6,656.10
.6677	**SECURITY MANAGMENT AUSTRALASIA PTY LTD**			**$**	**148.50**
.6677	Security systems/Monitoring	45322	E117744	$	148.50
.7289	**SERVO CLEAN DAVID BROWN T/AS**			**$**	**4,058.45**
.7289	Graffiti removal services	45307	E117411	$	2,804.45
.7289	Graffiti removal services	45322	E117771	$	1,254.00
.9102	**SHORE WATER MARINE PTY LTD**			**$**	**33,513.48**
.9102	Wharf and jetty materials and services	45307	E117479	$	33,513.48

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6550	**SHRED-X PTY LTD**			**$**	**22.13**
.6550	Records management services	45307	E117374	$	22.13
.7882	**SIFTING SANDS CHELLEW HAWLEY PTY LTD T/AS**			**$**	**5,490.10**
.7882	Playground equipment and maintenance	45322	E117783	$	5,490.10
.6447	**SIGMA CHEMICALS CROMAG PTY LTD T/AS**			**$**	**3,066.53**
.6447	Water chemicals	45322	E117737	$	3,066.53
.6919	**SIGNARAMA MYAREE KOOLFRO PTY LTD T/AS**			**$**	**462.00**
.6919	Signage and sign writing	45322	E117757	$	462.00
.0334	**SIRSIDYNIX PTY LTD**			**$**	**1,969.00**
.0334	IT software/licensing and maintenance	45307	E117245	$	1,969.00
.6625	**SOFT LANDING COMMUNITY RESOURCES LIMITED T/AS**			**$**	**5,770.60**
.6625	Waste collection and disposal	45307	E117381	$	5,770.60
.4391	**SOLUTION 4 BUILDING PTY LTD**			**$**	**164,430.40**
.4391	Building construction materials and services - Melville Reserve Changerooms	45307	E117330	$	164,023.40
.4391	Building construction materials and services	45322	E117699	$	407.00
.7595	**SONIC HEALTHPLUS SONIC HEALTHPLUS PTY LTD**			**$**	**1,114.30**
.7595	Medical expenses	45307	E117424	$	161.70
.7595	Medical expenses	45322	E117777	$	952.60
.9139	**SOO JEONG HONG COUNCILLOR**			**$**	**3,038.33**
.9139	Councillor expenses	45307	E117486	$	3,038.33
.9113	**SOPHIE JASMINE SMITH**			**$**	**400.00**
.9113	Artists and artworks	45322	E117822	$	400.00
.6324	**SOURCE SEPARATION SYSTEMS PTY LTD**			**$**	**4,272.89**
.6324	Bin supply	45322	E117733	$	4,272.89

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.5327	**SOUTH SHORE SWIMMING CLUB INC.**			**$**	**7,150.05**
.5327	Sport and recreation subsidies	45322	E117713	$	7,150.05
.6173	**SOUTH SIDE WIRE SEAGRIM, PHILIP LESLIE T/AS**			**$**	**12,357.40**
.6173	Temporary fencing	45322	E117726	$	12,357.40
.3969	**SPANDEX ASIA PACIFIC PTY LTD**			**$**	**1,647.82**
.3969	Signage and sign writing	45307	E117320	$	1,647.82
.7813	**SPECTRUM ARTS B MITCHELL & G MITCHELL T/AS**			**$**	**200.00**
.7813	Artists and artworks	45322	E117780	$	200.00
.4153	**SPORTSWORLD OF WA THE TRUSTEE FOR SPORTSWORLD UNIT TRUST T/AS**			**$**	**617.10**
.4153	Sport and recreation equipment	45322	E117690	$	617.10
.5440	**SPRAYLINE SPRAYING EQUIPMENT MATOPOS PTY LTD MALEMI UNIT TRUST T/AS**			**$**	**545.60**
.5440	General hardware and tools	45322	E117715	$	545.60
.1220	**ST JOHN AMBULANCE WESTERN AUSTRALIA LTD**			**$**	**1,700.00**
.1220	External training courses	45307	E117262	$	1,700.00
.7230	**STANDARDS AUSTRALIA LIMITED**			**$**	**1,574.67**
.7230	Licences	45322	E117767	$	1,574.67
.7808	**STANTEC AUSTRALIA PTY LTD**			**$**	**48,378.00**
.7808	Creative services and graphic design	45307	E117428	$	48,378.00
.6617	**STATE WIDE TURF SERVICES JERRA NOMINEES PTY LTD & NB NORRISH PTY LTD T/AS**			**$**	**37,915.00**
.6617	Turf and Equipment	45307	E117379	$	37,915.00
.6476	**STATEWIDE PUMP SERVICES**			**$**	**5,291.00**
.6476	Sewerage expenses	45307	E117370	$	693.00
.6476	Sewerage expenses	45322	E117738	$	4,598.00
.1472	**STILES ELECTRICAL & COMMUNICATION SERVICES STILES ELECTRICAL & COMMUNICATION SERVICES PTY LTD T/AS**			**$**	**9,267.28**
.1472	Electrical and lighting maintenance supplies and services	45307	E117271	$	9,267.28

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.8829	**STIRLING KAIN**			$	**742.50**
.8829	Artists and artworks	45322	E117809	$	742.50
.7635	**STRATAGREEN STRATA CORPORATION PTY LTD T/AS**			$	**7,024.53**
.7635	Landscaping services and supplies	45307	E117425	$	6,198.28
.7635	Landscaping services and supplies	45322	E117779	$	826.25
.1956	**STRUCTERRE CONSULTING ENGINEERS YOUNG PURICH & HIGHAM UNIT TRUST T/AS**			$	**3,850.00**
.1956	Engineering consulting services	45307	E117277	$	3,850.00
.4408	**SUNLIM PTY LTD**			$	**41,506.30**
.4408	IT technical services	45307	E117331	$	41,506.30
.3539	**SUPERIOR PAK PTY LTD**			$	**6,875.23**
.3539	Vehicle Repairs and Maintenance	45307	E117310	$	3,318.07
.3539	Vehicle Repairs and Maintenance	45322	E117682	$	3,557.16
.6605	**SYNERGY ELECTRICITY GENERATION & RETAIL CORPORATION T/AS**			$	**160,260.48**
.6605	Electricity	45307	E117377	$	151,775.16
.6605	Electricity	45322	E117741	$	8,485.32
.1137	**T J DEPIAZZI & SONS THE TRUSTEE FOR SILVERSPRING TRUST T/AS**			$	**1,495.61**
.1137	Landscaping services and supplies	45322	E117642	$	1,495.61
.2856	**TACTILE INDICATORS (PERTH) PTY LTD**			$	**4,414.00**
.2856	Paving supplies and services	45307	E117291	$	4,414.00
.4270	**TALIS CONSULTANTS THE TRUSTEE FOR TALIS UNIT TRUST T/AS**			$	**8,800.00**
.4270	Auditing services	45322	E117695	$	8,800.00
.8756	**TANGO INFORMATION TECHNOLOGY PTY**			$	**8,866.00**
.8756	IT project management and consultancy	45322	E117804	$	8,866.00
.6881	**TASTY FRESH PTY LTD**			$	**50.40**
.6881	Food and beverages for resale	45322	E117756	$	50.40

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6341	**TECHNOGYM AUSTRALIA PTY LTD**			**$**	**327.05**
.6341	Sport and recreation equipment	45307	E117366	$	327.05
.8870	**TECHNOLOGY ONE LIMITED**			**$**	**8,110.45**
.8870	IT software/licensing and maintenance	45307	E117463	$	8,110.45
.7523	**TELSTRA - MELBOURNE TELSTRA CORPORATION LIMITED T/AS**			**$**	**8,238.52**
.7523	Mobile phone expenses	45307	E117419	$	8,238.52
.6307	**TENDERLINK.COM ILLION AUSTRALIA PTY T/AS**			**$**	**291.43**
.6307	Advertising and media buy	45322	E117731	$	291.43
.9128	**TERRENCE TECK SUN LEE COUNCILLOR**			**$**	**3,038.33**
.9128	Councillor expenses	45307	E117482	$	3,038.33
.6940	**THE ART BRANCH PATON-WILLIAMS, JULIETTE ALLISON T/AS**			**$**	**880.00**
.6940	Artists and artworks	45307	E117396	$	880.00
.9100	**THE FACTORY THE FACTORY (AUSTRALIA) PTY LTD T/AS**			**$**	**385.00**
.9100	Community events	45322	E117821	$	385.00
.9060	**THE POSTER GIRLS THOMPSON, LEONIE HELEN T/AS**			**$**	**333.50**
.9060	Outsourced printing	45322	E117815	$	333.50
.8311	**THE TRUSTEE FOR GPS GEO GUARD TRUST**			**$**	**3,049.20**
.8311	Security services	45322	E117794	$	3,049.20
.9095	**THE UNIVERSITY OF NEWCASTLE**			**$**	**18,929.02**
.9095	Business and management consulting and services	45322	E117819	$	18,929.02
.2076	**TIGER TEK PTY LTD**			**$**	**2,034.56**
.2076	General hardware and tools	45307	E117280	$	922.68
.2076	General hardware and tools	45322	E117658	$	1,111.88
.8296	**TIMOTHY PETER FREEGARD**			**$**	**2,250.00**

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.8296	Community events	45307	E117447	$	900.00
.8296	Community events	45322	E117792	$	1,350.00
.1019	**TITAN FORD PERTH AUTO ALLIANCE PTY LTD T/AS**			**$**	**82,606.85**
.1019	Light Vehicle purchase	45322	E117638	$	82,606.85
.7007	**TOMAS FITZGERALD COUNCILLOR**			**$**	**3,038.33**
.7007	Councillor expenses	45307	E117398	$	3,038.33
.1478	**TOMPKINS PARK COMMUNITY & RECREATIONAL ASSOC.**			**$**	**365.00**
.1478	Venue hire	45307	E117272	$	365.00
.8415	**TOP NOTCH FENCING & MAINTENANCE THE TRUSTEE FOR THE WATSON FAMILY TRUST 2 T/AS**			**$**	**49,347.10**
.8415	Fencing supplies and services	45322	E117799	$	49,347.10
.0276	**TOTAL PACKAGING (WA) PTY LTD**			**$**	**463.38**
.0276	Waste expenses	45322	E117621	$	463.38
.9099	**TOTAL TOOLS O'CONNOR TOOLCO PTY LTD T/AS**			**$**	**2,116.80**
.9099	General hardware and tools	45322	E117820	$	2,116.80
.2663	**TOTALLY WORKWEAR FREMANTLE THE TRUSTEE FOR OMAC UNIT TRUST T/AS**			**$**	**6,481.05**
.2663	Uniforms and corporate wardrobe	45307	E117289	$	3,686.79
.2663	Uniforms and corporate wardrobe	45322	E117667	$	2,794.26
.0214	**T-QUIP TURF EQUIPMENT SOLUTIONS TOCOJEPA PTY LTD T/AS**			**$**	**4,250.50**
.0214	Turf and Equipment	45322	E117618	$	4,250.50
.7037	**TREE CARE WA WESTWORKS GROUP PTY LTD AFT USSHERIDAN TRUST T/AS**			**$**	**154,786.74**
.7037	Arborists and tree services	45307	E117400	$	93,882.00
.7037	Arborists and tree services	45322	E117762	$	60,904.74
.4271	**TREE PLANTING & WATERING BARONESS HOLDINGS PTY LTD T/AS**			**$**	**192,312.06**
.4271	Arborists and tree services	45307	E117326	$	109,798.86
.4271	Arborists and tree services	45322	E117696	$	82,513.20

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.4158	**TRITON ELECTRICAL CONTRACTORS PTY LTD**			**$**	**13,656.50**
.4158	Electrical and lighting maintenance supplies and services	45307	E117324	$	13,656.50
.7588	**TRUCK CENTRE WA PTY LTD**			**$**	**8,793.12**
.7588	Truck - Repairs and Maintenance	45307	E117423	$	5,833.77
.7588	Truck - Repairs and Maintenance	45322	E117776	$	2,959.35
.7195	**TRUCKLINE SPECIALIST WHOLESALERS PTY LTD T/AS**			**$**	**208.02**
.7195	Truck - Repairs and Maintenance	45307	E117407	$	127.72
.7195	Truck - Repairs and Maintenance	45322	E117765	$	80.30
.3835	**TSYR CHIAT CHEW COM EMPLOYEE**			**$**	**30.00**
.3835	Staff reimbursements	45307	E117316	$	30.00
.2075	**TURF CARE WA PTY LTD**			**$**	**3,460.38**
.2075	Turf and Equipment	45307	E117279	$	595.98
.2075	Turf and Equipment	45322	E117657	$	2,864.40
.6320	**TURNER & TOWNSEND PTY LTD**			**$**	**7,700.00**
.6320	Business and management consulting and services	45322	E117732	$	7,700.00
.6275	**TUTT BRYANT EQUIPMENT BT EQUIPMENT PTY LTD T/AS**			**$**	**22,330.00**
.6275	Plant purchase/Parts	45322	E117728	$	22,330.00
.8995	**TYEARRA SCHULTZ SCHULTZ, TYEARRA NOELLE GRACE T/AS**			**$**	**24.00**
.8995	Artists and artworks	45307	E117467	$	24.00
.4960	**ULTIMO CATERING & EVENTS PTY LTD**			**$**	**35,630.55**
.4960	Catering services and supplies	45322	E117710	$	35,630.55
.9087	**VEOLIA RECYCLING & RECOVERY (PERTH) PTY LTD**			**$**	**22,786.02**
.9087	General recycling	45307	E117475	$	22,786.02
.9089	**VISION INTELLIGENCE VISION INTELLIGENCE PTY LTD T/AS**			**$**	**12,394.90**
.9089	Security systems/Monitoring	45307	E117476	$	1,948.10
.9089	Security systems/Monitoring	45322	E117817	$	10,446.80

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.6683	**VOCUS PTY LTD T/AS VOCUS COMMUNICATIONS**			$	**2,062.13**
.6683	Data cabling services	45307	E117383	$	2,062.13
.4227	**VORGEE PTY LTD**			$	**514.80**
.4227	Swimming pool costs	45322	E117693	$	514.80
.9098	**WA BLOCKMAKERS TTF GRAVEL PITY UNIT TRUST T/AS**			$	**2,745.60**
.9098	Roads and paving supplies - other	45307	E117478	$	2,745.60
.2187	**WA BUSH POETS & YARN SPINNERS ASSOCIATION INC.**			$	**1,000.00**
.2187	Entertainers	45307	E117282	$	1,000.00
.3325	**WA HINO SALES & SERVICE THE TRUSTEE FOR TRUCK UNIT TRUST T/AS**			$	**2,001.81**
.3325	Truck - Repairs and Maintenance	45307	E117305	$	1,206.09
.3325	Truck - Repairs and Maintenance	45322	E117677	$	795.72
.0577	**WA LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA**			$	**85.00**
.0577	Regulatory fees and government charges	45322	E117628	$	85.00
.2334	**WATER CORPORATION**			$	**61,667.14**
.2334	Water Charges	45307	E117285	$	45,700.59
.2334	Water Charges	45322	E117664	$	15,966.55
.4848	**WATERLOGIC AUSTRALIA PTY LTD**			$	**1,096.65**
.4848	Catering services and supplies	45322	E117708	$	1,096.65
.1195	**WATTLEUP TRACTORS NANCY & SUSAN P ZUVELA T/AS**			$	**942.64**
.1195	Plant maintenance	45322	E117644	$	942.64
.3473	**WC CONVENIENCE MANAGEMENT PTY LIMITED**			$	**1,945.54**
.3473	Other maintenance and services	45322	E117681	$	1,945.54
.9181	**WCP CIVIL PTY LTD**			$	**29,906.40**
.9181	Building construction materials and services	45322	E117832	$	29,906.40

					Over $25,000.00
Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.4281	**WEBSITE WEED AND PEST (WA) PTY LTD**			**$**	**34,376.97**
.4281	Park maintenance charges	45322	E117697	$	34,376.97
.5762	**WENDY CORRICK FRIENDS OF BULL CREEK**			**$**	**217.01**
.5762	Catering services and supplies	45307	E117352	$	217.01
.0674	**WEST COAST TURF SARATOGA HOLDINGS PTY LTD ATF THE JPD TRUST T/AS**			**$**	**11,050.60**
.0674	Turf and Equipment	45322	E117632	$	11,050.60
.3112	**WEST COAST WATERFILTER MAN**			**$**	**1,485.00**
.3112	Catering services and supplies	45322	E117673	$	1,485.00
.6873	**WESTERN AUSTRALIA POLICE**			**$**	**34.00**
.6873	HR and workforce services	45322	E117755	$	34.00
.2168	**WESTERN AUSTRALIAN ELECTORAL COMMISSION**			**$**	**412,944.15**
.2168	Election services	45322	E117660	$	412,944.15
.2319	**WESTERN AUSTRALIAN LOCAL GOV ASSOC**			**$**	**1,089.00**
.2319	Local Government	45322	E117662	$	1,089.00
.3782	**WEST-SURE GROUP**			**$**	**997.57**
.3782	Parking meters	45307	E117314	$	997.57
.6956	**WINENERGY WINCONNECT PTY LTD T/AS**			**$**	**112.34**
.6956	Electricity	45322	E117759	$	112.34
.7704	**WISDOM IN YOUR LIFE 2SE PTY LTD T/AS**			**$**	**775.60**
.7704	Training services	45307	E117427	$	775.60
.7999	**WJS TRAINING SAUNDERS, WAYNE JOHN T/AS**			**$**	**1,460.00**
.7999	Training services	45307	E117436	$	1,460.00
.9155	**WOMEN AND LEADERSHIP AUSTRALIA WORKPLACE TRAINING AND ADVISORY AUST. PTY LTD T/AS**			**$**	**1,375.00**
.9155	Community events	45307	E117488	$	1,375.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply	Payment Date	Payment Reference		Payment Amount
.3080	**WOODLANDS DISTRIBUTORS & AGENCIES PTY LTD**			**$**	**15,312.88**
.3080	Landscaping services and supplies	45307	E117299	$	550.00
.3080	Landscaping services and supplies	45322	E117671	$	14,762.88
.0225	**WORK CLOBBER WORKCLOBBER TRUST & LINDAL FAMILY TRUST T/AS**			**$**	**355.32**
.0225	Uniforms and corporate wardrobe	45307	E117240	$	147.60
.0225	Uniforms and corporate wardrobe	45322	E117619	$	207.72
.6328	**WORMALD AUSTRALIA PTY LTD**			**$**	**13,473.92**
.6328	Fire equipment and maintenance services	45307	E117365	$	13,270.42
.6328	Fire equipment and maintenance services	45322	E117734	$	203.50
.7103	**WOW WIPES ATF LAWRENCE FAMILY & MACLACHLAN TRUST T/AS**			**$**	**1,199.00**
.7103	Hygiene services	45322	E117764	$	1,199.00
.7633	**WREN OIL THE TRUSTEE FOR WREN FAMILY TRUST T/AS**			**$**	**16.50**
.7633	Waste collection and disposal	45322	E117778	$	16.50
.9090	**YABINI KICKETT MCDOWELL, ESTHER MARY T/AS**			**$**	**1,500.00**
.9090	Artists and artworks	45315	E117601	$	1,500.00
.6597	**YAKI SERVICES GARLETT, BETTY JANE T/AS**			**$**	**1,300.00**
.6597	Community events	45322	E117740	$	1,300.00
.4209	**ZEPHYR BUILDING SOLUTIONS CAPUTI, FRANK PETER T/AS**			**$**	**1,430.00**
.4209	Building construction materials and services	45322	E117692	$	1,430.00
.9129	**ZHI HOONG LIM COUNCILLOR**			**$**	**3,038.33**
.9129	Councillor expenses	45307	E117483	$	3,038.33
.1045	**ZIPFORM PTY LTD**			**$**	**6,326.33**
.1045	Outsourced printing	45307	E117259	$	2,060.05
.1045	Outsourced printing	45322	E117640	$	4,266.28
.3023	**ZIRCODATA PTY LTD**			**$**	**2,681.49**
.3023	Document storage and archive	45307	E117298	$	2,681.49

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply		Payment Date	Payment Reference		Payment Amount
.7219	**ZOHO CORPORATION PTY LTD**				**$**	**8,970.50**
.7219	IT software/licensing and maintenance		45307	E117409	$	8,970.50
9996	**SUNDRY TRUST CREDITOR**				**$**	**62,500.00**
9996	101 Residential Pty Ltd	Verge Bond Refund	45294	E117225	$	1,900.00
9996	101 Residential Pty Ltd	Verge Bond Refund	45294	E117226	$	1,900.00
9996	101 Residential Pty Ltd	Verge Bond Refund	45294	E117227	$	1,900.00
9996	Dale Alcock Homes Pty Ltd	Verge Bond Refund	45294	E117228	$	1,900.00
9996	Dale Alcock Homes Pty Ltd	Verge Bond Refund	45294	E117229	$	1,900.00
9996	McL Group Pty Ltd	Verge Bond Refund	45294	E117230	$	1,900.00
9996	MCI Building Company Pty Ltd	Verge Bond Refund	45294	E117231	$	1,900.00
9996	Carcione Nominees Pty Ltd	Verge Bond Refund	45309	E117565	$	1,800.00
9996	Mr M G Justins	Verge Bond Refund	45309	E117566	$	1,900.00
9996	Danmar Homes Pty Ltd	Verge Bond Refund	45309	E117567	$	1,900.00
9996	Atrium Homes (WA) Pty Ltd	Verge Bond Refund	45309	E117568	$	1,800.00
9996	Mr B W Croucher	Verge Bond Refund	45309	E117569	$	1,900.00
9996	Webb & Brown-Neaves	Verge Bond Refund	45309	E117571	$	1,900.00
9996	Aveling Homes Pty Ltd	Verge Bond Refund	45309	E117572	$	1,900.00
9996	Tangent Nominees Pty Ltd	Verge Bond Refund	45309	E117573	$	1,900.00
9996	Dale Alcock Homes Pty Ltd	Verge Bond Refund	45309	E117574	$	1,900.00
9996	Urbane Projects Pty Ltd	Verge Bond Refund	45309	E117575	$	1,900.00
9996	Dale Alcock Homes Pty Ltd	Verge Bond Refund	45309	E117576	$	1,900.00
9996	Mr A Hatley	Verge Bond Refund	45309	E117577	$	1,900.00
9996	Tangent Nominees Pty Ltd	Verge Bond Refund	45309	E117578	$	1,900.00
9996	Tangent Nominees Pty Ltd	Verge Bond Refund	45309	E117579	$	1,900.00
9996	MCI Building Company Pty Ltd	Verge Bond Refund	45309	E117580	$	1,900.00
9996	Ms J L Neiman	Verge Bond Refund	45309	E117581	$	1,900.00
9996	Nexus Home Improvements Pty Ltd	Verge Bond Refund	45309	E117582	$	1,900.00
9996	B K Kovachev	Verge Bond Refund	45309	E117583	$	1,900.00
9996	Mr K W Hardingham	Verge Bond Refund	45309	E117584	$	1,900.00
9996	Mr M A Parker	Verge Bond Refund	45309	E117586	$	1,900.00
9996	Mr G L Hand	Verge Bond Refund	45309	E117587	$	1,900.00
9996	SCB Property Solutions Pty Ltd	Verge Bond Refund	45309	E117588	$	1,900.00
9996	Mr S Blyth	Verge Bond Refund	45309	E117589	$	1,900.00
9996	Western Earthmoving and Demolition	Verge Bond Refund	45309	E117590	$	1,900.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply		Payment Date	Payment Reference		Payment Amount
9996	Mr S T Platt	Verge Bond Refund	45309	E117591	$	1,900.00
9996	P & B Concrete Pools - Cancelled Payment	Verge Bond Refund	45313	E117570	-$	1,900.00
9996	P & B Concrete Pools - Cancelled Payment	Verge Bond Refund	45309	E117570	$	1,900.00
9996	R.B.D. Building & Maintenance Pty Ltd	Verge Bond Refund	45309	E117585	$	1,900.00
9998	**SUNDRY EFT CREDITOR**				**$**	**74,393.80**
9998	Welink Construction Pty Ltd	BA-2023-1664 - Application Withdrawn	45322	E117908	$	6,321.54
9998	101 Residential Pty Ltd	DA-2023-536/A Fee Refund	45322	E117899	$	1,252.00
9998	Lilly Gresele	My community Grant A23-2418	45322	E117893	$	767.74
9998	RN & HR Constable	Rates Refund - Previous Owner Rebate	45322	E117887	$	222.75
9998	Mr and Mrs Oldenhof	Age Friendly Assistance AFM0232 and 233	45322	E117882	$	600.00
9998	John Bentley	Age Friendly Assistance AFM0234	45322	E117877	$	179.00
9998	Eduardo Cossio	Melville Summer Music - Photography	45322	E117867	$	350.00
9998	Swan River Rowing Club	Power access - Christmas Decorations	45322	E117866	$	550.00
9998	SM Sanden and NJ Peacock	Rates Refund - extra payment	45322	E117861	$	412.30
9998	Applecross Physiotherapy	Activelink Payment AL144	45322	E117860	$	300.00
9998	Claire Rourke	Staff Reimbursement	45307	E117564	$	864.16
9998	D J & M Sewell	Rates Refund - Pensioner Rebate Canning	45307	E117553	$	974.92
9998	Red Griffin Art Pty Ltd	Bridge Place Grant Reimbursements	45307	E117552	$	1,100.63
9998	Leah Adams	Youth Sport Grant - 23/24YSG060	45307	E117549	$	97.78
9998	Matthew E Till	Staff Reimbursement	45307	E117544	$	200.00
9998	Tracy Thillainath	Sustainability Rebate	45307	E117539	$	87.00
9998	Rebekah Taylor	Present for Advisory Panel Member	45307	E117538	$	30.00
9998	Veronica Clarke	Staff Reimbursement	45307	E117536	$	117.90
9998	Paul Goodbody	Staff Reimbursement	45307	E117535	$	228.40
9998	Vanessa Raffaele	Sustainability Rebate	45307	E117529	$	50.00
9998	Sophie Brown	Sustainability Rebate	45307	E117528	$	29.25
9998	Meg Thompson	Sustainability Rebate	45307	E117524	$	29.25
9998	Derek Milton Lynch	BA-2023-1879 - Withdrawal Requested	45307	E117515	$	171.65
9998	Yorganop Association Incorporated	Refund - Kadidjiny Park	45307	E117510	$	70.00
9998	R.L & FV Sambell	Rates Refund - Overpayment	45307	E117508	$	864.12
9998	Laurentius Djayawinata	Age Friendly Melville Assistance AFM0219	45307	E117502	$	300.00
9998	Ace Interiors Project Pty Ltd	BA-2024-57 Verge Bond Refund	45322	E117910	$	2,075.00
9998	Mario & Margaret Matassa	Rebate Refund - Rates	45322	E117907	$	907.80
9998	Jevchoice Pty Ltd	Overpayment Refund	45322	E117905	$	414.15
9998	Advanced Patios	DA-2023-966 75% Fee Refund	45322	E117898	$	110.25

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply		Payment Date	Payment Reference		Payment Amount
19998	Mick Doyle	Staff Reimbursement	45322	E117892	$	19.69
19998	Kylie MacPherson	Staff-Reimbursement	45322	E117891	$	14.90
19998	Coenraad Christoffel Van Der Nest	DA-2023-943 - Application Withdrawn	45322	E117876	$	147.00
19998	Christina Cooper	Refund of Dog Registration	45322	E117872	$	30.00
19998	Timothy Nelson	Live Music performance 13/01/2024	45322	E117868	$	1,850.00
19998	Hui Lin Tan	Staff Reimbursement	45322	E117853	$	46.75
19998	Lisa Marrington	Shop payment Heathcote - December 2023	45322	E117843	$	6.00
19998	Emma Buswell	Shop payment Heathcote - December 2023	45322	E117839	$	150.00
19998	Erin Coates	Shop payment Heathcote - December 2023	45322	E117840	$	25.31
19998	Gail Dutton	Age Friendly Assistance - AFM0222	45322	E117838	$	300.00
19998	A C Willis	Verge Bond Refund	45307	E117560	$	1,900.00
19998	Joy Pollard	Age Friendly Melville Assistance AFM0217	45307	E117504	$	300.00
19998	Iwan Isnin	Artwork License Fee Irrigation Cubicle	45307	E117500	$	500.00
19998	Lorraine Caroline Marshall	1x Christmas Wreath Making Workshop	45307	E117496	$	400.00
19998	Robert Overton	BA-2023-1643 - Refund Overpayment	45307	E117492	$	131.75
19998	Lynna Matthews	Cancelled Payment	45293	E117160	-$	30.00
19998	Lisa Marrington	Cancelled Payment	45293	E117169	-$	30.00
19998	Alison Burden	Library Resources	45322	E117890	$	40.00
19998	Tyler Hooker	Refund of Dog Registration	45322	E117871	$	100.00
19998	Kristina Hunter	Team Appreciation Lunch Coded Aurion	45322	E117865	$	487.00
19998	The Rhein-Donau Inc	Purchase - second-hand Table Tennis	45322	E117858	$	220.00
19998	C.A.M (Cannington Auto Mart)	BA-2023-2113 - Withdrawn	45322	E117857	$	4,182.98
19998	Cronin	Rates Refund - Commercial Waste	45322	E117856	$	2,578.12
19998	Oascar Van Gross	Sounds Recording and Producing	45322	E117852	$	560.00
19998	Scott Alexander	Shop payment Heathcote - December 2023	45322	E117846	$	17.18
19998	Mohit S Girme	Compost Bin Rebate	45322	E117835	$	50.00
19998	Anika Kalotay	Heathcote Shop Sales - November 2023	45322	E117834	$	29.25
19998	Susan Elizabeth Wylde	Refund of Dog Registration 764605	45307	E117563	$	30.00
19998	West Coast Gutter Clean	Gutter Guard Install-AFM187-WCGC10369	45307	E117562	$	179.00
19998	Christopher Addis	Age Friendly Assistance - AFM0209	45307	E117550	$	300.00
19998	Matthew E Till	Youth Sport Gant - 23/24YSG055	45307	E117542	$	200.00
19998	Melissa Sinclair	Sustainability Rebate	45307	E117534	$	36.44
19998	Hanbo Shao	Compost Bin Rebate	45307	E117533	$	50.00
19998	Jessica Ellul	Sustainability Rebate	45307	E117522	$	15.00
19998	Elena Perse	Sustainability Rebate	45307	E117521	$	28.04
19998	Stephen Gerard Barry	BA-2023-1968 - Application withdrawn	45307	E117517	$	110.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply		Payment Date	Payment Reference		Payment Amount
19998	DRK Patios	BA-2023-1908 - Application Withdrawn	45307	E117516	$	171.65
19998	G Devlin	Bond Refund - Pt Walter Reserve - 16/12	45307	E117511	$	326.00
19998	Leslie Wintle	Rates Refund - Duplicate Payment	45307	E117509	$	2,134.77
19998	Sarah Brown	Staff Reimbursement	45307	E117507	$	24.00
19998	Westminster Presbyterian Church BC Inc.	Bond Refund - Gemmell Park 17/12/23	45307	E117497	$	326.00
19998	Advanced Patios	DA-2023-1037- Full Refund	45322	E117897	$	147.00
19998	Andrea Alicia Matthews	Rates Refund - Duplicate Payment	45322	E117886	$	526.40
19998	Kerran Campbell	Age Friendly Assistance AFM0238	45322	E117881	$	300.00
19998	Choon-Yuh J Yong	Bond Return: Shirley Strickland	45322	E117862	$	500.00
19998	Y Striders Incorporated	Activelink Voucher AL159	45322	E117859	$	300.00
19998	S & M Alcock	Rates - Refund due to rebate	45322	E117850	$	935.01
19998	Margaret Tan	Age Friendly Assistance - AFM0223	45322	E117847	$	300.00
19998	Robert Burns	Performance of 'A Christmas Carol'	45307	E117559	$	950.00
19998	Clinton Mark Elliott	BA-2023-1948 - Application withdrawn	45307	E117548	$	171.65
19998	Faye Jo-An Feizaks	Youth Sport Grant - 23/24YSG064	45307	E117543	$	200.00
19998	Joanna Coates	Sustainability Rebate	45307	E117523	$	28.30
19998	Briana Street	Sustainability Rebate	45307	E117519	$	49.99
19998	Troy Cappellucci	Staff Reimbursement	45307	E117506	$	13.63
19998	Bruce Standing	Age Friendly Melville Assistance AFM0212	45307	E117505	$	300.00
19998	Lisa Marrington	Payment for October Shop Sales	45307	E117493	$	12.00
19998	Anika Kalotay	Cancelled Payment	45293	E117168	-$	29.25
19998	Louie Cabutaje	Cancelled Payment	45293	E117167	-$	50.00
19998	Robert Overton	Cancelled Payment	45293	E117162	-$	131.75
19998	Lorraine Caroline Marshall	Cancelled Payment	45293	E117188	-$	400.00
19998	Meg McKinlay	Author Visit, Childrens Book Week	45307	E117546	$	715.00
19998	Sharon P Jansen	Rebate Refund - Rates	45322	E117902	$	478.39
19998	S F and J M Redman	Rates Refund - Payment made incorrectly	45322	E117895	$	892.20
19998	Thomas Hawthorne	Age Friendly Assistance - AFM0229	45322	E117880	$	300.00
19998	Diana Corkhill	Age Friendly Assistance - AFM0237	45322	E117879	$	300.00
19998	Kalfocus Pty Ltd	Bond Refund - Shirley Strickland	45322	E117863	$	500.00
19998	Shannon Jade Lyons	Artist Fee - Art School workshop	45322	E117854	$	700.00
19998	Paul Goodbody	Staff Reimbursement	45322	E117849	$	45.80
19998	Tia Tokic	Shop payment Heathcote - December 2023	45322	E117848	$	63.75
19998	Erin Madeley	Shop payment Heathcote - December 2023	45322	E117841	$	136.50
19998	Anika Kalotay	Shop payment Heathcote - December 2023	45322	E117836	$	87.75
19998	Swee Lin Khoo	Age Friendly Assistance - AFM0221	45307	E117551	$	250.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply		Payment Date	Payment Reference		Payment Amount
19998	Faye Jo-An Feizaks	Youth Sport Grant - YSG065	45307	E117541	$	200.00
19998	Spare Parts Puppet Theatre	Puppy Playtime: 2 Sessions 28 Nov	45307	E117540	$	330.00
19998	Primesite Developments Pty Ltd	BA-2023-2002 - Overpayment of Fees	45307	E117518	$	130.63
19998	E Mroz	Cancelled Payment	45293	E117161	-$	326.00
19998	Sophie Minissale	Staff Reimbursement	45322	E117894	$	15.45
19998	Duncan McPherson	Rates Refund - Previous Owner Rebate	45322	E117888	$	929.57
19998	Bryce Hunt	Staff Reimbursement	45322	E117884	$	140.11
19998	Michael Dallo	Refund of Dog Registration	45322	E117873	$	100.00
19998	Welinks Group Pty Ltd	DA-2023-928 - Application withdrawn	45322	E117851	$	1,440.00
19998	Ash Ramsey	Shop payment Heathcote - December 2023	45322	E117837	$	18.75
19998	Jeremy Rae	Staff Reimbursement	45307	E117558	$	124.72
19998	Melinda Ellis	BA-2023-1566 - Partial Fee Refund	45307	E117547	$	110.00
19998	Waste Managment & Resource Recovery Asso	Membership Subscription P.Molony	45307	E117530	$	563.00
19998	The Richard Walley Family Trust	CBCA Book Week Presentation	45307	E117527	$	744.70
19998	Wayne Nicholls	Staff Reimbursement	45307	E117526	$	837.00
19998	Kenneth S Douglas	BA-2023-2033 - Application Withdrawn	45322	E117909	$	2,171.65
19998	Lopes Holdings Pty Ltd	Refund- Rubbish Charges 2022-23	45322	E117904	$	1,257.40
19998	F Dyer	Refund-Overpayment	45322	E117903	$	1,107.31
19998	Francesca Fenton	Photography-The Ville-18 Jan	45322	E117900	$	250.00
19998	Jonathan Collins	Safety Prescription Glasses	45322	E117885	$	250.00
19998	Judith Standing	Age Friendly Assistance AFM0230	45322	E117883	$	300.00
19998	Yok Kian Chin	Age Friendly Assistance AFM0227	45322	E117878	$	260.00
19998	Weiguo Sun	Refund of Dog Registration	45322	E117874	$	100.00
19998	Francis Morisey	Age Friendly Assistance - AFM0190	45322	E117844	$	297.00
19998	Juliette Paton Williams	Shop payment Heathcote - December 2023	45322	E117842	$	17.25
19998	Bull Creek Primary P&C	Refund - Overpayment Health Renewal	45307	E117561	$	229.50
19998	Buildinglines Approvals Pty Ltd	BA-2023-2222 - Application Withdrawn	45307	E117556	$	233.30
19998	Glenn Athol Browning	BA-2023-1876 - Application withdrawn	45307	E117555	$	171.65
19998	Thomas John Gorman	Youth Sport Grant - 23/24YSG063	45307	E117554	$	200.00
19998	Rebecca Evans	Sustainability Rebate	45307	E117537	$	14.70
19998	Andrew Jamie and Lena Marie Bodger	BA-2023-1518 - Refund	45307	E117514	$	171.65
19998	Angi Hackett	2 Hour Xmas Card Workshop	45307	E117512	$	345.00
19998	Ragbir Kular	Age Friendly Melville Assistance AFM0218	45307	E117503	$	300.00
19998	Janice Pearce	Animal Sterilisation Refund	45307	E117501	$	75.00
19998	Louie Cabutaje	Youth Steering Group Meeting Nov 2023	45307	E117494	$	50.00
19998	Kevin Hannan	Refund - Rates	45322	E117906	$	1,000.00

Over $25,000.00

Supplier Number	Supplier Name - Description of Supply		Payment Date	Payment Reference		Payment Amount
19998	J & J Jenkins	Refund Rebate- Rates	45322	E117901	$	918.69
19998	Bulb Design Studio	DA-20232-711/A Partial Refund	45322	E117896	$	985.00
19998	Natasja Kremers	Photography-Full Day-The Ville #4	45322	E117889	$	1,575.00
19998	Dewn Koh	Rates Refund - Pensioner rebate	45322	E117875	$	291.03
19998	Craig Davis	Refund of Dog Registration	45322	E117870	$	30.00
19998	Dimuthu Karunaratne	Staff Reimbursement	45322	E117869	$	1,580.51
19998	Jasmin Whitfield	Team appreciation lunch Aurion	45322	E117864	$	108.45
19998	Elsie Edna Taylor	Rates Refund - Rebate OSR	45322	E117855	$	804.22
19998	Nora Flogaard	Shop payment Heathcote - December 2023	45322	E117845	$	11.25
19998	Jedidiah Laloh	Compost Bin Rebate	45307	E117557	$	50.00
19998	Anthony Fico	Youth Sport Grant - 23/24YSG059	45307	E117545	$	200.00
19998	Tristan Wheeler	DA-2023-1016 - withdrawn	45307	E117532	$	147.00
19998	Project M Group Pty Ltd	BA-2023-2165 - Application withdrawn	45307	E117531	$	3,787.73
19998	Sophie Minissale	Staff Reimbursement	45307	E117525	$	4.54
19998	Casey Paterson	Sustainability Rebate	45307	E117520	$	29.25
19998	Javad Rahimi	BA-2023-464/RBP - refund	45307	E117513	$	110.00
19998	Sandro Josy Kritofich	BA-2022-1803 - Uncertified, relodged	45307	E117499	$	2,732.00
19998	Annabel Smith	Workshop: Keeping the Ball Rolling	45307	E117498	$	625.00
19998	Lisa Marrington	Heathcote Shop Sales - November 2023	45307	E117495	$	30.00
19998	Lisa Marrington	Staff Reimbursement	45293	E117164	-$	12.00

Cancelled Payme	12	-$	4,581.50
Cheque Payments	1	$	40.00
EFT Payments	686	$	8,268,886.56
Total Payments	699	$	8,264,345.06

Payroll Payments made for January 2024		
Pay 14		**3/01/2024**
Westpac Bank		$1,419,901.32
Taxation		$451,723.00
Creditors		$304,818.97
Advances		
	Total	**$2,176,443.29**
Pay 15		**17/01/2024**
Westpac Bank		$1,379,810.62
Taxation		$502,992.00
Creditors		$313,190.20
Advances		$86,257.02
	Total	**$2,282,249.84**
Pay 16		**31/01/2024**
Westpac Bank		$1,409,842.61
Taxation		$451,709.00
Creditors		$302,036.71
Advances		
	Total	**$2,163,588.32**
Total Pays		**$6,622,281.45**

Direct Payments made for January 2024

Payee	Description	Bank Reference	Payment Amount	
Maxxia Pty Ltd	Input tax credits for January	126391359	$	417.37
EasiSalary	Input tax credits for January	126391371	$	1,021.32
		Total	**$**	**1,438.69**

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount	
Corporate Cards				
WESTNET PERTH AU	Advertising	19/12/2023	-$ 80.02	
CPA AUSTRALIA SOUTHBANK AU	CPA Membership Renewal	20/12/2023	$ 380.79	
PREZZEE/AUC0EBAA0D SYDNEY AU	Staff Recognition	20/12/2023	$ 202.53	
BARRE BODY* BARRE BODY MULLUMBIMBY AU	Staff Training	27/12/2023	$ 3,300.00	
BARRE BODY* BARRE BODY MULLUMBIMBY AU	Staff Training	27/12/2023	$ 3,300.00	
CPA AUSTRALIA SOUTHBANK AU	Annual CPA Membership	27/12/2023	$ 847.66	
CITY OF PERTH PARKING- PERTH AU	Parking - DLG meeting	6/12/2023	$ 6.06	
CITY OF FREMANTLE FREMANTLE AU	Parking - PSWMA meeting	6/12/2023	$ 5.40	
The Rowing Pavilion Mount Pleasan AU	Organisational Performance Business Lunc	20/12/2023	$ 87.00	
FS *JotForm fsprg.nl NL	Online web forms	27/12/2023	$ 65.42	
WestPac Bank	Credit Balance from November		-$ 125.06	**7,989.78**
Purchase Cards				
SCARFO'S MEATING PLC MYAREE AU	Reward & Recognition	6/12/2023	$ 210.00	
COLES 0391 KARDINYA AU	Reward & Recognition	6/12/2023	$ 197.73	
WINTHROP GARDENS SUP WINTHROP AU	Reward & Recognition	7/12/2023	$ 19.50	
TWINSIDE PTY LTD LANDSDALE AU	The Strand Phase 3	7/12/2023	$ 1,458.00	
TWINSIDE PTY LTD LANDSDALE AU	The Strand Phase 3	8/12/2023	$ 94.00	
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Staff Recognition	12/12/2023	$ 279.75	
LITTLE STOVE BICTON AU	Staff Recognition	13/12/2023	$ 249.40	
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Staff Recognition	13/12/2023	$ 335.70	
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Staff Recognition	14/12/2023	$ 167.85	
LITTLE STOVE BICTON AU	Staff Recognition	18/12/2023	$ 142.60	
COLES 0332 BOORAGOON AU	Service Recognition	20/12/2023	$ 200.00	
The Little Banksia Kensington AU	Catering	21/12/2023	$ 310.30	
The Little Banksia Kensington AU	Catering	21/12/2023	$ 39.10	
COLES 0332 BOORAGOON AU	Staff Recognition	22/12/2023	$ 87.61	
KMART 1162 BOORAGOON AU	Materials	6/12/2023	$ 36.00	
HIDRIVE GROUP GOULBURN AU	Materials	13/12/2023	$ 2,000.00	
HIDRIVE GROUP GOULBURN AU	Extra Suspension	13/12/2023	$ 351.06	
KARDINYA TAVERN KARDINYA AU	Service Recognition	21/12/2023	$ 188.00	
LEEMING LOTTERY CENTRE LEEMING AU	Gift Card	22/12/2023	$ 12.00	
SUSHI HUB - BOORAGOON BOORAGOON AU	Catering	7/12/2023	$ 46.00	
EZI*Auscontact ST LEONARDS AU	Staff Training	8/12/2023	$ 420.00	
HOUSE IN GARDEN CITY BOORAGOON AU	Materials	8/12/2023	$ 59.98	
SQ *GOURMET REPUBLIK C Claremont AU	Staff Recognition	18/12/2023	$ 44.50	
THE TELECOM SHOP ERINA AU	Refund	21/12/2023	-$ 80.45	
COLES 0332 BOORAGOON AU	Event - Gift Voucher	22/12/2023	$ 500.00	
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	4/12/2023	$ 94.75	
PAYPAL *JB HI-FI 4029357733 AU	Library Resources	4/12/2023	$ 55.95	
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	4/12/2023	$ 152.83	
PAYPAL *BIG W 4029357733 AU	Library Resources	4/12/2023	$ 138.00	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 103.74	
EVENTBRITE.COM ORG FEE HTTPSWWW.EVEN US	Subscription Fee	4/12/2023	$ 40.17	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 345.71	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 7.60	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 31.40	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 93.39	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 8.78	
AMAZON AU SYDNEY SOUTH AU	Library Resources	4/12/2023	$ 65.46	
PAYPAL *BIG W 4029357733 AU	Library Resources	5/12/2023	$ 147.00	
PAYPAL *BIG W 4029357733 AU	Refund	5/12/2023	-$ 10.00	
AMAZON AU SYDNEY SOUTH AU	Library Resources	6/12/2023	$ 13.90	
EASYPARK PAY BY PH PRAHRAN AU	Canning Bridge Parking	8/12/2023	$ 179.57	
PAYPAL *BIG W 4029357733 AU	Library Resources	11/12/2023	$ 58.00	
AMAZON AU SYDNEY SOUTH AU	Library Resources	11/12/2023	$ 518.09	
AMAZON AU SYDNEY SOUTH AU	Library Resources	11/12/2023	$ 81.99	
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	11/12/2023	$ 159.19	
PAYPAL *BIG W 4029357733 AU	Library Resources	11/12/2023	$ 109.00	
PAYPAL *BIG W 4029357733 AU	Refund	12/12/2023	-$ 6.00	
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	12/12/2023	$ 23.89	
AMAZON AU SYDNEY SOUTH AU	Library Resources	12/12/2023	$ 328.41	
AMAZON AU SYDNEY SOUTH AU	Library Resources	12/12/2023	$ 27.50	
AMAZON AU SYDNEY SOUTH AU	Library Resources	12/12/2023	$ 35.12	

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	13/12/2023	$ 35.84
BIGW ONLINE BELLA VISTA AU	Library Resources	15/12/2023	$ 410.00
PAYPAL *EBAY AU 4029357733 AU	Library Resources	18/12/2023	$ 39.00
AMAZON AU SYDNEY SOUTH AU	Library Resources	18/12/2023	$ 161.48
Google GSUITE_melville Sydney AU	Advanced email service	18/12/2023	$ 9.24
AMAZON AU SYDNEY SOUTH AU	Library Resources	18/12/2023	$ 24.74
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Library Resources	19/12/2023	$ 51.31
THE NILE AXGW-P478 NORTH SYDNEY AU	Library Resources	19/12/2023	$ 89.84
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Library Resources	19/12/2023	$ 49.77
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	20/12/2023	$ 38.90
PAYPAL *JB HI-FI 4029357733 AU	Library Resources	20/12/2023	$ 51.54
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	20/12/2023	$ 146.13
AMAZON AU SYDNEY SOUTH AU	Library Resources	20/12/2023	$ 15.19
AMAZON AU SYDNEY SOUTH AU	Library Resources	20/12/2023	$ 157.27
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	20/12/2023	$ 33.61
THE NILE AGCW-1SFV NORTH SYDNEY AU	Library Resources	21/12/2023	$ 95.33
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	21/12/2023	$ 46.21
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	21/12/2023	$ 25.98
AMAZON AU SYDNEY SOUTH AU	Library Resources	21/12/2023	$ 31.32
AMAZON AU SYDNEY SOUTH AU	Library Resources	21/12/2023	$ 66.51
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	22/12/2023	$ 25.40
AMAZON AU SYDNEY SOUTH AU	Library Resources	22/12/2023	$ 281.58
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	22/12/2023	$ 73.54
PAYPAL *EBAY AU 4029357733 AU	Library Resources	22/12/2023	$ 18.10
AMAZON AU SYDNEY SOUTH AU	Library Resources	22/12/2023	$ 54.41
THE NILE AYLC-PQVJ NORTH SYDNEY AU	Library Resources	22/12/2023	$ 63.94
PAYPAL *BIG W 4029357733 AU	Library Resources	27/12/2023	$ 125.00
AMAZON AU SYDNEY SOUTH AU	Library Resources	27/12/2023	$ 13.66
AMAZON AU SYDNEY SOUTH AU	Library Resources	27/12/2023	$ 25.40
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Library Resources	27/12/2023	$ 96.14
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Library Resources	27/12/2023	$ 68.85
AMAZON AU SYDNEY SOUTH AU	Library Resources	27/12/2023	$ 32.00
AMAZON AU SYDNEY SOUTH AU	Library Resources	27/12/2023	$ 18.00
PAYPAL *BIG W 4029357733 AU	Library Resources	27/12/2023	$ 76.00
PAYPAL *TARGET ONLI 4029357733 AU	Library Resources	27/12/2023	$ 29.00
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	27/12/2023	$ 68.49
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	27/12/2023	$ 28.68
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	27/12/2023	$ 38.64
THE NILE AF6H-LGC8 NORTH SYDNEY AU	Library Resources	28/12/2023	$ 37.02
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	28/12/2023	$ 27.23
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	29/12/2023	$ 28.23
PAYPAL *BLACKWELLUK 35314369001 GB	Library Resources	29/12/2023	$ 50.10
AMAZON AU SYDNEY SOUTH AU	Library Resources	29/12/2023	$ 24.99
AMAZON AU SYDNEY SOUTH AU	Library Resources	29/12/2023	$ 15.39
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Library Resources	29/12/2023	$ 149.27
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Library Resources	2/01/2024	$ 87.23
PAYPAL *BOOKTOPIABO 4029357733 AU	Library Resources	2/01/2024	$ 300.05
AMAZON MARKETPLACE AU SYDNEY SOUTH AU	Workshop Materials	2/01/2024	$ 78.98
AMAZON AU SYDNEY SOUTH AU	Library Resources	2/01/2024	$ 33.09
PAYPAL *BIG W 4029357733 AU	Library Resources	2/01/2024	$ 54.00
AMAZON AU SYDNEY SOUTH AU	Library Resources	2/01/2024	$ 82.94
AMAZON AU SYDNEY SOUTH AU	Library Resources	2/01/2024	$ 193.52
PAYPAL *BIG W 4029357733 AU	Library Resources	2/01/2024	$ 62.00
PAYPAL *BIG W 4029357733 AU	Library Resources	2/01/2024	$ 202.00
EVENTBRITE.COM ORG FEE HTTPSWWW.EVEN US	Subscription Fee	2/01/2024	$ 29.87
AMAZON AU SYDNEY SOUTH AU	Library Resources	2/01/2024	$ 24.00
THE NILE A94H-856R NORTH SYDNEY AU	Library Resources	2/01/2024	$ 323.08
OMAC ENTERPRISES PTY MYAREE AU	New Staff Uniform	7/12/2023	$ 328.50
FIRST AID ADELAIDE ADELAIDE AU	Staff Training	11/12/2023	$ 97.00
OMAC ENTERPRISES PTY MYAREE AU	New Staff Uniform	18/12/2023	$ 325.56
OMAC ENTERPRISES PTY MYAREE AU	New Staff Uniform	2/01/2024	$ 189.02
ADOBE CRTV CLD TRIAL A SYDNEY AU	Adobe Trial	4/12/2023	$ 43.97
ST JOHN AMBULANCE AUST BELMONT AU	Staff Training	4/12/2023	$ 65.00
SPORTS TURF ASSC. WA DUNCRAIG AU	Refund	4/12/2023	-$ 97.99
SPORTS TURF ASSC. WA DUNCRAIG AU	Refund	4/12/2023	-$ 97.99
SPORTS TURF ASSC. WA DUNCRAIG AU	Refund	4/12/2023	-$ 97.99

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount
SPORTS TURF ASSC. WA DUNCRAIG AU	Refund	4/12/2023	-$ 97.99
COLES 0332 BOORAGOON AU	Staff Recognition	4/12/2023	$ 55.95
ADOBE PRODUCTS TRIAL A SYDNEY AU	Adobe Trial	7/12/2023	$ 28.99
WESTERN POWER PERTH AU	Western Power	8/12/2023	$ 498.91
GREEN BUILDING COUNC SYDNEY AU	Staff Training	12/12/2023	$ 438.90
ST JOHN AMBULANCE AUST BELMONT AU	First Aid Training	13/12/2023	$ 170.00
INSTITUTEPU 01300416745 AU	Membership Fee	14/12/2023	$ 379.27
LOCAL GOVERNEMENT MANA MT HAWTHORN AU	Staff Training	15/12/2023	$ 395.00
INSTITUTEPU 01300416745 AU	Membership Fee	15/12/2023	$ 330.00
The Rowing Pavilion Mount Pleasan AU	Team Building	20/12/2023	$ 189.00
MEGA MUSIC AUSTRALIA MYAREE AU	Main Hall Storage	21/12/2023	$ 504.00
MEGA MUSIC AUSTRALIA MYAREE AU	Hardware Bags	21/12/2023	$ 210.00
Bakers Delight Booragoon AU	City Building Team Meeting	21/12/2023	$ 7.00
COLES 0332 BOORAGOON AU	City Building Team Meeting	21/12/2023	$ 11.50
ZOOM.US 888-799-9666 WWW.ZOOM.US US	Workshop	21/12/2023	$ 63.44
BUNNINGS 317000 MELVILLE AU	Main Hall - Storage Solutions	27/12/2023	$ 228.57
ADOBE SYSTEMS PTY LTD SYDNEY AU	Adobe Trial	2/01/2024	$ 43.97
COLES 0332 BOORAGOON AU	Catering Supplies	5/12/2023	$ 20.05
COLES 0332 BOORAGOON AU	Catering Supplies	5/12/2023	$ 329.70
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Catering Supplies	5/12/2023	$ 164.68
WWW.MONSTERBALL.COM.AU FREMANTLE AU	Catering Supplies	7/12/2023	$ 106.15
CARROLL RICHARDSON-FLA 03 9566 4500 AU	Catering	7/12/2023	$ 586.85
AP ROCKINGHAM PS ROCKINGHAM AU	Catering Supplies	8/12/2023	$ 24.30
BUNNINGS GROUP LTD HAWTHORN EAST AU	Office Supplies	11/12/2023	$ 210.32
ALLSPORTS TROPHIES BOORAGOON AU	Catering Supplies	14/12/2023	$ 60.00
GARDENFRESH BOORAGOON AU	Catering	14/12/2023	$ 20.00
KMART 1162 BOORAGOON AU	Catering Supplies	15/12/2023	$ 15.00
ALLSPORTS TROPHIES BOORAGOON AU	Catering Supplies	21/12/2023	$ 20.00
COLES 0332 BOORAGOON AU	Catering Supplies	21/12/2023	$ 50.77
THE FRUIT BASKET MOUNT PLEASAN AU	Event	6/12/2023	$ 131.82
THEGOODGROCER/80 CRANF MT PLEASANT AU	Event	6/12/2023	$ 16.28
JB HI FI BOORAGOON BOORAGOON AU	Office Supplies	7/12/2023	$ 7.95
MARMION STREET FRESH MELVILLE AU	Catering	11/12/2023	$ 201.92
COLES 0332 BOORAGOON AU	Catering	14/12/2023	$ 74.29
GARDEN CITY NEWS BOORAGOON AU	Catering Supplies	4/12/2023	$ 128.00
KMART 1162 BOORAGOON AU	Catering Supplies	6/12/2023	$ 18.00
ALLSPORTS TROPHIES BOORAGOON AU	Catering Supplies	7/12/2023	$ 240.00
Myer Pty Ltd DOCKLANDS AU	Catering Supplies	15/12/2023	$ 1,397.50
Google CLOUD JFZZMR Sydney AU	Subscription	8/12/2023	$ 248.25
APPLE R508 GARDEN CITY BOORAGOON AU	Materials	15/12/2023	$ 1,280.00
Westfield Booragoon Booragoon AU	Materials	15/12/2023	$ 322.95
ASANA.COM SYDNEY AU	Subscription	27/12/2023	$ 829.80
TWILIO SENDGRID WWW.TWILIO.CO US	Materials	7/12/2023	$ 141.97
JB HI FI BOORAGOON BOORAGOON AU	Materials	8/12/2023	$ 19.95
MISS MAUD NORTH PERTH AU	Materials	11/12/2023	$ 179.90
KMART MULGRAVE AU	Materials	13/12/2023	$ 150.00
MYZONE* MYZONE WA AU	Materials	14/12/2023	$ 182.92
MYZONE* MYZONE WA AU	Materials	18/12/2023	$ 182.92
AUSTRALIAN GROWN WILLETTON AU	Materials	21/12/2023	$ 27.23
CAHOOTS ORG OSBORNE PARK AU	Allergen Gingerbread for MYC Lab Sat	6/12/2023	$ 224.95
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Materials for Dec Lab Saturday	7/12/2023	$ 234.00
WILSON PARKING PER055 PERTH AU	Parking Fee	11/12/2023	$ 32.40
COLES EXPRESS 6916 MYAREE AU	Catering	19/12/2023	$ 4.95
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Catering	19/12/2023	$ 68.35
KMART 1162 BOORAGOON AU	Staff Recognition	21/12/2023	$ 117.95
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Staff Recognition	21/12/2023	$ 105.95
FACEBK *XKXPLWBCG2 fb.me/ads IE	Advertising	27/12/2023	$ 48.59
PALMYRA VETERINARY HOS PALMYRA AU	Microchipping of Impounded Dogs	6/12/2023	$ 75.00
PALMYRA VETERINARY HOS PALMYRA AU	Microchipping of Impounded Dogs	15/12/2023	$ 150.00
DEPT OF JUSTICE-CTG PA PERTH AU	Lodgement of Prosecution - FR 10210-10211	18/12/2023	$ 171.70
DEPT OF JUSTICE-CTG PA PERTH AU	Lodgement of Prosecution - FR 10226-10227	18/12/2023	$ 171.70
SP ST JOHN AMBULANCE N SMITHFIELD AU	Office Supplies	8/12/2023	$ 39.00
WOOLWORTHS/857 CANNING MT PLEASANT AU	Office Supplies	14/12/2023	$ 117.86
BWG STEAKHOUSE APPLECROSS AU	Catering	18/12/2023	$ 48.09
Canva* 04009-1233270 Sydney AU	Office Supplies	27/12/2023	$ 182.08
WOOLWORTHS/254 ROCKING SPEARWOOD AU	Catering	4/12/2023	$ 90.60

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount
COLES 0352 MELVILLE AU	Catering	15/12/2023	$ 225.50
LIQUORLAND 2469 BICTON AU	Catering	22/12/2023	$ 138.00
COLES 0352 MELVILLE AU	Catering	22/12/2023	$ 229.10
WOOLWORTHS/STAMMERS S/ PALMYRA AU	Materials	7/12/2023	$ 96.00
SUPER CHEAP AUTO MYAREE AU	Materials	8/12/2023	$ 89.94
AMAZON AU SYDNEY SOUTH AU	Local Stock Purchase	4/12/2023	$ 15.39
AMAZON AU SYDNEY SOUTH AU	Local Stock Purchase	13/12/2023	$ 6.00
AMAZON AU SYDNEY SOUTH AU	Local Stock Purchase	21/12/2023	$ 108.00
Matterport.com 888-9938990 US	Virtual Tour	2/01/2024	$ 18.25
STH METROPOLITAN TAFE FREMANTLE AU	Staff Training	4/12/2023	$ 487.10
ATI MIRAGE TRAINING PERTH AU	Staff Training	11/12/2023	$ 522.50
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Materials	13/12/2023	$ 30.10
KMART 1162 BOORAGOON AU	Materials	13/12/2023	$ 18.00
SQ *DRIFT COFFEE Bicton AU	Catering	13/12/2023	$ 71.00
ABC DISTRIBUTORS WA BELMONT AU	Materials	13/12/2023	$ 201.52
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Materials	13/12/2023	$ 95.00
ICELEMONS TRADING PT MYAREE AU	Catering	14/12/2023	$ 16.40
Nandos MYAREE Myaree AU	Catering	14/12/2023	$ 209.75
Pharmacy online ALEXANDRIA AU	First Aid	14/12/2023	$ 81.83
ST JOHN AMBULANCE AUST BELMONT AU	First Aid	15/12/2023	$ 210.00
ST JOHN AMBULANCE AUST BELMONT AU	First Aid	15/12/2023	$ 78.40
BLACKWOODS CV CANNING VALE AU	Out of Order Tags	15/12/2023	$ 114.39
ABC DISTRIBUTORS WA BELMONT AU	Materials	20/12/2023	$ 90.20
princh.com - Printing Viby J DK	Printing	4/12/2023	$ 0.41
SAI KRISHNA ENTERPRI BOORAGOON AU	Staff Recognition	7/12/2023	$ 8.00
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Office Supplies	28/12/2023	$ 8.85
SP TERRACYCLE-AU ALEXANDRIA AU	Office Equipment	8/12/2023	$ 1,881.00
EDUCATED BY NATURE PTY CRAWLEY AU	Office Equipment	11/12/2023	$ 121.08
COLES 0294 SOUTHERN RIV AU	Event Catering	22/12/2023	$ 49.88
Dominos Estore Myaree dominos.com.a AU	Event Catering	27/12/2023	$ 126.00
IGA WILLAGEE WILLAGEE AU	Library Resources	22/12/2023	$ 3.39
WESTERN POWER PERTH AU	Western Power	7/12/2023	$ 554.02
WESTERN POWER PERTH AU	Western Power	7/12/2023	$ 1,329.64
DOLCE & SALATO BULL CR BULL CREEK AU	Catering	11/12/2023	$ 102.00
ELITE LOCK SERVICE BOORAGOON AU	Key Cutting	12/12/2023	$ 96.00
ALDI STORES - SOUTH FR SOUTH FREMANT AU	Catering	13/12/2023	$ 60.27
WOOLWORTHS/CNR STOCK R MELVILLE AU	Catering	13/12/2023	$ 95.06
HAMILTON HILL IGA HAMILTON HILL AU	Catering	14/12/2023	$ 59.00
DOLCE & SALATO BULL CR BULL CREEK AU	Catering	14/12/2023	$ 25.00
WINTHROP GARDENS SUP WINTHROP AU	Catering	14/12/2023	$ 11.99
NANDOS CATERING ABBOTSFORD AU	Service Recognition	15/12/2023	$ 84.20
BUNNINGS 317000 MELVILLE AU	Materials	15/12/2023	$ 19.93
SUBWAY MELVILLE MYAREE AU	Service Recognition	18/12/2023	$ 68.00
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Staff Recognition	21/12/2023	$ 72.05
SCARFO'S MEATING PLC MYAREE AU	Staff Recognition	21/12/2023	$ 163.00
KRISPY KREME MYAREE MYAREE AU	Catering	27/12/2023	$ 54.95
Point Walter Golf Bicton AU	Catering	27/12/2023	$ 48.50
SPOTLIGHT MELVILLE MYAREE AU	Office Supplies	4/12/2023	$ 56.40
FOOD ODYSSEY OPERATION BOORAGOON AU	EP - Place names	4/12/2023	$ 69.14
Matt Blatt ZUQCNBUM Melbourne AU	Office Equipment	8/12/2023	$ 730.99
GESHA COFFEE CO BIBRA LAKE AU	Office Equipment	11/12/2023	$ 176.36
COLES 0332 BOORAGOON AU	TD Day Libraries	14/12/2023	$ 51.29
Westfield Booragoon Booragoon AU	Service Fee	14/12/2023	$ 102.95
MYAREE IGA/4/67 NORTH MYAREE AU	TD Day Libraries	18/12/2023	$ 45.00
PREZZEE/AUE55FD66B SYDNEY AU	Staff Appreciation	19/12/2023	$ 283.54
PREZZEE/AU5F2ED992 SYDNEY AU	Service fee	19/12/2023	$ 101.27
PREZZEE/AU9C14BDB2 SYDNEY AU	Service Fee	19/12/2023	$ 50.64
ACTIMED AUSTRALIA OSBORNE PARK AU	Event	20/12/2023	$ 211.20
PREZZEE/AU87A227E6 SYDNEY AU	Service Fee	21/12/2023	$ 101.27
JB HI FI BOORAGOON BOORAGOON AU	Office Materials	22/12/2023	$ 315.00
COLES 0332 BOORAGOON AU	Event Gift Cards	22/12/2023	$ 500.00
LS Jayleas Patisserie Willagee AU	Christmas Gingerbread	8/12/2023	$ 222.22
CLEVER PATCH BERESFIELD AU	School Holiday Materials	13/12/2023	$ 331.09
COLES ONLINE HAWTHORN EAST AU	Catering	13/12/2023	$ 75.20
SP SENSORYSPECIALIST BENTLEIGH AU	Sensory Storytime Materials	21/12/2023	$ 444.85
SP SENSORY SPACE AUS BOONOOROO AU	Sensory Storytime Materials	21/12/2023	$ 89.99

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount
SP LED HYPE BARDWELL VALL AU	Sensory Storytime Materials	21/12/2023	$ 40.65
RS COMPONENTS PTY LTD SMITHFIELD AU	Library Resources	4/12/2023	$ 114.08
IGA WILLAGEE WILLAGEE AU	Library Resources	6/12/2023	$ 14.70
IGA WILLAGEE WILLAGEE AU	Library Resources	13/12/2023	$ 9.99
IGA WILLAGEE WILLAGEE AU	Library Resources	13/12/2023	$ 3.39
SP COLLABORATIVE DESIG HEIDELBERG WE AU	Office Supplies	5/12/2023	$ 195.00
COLES 0391 KARDINYA AU	Event	6/12/2023	$ 35.00
WOOLWORTHS/BULLCREEK S BULLCREEK AU	School Holiday Materials	6/12/2023	$ 10.50
SP CD-SOFT YAKAMIA AU	Presentation Materials	6/12/2023	$ 247.16
KMART 1024 KARDINYA AU	School Holiday Materials	6/12/2023	$ 24.00
WOOLWORTHS/BULLCREEK S BULLCREEK AU	School Holiday Materials	8/12/2023	$ 8.00
SP SCB.COM.AU PRINCES HILL AU	Presentation Materials	8/12/2023	$ 333.95
COLES 0379 MAYLANDS AU	Event Catering	13/12/2023	$ 16.50
ARTHOUSE DIRECT THORNLEIGH AU	School Holiday Materials	13/12/2023	$ 38.50
JB HI FI BOORAGOON BOORAGOON AU	School Holiday Materials	14/12/2023	$ 6.98
LS Jayleas Patisserie Willagee AU	Event Catering	15/12/2023	$ 222.22
MEGA MUSIC AUSTRALIA MYAREE AU	Sensory Storytime Materials	29/12/2023	$ 285.95
SP SPECTRUM ALEXANDRIA AU	Sensory Storytime Materials	29/12/2023	$ 80.98
MODERN TEACHING AIDS BROOKVALE AU	Sensory Storytime Materials	29/12/2023	$ 47.01
SP JB HI-FI ONLINE SOUTHBANK AU	School Holiday Materials	29/12/2023	$ 11.37
WOOLWORTHS/BULLCREEK S BULLCREEK AU	School Holiday Materials	29/12/2023	$ 2.25
KMART MULGRAVE AU	School Holiday Materials	2/01/2024	$ 70.00
ARTHOUSE DIRECT THORNLEIGH AU	Refund	2/01/2024	$ 50.22
JB HI FI BOORAGOON BOORAGOON AU	School Holiday Materials	2/01/2024	$ 4.89
OFFICEWORKS BENTLEIGH EAS AU	ART BOX Materials	4/12/2023	$ 111.40
TARGET 5065 INNALOO AU	ART BOX Materials	4/12/2023	$ 48.00
TARGET 5036 FREMANTLE AU	ART BOX Materials	4/12/2023	$ 66.00
TEACHER SUPERSTORE OSBORNE PARK AU	Refund	4/12/2023	-$ 228.82
LITTLE OLIVE LEAF WILLAGEE AU	Write Club Meeting	4/12/2023	$ 16.30
LITTLE OLIVE LEAF WILLAGEE AU	Write Club Meeting	4/12/2023	$ 39.50
LITTLE OLIVE LEAF WILLAGEE AU	Write Club Meeting	4/12/2023	$ 15.30
JAYCAR PTY LTD RYDALMERE AU	ART BOX Materials	7/12/2023	$ 22.25
OFFICEWORKS BENTLEIGH EAS AU	ART BOX Materials	8/12/2023	$ 79.98
JAYCAR PTY LTD RYDALMERE AU	ART BOX Materials	8/12/2023	$ 19.95
OFFICEWORKS BENTLEIGH EAS AU	ART BOX Materials	11/12/2023	$ 19.98
SPOTLIGHT PTY LTD STH MELBOURNE AU	Materials	11/12/2023	$ 13.00
SP SOLID SOLUTIONS BELMORE AU	Materials	22/12/2023	$ 322.33
BOLINDA PUBLISHING TULLAMARINE AU	Library Resources	4/12/2023	$ 53.46
Typeface Books Applecross AU	Library Resources	14/12/2023	$ 49.99
BOOKTOPIA PTY LTD RHODES AU	Library Resources	20/12/2023	$ 435.74
Typeface Books Applecross AU	Library Resources	20/12/2023	$ 24.99
THE NILE AVG1-5WQZ NORTH SYDNEY AU	Library Resources	20/12/2023	$ 486.52
BOLINDA PUBLISHING TULLAMARINE AU	Library Resources	21/12/2023	$ 53.46
APPLE.COM/BILL SYDNEY AU	Library Resources	6/12/2023	$ 79.99
CLUBS WA INCORPORATED COCKBURN CENT AU	Staff Training	11/12/2023	$ 50.00
RAECO KNOXFIELD AU	Stock Processing	13/12/2023	$ 267.47
WANEWSDTI Osborne Park AU	Library Resources	20/12/2023	$ 288.00
WANEWSDTI Osborne Park AU	Library Resources	20/12/2023	$ 144.00
AP CANNING BRIDGE LPO APPLECROSS AU	Postage	27/12/2023	$ 106.27
AP CANNING BRIDGE LPO APPLECROSS AU	Postage	29/12/2023	$ 55.44
MARMION STREET FRESH MELVILLE AU	Catering	4/12/2023	$ 209.00
COLES GROUP LIMITED - TOORONGA AU	Catering	4/12/2023	$ 205.50
Woolworths Online BELLA VISTA AU	Catering	4/12/2023	$ 203.30
SPOTLIGHT MELVILLE MYAREE AU	Supplies	5/12/2023	$ 53.00
IGA WILLAGEE WILLAGEE AU	Catering	6/12/2023	$ 15.72
LS Jayleas Patisserie Willagee AU	Catering	6/12/2023	$ 273.13
DOLCE & SALATO BULL CR BULL CREEK AU	Catering	11/12/2023	$ 78.00
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Office Supplies	12/12/2023	$ 4.55
LS The Bunker Espresso Bull Creek AU	Catering	14/12/2023	$ 31.80
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Catering	14/12/2023	$ 50.00
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Catering	14/12/2023	$ 55.81
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Library Resources	20/12/2023	$ 4.00
LUCKY CHARM BULL CREEK BULL CREEK AU	Library Resources	21/12/2023	$ 2.00
WWC-COMMUNITIES EAST PERTH AU	Renewal WWC	2/01/2024	$ 87.00
COLES 0352 MELVILLE AU	Library Resources	11/12/2023	$ 23.00
COLES 0352 MELVILLE AU	Library Resources	13/12/2023	$ 6.20

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount
Dominos Estore Leeming dominos.com.a AU	Catering	4/12/2023	$ 125.40
HAMILTON HILL IGA HAMILTON HILL AU	Catering	5/12/2023	$ 16.00
ZLR*Boab Tree Cafe Booragoon AU	Catering	6/12/2023	$ 39.50
HAMILTON HILL IGA HAMILTON HILL AU	Catering	6/12/2023	$ 7.98
MARMION STREET FRESH MELVILLE AU	Catering	6/12/2023	$ 11.98
Dominos Estore Myaree dominos.com.a AU	Catering	18/12/2023	$ 151.36
HAMILTON HILL IGA HAMILTON HILL AU	Catering	20/12/2023	$ 7.98
COSTCO WHOLESALE AUSTR CASUARINA AU	Supplies	4/12/2023	$ 101.40
EVENTBRITE.COM ORG FEE HTTPSWWW.EVEN US	Subscription Fee	4/12/2023	$ 40.17
MARMION STREET FRESH MELVILLE AU	Catering	5/12/2023	$ 924.00
COLES 4790 SECRET HBR AU	Catering	5/12/2023	$ 87.40
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Catering	7/12/2023	$ 195.75
ALDI STORES - KARDINYA KARDINYA AU	Catering	8/12/2023	$ 567.26
COSTCO WHOLESALE AUSTR CASUARINA AU	Supplies	11/12/2023	$ 247.33
MARMION STREET FRESH MELVILLE AU	Catering	11/12/2023	$ 204.95
Myaree Lunch Bar Myaree AU	Micro Sampling December	14/12/2023	$ 8.08
Pronto Cafe Kardinya AU	Micro Sampling December	14/12/2023	$ 4.00
THE FOODIES BASKET ATTADALE AU	Micro Sampling December	14/12/2023	$ 8.99
GUL-DOGAN KEBABS&TURKI WINTHROP AU	Micro Sampling December	15/12/2023	$ 13.50
BRENTWOOD DELI LUNCH B MOUNT PLEASAN AU	Micro Sampling December	18/12/2023	$ 3.95
Milano's Restaurant Wandi AU	Team Recognition	20/12/2023	$ 178.13
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Team Recognition	21/12/2023	$ 22.00
GOOD HEALTH GRAIN PTY BICTON AU	Team Recognition	21/12/2023	$ 8.00
Google ADS4949524643 Sydney AU	Advertising	4/12/2023	$ 738.49
FACEBK *42JKRWKMS2 fb.me/ads IE	Advertising	6/12/2023	$ 2,108.98
FACEBK 9FTZXW7MS2 fb.me/ads IE	Advertising	11/12/2023	$ 1,287.50
FACEBK XUD4YWFMS2 fb.me/ads IE	Advertising	18/12/2023	$ 1,287.50
FACEBK 9XEXXXKLS2 fb.me/ads IE	Advertising	22/12/2023	$ 1,280.80
FACEBK UKAEAXTLS2 fb.me/ads IE	Advertising	27/12/2023	$ 1,287.50
FACEBK JRQ5EYPLS2 fb.me/ads IE	Advertising	2/01/2024	$ 975.21
MISS MAUD NORTH PERTH AU	Catering	5/12/2023	$ 221.65
WOOLWORTHS/NICHOLSON R CANNINGVALE AU	Office Supplies	11/12/2023	$ 12.20
COLES 0352 MELVILLE AU	Office Supplies	28/12/2023	$ 3.10
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Office Supplies	4/12/2023	$ 3.10
LUCKY CHARM BULL CREEK BULL CREEK AU	Office Supplies	8/12/2023	$ 6.00
AP CANNING BRIDGE LPO APPLECROSS AU	Postage	4/12/2023	$ 14.80
IGA CANNING B/916 CANN APPLECROSS AU	Office Supplies	5/12/2023	$ 3.39
IGA CANNING B/916 CANN APPLECROSS AU	Office Supplies	12/12/2023	$ 3.39
IGA WILLAGEE WILLAGEE AU	Garden #4	4/12/2023	$ 10.00
COLES 0332 BOORAGOON AU	Art Club supplies	12/12/2023	$ 58.85
COLES ONLINE HAWTHORN EAST AU	Materials	14/12/2023	$ 427.95
Cafe Denada Ardross AU	Materials	15/12/2023	$ 265.01
THEGOODGROCER/80 CRANF MT PLEASANT AU	Materials	18/12/2023	$ 17.98
BRENTWOOD VILLAGE NEWS BRENTWOOD AU	Materials	18/12/2023	$ 59.85
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Catering	4/12/2023	$ 63.95
LIQUORLAND 3374 BOORAGOON AU	Catering	4/12/2023	$ 13.98
CLICKSEND.COM RECHARGE SOUTH PERTH AU	PN - Communication	5/12/2023	$ 20.00
COLES 0332 BOORAGOON AU	Catering	6/12/2023	$ 131.24
MARMION STREET FRESH MELVILLE AU	Catering	8/12/2023	$ 517.00
MARMION STREET FRESH MELVILLE AU	Catering	8/12/2023	$ 730.40
LIQUORLAND 3374 BOORAGOON AU	Catering	18/12/2023	$ 13.98
COLES 0332 BOORAGOON AU	Catering	18/12/2023	$ 87.05
HANGAWEE MARKET BOOR BOORAGOON AU	Catering	18/12/2023	$ 4.99
CHOP CHOP BBQ MYAREE MYAREE AU	Catering	21/12/2023	$ 80.30
BUNNINGS 453000 O'CONNOR AU	Materials	4/12/2023	$ 107.26
JB HI FI MYAREE HOME BOORAGOON AU	Materials	4/12/2023	$ 64.90
ANACONDA MELVILLE ALFRED COVE AU	Materials	5/12/2023	$ 189.90
SQ *MOVAT PTY LTD ATF 1800595310 AU	SES SMS System	7/12/2023	$ 465.65
COLES 7545 HILTON AU	Catering	22/12/2023	$ 38.00
BUSINESS LUNCH WITH HO PERTH AU	Function	20/12/2023	$ 405.66
FACEBK 2ML8MWPNC2 fb.me/ads IE	Advertising	2/01/2024	$ 971.90
HOO*HOOTSUITE INC 778-5889767 US	Advertising	2/01/2024	$ 125.66
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 1/11	11/12/2023	$ 255.95
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 2/11	11/12/2023	$ 255.95
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 3/11	11/12/2023	$ 255.95
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 4/11	11/12/2023	$ 255.95

The list of payments made using Corporate and Purchase Cards during December 2023

Payee	Description	Date	Amount	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 5/11	11/12/2023	$ 255.95	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 6/11	11/12/2023	$ 255.95	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 7/11	11/12/2023	$ 255.95	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 8/11	11/12/2023	$ 255.95	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 9/11	11/12/2023	$ 255.95	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 10/11	11/12/2023	$ 255.95	
AP BOORAGOON PS BOORAGOON AU	RAP Meeting Attendee Payment 11/11	11/12/2023	$ 255.95	
UNDER THE SUN KARDINYA AU	Artbox Supplies	11/12/2023	$ 5.50	
WOOLWORTHS/GARDEN CITY BOORAGOON AU	Office Supplies	20/12/2023	$ 75.04	
BUNNINGS 317000 MELVILLE AU	Office Supplies	4/12/2023	$ 15.80	
LS Jayleas Patisserie Willagee AU	Catering	4/12/2023	$ 42.42	
IGA WILLAGEE WILLAGEE AU	Office Supplies	4/12/2023	$ 27.28	
IGA WILLAGEE WILLAGEE AU	Office Supplies	4/12/2023	$ 13.60	
WOOLWORTHS/CNR STOCK R MELVILLE AU	Office Supplies	6/12/2023	$ 51.86	
WOOLWORTHS/CNR STOCK R MELVILLE AU	Office Supplies	7/12/2023	$ 58.83	
WOOLWORTHS/CNR STOCK R MELVILLE AU	Office Supplies	7/12/2023	$ 99.99	
IGA WILLAGEE WILLAGEE AU	Office Supplies	8/12/2023	$ 2.40	
JB HI FI BOORAGOON BOORAGOON AU	Office Supplies	8/12/2023	$ 39.95	
TWIG AND SPARROW CAF WILLETTON AU	Materials	4/12/2023	$ 132.00	
OCONNOR RETRAVISION OCONNOR AU	Materials	7/12/2023	$ 168.00	
THE REJECT SHOP 613 WILLETTON AU	Materials	8/12/2023	$ 85.30	
WOOLWORTHS/BULLCREEK S BULLCREEK AU	Materials	18/12/2023	$ 88.98	
KMART 1162 BOORAGOON AU	Office Supplies	8/12/2023	$ 78.00	
T2 - Booragoon Booragoon AU	Catering	8/12/2023	$ 50.00	
The Cheesecake Shop - Myaree AU	Catering	8/12/2023	$ 87.90	
GILBERTS FRESH HILTON HILTON AU	Catering	11/12/2023	$ 243.94	
GARDEN CITY NEWS BOORAGOON AU	Office Supplies	11/12/2023	$ 13.98	
AP WILLAGEE CENTRAL WILLAGEE AU	Office Supplies	11/12/2023	$ 105.95	
IGA WILLAGEE WILLAGEE AU	Office Supplies	12/12/2023	$ 5.48	
IGA WILLAGEE WILLAGEE AU	Office Supplies	12/12/2023	$ 9.97	
IGA WILLAGEE WILLAGEE AU	Office Supplies	12/12/2023	$ 29.67	
Woolworths Online BELLA VISTA AU	Office Supplies	12/12/2023	$ 218.67	
Dominos Estore East Fr dominos.com.a AU	Catering	15/12/2023	$ 145.00	
WOOLWORTHS/CNR STOCK R MELVILLE AU	Office Supplies	15/12/2023	$ 72.79	
COLES 0340 E VICTORIA PK AU	Office Supplies	15/12/2023	$ 54.95	
IGA WILLAGEE WILLAGEE AU	Office Supplies	19/12/2023	$ 26.27	
IGA WILLAGEE WILLAGEE AU	Office Supplies	19/12/2023	$ 3.99	
IGA WILLAGEE WILLAGEE AU	Office Supplies	20/12/2023	$ 36.64	
IGA WILLAGEE WILLAGEE AU	Office Supplies	21/12/2023	$ 30.26	
KMART 1024 KARDINYA AU	Office Supplies	21/12/2023	$ 58.50	
BUNNINGS 317000 MELVILLE AU	Materials	4/12/2023	$ 32.78	
IKEA PERTH INNALOO AU	Materials	6/12/2023	$ 566.00	
KMART 1162 BOORAGOON AU	Materials	7/12/2023	$ 270.80	
BUNNINGS 317000 MELVILLE AU	Materials	7/12/2023	$ 90.76	
Kogan.com 2G3LGZHR Melbourne AU	Materials	7/12/2023	$ 370.48	
OFFICEWORKS 0616 O'CONNOR AU	Materials	7/12/2023	$ 546.00	
MAKE BADGES PTY LTD HEIDELBERG HE AU	Materials	8/12/2023	$ 82.14	
THE REJECT SHOP 601 BOORAGOON AU	Materials	8/12/2023	$ 10.50	
Woolworths Online BELLA VISTA AU	Materials	18/12/2023	$ 52.63	
KMART 1162 BOORAGOON AU	Materials	18/12/2023	$ 147.00	
KMART 1162 BOORAGOON AU	Materials	20/12/2023	$ 298.00	**70,685.75**
	Total Card Payment			**78,675.53**

STATEMENT OF FINANCIAL ACTIVITY by Nature or Type
For the period 1 July 2023 to 31 January 2024

	January Actual $	*YTD Rev. Budget* $	*YTD Actual* $	*Variance* $	*Variance* %	*Annual Rev. Budget* $	*Current Commit.* $
Revenue							
Rates	5,585	102,164,025	102,467,850	303,825	0%	102,333,192	-
Grants & Contributions	69,830	337,820	329,465	(8,355)	-2%	4,771,802	-
Fees & Charges	1,373,680	10,246,229	11,154,216	907,986	9%	14,929,174	-
Service Charges	280	2,616,960	2,624,900	7,940	0%	2,616,960	-
Interest Earnings	936,822	5,522,000	6,286,348	764,348		9,415,000	
Other Revenue	85,522	788,565	910,332	121,768	15%	1,506,008	-
	2,471,719	121,675,599	123,773,111	2,097,512	2%	135,572,135	-
Expenses							
Employee Costs	(6,539,070)	(37,424,376)	(34,278,705)	3,145,671	-8%	(61,571,122)	0
Materials & Contracts	(3,144,152)	(23,821,287)	(21,611,904)	2,209,384	-9%	(40,060,771)	0
Utilities	(222,073)	(2,480,225)	(2,117,743)	362,482	-15%	(4,218,352)	0
Insurance	-	(1,402,021)	(1,278,569)	123,453	-9%	(1,406,838)	0
Depreciation	(2,859,077)	(14,439,368)	(19,809,079)	(5,369,711)	37%	(24,559,250)	0
Finance Costs	(26,097)	(33,455)	(51,689)	(18,234)	55%	(54,922)	0
Other Expenditure	52,731	304,197	196,917	(107,280)	-35%	(1,919,178)	0
	(12,737,737)	(79,296,536)	(78,950,772)	345,764	0%	(133,790,433)	0
	(10,266,018)	**42,379,063**	**44,822,340**	**2,443,277**	**6%**	**1,781,702**	**0**
Grants/Contributions for the Development of Assets							
Non-Operating Grants, Subsidies and Contributions	82,940	309,600	480,146	170,546	55%	7,443,049	-
(Profit)/Loss on Disposal of Assets							
Proceeds on Disposal	39,969	205,803	172,746	(33,057)	-16%	2,509,340	0
Net Book Value from Disposal of Assets	(54,421)	(35,258)	(54,421)	(19,163)	54%	(423,090)	-
	(14,452)	170,545	118,325	(52,220)	-31%	2,086,250	0
NET RESULT	**(10,197,530)**	**42,859,208**	**45,420,811**	**2,561,603**	**6%**	**11,311,001**	**0**
Other Comprehensive Income	-	-	-			-	
Total Other Comprehensive Income	-	-	-			-	
TOTAL COMPREHENSIVE INCOME	**(10,197,530)**	**42,859,208**	**45,420,811**			**11,311,001**	

RATE SETTING STATEMENT by Program
For the period 1 July 2023 to 31 January 2024

	January Actual $	*YTD Rev. Budget $*	*YTD Actual $*	*Variance $*	*Variance %*	*Annual Budget $*	*Annual Rev. Budget $*
OPERATING ACTIVITIES							
Revenue from operating activities (excluding rates and non-operating grant, subsidies and contributions)							
Governance	366	-	5,868	5,868	100%	-	-
General Purpose Funding	952,283	5,674,914	6,435,679	760,765	13%	12,750,000	12,750,000
Law, Order, Public Safety	23,375	2,810,060	2,826,093	16,032	1%	2,865,660	2,865,660
Health	5,245	245,306	219,529	(25,778)	-11%	278,140	278,140
Education & Welfare	43,676	205,691	199,098	(6,593)	-3%	331,814	623,846
Housing	8,444	68,998	65,569	(3,430)	-5%	116,070	116,070
Community Amenities	185,252	2,778,130	2,734,338	(43,792)	1%	3,837,613	3,837,613
Recreation and Culture	841,903	4,558,941	5,326,727	767,786	17%	7,581,486	7,976,224
Transport	115,593	784,343	970,917	186,574	27%	1,415,520	1,445,520
Economic Services	269,386	2,158,519	2,281,323	122,803	6%	2,978,735	2,978,735
Other Property and Services	6,159	397,216	358,447	(38,769)	-10%	334,635	2,453,386
	2,451,682	19,682,119	21,423,587	1,741,468		32,489,671	35,325,194
Expenditure from operating activities							
Governance	(908,516)	(4,211,778)	(3,597,615)	614,163	-15%	(6,431,439)	(6,699,561)
General Purpose Funding	(161,906)	(1,016,050)	(1,004,002)	12,048	-1%	(1,391,235)	(1,391,235)
Law, Order, Public Safety	(504,955)	(3,006,385)	(2,723,046)	283,339	-9%	(4,887,128)	(4,962,528)
Health	(121,558)	(801,545)	(706,049)	95,496	-12%	(1,278,975)	(1,278,975)
Education & Welfare	(214,421)	(1,526,327)	(1,398,109)	128,218	-8%	(2,386,002)	(2,859,965)
Housing	(12,995)	(81,887)	(83,730)	(1,843)	2%	(122,949)	(122,949)
Community Amenities	(2,587,104)	(16,178,561)	(14,954,715)	1,223,846	-8%	(28,067,956)	(28,680,747)
Recreation and Culture	(4,237,833)	(24,982,542)	(27,335,769)	(2,353,227)	9%	(41,278,590)	(42,008,768)
Transport	(2,239,861)	(13,244,905)	(14,696,377)	(1,451,472)	11%	(23,972,722)	(24,028,337)
Economic Services	(249,991)	(1,960,796)	(1,563,043)	397,753	-20%	(3,031,771)	(3,051,571)
Other Property and Services	(1,498,597)	(12,285,760)	(10,888,318)	1,397,442	-11%	(18,316,775)	(18,705,797)
	(12,737,737)	(79,296,534)	(78,950,772)	345,763		(131,165,543)	(133,790,433)
Operating activities excluded from budget							
(Profit)/Loss on Asset Disposals	14,452	(170,545)	(118,325)	52,220	-31%	-	(2,086,250)
Depreciation on Assets	2,859,077	14,439,367	19,809,079	5,369,712	37%	25,109,134	25,109,134
Plant Capital Charge	-	-	-	-	100%	-	-
Plant Investment Provision						235,305	235,305
Movement in Deferred Rates	9,834	-	567,574	567,574	100%	-	
	2,883,363	14,268,822	20,258,328	5,989,506		25,344,439	23,258,189
Investing Activities							
Non-operating grants, subsidies and contributions	82,940	309,600	480,146	170,546		3,238,346	7,443,049
Proceeds from Carawatha Equity	0	-	0	-		-	-
Proceeds from Disposal of Assets	39,969	205,803	172,746	(33,057)	-16%	423,090	2,509,340
Purchase of Furniture & Equipment	(85,853)	(1,639,452)	(937,960)	701,492	-43%	(2,811,304)	(4,998,527)
Purchase of Plant & Equipment	(690,322)	(1,587,652)	(1,577,984)	9,668	-1%	(1,247,955)	(7,550,677)
Purchase of Land & Buildings	(443,890)	(4,627,878)	(4,411,940)	215,938	-5%	(22,891,707)	(29,404,896)
Purchase of Infrastructure Assets	(1,978,485)	(10,239,352)	(9,725,344)	514,008	-5%	(32,268,804)	(40,768,063)
	(3,075,642)	(17,578,932)	(16,000,337)	1,578,595		(55,558,334)	(72,769,774)
Financing Activities							
Repayment of Debentures	(69,551)	(97,438)	(150,457)	(53,019)	54%	(175,681)	(175,681)
Self-Supporting Loan Principal Revenue	63,003	155,998	155,997	(1)	0%	188,199	188,199
Funds to be Set Aside	-	-	-	-	100%	(36,855,094)	(36,855,094)
Funds to be Used	-	-	-	-	100%	61,104,935	80,191,993
Carry Forward Funds	-		-	-	100%		
	(6,548)	58,560	5,540	(53,020)		24,262,359	43,349,417
Estimated surplus / (deficit) - B/Fwd	60,122,308	-	438,815			2,294,216	2,294,216
Estimated (surplus) / deficit - C/Fwd	(49,643,011)	**(39,298,060)**	(49,643,011)				
Amount to be raised from general rates	**(5,585)**	**(102,164,025)**	**(102,467,850)**			**(102,333,191)**	**(102,333,191)**

RATE SETTING STATEMENT by Nature or Type
For the period 1 July 2023 to 31 January 2024

	January Actual $	*YTD Rev. Budget $*	*YTD Actual $*	*Variance $*	*Variance %*	*Annual Budget $*	*Annual Rev. Budget $*
OPERATING ACTIVITIES							
Revenue from operating activities (excluding rates and non-operating grant, subsidies and contributions)							
Grants & Contributions	69,830	337,820	329,465	(8,355)	-2%	4,327,530	4,771,802
Fees & Charges	1,373,680	10,246,229	11,154,216	907,986	9%	14,929,174	14,929,174
Service Charges	280	2,616,960	2,624,900	7,940	0%	2,616,960	2,616,960
Investment Earnings	936,822	5,522,000	6,286,348	764,348	14%	9,415,000	9,415,000
Other Revenue	71,069	959,110	1,028,657	69,548		1,201,008	3,592,258
	2,451,682	19,682,119	21,423,587	1,741,468		32,489,671	35,325,194
Expenditure from operating activities							
Employee Costs	(6,539,070)	(37,424,376)	(34,278,705)	3,145,671	-8%	(61,464,748)	(61,571,122)
Materials & Contracts	(3,144,152)	(23,821,287)	(21,611,904)	2,209,384	-9%	(37,710,133)	(39,851,566)
Utilities	(222,073)	(2,480,225)	(2,117,743)	362,482	-15%	(4,218,352)	(4,218,352)
Insurance	-	(1,402,021)	- 1,278,569	123,453	-9%	(1,406,838)	(1,406,838)
Depreciation	(2,859,077)	(14,439,368)	(19,809,079)	(5,369,711)	37%	(24,768,455)	(24,768,455)
Finance Costs	(26,097)	(33,455)	(51,689)	(18,234)	55%	(54,922)	(54,922)
Other Expenditure	52,731	304,198	196,917	(107,281)	-35%	(1,542,096)	(1,919,178)
	(12,737,737)	(79,296,534)	(78,950,772)	345,763		(131,165,543)	(133,790,433)
Operating activities excluded from budget							
(Profit)/Loss on Asset Disposals	14,452	(170,545)	(118,325)	52,220	-31%	-	(2,086,250)
Depreciation on Assets	2,859,077	14,439,367	19,809,079	5,369,712	37%	25,109,134	25,109,134
Plant Capital Charge	-	-	-	-	100%	-	-
Plant Investment Provision						235,305	235,305
Movement in Deferred Rates	9,834	-	567,574	567,574	100%	-	
	2,883,363	14,268,822	20,258,328	5,989,506		25,344,439	23,258,189
Investing Activities							
Non-operating grants, subsidies and contributions	82,940	309,600	480,146	170,546		3,238,346	7,443,049
Proceeds from Carawatha Equity	-	-	-	-		-	-
Proceeds from Disposal of Assets	39,969	205,803	172,746	(33,057)	-16%	423,090	2,509,340
Purchase of Furniture & Equipment	(85,853)	(1,639,452)	(937,960)	701,492	-43%	(2,811,304)	(4,998,527)
Purchase of Plant & Equipment	(690,322)	(1,587,652)	(1,577,984)	9,668	-1%	(1,247,955)	(7,550,677)
Purchase of Land & Buildings	(443,890)	(4,627,878)	(4,411,940)	215,938	-5%	(22,891,707)	(29,404,896)
Purchase of Infrastructure Assets	(1,978,485)	(10,239,352)	(9,725,344)	514,008	-5%	(32,268,804)	(40,768,063)
	(3,075,642)	(17,578,932)	(16,000,337)	1,578,595		(55,558,334)	(72,769,774)
Financing Activities							
Repayment of Debentures	- 69,551	(97,438)	(150,457)	(53,019)	54%	(175,681)	(175,681)
Self-Supporting Loan Principal Revenue	63,003	155,998	155,997	(1)	0%	188,199	188,199
Funds to be Set Aside	-	-	-	-	100%	(36,855,094)	(36,855,094)
Funds to be Used	-	-	-	-	100%	61,104,935	80,191,993
Carry Forward Funds	-		-	-	100%		
	(6,548)	58,560	5,540	(53,020)		24,262,359	43,349,417
Estimated surplus / (deficit) - B/Fwd	60,122,308	-	438,815			2,294,216	2,294,216
Estimated (surplus) / deficit - C/Fwd	(49,643,011)	**(39,298,060)**	(49,643,011)				
Amount to be raised from general rates	**(5,585)**	**(102,164,025)**	**(102,467,850)**			**(102,333,191)**	**(102,333,191)**

REPRESENTATION OF NET WORKING CAPITAL AS AT 31 JANUARY 2024					
Net Current Assets Represented by	***31 JANUARY 2024***			***31 DECEMBER 2023***	
Current Assets					
Cash & Cash Equivalents					
Cash in Hand	2,816			2,856	
Cash at Bank/(Overdraft)	552,272			2,151,070	
Investments	204,512,583			205,801,218	
		205,067,672			207,955,145
Trade & Other Receivables					
Debtors - Rates	18,808,014			26,523,281	
Debtors - Security Charge	149,682			168,315	
Debtors - Pool Inspection Fee	25,409			27,406	
Debtors - Instalment Fee	22			39	
Debtors - UGP	193,761			208,286	
Debtors - Refuse	260,001			281,199	
FESA Levy Debtors	3,323,468			4,625,288	
Pensioner Rebates	1,575,968			1,519,013	
Sundry Debtors	767,174			750,044	
Less : Provision for Doubtful Debts	(166,508)			(166,508)	
		24,936,989			33,936,363
Inventories	185,408	185,408		172,831	172,831
Other Financial Assets					
Accrued Income	3,207,237			2,918,994	
Prepayments	453,011			453,011	
Other	-			-	
GST Claim (Net)	551,765			492,061	
		4,212,014			3,864,066
Total Current Assets		**234,402,082**			**245,928,405**
Current Liabilities					
Trade & Other Payables					
FESA Levy Payable	4,893,991			5,615,751	
Sundry Creditors	15,822,852			15,816,188	
Amount Received in Advance	897,922			758,717	
		21,614,764			22,190,655
Provisions					
Provision for Long Service Leave	4,148,950			4,245,801	
Provision for Annual Leave	3,902,568			4,268,343	
Accrued Wages	14,878			14,878	
		8,066,396			8,529,021
Total Current Liabilities		**29,681,160**			**30,719,677**
Net Current Assets		**204,720,922**			**215,208,728**
Less: Restricted Assets					
Reserves	155,077,911			155,077,911	
		155,077,911			155,077,911
Timing Difference		-			410,320
Net Working Capital		**49,643,011**			**59,720,497**

NET WORKING CAPITAL RECONCILIATION

FOR THE MONTH OF JANUARY 2024

	YTD Actual $
Net Result	**45,420,811**
Add:	
Surplus B/Fwd.	438,815
Proceeds on disposal of Assets	172,746
Carry Forward Reserve Transfers	-
Reserve: Funds to be Used	-
Self Supporting Loans - Principal (Net)	5,540
Depreciation Written back	19,809,079
Plant Capital Charge	-
(Profit)/Loss on Asset Disposal	(118,325)
Sub Total	**65,728,666**
Less:	
Acquisition of Fixed assets	6,927,884
Proceeds from Carawatha Equity	-
Expenditure on Infrastructure assets	9,725,344
Reserve: Funds to be Set Aside	-
Non Current Adjustments	(567,572)
Sub Total	**16,085,656**
Net Working Capital	**49,643,011**

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

This report provides commentary on the year-to-date variances identified in attachment 6002B – Rate Setting Statement by Nature and Type, for the period ended 31 January 2024.

In accordance with Regulation 34(5) of the Local Government (Financial Management) Regulations 1996, a local government is required each financial year, to adopt a percentage or value to be used in statements of financial activity for the reporting of material variances. The City's Accounting Policy CP-025, indicates that this will occur each year when adopting the annual budget. When adopting the 2023-2024 Annual Budget, a level of 10% or $100,000 (whichever is the greater) was adopted for the reporting of material variances for the 2023-2024 financial year. Variances less than 10% or $100,000 are not considered material and are not detailed in this report.

Variances are based on 'Actual' income raised and expenditure incurred, compared to the Year-to-Date Revised Budget and are shown in the Year-to-Date Budget Variance column in the tables below. The main reasons for the variances are outlined in this report.

It should be noted that at the time of preparing this report, the 2023 2024 Budget Review has been completed but is yet to be approved by Council. Consequently, some of the variances noted below will be addressed when the Budget Review is adopted.

In the tables below, positive variances are shown in black coloured font, and negative variances are shown in both parentheses and in red coloured font, i.e. (XXX.XX). These tables refer to the applicable nature and type variance.

Operating Revenue

Rates	YTD Budget $	YTD Actual $	YTD Budget Variance $
	102,164,025	**102,467,850**	**303,825**
Residential rate income showed a net positive variance of $118,187 due mainly to property improvements at Wren Street, Mount Pleasant, and 554-558 Canning Highway, Attadale.			*118,187*
Commercial rate income showed a net positive variance of $185,638 due mainly to property improvements made in Ardross, Myaree Murdoch, Booragoon and Ardross.			*185,638*

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Operating Revenue (cont.)

Fees and Charges	YTD Budget $	YTD Actual $	YTD Budget Variance $
	10,246,229	**11,154,216**	**907,987**
Fee income from the Healthy Melville service area was higher than budgeted – this was mainly due to differences in activity levels particularly in services offered at Leisurefit Booragoon, resulting in positive variances across all LeisureFit membership types.			*716,468*
Fee income from Community Safety was higher than budgeted – this was mainly due to higher-than-expected Parking Fees of $110,830, particularly in the Canning Bridge precinct, and Parking Fines of $94,651.			*207,675*
The remaining variance relates mainly to lower-than-expected development application fees of $43,264, higher than budgeted room and hall hire fees of $64,529, and other non-material amounts which add up to a negative net variance of $37,421.			***(16,156)***

Investment Earnings	YTD Budget $	YTD Actual $	YTD Budget Variance $
	5,522,000	**6,286,348**	**764,348**
Investment Earnings – Municipal – showed a positive variance due to higher-than-expected interest rates.			*89,502*
Investment Earnings – Reserve – showed a positive variance due to higher-than-expected interest rates.			*666,384*
The remaining minor variances amount to a net positive variance.			*8,462*

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Operating Expenditure

Employee Costs	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(37,424,376)	**(34,278,705)**	**3,145,671**
A significant element of the of the underspend in employment costs relates to the timing of leave of $1,355,821 and training costs of $142,688. Overall underspends net of labour hire ($708,875) and overtime ($194,130) amount to $1,785,922 and are indicative of several staff vacancies across the organisation.			
Natural Areas and Parks – Positive variance due to staff vacancies including Natural Areas Parks Maintainer roles.			*459,829*
Building and Environmental Health Services – Positive variance due mainly to a staff vacancy in the Senior Environmental Health Officer and Senior Building Surveyor roles.			*354,077*
Neighbourhood Development – Positive variance due to staff vacancies including the customer relations team ie Coordinator Customer Relations and casual Customer Experience Officer roles.			*325,391*
Information Technology - Positive variance due mainly to staff vacancies in the ICT Support Officer and ICT Project Officer roles.			*303,050*
Financial Services - Positive variance due mainly to previous staff vacancies in the Senior Procurement Officer and Assistant Procurement Officer roles.			*269,639*
Library Services – various minor underspends			*235,407*
Resource Recovery and Fleet Services - Positive variance due mainly to staff vacancies in the Waste Collection Driver and Waste Technical Officer roles.			*218,572*
Community Safety – Positive variance due mainly to staff vacancies in the Manager Community Safety and Community Safety and Service roles.			*203,635*
City Buildings and Projects – various minor underspends			*185,973*
Cultural Development – various minor underspends			*180,805*
Corporate Strategy and Communications - Positive variance due mainly to a staff vacancy in the Digital and Content Officer role.			*145,504*
Director Corporate Services – Positive variance due to various minor underspends.			*138,982*

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Operating Expenditure (cont.)

Employee Costs (cont.)	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(37,424,376)	**(34,278,705)**	**3,145,671**
Engineering – various minor underspends			*113,237*
Healthy Melville – Negative variance due mainly to higher than budgeted staff costs at the LeisureFit Booragoon swimming pool due to the delayed refurbishment closure.			***(365,996)***
The remaining variance relates mainly to lower employment costs in People and Culture, and minor variances in various other service areas.			*377,566*

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Operating Expenditure (cont.)

Materials and Contracts	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(23,821,287)	**(21,611,904)**	**2,209,383**
Engineering shows a positive variance relating to minor timing variances on contractors' budgets across the City's various maintenance programs, including a positive variance of $346,057 in Design Services, $141,685 in Drainage Maintenance and other various minor positive and negative variances.			*594,576*
Resource Recovery and Fleet Services shows underspends of $409,321 in waste disposal and recycling costs. These underspends relate mostly to lower gate fees and tonnages for recycling and FOGO disposal costs. The remaining net positive balance of $93,554 is made up of minor amounts.			*502,874*
City Buildings and Projects shows a positive variance relating to timing variances on contractors' budgets across the City's various buildings, the most significant locations being the Civic Centre ($118,168), Operations Centre ($41,782) and other minor amounts.			*256,860*
Information Technology shows a positive variance related mainly to external audit fees ($94,692), projects and innovation contractor payments ($117,999), and the remaining net negative variance of $54,495 made up of minor amounts.			*158,196*
Chief Executive Officer positive variance made up of minor amounts, including a timing variance related to South West Group expenditure of $49,499.			*155,479*
Neighbourhood Development positive variance made up of minor amounts.			*116,468*
Natural Areas and Parks shows a positive variance made up of minor positive and negative amounts across the City's parks and reserves.			*115,166*
Corporate Strategy and Communications shows a positive variance made up mainly of minor professional consultancy timing variances.			*115,063*
Library Services positive variance made up of minor amounts.			*101,224*

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Operating Expenditure (cont.)

Materials and Contracts (cont.)	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(23,821,287)	**(21,611,904)**	**2,209,384**
People and Culture shows a negative variance due mainly to timing related to Employee Relations and Industrial Relations advisory and project costs.			***(142,997)***
The remaining variance relates to timing variances in the Community Safety, Governance and Sustainability and Climate Action service areas, with minor variances in various other service areas.			*236,474*

Utilities	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(2,480,225)	**(2,117,743)**	**362,482**
Positive variance due mainly to a timing variance in relation to street lighting.			*362,482*

Insurance	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(1,402,021)	**(1,278,569)**	**123,452**
Positive variance due to insurance premium (excluding workers compensation insurance) accounts being lower than expected. In particular, Motor Vehicle and Plant $61,349, Public Liability $21,068 and Property and Contents $24,278.			*122,452*

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Capital Income

Non-operating Grants, Subsidies and Contributions	YTD Budget $	YTD Actual $	YTD Budget Variance $
	309,600	**480,146**	**170,546**
The majority of the positive variance is due to Main Roads and environmental grant funding being received ahead of budget.			*200,000*

Capital Expenditure

Purchase of Furniture and Equipment	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(1,639,452)	**(937,960)**	**701,492**
Positive timing variance on the Website Customer Experience Project due to delays in the commencement of the project.			*200,000*
Underspends related to the replacement of mobile garbage bins.			*157,578*
Positive timing variance on new and upgrade software installations due to project delays.			*163,561*
Positive timing variance on the Intranet Future Vision Project due to delays in the commencement of the project.			*123,431*
The remaining various positive and negative variances amount to a net positive variance.			*56,922*

Purchase of Land and Buildings	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(4,627,878)	**(4,411,940)**	**215,938**
Net positive variance made up of minor amounts across the City's building program, of which approximately $75,706 is due to the reversal of 2022-2023 financial year end adjustments.			

Statement of Variances in Excess of $100,000 by Nature and Type
Financial Year-To-Date Ending 31 January 2024

Capital Expenditure (cont.)

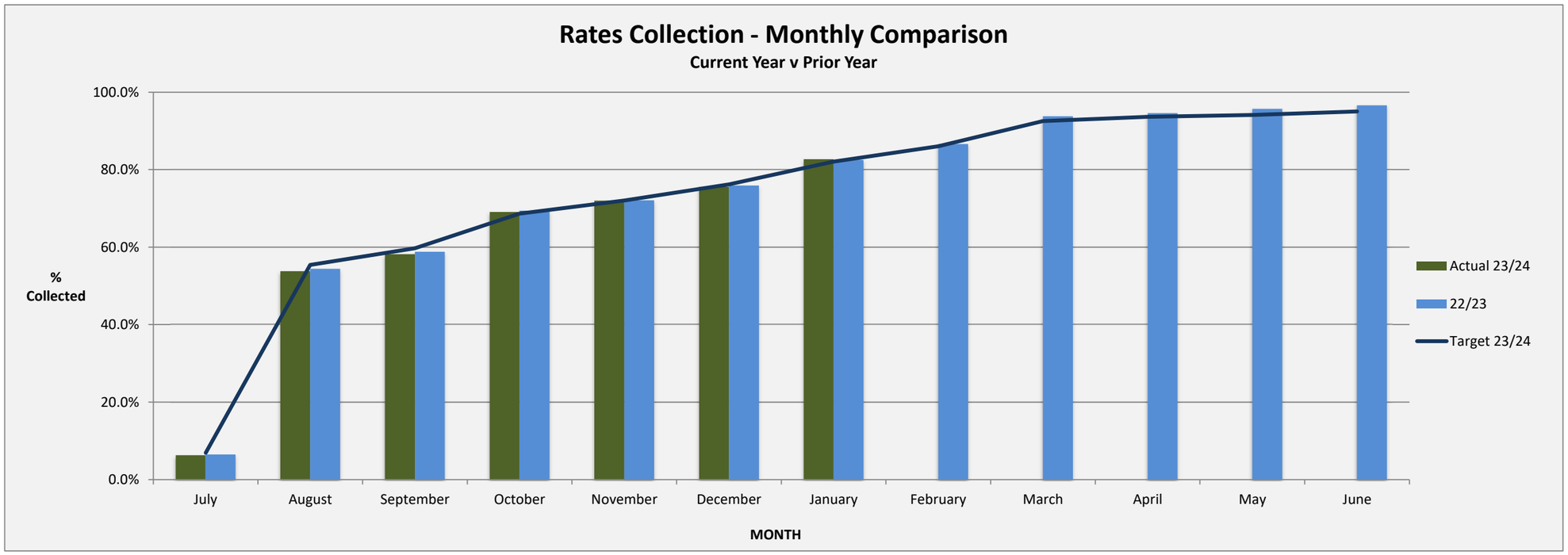
Purchase of Infrastructure Assets	YTD Budget $	YTD Actual $	YTD Budget Variance $
	(10,239,352)	**(9,725,344)**	**514,008**
Approximately $63,914 of the Purchase of Infrastructure Asset variance is due to the reversal of 2022-2023 financial year end adjustments. These amounts are included in the category variances identified below. *The remaining $450,094 is made up of minor amounts across the Infrastructure program, which are included in the various asset categories below.*			
Drainage – Timing variances noted for the Riseley Street flooding project.			*170,565*
Environmental			*4,705*
Foreshore Facilities			*12,646*
Irrigation			*13,146*
Lighting			*29,530*
Parks Streetscapes Structures			*3,836*
Paths			*58,997*
Playgrounds			***(24,300)***
Roads – Timing variances noted for the Williamson Road (Gilbertson Road to Meadow Close) and Wrexham Street Traffic Island Installation projects.			*244,883*

City of Melville

SUMMARY OF DEBTORS

FOR THE PERIOD ENDING : 31 January 2024

Detail	Actuals Current Month YTD	Actuals Previous Month YTD	*% Diff Current Mth to Previous Mth*	Actuals This Month Last Year YTD	*% Diff Current Mth to Current Mth Last Yr*
RATE DEBTORS					
Opening Balance - 1 July	3,379,289	3,379,289	*0%*	4,024,978	*-16%*
Rates & Charges Raised	102,901,271	102,864,661	*0%*	96,742,382	*6%*
Payments Received	(87,472,547)	(79,720,669)	*10%*	(82,736,746)	*6%*
Closing Balance	18,808,014	26,523,281	*-29%*	18,030,614	*4%*
REFUSE DEBTORS					
Opening Balance - 1 July	44,432	44,432	*0%*	55,131	*-19%*
Rates & Charges Raised	1,685,560	1,677,146	*1%*	1,655,454	*2%*
Payments Received	(1,469,991)	(1,440,379)	*2%*	(1,503,228)	*-2%*
Closing Balance	260,001	281,199	*-8%*	207,357	*25%*
FESA DEBTORS					
Opening Balance - 1 July	650,906	650,906	*0%*	782,850	*-17%*
Rates & Charges Raised	18,416,369	18,421,495	*0%*	18,476,542	*0%*
Payments Received	(15,743,807)	(14,447,112)	*9%*	(15,869,390)	*-1%*
Closing Balance	3,323,468	4,625,288	*-28%*	3,390,003	*-2%*
UNDERGROUND POWER DEBTORS					
Opening Balance - 1 July	304,028	304,028	*0%*	459,503	*-34%*
Rates Raised	16,851	19,052	*-12%*	176,645	*-90%*
Payments Received	(127,118)	(114,794)	*11%*	(236,945)	*-46%*
Closing Balance	193,761	208,286	*-7%*	399,203	*-51%*
POOL DEBTORS					
Opening Balance - 1 July	16,677	16,677	*0%*	19,059	*-12%*
Rates & Charges Raised	492,522	492,552	*0%*	476,909	*3%*
Payments Received	(483,790)	(481,822)	*0%*	(468,496)	*3%*
Closing Balance	25,409	27,406	*-7%*	27,472	*-8%*
SECURITY DEBTORS (SECL)					
Opening Balance - 1 July	92,407	92,407	*0%*	111,765	*-17%*
Rates & Charges Raised	2,625,281	2,625,741	*0%*	2,493,280	*5%*
Payments Received	(2,568,006)	(2,549,833)	*1%*	(2,440,806)	*5%*
Closing Balance	149,682	168,315	*-11%*	164,238	*-9%*
INSTALMENT FEE DEBTORS					
Opening Balance - 1 July	77	77	*0%*	280	*-73%*
Rates & Charges Raised	4	4	*0%*	0	*#DIV/0!*
Payments Received	(59)	(42)	*42%*	(184)	*-68%*
Closing Balance	22	39	*-45%*	96	*-77%*


Rates Collection - Monthly Comparison
Current Year v Prior Year
100.0%
80.0%
60.0%
40.0%
20.0%
0.0%
% Collected
July
August
September
October
November
December
January
February
March
April
May
June
MONTH
Actual 23/24
22/23
Target 23/24

SUMMARY OF GENERAL DEBTORS AGED 90 DAYS OR GREATER
FOR THE MONTH ENDED 31 JANUARY 2024

Debtor Number	Debtor Name	Amount	Comments and subsequent events
Payment arrangements			
832568	Individual	$19,898	Payment Arrangement of $200.00 per fortnight.
853697	Perth SUP School Pty Ltd	$91	Emailed debtor for final payment. Mail was returned to sender.
861732	Healthcare WA	$11,212	Payment arrangement of $50.00 per fortnight.
862342	Perth AFC Futsal Club	$20,200	Payment plan of $1,500.00 per month.
863209	Individual	$1,714	Payment plan of $250.00 per fortnight.
864132	Individual	$8,770	Payment plan of $130.00 per fortnight.
869693	Velovelum Pty Ltd T/As Mastro Pizza	$7,682	Payment plan of $130.00 per fortnight.
	Total on Payment Arrangement	**$ 69,567**	
Ordinary Debtors			
507723	GIO Insurance	$365	Emailed debtor 23 January 2024.
508879	LGISWA	$12,626	Called and emailed debtor 18 January 2024.
803957	Belgravia Health & Leisure Group Pty Ltd	$11,347	Reconciliation sent to debtor. Payments received 30 January 2024.
835033	Extraordinary Mind Project	$1,022	Emailed debtor 17 January 2024.
855783	Advanced Traffic Management	$920	Emailed liquidators for update 23 January 2024. Creditors report issued November 2023.
857854	The Quarter Acre Hotel	$2,219	Invoices in dispute. Debtor has been overcharged, credit note to be issued.
859181	Raiders Underwater Rugby	$122	Emailed debtor 23 January 2024.
865212	Beyond Health Chiropractic	$54	Emailed debtor 18 January 2024.
866533	Hug Group WA Pty Ltd	$25	Emailed debtor 18 January 2024.
868521	Urban Hair	$106	Emailed debtor 23 January 2024.
869123	Overall Group Pty Ltd	$1,190	Debtor was disputing invoices. Confirmed with waste that they are correct.
870410	Australian Pentecostal Church Inc	$60	Spoke to debtor who confirmed email address for invoice.
870535	Quattro Auto Pty Ltd	$68,000	Alternative mail address obtained. Invoices emailed and the response received is that they have been sent on for payment.
870609	Cicwa	$110	Emailed debtor 18 January 2024.
871236	AGM	$38	Debtor has confirmed that invoice has been entered for payment.
871319	Individual	$250	Emailed two separate email addresses requesting payment. Full amount paid 9 February 2024
	Total Ordinary Debtors	**$ 98,452**	
Sporting & Community Organisations			
506014	Brentwood Karoonda Sporting Association	$12,606	Emailed 17 January 2024.
506980	Blue Gum Tennis Club	$928	Email sent 17 January 2024.
515346	Leeming Spartans Cricket Club	$3,335	Credit note to be applied, waiting for authorisation.
848085	Brentwood Booragoon Football Club	$1,365	Emailed debtor 18 January 2024.
854927	Applecross Mount Pleasant Junior Football Club	$220	Credit note to be applied, waiting for authorisation.
862151	South Perth Futsal Club	$4,353	Responsible Officer advised debtor; That if payment is not made future booking will be cancelled.
862565	Cockburn Basketball Association	$6,978	Emiled Debtor 29 January 2024. They have now agreed with the amount outstanding and will orginise payment.
862573	Profutsal	$3,348	Responsible Office advised debtor That if payment is not made future booking will be cancelled.
869826	WA State Futsal League	$27,619	Phone number provided is unavailable. Responsible officer to follow up.
871137	Curtin Uni Football Club	$221	Emailed debtor 18 January 2024.
	Total Sporting & Community Organisations	**$ 60,972**	
GRAND TOTAL		**$ 228,991**	
	Loans	**$ 114,095**	
	Total 90 Days and over	**$ 343,086**	
	Total Sundry Debts Outstanding	**$ 767,174**	
	90 Days and Over % of Total Debt	**45%**	
	90 Days and over -Total No. of Debtors (excl Loans)	**33**	

DRAFT
Including Elected Member Comments

City of Melville
GOVERNANCE FRAMEWORK
2024

CONTENTS

EXECUTIVE SUMMARY 7

1. THE CITY OF MELVILLE 8

1.1 About Melville 8

1.2 Corporate values 9

1.3 Vision statement 9

1.4 Mission statement 9

2 INTRODUCTION 10

2.1 Governance 10

2.2 Governance Framework document 11

3 LEGISLATIVE BASIS 12

3.1 Local Government Authority 12

3.2 Elections and formation of Council 12

3.3 Management and decision-making structure 13

3.3.1 Separation of power 13

3.3.2 Role of Council 13

3.3.3 Quasi-Judicial Decisions 14

3.3.4 Role of the Council, CEO and administration 15

3.4 Key roles 15

3.4.1 Mayor 15

3.4.2 Deputy Mayor 16

3.4.3 Councillors 16

3.4.4 CEO 18

3.5 Key functions 19

3.5.1 Council meetings 19

3.5.2 *Committees* 22

4 STRATEGIC PLANNING AND FINANCIAL AND RISK MANAGEMENT 24

4.1 STRATEGIC PLANNING 24

4.1.1 Integrated Planning and Reporting 24

4.1.2 Strategic Community Plan 26

4.1.3 Corporate Business Plan 26

4.1.4 Land Use Planning and Building Controls 27

4.1.5 Small Business Friendly Local Government 28

4.1.6 Disability Access and Inclusion Plan 28

4.1.7 Reconciliation Action Plan 28

4.1.8 *Directions from Young People – Youth Strategy 2022 - 2025* 29

4.1.9 *Climate Action* 29

4.2 Financial planning 30
4.2.1 Financial management 30
4.2.2 CEO and administration's role in financial management 30
4.2.3 Budget 31
4.2.4 Long Term Financial Plan 31
4.2.5 Procurement processes 32
4.3 Tender processes 32
4.3.1 Grants, Scholarship and Sponsorship Opportunities 33
4.4 Infrastructure management 33
4.5 Business Management 34
4.5.1 Business plans for major trading undertakings 34
4.5.2 Disposal of property 34
4.6 Risk Management 35
4.6.1 Risk Management Framework 35
4.7 Insurance 35
4.8 Governance 35
4.8.1 Development and review of policies and procedures 35
4.8.2 Legislative compliance 36
4.8.3 Local laws 36
4.8.4 Mandatory registers 37
4.9 Local Government Reform 37

5 ORGANISATIONAL FRAMEWORK, DECISION MAKING PROCESSES AND ROLE DEFINITIONS 38
5.1 Executive Leadership Team and Areas of Responsibility 39
5.1.1 Executive Leadership Team 39
5.1.2 Employees 39

5.2 WORKING RELATIONSHIPS 40
5.2.1 Effective working relationships 40
5.2.2 Relationships between Mayor and Councillors 40
5.2.3 Relationship between Mayor and CEO 40
5.2.4 Relationships amongst Councillors 41
5.2.5 Relationships between CEO and Elected Members 41
5.2.6 Relationships between Elected Members and employees 41
5.3 Council's Delegation of its Decision-Making Authority 42
5.3.1 Delegation to CEO 42
5.3.2 Delegation to Employees 42
5.3.3 Delegation to Committees 43
5.3.4 Delegated Authority Registers 43
5.3.5 Authorised Persons 43

5.4 COMMUNITY AND STAKEHOLDER ENGAGEMENT 44
5.4.1 Consultation 44
5.4.2 Notices and advertising 45
5.4.3 *Public Participation at Council Meetings* 45
5.5 Leave of absence by Councillors 47
5.6 General Meeting of Electors 47
6 STANDARDS OF BEHAVIOUR 48
6.1 Ethics standards for Elected Members and employees 48
6.1.1 Actual, potential and perceived conflicts of interest 48
6.1.2 Disclosure of financial interests 49
6.1.3 Disclosure of proximity interests 51
6.1.4 Disclosure of impartiality interests 52
6.1.5 Managing conflicts of interest 53
6.1.6 Related party disclosures 54
6.1.7 Primary Returns and Annual Returns 54
6.1.8 Gifts to Elected Members and employees 55
6.1.8.1 Attendance at Events 55
6.1.9 Electoral gift register 55
6.1.10 Training of Elected Members 56
6.1.11 Confidentiality 57
6.2 Behavioural Standards for Elected Members 57
6.2.1 Elected Members, Committee Members and Candidates Code of Conduct 57
6.3 Complaints and Breaches by an Elected Member 58
6.3.1 Breach of the Elected Member Code of Conduct 58
6.3.2 *Breach of Rules of Conduct (minor breach)* 59
6.3.3 *Breach of Local Government Act (serious breach)* 59
6.4 Behavioural Standards for Employees 60
6.4.1 Employees' Code of Conduct 60
6.4.2 Policies and procedures 60
6.4.3 Breach of Code of Conduct 60
7 PERFORMANCE MANAGEMENT AND ACCOUNTABILITY 62
7.1 Performance management 62
7.1.1 Quarterly reports 62
7.1.2 Annual report 62
7.1.3 Performance review of employees 62
7.2 Audit processes 63
7.2.1 Internal audit 63
7.2.2 External audit 63
7.2.3 Annual Compliance Audit Return 64

7.3 Financial Management, Audit, Risk and Compliance Committee 64
7.3.1 Composition and Roles 64
7.4 External Reporting Requirements 65
7.5 Complaint handling mechanisms 65
7.5.1 Handling misbehaviour of Councillors 65
7.5.2 Complaints about administrative functions or employees 66
7.6 Scrutiny of Local Governments 67
7.7 Right to information 68
7.7.1 Record keeping and freedom of information 68
7.8 CEO Appointment and Review 69
7.8.1 *Model CEO Standards* 69
7.8.2 CEO (and senior employee) recruitment 69
7.8.3 CEO Performance Review 69
7.9 Continuous improvement of this document 70
8 DEFINITIONS 71
9 RESOURCES 71

The City of Melville acknowledges the Bibbulmun people as the Traditional Owners and custodians of the lands on which the City stands today and pays its respect to the Whadjuk people, and Elders both past, present and emerging.

EXECUTIVE SUMMARY

Local Government Governance is the structure of legislation and the development and management of policy that ensures the organisation is accountable for the 'good government' of local area and is accountable. Good governance is those high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency.

In local government, governance involves the ways in which the elected members and staff are accountable to the community.

Under section 3.1 of the Local Government Act 1995, local governments have the general power to provide for the good governance of people in their district, having regard for:

"… (a) *the need —*
- *(i) to promote the economic, social and environmental sustainability of the district; and*
- *(ii) to plan for, and to plan for mitigating, risks associated with climate change; and*
- *(iii) in making decisions, to consider potential long-term consequences and impacts on future generations;*

(b) the need —
- *(i) to recognise the particular interests of Aboriginal people; and*
- *(ii) to involve Aboriginal people in decision making processes;*

(c) the need to consider collaboration with other local governments."

This means that local governments can make decisions if the Act or any other written law does not prevent them from doing so. A local government can make local laws (legislative function) and provide services and facilities (executive function).

The City of Melville Governance Framework is an overview of the documents and processes of the City of Melville that guide its strategic decision making to:
best respond to community needs;
ensure public participation and accountability in local government processes; and
respond to the growing demand for more efficient and effective local government.

The Elected Members and staff of the City of Melville consider good governance to be critical if the community is to have confidence in the City. This Governance Framework sets out guidelines and standards expected of Elected Members and employees to achieve good governance through concepts such as compliance, community participation, ethical conduct, transparency, accountability and ongoing performance management.

It also sets out the roles of Elected Members, management and employees of the City of Melville and their relationships, along with financial, legal and ethical responsibilities that impact individuals and the organisation.

1. THE CITY OF MELVILLE

1.1 About Melville

The City of Melville's foundations began in 1901 when the Melville Roads Board (the Board) was established. Today, the City of Melville is a metropolitan local government located approximately 8km south of Perth CBD.

Melville has a population of in excess of 102,000 from diverse nationalities, comprises 18 suburbs and covers an area of 53km^2 with 18km of river foreshore.

It is a leading Local Government Authority employing approximately 720 full-time, part-time and casual employees who deliver quality services to the community and stakeholders from a number of sites.

The City of Melville is a vibrant and interesting place with many unique features including the Swan and Canning Rivers and foreshore areas, Murdoch University, Fiona Stanley Hospital, Westfield Shopping Centre, Melville Glades Golf Course, Point Walter Golf Course, Wireless Hill Park, Piney Lakes Reserve, Kadidjiny and Carawatha Parks and several other bushland areas and reserves.

1.2 Corporate values

The City of Melville's values require Elected Members and staff to operate in an environment that in everything we do, we seek to adhere to our **EPIC** values that guide our behaviours:

- **Excellence** – Striving for the best possible outcomes
- **Participation** – Involving, collaborating and partnering
- **Integrity** – Acting with honesty, openness and with good intent
- **Caring** – Demonstrating empathy, kindness and genuine concern.

This ethos is further supported by our Corporate Business Plan Key Priorities:

- **Priority 1**
  Ensure the improvement and sustainability of our environment
- **Priority 2**
  Improve the approach for diverse and sustainable urban development and infrastructure.
- **Priority 3**
  Empower the voices of our diverse community by strengthening engagement.
- **Priority 4**
  Support healthy lifestyles and wellbeing
- **Priority 5**
  Ensure long term financial sustainability
- **Priority 6**
  Encourage local economic development.

1.3 Vision statement

"Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future."

1.4 Mission statement

"To provide good governance and quality services for the City of Melville community."

2 INTRODUCTION

2.1 Governance

Governance is the process of directing, controlling and holding organisations to account in respect of all aspects of their function. It requires clear and effective operational systems to be both developed and complied with to ensure equity, transparency and accountability whilst also establishing a benchmark for continuous review and improvement.

The Elected Members and staff of the City of Melville consider good governance to be critical if the community is to have confidence in the City. This Governance Framework sets out guidelines and standards expected of Elected Members and employees to achieve good governance by adhering to its obligations, including:

- compliance;
- community participation;
- ethical conduct;
- transparency;
- accountability; and
- ongoing performance management.

It also sets out the roles of Elected Members, management and employees of the City of Melville and their relationships, along with financial, legal and ethical responsibilities that impact individuals and the organisation.

The City of Melville's good governance is achieved through various strategies explored in this Governance Framework, including as follows:

- Ensuring individual and organisational compliance with the Local Government Act, supporting regulations and additional relevant legislative instruments;
- Ensuring individual and organisational compliance with applicable Codes of Conduct, policies, procedures and management practices;
- Developing and publishing policies and procedures to ensure consistency and fairness in all decisions as well as transparency and accountability in respect of such decisions (both internally and to the members of the public);
- Implementing effective risk management processes, including ongoing identification, assessment, review and management of operational and strategic risks;
- Ensuring clear role definition and clarity for Elected Members and employees;
- Acting efficiently and effectively in its decision-making processes including:
  - obtaining, collating and reporting accurate, comprehensive and relevant information to the Council;
  - ensuring Elected Members have a sound understanding of matters prior to making critical decisions;
- Ensuring ethical behaviour of Elected Members and employees, characterised by honesty and integrity;
- Seeking equitable community participation (through open elections, open Council meetings and question time processes as well as community consultation and engagement processes);
- Effectively managing staff and resources to ensure efficiency and effectiveness in implementing Council resolutions; and
- Creating a positive culture to promote open communication, teamwork and accountability.

In employing these strategies, the City of Melville complies with the s1.3 of the *Local Government Act 1995* to achieve:

- Better decision-making;
- Greater community participation;
- Greater accountability; and
- More efficient and effective operations.

2.2 Governance Framework document

This Governance Framework document is divided into the following parts:
Part 1: Legislative Basis
Part 2: Strategic planning, financial and risk management
Part 3: Organisational framework, decision making processes and role definitions
Part 4: Standards of behaviour
Part 5: Performance management and accountability

The City of Melville will undertake regular review of this document to ensure that the Governance Framework set out herein remains relevant and current, and that the City of Melville's functions are being performed in accordance with legislative and regulatory requirements and best practices.

3 LEGISLATIVE BASIS

3.1 Local Government Authority

Local governments are the third tier of government in Australia (in addition to Commonwealth and State governments) and have legislative responsibility for the functions and activities of a community.
The City of Melville is a local government authority established under the Local Government Act and is comprised of:

- An elected Council currently consisting of twelve Councillors led by the Mayor
- Administration, consisting of the CEO and other employees.

As a local government, the City of Melville is regulated by the Department of Local Government Sport and Cultural Industries (DLGSCI) under the Local Government Act and various regulations.

The functions of the City of Melville include:

- Planning and development:
  - strategic planning including developing comprehensive management plans, budgets, financial controls and performance objectives; and
  - providing direction for the management of community activities including determining the type, range and scope of projects to be undertaken;
- Administering laws, law making and enforcement: developing and implementing local laws covering issues such as animal management and the use of public land and local government facilities;
- Meeting community needs: identifying community needs, representing constituents, assessing and prioritising competing needs and allocating resources;
- Developing policies and implementing policy decisions in the interest of the community;
- Advocating on behalf of the City of Melville at State and Commonwealth levels; and
- Executive functions: delivering essential services to the City including building and planning services, waste management, and provision and management of community infrastructure and resources.

3.2 Elections and formation of Council

Part 4 of the *Local Government Act 1995* "*deals with elections of mayors and presidents by electors, elections of councillors, and polls and refrerendums, and with related matters.*"

Local government elections, including for the City of Melville, are held every two years. Currently the Council is comprised of twelve members, plus the Mayor. This is unlikely to change under the current Local Government Act reform.

The ordinary election cycle requires Councillors to be elected for overlapping four-year terms, with half of the Council members elected every two years. The Mayor is elected every four years.

This overlapping system ensures good governance, as following an election the 50% of Councillors who remain in their seats provide continuity for residents and ratepayers, reduce the risk of loss of knowledge with outgoing Councillors and provide leadership for the incoming Councillors.

The Council is charged with the responsibility for the good governance of the City of Melville and is subject to various requirements of the Local Government Act and various regulations. Having been elected by the local community, the Council and individual Elected Members are also accountable to the electorate for their decisions.

3.3 Management and decision-making structure

3.3.1 Separation of power

There is a clear legislative distinction between the role of the Council, and the roles of the CEO and administration. This is to ensure there is a separation of powers between the two components of the City of Melville: it prevents the concentration of power and establishes accountability mechanisms to achieve responsible governance.

3.3.2 Role of Council

Section 2.7 of the *Local Government Act 1995* "Role of council"

The Council, as the overall decision-making body, is responsible under the Local Government Act for:

- Governing the City of Melville's (strategic planning for continued sustainability and monitoring of such strategies);
- Performing the City of Melville's functions (including developing mechanisms such as delegated authority and overseeing executive functions such as providing services and facilities (and regularly reviewing the same));
- Overseeing the allocation of the City of Melville's finances and resources; and
- Determining the City of Melville's policies.

The Council receives reports, advice and recommendations from the CEO and administrative staff regarding decisions needing to be made. The Council may resolve to adopt, amend, reject or defer a recommendation put to them by the CEO and administrative staff. Where the Council makes a decision that differs from any recommendations or advice provided by the CEO and/or administrative staff, the minutes from the relevant meeting must set out in appropriate detail the reasons that the Council resolved not to follow such recommendations or advice.

Decisions are voted on by the Elected Members in accordance with legislative or regulatory requirements and if passed, a decision is made in the form of a resolution. The Local Government Act as well as the Meeting Procedures Local Law, set out requirements that must be followed including as to quorum, motions, voting rights, and the type of majority required for a decision to be made.

The Council has authority or discretion to make decisions relating to:

Advocacy	when Council advocates on its own behalf or on behalf of our community to another level of government/body/agency.
Executive	when Council sets direction and includes oversight e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
Legislative	when Council adopts local laws, local planning schemes and policies. The Council is required to review each local law within eight years from the time of its creation but may do so sooner.
Quasi-Judicial	when Council determines an application/matter that directly affects a person's rights or interests. The judicial character arises from the obligation to abide by the principles of natural justice. Examples of Quasi-Judicial decisions include development applications, building permits, applications for other permits/licences (e.g under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.

The decisions made by the Council are then implemented by the CEO and relevant directorate(s) of the City of Melville's administration team.

3.3.3 Quasi-Judicial Decisions

Particular issues surrounding quasi-judicial decisions Elected Members must remain objective and deal impartially with applicants or affected persons when quasi-judicial decisions are involved.

Determinations are to be based on sound legislative rationale and on available evidence. Where decisions involve development applications the decision is made under the provisions of the local planning schemes and any discretions allowed under the schemes. If other decisions are required then the relevant laws are applied. Elected Members will consider existing laws and policies and to avoid prejudicing the eventual decisions, Elected Members cannot 'prejudge' a matter by deciding or telling others how they will vote before evaluating the officer report and listening to the debate at the meeting.

The Council has adopted CP-052 Quasi-Judicial Role to clarify and provide guidance in the principles that apply to the performance of quasi-judicial functions.

3.3.4 Role of the Council, CEO and administration

Section 2.7 of the *Local Government Act 1995* – Role of council.

The Council

- governs the local government's affairs; and
- is responsible for the performance of the local government's functions, and
- oversees the allocation of the local government's finances and resources; and
- determines the local government's policies.

The CEO is employed by the Council and is responsible for the employment of all other staff members. The CEO and/or other employees undertake administrative responsibilities including:

- Preparing reports and providing advice and recommendations to the Council regarding the nature of decisions that are required for the affairs of the City of Melville;
- Implementing policies and resolutions of the Council;
- Delivering services to the community including managing resources and facilities;
- Administering local laws and performing other local government regulatory functions; and
- Managing day-to-day operations of the organisation.

The City is committed to always maintaining the highest level of ethical standards and expects those doing business with us to do the same. What the community can expect from the City and what the City expects from its community is outlined in our Statement of Business Ethics.

3.4 Key roles

3.4.1 Mayor

Section 2.8 of the *Local Government Act 1995* – Role of the mayor or president.

The Mayor of the City of Melville is elected by the community in a City-wide popular vote, for a four year term.
The Local Government Act provides that the Mayor's role is to (in addition to all of the obligations and duties of a Elected Member set out below):

- Preside at Council meetings;
- Provide leadership and guidance to the community;
- Carry out civic and ceremonial duties on behalf of the City of Melville;
- Speak on behalf of the City of Melville;
- Perform such other functions as are given to the Mayor by the Local Government Act or any other written law; and
- Liaise with the CEO on City of Melville affairs and the performance of its functions.

The Mayor must support good governance by:
- Ensuring decision making processes including the conduct of Council meetings, are fair, equitable and inclusive;
- Modelling good behaviour and ethics;
- Complying with legislation, the Code of Conduct Elected Members, Committee Members and Candidates and other policies and procedures;
- Managing Council meetings and ensuring compliance with the Meeting Procedures Local Law 2022; and
- Providing strong leadership.

3.4.2 Deputy Mayor

Section 2.9 of the *Local Government Act 1995* – "*The deputy mayor or deputy president performs the functions of the mayor or president when authorised to do so …"*
Section 2.15 of the *Local Government Act 1995* – "*The deputy mayor or deputy president is to be elected by the council*."

The Deputy Mayor is elected by the Council for a two year term.

The Local Government Act provides the deputy mayor's role is to perform the functions of the Mayor if:
- The Mayor's role is vacant; or
- The Mayor is not available or is unable or unwilling to perform the functions of the Mayor.

As with the Mayor, the Deputy Mayor must support good governance by:
- Ensuring decision making processes are fair, equitable and inclusive;
- Modelling good behaviour and ethics;
- Complying with legislation, the Code of Conduct Elected Members, Committee Members and Candidates and other policies and procedures; and
- Providing strong leadership.

3.4.3 Councillors

Section 2.10 of the *Local Government Act 1995* – Role of councillors

As individuals, Elected Members do not have any decision-making authority and cannot make representations on behalf of the City of Melville.

The Local Government Act provides that Elected Members (including the Mayor) are to:
- Represent the interests of electors, ratepayers and residents of the City of Melville;
- Provide leadership and guidance to the community in the district;
- Facilitate communication between the community and the City of Melville;
- Participate in the City of Melville's decision-making processes at Council and Committee meetings; and
- Perform such other functions as are given to a Councillor by the Local Government Act or any other written law.

Elected Members should develop the following skills, abilities, and knowledge

- Understanding of the role and structure of local government as prescribed by the Local Government Act and associated regulations;
- Understanding of the town planning role of local government as prescribed by the Planning and Development Act 2005;
- Understanding of integrated planning and reporting, including strategic plans for the future of the local government, the processes involved, and the strategic role of a Councillor;
- Understanding of CEO performance management processes;
- Ability to read and understand financial statements and reports;
- Basic understanding of legal processes;
- Understanding of the separation of powers between the Council and administration (the difference between governing and managing);
- Understanding of meeting processes, including Meeting Procedures;
- Awareness of risk management strategies;
- Understanding of the accountability framework prescribed by the Local Government Act, the Corruption, Crime and Misconduct Act 2003, and other legislation;
- Ability to communicate, debate, and actively participate in meetings;
- Ability to develop and maintain effective working relationships and to manage interpersonal conflicts; and
- Ability to exercise independent judgement.

To support good governance, Elected Members should focus on outcomes, policy and strategy. Elected Members are expected (under the Local Government Act, Regulations, the Code of Conduct Councillors, Committee Members and Candidates and best practices) to:

- Avoid damage to the reputation of the City of Melville;
- Debate issues in an informed, open and honest manner;
- Work cooperatively with others and respect diversity;
- Act in good faith and not for improper or ulterior motives;
- Undertake their role with reasonable care and diligence;
- At all times act in accordance with the Local Government Act and regulations, including in respect of obligations such as submitting returns, disclosing gifts, completing training and disclosing conflicts of interest;
- At all times act within the law generally;
- Keep the entire community in mind when considering issues and making decisions;
- Model leadership and good governance;
- Actively seek out and engage in training and development opportunities to improve the performance of their role;
- Attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role; and
- Raise community or policy issues without becoming involved in the administrative or operational aspects of the issue.

3.4.4 CEO

Section 5.41 of the *Local Government Act 1995* – Functions of CEO

The CEO is the head of staff and leadership at the City of Melville and provides overall strategic direction, leadership and co-ordination of the performance of the City of Melville. The Local Government Act provides that the role of the CEO is to:

- Advise the Council in relation to functions of a local government under the Local Government Act and other written laws;
- Ensure that the advice and information is available to the Council so that informed decisions can be made;
- Cause Council decisions to be implemented;
- Manage day to day operations of the City of Melville;
- Liaise with the Mayor on the City of Melville's affairs and the performance of the City of Melville's functions;
- Speak on behalf of the City of Melville if the Mayor agrees;
- Be responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);
- Ensure that records and documents of the City of Melville are properly kept for the purposes of the Act and any other written law; and
- Perform any other function specified or delegated by the City of Melville or imposed under the Act or any other written law as a function to be performed by the CEO.

The CEO liaises with the Mayor and works with the Council by providing reports and making recommendations based on advice prepared or received by the administration.

The CEO works closely with the Executive Leadership Team to ensure the management of operations of the City of Melville, including implementation of Council resolutions, are completed to a high standard and in a way that promotes good organisational governance.

This good governance is fostered by the CEO:

- Ensuring accountability and transparency through implementing and managing good organisational record keeping processes and publishing of relevant information to the public;
- Ensuring Councillors are provided accurate, comprehensive information to make sound decisions;
- Communicating with the Mayor, Councillors and administrative staff in a courteous, open and direct manner;
- Managing administrative staff so as to have a clear understanding of the operations of the organisation;
- Managing compliance with legislative and regulatory obligations;
- Undertaking reviews, performance management and internal assessments to ensure continual improvement; and
- Demonstrating strong ethics and providing leadership to Council and administrative staff.

3.5 Key functions

3.5.1 Council meetings

The decision making framework for local governments is controlled through the *Local Government Act 1995* and subsidiary legislation. This provides for:

- Ordinary Council Meetings (held monthly)
- Special Meetings of Council (held as required)
- Committee Meetings (held as established by the Council)
- Audit Committee Meetings (mandatory)
- General Meetings of Electors (mandatory)
- Special Meetings of Electors (by request)

Meetings are open to the public, however in certain circumstances, controlled by legislation, a meeting or part of a meeting can be closed to the public.

3.5.1.1 Ordinary Council Meetings

Section 5.3 of the Local Government Act 1995 – Ordinary and special council meetings

> *"(1) A council is to hold ordinary meetings and may hold special meetings.*
> *(2) Ordinary meetings are to be held not more than 3 months apart.*
> *(3) If a council fails to meet as required by subsection (2) the CEO is to notify the Minister of that failure."*

Ordinary Council Meetings are generally held on the third Tuesday of each month in the Council Chambers located on the top floor at the City of Melville Civic Centre.

The Council is in recess during the month of January each year and formal meetings are not scheduled, however should an urgent matter arise a Special Meeting of the Council may be called. The December Ordinary Meeting of Council is brought forward one week to the second Tuesday of the month to allow for business to be concluded prior to the festive period closures.

In an Election year, the October meeting may be scheduled a week earlier depending on Election Day. This allows for any matters to be concluded by the outgoing Council.

Members of the public are invited to attend and participate (by following the public question time/deputation/written submission processes) in the majority of Ordinary Council Meetings. On occasion, it may be necessary for a meeting, or part of a meeting, to remain closed to the public.

Section 5.23(2) of the Local Government Act, provides the reasons why a meeting may be closed to the public, including:

- Relating to employee(s);
- Relating to personal affairs of a person;
- About which legal advice has been obtained; and
- Which would involve the revelation of trade secrets or commercial interests of a person.

Council meetings follow a formal agenda which sets out the order and details of business requiring discussion. Items on the agenda will be discussed and debated by the Council, and resolutions will be passed by the Council in relation to those items. This formalised process promotes good governance as it facilitates orderly discussion and adherence to a formal meeting process to ensure effective debate and decision making.

Good governance is also facilitated by having good record keeping processes and therefore the section 5.22 of the Local Government Act requires that minutes must document:

- who was in attendance,
- whether anyone was not in attendance for any time during the meeting,
- any impartiality or financial interests that have been declared,
- copies of all reports provided to the Council,
- what motions were moved and seconded (and by whom),
- what decisions were made and if a resolution differs to that which is recommended to the Council, appropriate details regarding the reasons for that difference.

Where a meeting or any part of it is closed to the public, the minutes will reflect the reason for the closing, and related reports may not be made available to the public.

To ensure accountability and transparency to the community, and therefore foster the community's trust in the Council, the agenda and minutes of a meeting (and related reports) are prepared by the administration team and are published on the City of Melville's website (except for confidential or sensitive material).

3.5.1.2 Special Meetings

Section 5.4 of the Local Government Act – Calling Council Meetings
Section 5.5 of the Local Government Act requires that Special meetings can be called by notice from the Mayor or at least one third Elected Members to the CEO, or by Council resolution to call a special meeting.

Special meetings are held by the Council as and when required to consider urgent business.

As with Ordinary Meetings of Council, the agenda and minutes of a Special Meeting of Council (and related reports) are prepared by the administration team and are published on the City of Melville's website (except for confidential or sensitive material).

3.5.1.3 Voting

Section 5.21 of the Local Government Act 1995 - Voting

Each Elected Member must vote if they are present at a Council meeting and it is not permitted to abstain from voting (unless it is a matter which a financial or proximity interest has been declared and the member has the permission of the Council to remain in the Chamber). Votes cannot be secret.

Councillors generally vote by way of a "simple majority" which means a resolution is passed when at least 50% of Councillors in attendance at a meeting vote in favour of it.

There are some matters about which the Local Government Act requires an "absolute majority" vote. An absolute majority means more than 50% of the total number of Council offices (irrespective of the number in attendance at the given meeting and whether any seats are vacant).

3.5.1.4 City of Melville Local Government (Meeting Procedures) Local Law 2022

The *City of Melville Local Government (Meeting Procedures) Local Law 2022* provides the rules and guidelines for the conduct of all meetings that deal with the business of the Council and its committees. In particular, it sets out the criteria regarding:

- Calling meetings;
- Business of the meeting;
- Public access to agenda material;
- Disclosure of interests;
- Quorum;
- Keeping minutes;
- Conduct of persons at committee meetings, conduct of Councillors during debate and procedure;
- Procedural motions;
- Effect of procedural motions;
- Making decisions, implementing decisions, preserving order; and
- Applying the Common Seal.

3.5.1.5 Agenda Briefing Forum

The Agenda Briefing Forum is a non-statutory meeting held by the Council to maximise the opportunity for Elected Members to seek additional information on an agenda item, ask questions, or seek clarification on officer reports that are on the Ordinary Meeting of Council agenda, prior to that meeting. No debate takes place at these meetings, and no decisions are made. This process promotes good governance as it ensures that Elected Members are well informed regarding matters about which they must make decisions.

Agenda Briefing Forums are open to the public to attend (however confidential items as prescribed in the *Local Government Act 1995* will be discussed in a closed forum).

3.5.1.6 Elected Member Engagement Sessions

Engagement sessions and workshops are meetings of the Council where Elected Members discuss upcoming matters and the CEO or other staff members provide presentations to the Elected Members. This process promotes good governance as it ensures that Elected Members are well informed regarding matters about which they may be required to make decisions.

These meetings are closed to the general public.

3.5.2 *Committees*

Section 5.8 of the Local Government Act 1995 – Establishment of committees

> *"A local government may establish (by absolute majority) committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees."*

3.5.2.1 Formation of committees

Under the Local Government Act, Council may establish committees to assist Council to exercise its powers and discharge its duties. Committees assist to:

- Inquire into matters and provide feedback and recommendations to Council;
- Oversee a project on behalf of Council; and/or
- Exercise, perform or discharge delegated powers, functions or duties on behalf of Council.

Any resolution by the Council to delegate authority to Committees to undertake functions on its behalf must be made by absolute majority and the delegations must be noted in the City of Melville's Delegations Register.

The Council must determine the reporting and other accountability requirements that will apply. These determinations are called the "Terms of Reference" and are made by resolution of the Council. It is good practice to review the Terms of Reference regularly to ensure each Committee is achieving its purposes and the needs of the Council and the community.

The Committees report to the Council and must comply with all relevant legislation and regulations. Unless the Committee has been given delegated authority, it does not have any power to make decisions so the Council must make resolutions based on the recommendations the Committee makes to the Council.

Each election cycle, the membership of the committees becomes vacant, with new and existing Councillors then electing which committee they wish to participate on. Each Committee has Councillors as members and may also include representatives from outside of the Council (although the majority must be formed by Elected Members).

To achieve good governance, external members of the Committee should be entirely independent from the Council and Elected Members, and free of any interests which may impact their impartiality. This requires careful consideration at the point of a Committee being formed to ensure that there are no conflicts of interest which may affect the performance of the Committee, and the principles of "6Rs" outlined above in paragraph 6.1.5 should be applied. The involvement of independent people in Council Committees promotes accountability and transparency, and provides a means of oversight regarding the Committee's affairs.

3.5.2.2 Current Committees

The City of Melville Council has established the following committees to assist with its various functions:

- Financial Management, Audit, Risk and Compliance Committee;
- Governance Committee;
- Conduct Committee
- Policy and Legislation Committee (TBC)

All current committees are listed in the Council Committee and Working Group Handbook* which includes a list of all members and the Terms of Reference for each Committee.
* *(Supporting Document in Draft format)*

3.5.2.3 Working Groups

In addition to the formal Committees, Council members and external members may also form Working Groups from time to time to assist the Administration with the development of projects.

All current Working and Reference Groups are listed in the Council Committee and Working Group Handbook* which includes a list of all members and the Terms of Reference for each Working Group.
* *(Supporting Document in Draft format)*

This handbook will be updated at least every two years to coincide with Ordinary Local Government Elections.

3.5.2.4 Standards for Conduct of Committee and Working Group Members

Section 5.103(1) of the Local Government Act – Model Code of Conduct for council members, committee members and candidates.
Local Government (Model Code of Conduct) Regulation 2021

The Elected Members Code of Conduct applies to all members of City of Melville Committees and Working Groups including those members who are not Councillors.

Committee and Working and Reference Group members must also comply with all relevant legislative and regulatory requirements.

4 STRATEGIC PLANNING AND FINANCIAL AND RISK MANAGEMENT

It is a component of good governance that the City of Melville undertakes regular, comprehensive strategic planning and risk management reviews to ensure that its Elected Members and employees have a sound knowledge of critical components of the City's operations and have benchmarks against which it can review and measure its performance.

This Part sets out the processes of strategic planning, financial planning, and risk management that are implemented to ensure knowledge is shared across the organisation, assist the City to develop short term and long-term policies and projects and provide mechanisms for accountability and oversight of its operations and functions.

4.1 STRATEGIC PLANNING

Section 5.56 of the Local Government Act – Planning for the future

> "*(1) A local government is to plan for the future of the district.*
> *(2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district."*

Regulation 19C *Local Government (Administration) Regulations 1996– Strategic community plans, requirements for*
Regulation 19DA *Local Government (Administration) Regulations 1996 – Corporate business plans, requirements for*

4.1.1 Integrated Planning and Reporting

The *Local Government Act 1995* requires all local governments to plan for the future of the district. The Strategic Community Plan and Corporate Business Plan form the Citys plan for the future, supported by the Long Term Financial Plan, Asset Management Plan, Diversity, Equity, Inclusion and Belonging Plan, Informing Strategies and Annual Budget. These have all been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*. Development of these plans also aligns with the Department of Local Government, Sport and Cultural Industries' Integrated Planning and Reporting Framework and Guidelines.

The Integrated Planning and Reporting Framework (IPFR) aims to ensure integration of community priorities with strategic planning for the City of Melville, as well as the implementation of the objects that have been set from these priorities.

The Council, Community and Administration each has a unique role and responsibilities for the development of effective and sustainable integrated plans for the local area, and reporting on the progress of those plans.

A successful integrated planning and reporting process will deliver a:

- Strategic Community Plan that clearly links the community's aspirations with the council's vision and long term strategy
- Corporate Business Plan that integrates resourcing plans and specific council plans with the strategic community plan
- clearly stated vision for the future viability of the local area.

The Integrated Planning and Reporting Framework:

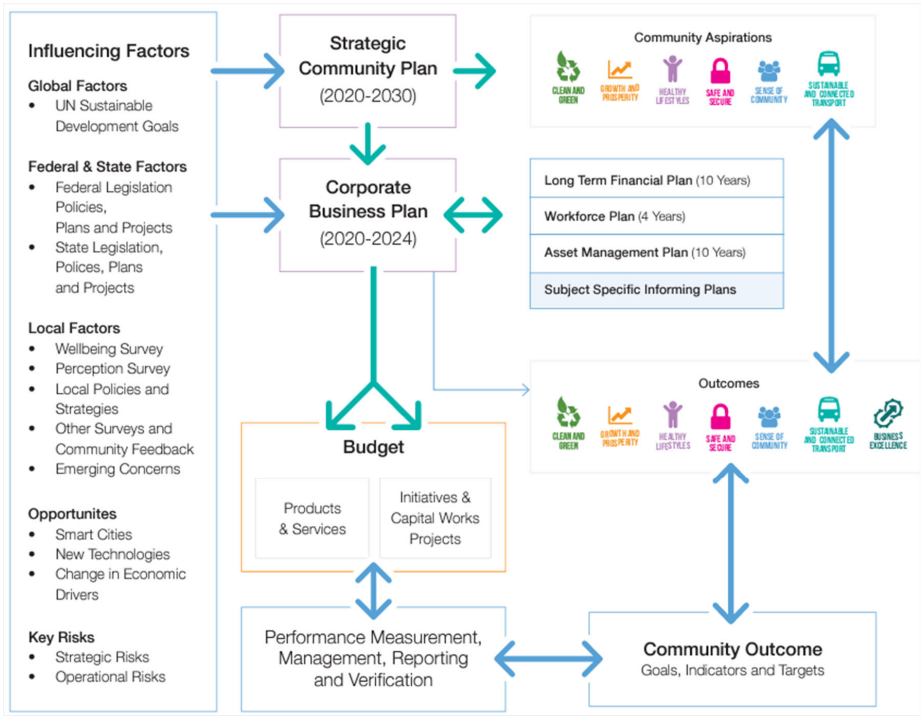
- recognises that planning for a local government is holistic in nature and driven by the community
  - builds organisational and resource capability to meet community need
- optimises success by understanding the integration and interdependencies between the components
- emphasises performance monitoring so that local governments can adapt and respond to changes in community needs and the business environment.

The Integrated Planning and Reporting Guidelines provide a process that aims to:

- ensure community input is explicitly and reliably generated
- provide the capacity for location-specific planning where appropriate
- update long term objectives with these inputs
- identify the resourcing required to deliver long-term objectives, and
- clearly convey long term financial implications and strategies.

The Long Term Financial Plan, Asset Management Plan and Workforce Plan are referred to collectively as the "core" informing strategies. The diagram below shows the relationship between these informing strategies , community input, the Citys Vision and reporting mechanisms

The Diagram below shows how all of the elements of the framework fit together to deliver council priorities which are informed by the community vision and aspirations. The IPR provides a framework for establishing local priorities that are linked to operational functions.



4.1.2 Strategic Community Plan

The City of Melville's Strategic Community Plan 2020-2030 was adopted by absolute majority at the 15 September 2020 Ordinary Council Meeting.

The Plan takes into account current and expected changes in community demographics, social issues and local, national and global influences. It is the primary strategic planning document and must be reviewed every four years but can also be reviewed at a strategic level every two years.

The Strategic Community Plan shapes the service delivery policy of the City of Melville for a 10-year period. The plan focuses on six Community Aspirations:

- Clean and Green: Clean and well-maintained parks, reserves, natural areas and public open spaces where everyone can socialize, be active and be safe;
- Growth and Prosperity: Encourage development of small businesses in our suburbs and local communities;
- Healthy Lifestyles: Opportunities for healthy activities both indoors and out and about in local parks and suburbs walking, running, cycling and exercising individually or in groups;
- Safe and Secure: People feel safe and secure at all times wherever they are and whatever they are doing.
- Sense of Community: A range of local community services, events and cultural activities throughout the year for people to get to know one another and do things together; and
- Sustainable and Connected Transport: Better public transport cycling and walking infrastructure and responsive traffic management.

4.1.3 Corporate Business Plan

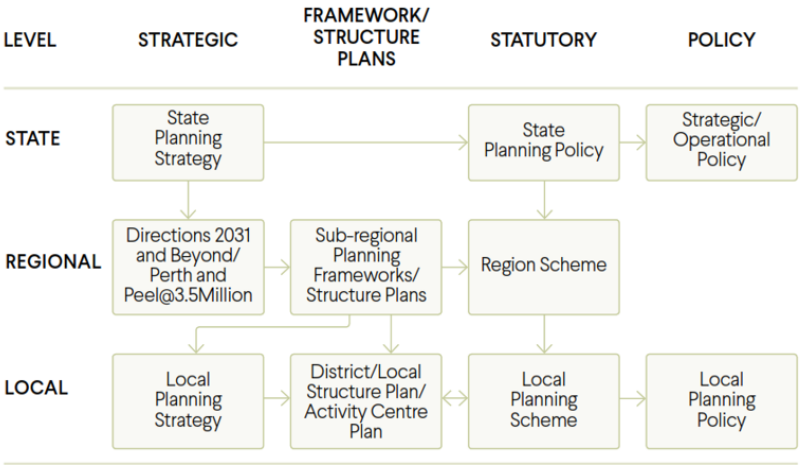
The City of Melville Corporate Business Plan 2020-2024 outlines the City's key priorities over a four year period. It provides a clear line of sight to the delivery of the Strategic Community Plan's strategic objectives. The updated Corporate Business Plan 2020-2024 was adopted by absolute majority at the September 2020 Ordinary Meeting of Council.

Relevant information from the Long Term Financial Plan, Asset Management Plans, Workforce Plan and key informing plans has been incorporated into the Corporate Business Plan.

4.1.4 Land Use Planning and Building Controls

When is a Council not a Council? When it is a planning authority. The Council will act as a planning authority when they are undertaking responsibilities under state planning legislation. Under legislation, the City of Melville is responsible for the developing planning schemes, proposing amendments to planning schemes, supporting or rejecting changes proposed by others and making decisions on certain developments in accordance with the planning scheme.

The City administers its land use planning and building controls through a highly regulated planning framework to ensure land use and development is effectively controlled to facilitate appropriate social, economic and environmental outcomes for the community.



Principal services provided include but are not limited to:
1. Development applications for various land uses
2. Amendments to the City's Local Planning Scheme
3. Subdivision application referrals to the Western Australian Planning Commission.
4. Development and review of Local Planning Policies
5. Building permits for various land uses
6. Compliance Services - Planning and Building

Key planning and building statutes include but are not limited to:
1. Planning and Development Act 2005
2. Planning and development (Local Planning Schemes) Regulations 2015
3. Metropolitan Region Scheme
4. Local Planning Scheme No 6
5. Local Planning Strategy 2016
6. Building Act 2011
7. Building Regulations 2012
8. Residential Design Codes
9. Local and State Planning Policies and Local Laws

4.1.5 Small Business Friendly Local Government

The City of Melville was one of the first three local governments to take part in the State Government funded Small Business Friendly Approvals Program, led by the Small Business Development Corporation (SBDC).

The Small Business Friendly Approvals program aims to streamline the process of obtaining business licences and trading permits from local government authorities and is part of a package of State Government initiatives to accelerate regulatory reform to support economic recovery from the impact of COVID-19.

Working with the SBDC, the City of Melville has identified 25 reform opportunities which have been identified in the Small Business Friendly Approvals Program Action Plan.

The City's aim is to create real change for our small business community.

4.1.6 Disability Access and Inclusion Plan

Part 5 Disability Services Act 1993 – Disability access and inclusions plans by public authorities.
Council Policy – CP-084 Disability Access and Inclusion Policy

The City of Melville believes that a community that recognises and promotes its diversity and supports the participation and inclusion of all its members, makes for a richer community life and positive contribution to social justice.

The City's Access Advisory Panel (AAP) advocates for the access requirements for people with disabilities, older people and promotes universal access across our City. The main function of the panel is to provide insights into built environments and event plans within out City that comment on accessibility factors.

There are statutory requirements for the City of Melville to achieve disability inclusivity, and the aim of the Disability Access and Inclusion Plan is to ensure services and facilities can be made more open, inclusive and accessible for people with a disability.

The City is committed to both compliance with its legislative requirements and community engagement and will continue to pursue improvement in relation to these issues.

4.1.7 Reconciliation Action Plan

Australian Aboriginal and Torres Strait Islander cultures are the oldest continuous living cultures in the history of the world – they go back at least 50,000 years. There are many Aboriginal and Torres Strait Islander cultures in Australia, made up of people from a rich diversity of tribal groups throughout Australia which each speak their own language and have distinctive cultural beliefs and traditions.

The Aboriginal Bidi (paths) have become today's highways and roads. When the Southwest was explored by the Europeans, they commented on the existence of well cleared paths and tracks between major campsites and places where favourite food and other resources could be collected. Early colonial roads frequently followed the line of Whadjuk tracks as many of these tracks passed water resources.

The development of the City of Melville's third Reconciliation Action Plan (RAP) marks an important milestone and will guide the way our organisation listens to, empowers and works with First Nations peoples to achieve better community outcomes for all. The City has been on a 10 year journey from our first Reconciliation Plan in 2013 to now developing our second stretch RAP which reflects considerable leadership, engagement and commitment by First Nations peoples, community, staff and Elected Members.

By publicly declaring its commitment to reconciliation, the City of Melville creates a just, equitable and reconciled future for our community. The RAP is championed by the City of Melville leadership teams with stewardship, guidance and direction from the RAP Working Group. The Group comprises of, First Nations representatives, Traditional Owners, appointed Elected Members, community members and staff to ensure the strengthening of relationships, respect and trust in delivering meaningful change.

4.1.8 *Directions from Young People – Youth Strategy 2022 - 2025*

The Directions from Young People – Youth Strategy 2022-2025 (DFYP) guides how the City of Melville will deliver initiatives and plans in partnership with young people that support their health, wellbeing and connection to community. The DFYP is the result of a youth-led approach to develop the strategy by engaging eight youth peer researchers to help us talk with more than 550 young people during 2021/2022.

The DFYP provides a snapshot of who are young people are and the priority actions for City of Melville to undertake to address the needs and gaps identified in the Strategy. The following four Priority Actions have been identified:

- Explore the development of more dedicated youth spaces in the City;
- Establish a youth-focused communication channel;
- Appoint a Youth Steering Group or similar, comprised of local young people to over the delivery of the Strategy;
- Develop a whole of City Youth Engagement Toolkit.

4.1.9 *Climate Action*

The City of Melville is committed to being carbon neutral across our organisation by 2030 and net zero carbon emissions across our local government geographical area by December 2050.

The City s Climate Action Plan brings together the actions to

The Climate Action Reference Group (CARG) consists of 24 community members who develop ideas and voice priorities for community engagement on climate action, focusing on ways to reduce CO2 emissions and climate change-induced risks as well as contribute towards the City's Climate Acton Plan.

4.2 Financial planning

4.2.1 Financial management

The *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* set out stringent requirements for local governments and in addition, the City of Melville's financial management strategies employ relevant accounting principles and standards.

The Council is ultimately responsible for the financial management of the City of Melville. This requires the Council to develop and oversee:

- Annual budgets;
- Long term financial planning;
- Policies for matters such as infrastructure renewals/replacement, asset acquisition, resource allocation, and efficiency and effectiveness of resource delivery;
- Risk management in relation to debt, assets and liabilities; and
- Performance management including obtaining reports and monitoring the administration of financial affairs.

The Council has also established the Financial Management, Audit, Risk and Compliance Committee to oversee the financial operations of the City of Melville.

4.2.2 CEO and administration's role in financial management

The CEO is accountable to the Council for the financial management of the City of Melville.

The CEO ensures that financial management practices are established and maintained at the highest standard, including:

- Implementing appropriate systems in place for sound financial management;
- Developing and managing an organisational structure supported by experienced staff, relevant policies and procedures and adequate resources;
- Ensuring suitable controls are in place to manage financial systems and resources;
- Developing suitable internal review mechanisms;
- Ensuring compliance with legislative and regulatory requirements;
- Regular internal auditing of systems and procedures;
- Annual auditing by the Office of the Auditor General.

The CEO must review the appropriateness and effectiveness of the City of Melville's:

- Financial management systems and procedures; and
- Risk management systems and procedures.

4.2.3 Budget

The annual budget is developed in accordance with the Strategic Community Plan objectives, the Corporate Business Plan and the Long Term Financial Plan to set out the Council's priorities and the allocation of resources to those priorities for the upcoming financial year. The budget contains:

- A statement of comprehensive income by nature or type;
- A statement of comprehensive income by program;
- A statement of cash flows;
- Rate setting statement; and
- Notes to and forming part of the budget.

Budget adoption process



During the annual budget adoption process, Elected Members, the CEO and staff meet frequently to discuss budgetary issues such as:

- Corporate Business Plan and Council Priorities;
- New projects;
- Ongoing projects;
- Rates;
- Grants; and
- Services provided.

This process begins in February, when the Council reviews the Corporate Business Plan priorities, service plans, project plans and budget requirements of all directorates which are compiled over a few months.

When adopting the budget, the Council must take into account all of its expenditure, revenue and income. The final adoption and public launch of the annual budget takes place in June.

4.2.4 Long Term Financial Plan

The Long Term Financial Plan is a ten year financial projection taking into consideration income, operational and capital expenditure. The financial estimates of projects and initiatives outlined in the Corporate Business Plan has been included in the financial projection. This pivotal document is one of the informing strategic documents that assists in prioritisation of projects and ensures clarity in relation to the City of Melville to securing its financial sustainability.

In developing the Long Term Financial Plan, the City of Melville follows standard financial planning principles including identifying potential future revenue sources and undertaking risk management strategies in relation to debt, assets and liabilities.

4.2.5 Procurement processes

The City seeks to ensure all procurement activities:

- demonstrate best value for money is attained by the City;
- are compliant with relevant legislation;
- are recorded in complaint with the *State Records Act 2000* and the records management practices and procedures of the City;
- promote openness, transparency, fairness and equity to all suppliers;
- contribute to sustainable environmental and social outcomes and encourage local economic activity;
- preference carbon neutral and low carbon options aimed at reducing the City's carbon footprint;
- are conducted in a consistent, ethical and efficient manner across the City

Where a contract for goods or services is valued between $0 and $249,999 (depending on the complexity of the purchase) the City of Melville follows a process of requesting quotes from the public in accordance with the City of Melville's Procurement Policy.

4.3 Tender processes

Section 3.57 Local Government Act – Tenders for providing goods and services
Part 4 Local Government (Function and General) Regulations 1996 – Provision of goods and services

The Local Government Act and the *Local Government (Function and General) Regulations 1996* requires the City of Melville to determine the criteria that will be applied to a tender process prior to advertising its tender invitation to the public. There are some requirements regarding advertising, such as times when it must be State-wide advertising, which the City of Melville must comply with.

The City of Melville has obligations under the Local Government Act and *Local Government (Function and General) Regulations 1996* in relation to the tenders for projects, and in particular Regulation 11 requires that the City must invite tenders before it enters into a contract for the supply of goods or services where the consideration is or is expected to be more than $250,000 (unless excluded under the regulations).

When developing a project which will be opened to tender, the City of Melville must:

- Develop a relevant scope of works with sufficient detail to enable a tenderer to have a clear understanding of the nature of the project, relevant timeframes, deliverables and other critical details;
    - Develop evaluation criteria for the tender project giving consider to:
    - Quality;
    - Capacity to deliver;
    - Regional capacity and experience;
    - Sustainability/lifecycle;
    - Relevant experience;
    - Methodology/demonstrated understanding;
    - Key personnel;
    - Tenderer's resources; and
    - Price/schedule of rates.
- Where it varies information provided, ensure that all tenderers are given notice of the variation.

Regulation 12 *of Local Government (Function and General) Regulations 1996* prevents a project from being broken down into smaller contracts for consideration less than $250,000 in order to avoid the tender process requirements.

The CEO must keep a Tender Register, and must make the Register information available for public inspection including by publishing the on the City of Melville's website

4.3.1 Grants, Scholarship and Sponsorship Opportunities

The City offers a range of Grants, Scholarships and Sponsorship opportunities, with information available on the City's website, these include:

- The My Community Grants Program. This program has a number of streams with applications open from July to April.
- Project Robin Hood. This program happens every two years and offers grants for community ideas, project and events to bring people together.

4.4 Infrastructure management

The CEO has responsibility for developing and overseeing an asset management strategy that includes short, medium and long term financial management and allocation of appropriate organisational resources to ensure the City of Melville is able to maintain and provide appropriate Council facilities and services to meet Council's Strategic and long term objectives.

The City's economic vibrancy, community well-being and environmental values are sustained and enhanced by financially, socially and environmentally responsible infrastructure investment and management.

The City of Melville has developed an Infrastructure Strategy 2016-2036 to establish a framework for its long term, sustainable management of its infrastructure and other assets to be accountable and employ best practices across all areas of the organisation.

The Infrastructure Strategy seeks to:

- Provide the City and the Community with a clear view of the state of the City's core infrastructure and priorities for investment.
- Identify significant issues and possible solutions for infrastructure assets and provide a strategic direction that reflects current and future expectations.
- Provide the basis for long-term financial plans and budgets for infrastructure.

4.5 Business Management

4.5.1 Business plans for major trading undertakings

Section 3.59 of the Local Government Act – Commercial enterprises by local governments requires that the City of Melville prepare a business plan for any major trading or land undertaking. This means that where:

- the City of Melville completed or will complete a trading undertaking where its expenditure is in excess of $5,000,000; or
- the total value of consideration being paid for land plus anything being done by the City of Melville to achieve that transaction exceeds $10,000,000 or 10% of the operating expenditure for the last financial year (whichever is the lesser),

the City of Melville must:

- prepare a business plan setting out, amongst other matters, the impacts of the undertaking on the provision of facilities and services and those who provide them, the financial position of the City of Melville and the ability of the City of Melville to manage the undertaking;
  - give State-wide notice of the proposed transaction;
  - allow inspection of the business plan and publish it on its website; and
  - accept submissions in relation to the business plan.

Currently, the City of Melville's threshold for a business plan is $8,000,000 or 10% of operating revenue, whichever is greater.

An absolute majority of the Council is needed in order to proceed with any major land or trading undertaking.

4.5.2 Disposal of property

When the City of Melville disposes of property by sale, lease or otherwise (unless it does so by public auction or tender) it is required to give public notice of its proposed disposal and allow at least two weeks for submissions from the public regarding that proposal. The notice must include the names of the relevant parties, what consideration (eg. purchase price or annual rent) will be received by the City of Melville and the market value (current within six months).

4.6 Risk Management

4.6.1 Risk Management Framework

The City of Melville has developed its Risk Management Framework and Risk Management Policy in accordance with AS/NZS ISO-31000:2018 Risk Management Principles and Guidelines. The Risk Management Framework supports good governance by the City of Melville by providing an effective structure to assess, review and manage risks, as well as ensuring role clarity and transparency in respect of these processes.

The City of Melville maintains internal operational and strategic risk registers which are contributed to by staff (through appropriate reporting channels) in the event a risk is identified.

The City of Melville is committed to ensuring that risks are identified, assessed and registered and subsequently reviewed regularly by the CEO and Executive and Management Leadership Teams and the Financial Management Audit, Risk and Compliance Committee.

4.7 Insurance

The City of Melville has comprehensive insurance through the Local Government Insurance Scheme.

4.8 Governance

4.8.1 Development and review of policies and procedures

The Council is responsible under the Local Government Act for determining a variety of local government policies to provide the Council and employees with the detail and framework needed to make decisions and provide services in a way that is consistent, fair and proper.

Policy development, on behalf of the community, is one of the most important roles for Elected Members to participate in. An essential element of policy development is identifying community needs, setting objectives to meet those needs, establishing priorities between competing needs and allocating appropriate resources.

There are three types of policies developed by the City:

- Council Policies: these are strategic policies which guide the management and development of the City of Melville's resources, facilities, assets and services, as well as the financial management systems. These polices are a decision of the Council and sets out agreed views and direction with respect to a particular area of responsibility.
- Local Planning Policies: provide a consistent approach to the way in which certain types of planning applications and forms of development are assessed and determined by the City. These policies are endorsed by the City.
- Operational policies: administrative and operational policies for internal purposes that guide officers in administrative matters. These policies are endorsed by the Executive Leadership Team.

4.8.2 Legislative compliance

An important element of governance is compliance with all legislative and regulatory requirements. This is important because it:

- Demonstrates the City of Melville's commitment to the democratic principles that underlie the Council's formation and function;
- Ensures consistency, fairness, transparency and accountability in the functions of the Council and the administration;
- Ensures the City of Melville meets the expectations of the community;
- Ensures the City of Melville acts within but does not exceed the scope of its authority; and
- Demonstrates leadership and models the expectations it has for the community.

The City of Melville is committed to ensuring regular review of its policies, procedures and mechanisms to ensure that it is compliant across all levels of the organisation.

In addition to the Local Government Act, the City of Melville must comply with (without limitation):

- *Public Interest Disclosure Act 2003*;
- *Corruption, Crime and Misconduct Act 2003*;
- *Equal Opportunity Act 1984*;
- *Parliamentary Commission Act 1971*; and
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Work Health and Safety Act 2020 (for WA)*
- *State Records Act 2000*

4.8.3 Local laws

Section 3.5 of the Local Government Act provides the City of Melville the ability to make local laws it consideres necessary for the good governance of the community, in accordance with the community's expectations and standards.

The local laws provide rules and guidelines which enable the City of Melville to deliver good services and amenities for the community and govern activities on private and public land. Local laws have the status of legislation and are enforceable by the City of Melville. The City of Melville may authorise officers to enforce the local laws on its behalf, which may include financial penalties.

The Local Government Act sets out a process that must be followed by the City of Melville to adopt local laws. The City of Melville works closely with the DLGSCI when considering and amending local laws to ensure compliance with legislative requirements. Public comment is sought through a six week advertising period and considered before any proposed laws are accepted and adopted. The final stage of enacting local laws are for them to be gazette and considered by the Western Australian Parliamentary Joint Standing Committee on Delegated Legislation.

The City of Melville is required under the section 3.16 of the Local Government Act to review all of its local laws every eight years from the date they came into operation or from the date they were last reviewed. This process also allows for community consultation and feedback.

The current City of Melville local laws are:
- Parking Local Law (2023);
- Dog Local Law (2021);
- Fences Local Law (1983);
- Local Government Property Local Law (2010);
- Health Local Law (1997);
- Street Numbering Local Law (1997);
- Activities in Thoroughfares, Public Places and Trading Local Law (2014); and
- Local Government (Meeting Procedures) Local Law 2022

4.8.4 Mandatory registers

Part of the transparency and accountability of the City of Melville is achieved through the public availability of statutory registers including:
- Electoral gift register;
- Gift register (including travel contributions);
- Complaint register;
- Councillor training register;
- CEO delegated authority register; and
- Other authorised person delegated authority register.

These registers are updated in a timely manner and published on the City of Melville's website in accordance with the requirements of the Local Government Act.

The current Local Government Reform process seeks to provide increased transparency and accountability to the community and has highlighted that it will be mandatory to provide further information to the community in easily accessible formats such as registers. Where the City does not already provide this information it will seek to do so in a timely manner.

4.9 Local Government Reform

The Department of Local Government is reforming the *Local Government Act 1995.* The propose reforms are based on 6 themes:
1. Earlier intervention, effective regulation and stronger penalties.
2. Reducing red tape, increasing consistency and simplicity.
3. Greater transparency and accountability.
4. Stronger local democracy and community engagement.
5. Clearer roles and responsibilities.
6. Improved financial management and reporting.

Information and updates on the progress on the Reform of the Local Government Act can be found on the Department of Local Government website.

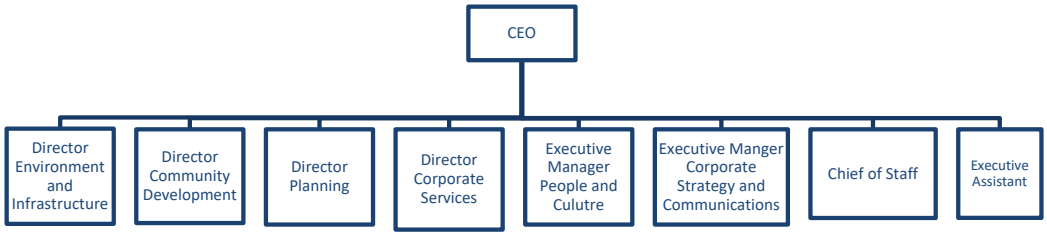
The Council will be provided with quarterly reporting on the City's progress in implementing the outcomes of the Local Government Reform process.

5 ORGANISATIONAL FRAMEWORK, DECISION MAKING PROCESSES AND ROLE DEFINITIONS

The City of Melville relies on teamwork to achieve its goals, and therefore it requires all Elected Members and employees to engage in open and honest communication and show respect for eachother and others at all times. In addition to enabling a collaborative environment, good governance of the City of Melville requires all members of the organisation to understand their own role and responsibilities as well the roles and responsibilities of others.

This section of this Governance Framework sets out the roles of key figures in the local government organisation and the principles that the City of Melville considers critical to effective working relationships between those key figures to exercise decision-making obligations and administrative functions.

In 2022/2023, a realignment of the organisation structure was undertaken to ensure appropriate separation and provide clarity in reporting arrangements. In developing the organisational structure, consideration was given to improvements in governance, planning and building functions and organisational culture. Each of these areas were identified as priority focus areas through a recent cultural review.



5.1 Executive Leadership Team and Areas of Responsibility

The Executive Leadership Team is comprised of the Chief Executive Officer, four Directors, two Executive Managers and support staff.

5.1.1 Executive Leadership Team

- Director Corporate: including finance, procurement, information technology, governance, information management and risk.
- Director Environment and Infrastructure: including waste management, sustainability, fleet management, civil maintenance and construction, parks and natural areas, and engineering design.
- Director Community Development: including responsibility for community safety, ranger services, arts and culture services, community development, engagement, events and customer service;
- Director Planning: including planning services, environmental health services, building services
- Executive Manager People and Culture: including human resources, payroll, occupational safety and health, learning and development.
- Executive Manager Corporate Strategy and Communications: including small business development, strategy, marketing and communications.

5.1.2 Employees

Employees are engaged to fulfill roles and complete tasks in the interest of the City of Melville and the community.
Employees promote and reflect good governance when they:

- Uphold the City of Melville's standards and values;
- Make decisions within the confines of their relevant delegated authorities and keeping records of such decisions;
- Comply with the Code of Conduct – Employees, and policies and procedures for matters including disclosure of gifts, record keeping, confidentiality, professionalism in the workplace and management of conflicts of interest;
- Use resources effectively and without waste; and
- Perform duties capably and professionally.

5.2 WORKING RELATIONSHIPS

5.2.1 Effective working relationships

Good governance of the City of Melville requires effective relationships for decisions to be made and outcomes successfully delivered for the benefit of the community. Conversely, poor working relationships can result in delays or failure to make effective decisions and can result in the erosion of public confidence in the Council and the City of Melville.

Effective relationships require:

- Role clarity;
- Understanding of and respect for individual roles;
- Inclusivity and encouragement for all views to be expressed and respected; and
- Open and respectful communication.

5.2.2 Relationships between Mayor and Councillors

As leader of the Council, the Mayor must encourage and facilitate all Councillors to express views, ensure Councillors are respectful in their dealings with and about each other and facilitate open communication between all Councillors.

The Mayor is the first point of contact in the event of there being disputes between Councillors and provides assistance to Councillors in relation to their roles and responsibilities. This advisory and support role is an important aspect of the Mayor's functions as it is a critical aspect of the efficacy of Council and good governance of the City of Melville.

The Councillors must show respect for the Mayor's role (both in Council and the community).

5.2.3 Relationship between Mayor and CEO

The Mayor and CEO must communicate openly, honestly and frankly about all matters concerning the City of Melville.

It is critical that they keep each other informed about all important issues or information about which they should each know to properly do their job and avoid "surprises" at events. To achieve this, the Mayor and CEO should liaise and meet regularly and consistently (subject to the need to ensure a clear separation of powers as to their respective roles).

Role clarity is also critical to the effective relationship between the Mayor and the CEO. In particular, understanding is required by each of them as to:

- The Mayor has status and leadership capacity but no direct authority in their own right;
- The CEO has direct authority under the Local Government Act; and
- Whilst under the Local Government Act, the Mayor has the authority to speak on behalf of the City of Melville, on occasion it is more appropriate for the CEO to do so, with the agreement of the Mayor.

5.2.4 Relationships amongst Councillors

The Local Government Act and the Code of Conduct Elected Members, Committee Members and Candidates set out matters relating to the relationship of Councillors, and community standards also set expectations for the conduct of Councillors.

Elected Members are members of a team and therefore to deliver successful outcomes to and for the benefit of the community through respectful collaboration and compromise. Elected Members should promote constructive working relationships by:

- Communicating directly and openly with each other;
- Treating each other with respect, courtesy and fairness;
- Resolving disputes or conflict respectfully;
- Recognising that the manner of their behaviour can either generate or erode their credibility and community trust in them and the Council as a whole;
- Not airing grievances publicly, in a personal attack or in a way that undermines another Councillor;
- Fostering goodwill amongst each other;
- Recognising that Councillors may advocate for matters of concern or interest to them or their constituents;
- Not using offensive or derogatory language when referring to another person;
- Not disparaging the character of another Elected Member, committee member or candidate or a local government employee in connection with the performance of their official duties; and
- An Elected Member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

5.2.5 Relationships between CEO and Elected Members

There must be a clear understanding between the CEO and Elected Members as to their respective roles for them to have good working relationships. Councillors must understand the CEO's legislative and delegated authority and its role in implementing the City of Melville's goals and strategies as well as supporting and advising the Council. In addition, open and frank communication, and clear structures and protocols, are critical.

5.2.6 Relationships between Elected Members and employees

Employees are employed by, and accountable to, the CEO (not the Council or any individual Councillors). Elected Members must not give direction to employees.

For there to be good working relationships between Elected Members and employees, there should be:

- Structures and protocols for appropriate communication and information exchange (in particular, advice should be sought from the CEO and senior staff rather than from employees directly);
- Clear understanding of the roles that they each perform; and
- Clear understanding of the legislative and regulatory requirements, policies and procedures that each person is required to comply with.

Elected Members should not seek to foster special relationships with employees for the purpose of seeking information that may not otherwise be available to Councillors, attempt to influence an employee or act in a threatening or abusive manner towards an employee. This includes unauthorised access to the City's administration areas.

5.3 Council's Delegation of its Decision-Making Authority

5.3.1 Delegation to CEO

Section 5.42 of the Local Government Act enables the Council to delegate its capacity to exercise any of its powers or duties to the CEO, except for those listed in section 5.43:

- Any power or duty that requires a decision of an absolute majority of Council;
- Accepting a tender which exceeds an amount determined by the City of Melville;
- Appointing an auditor;
- Acquiring or purchasing any property valued at or above the limit determined by the City of Melville;
- Determining fees, allowances and expenses of Elected Members and committee members;
- Borrowing money on behalf of the City;
- Hearing or determining an objection of a kind referred to in section 9.5 of the Local Government Act;
- The power to authorise a person to sign documents on behalf of the City of Melville;
- Any power or duty that requires the approval of the Minister or Governor; and
- Such other powers or duties as may be prescribed.

Where the Council delegates authority to the CEO, it must do so in writing and by absolute majority. The Council may revoke or amend a delegation, also by absolute majority resolution. The CEO must keep records of each time they exercise a delegation.

Authority can also be delegated to the CEO under other legislative instruments such as the *Public Health Act 2016 (WA*).

These delegations enable the CEO to undertake functions within the authority of any given delegation, without needing to first obtain a Council resolution. This process facilitates good governance as it ensures efficiency and enables the Council to focus on policy development, representation, strategic planning and community leadership.

5.3.2 Delegation to Employees

The Council or the CEO can delegate authority to employees to perform particular functions of the Council. This delegation of authority provides employees with the power to exercise duties and make determinations (in accordance with the scope of the relevant authority).

The CEO's delegation to an employee must be in writing, each employee must keep records of each time they exercise a delegation, and the delegations are to be reviewed on an annual basis.

This process facilitates good governance as it ensures efficiency and enables the CEO to focus on organisational management and working with the Council.

5.3.3 Delegation to Committees

Section 5.16 of the Local Government Act provides that the Council may delegate authority to committees and if so, will clearly set out the conditions of such authority and review those delegations annually.

The Council's committees do not presently have delegated authority.

5.3.4 Delegated Authority Registers

Section 5.46 of the Local Government Act requires that the City of Melville keep a register of all CEO delegations and a register of all other delegations to Committees and employees, which are published on its website.

The registers are reviewed and updated at least once every financial year in accordance with the Local Government Act.

The City of Melville reviews ins Delegations of Authority on an annual basis and the City of Melville Statutory Delegation and Authorisation Manual is available on the City's website.

5.3.5 Authorised Persons

Section 9.10 of the Local Government Act, the CEO can appoint a person or class of persons to perform particular functions under legislation or local laws.

An appointment is made in writing by the CEO or is otherwise detailed in legislation. An authorised person must have a certificate confirming their appointment or some other form of identification to confirm that and to demonstrate their ability to perform that function.

Authorised persons are not necessarily persons with delegated authority.

Information on Authorised Persons is included in the Melville Statutory Delegation and Authorisation Manual available on the City's website.

5.4 COMMUNITY AND STAKEHOLDER ENGAGEMENT

5.4.1 Consultation

Community consultation is used to ascertain the needs and wishes of the community and other stakeholders as they relate to a certain project or development. The public may be consulted through surveys, workshops, community forums and other processes. The City of Melville administration consults the community in this manner as directed by the Council and collates information to report back to the Council.

In some instances, the City of Melville is required by the Local Government Act or Regulations to either give public notice of its intention to take a certain course of action or provide a period of public consultation prior to taking that course of action.

The City of Melville is committed to the International Association of Public Participation (IAP2) Core Values of Public Participation and utilizes these principles during stakeholder and community engagement activities:

- Recognising that those who are affected by a decision have a right to be involved in the decision-making process.
- Acknowledging how the public's contribution influences the decision.
- Recognising and communicating the needs and interests of all participants, including decision makers.
- Seeking out and facilitating the involvement of those potentially affected by or interested in a decision.
- Seeking input from participants in designing how they participate
- Providing participants with the information they need to participate in a meaningful way
- Communicating to participants how their input affected the decision.

The City of Melville also commits to the Accountability Principles defined in the AA1000 Stakeholder Engagement Standard 2015:

- Inclusivity – people should have a say in the decisions that impact them
- Materiality – decision makers should identify and be clear about the issues that matter. A material issues is an issue that will influence the decisions, actions and performance of an organisation or its stakeholders.
- Responsiveness – organisation should act transparently on material issues.

Consultation processes are critical to good governance – they enable the City of Melville to gain an understanding of the multi-faceted community it represents and leads, and therefore ensure that its decisions reflect the expectations of the community.

5.4.2 Notices and advertising

Section 1.7 of the Local Government Act – Local Public Notice
Section 1.8 of the Local Government Act – Statewide Public Notice

In many instances, the City of Melville is required by the Local Government Act to provide notice of its intention to take a particular course of action or decision. In other instances, the City of Melville will advertise certain proposed courses of action or decisions to provide the community with an opportunity to comment or object.

Notices are available in not less than three of the following locations:

- on the City of Melville website;
- on the City of Melville Facebook page;
- in the local newspapers;
- on the notice boards outside the Council Administration Building (10 Almondbury Road, Booragoon) and at City of Melville Libraries; and
- in the case of state-wide notices, in the West Australian newspaper.

5.4.3 *Public Participation at Council Meetings*

5.4.3.1 – Public Question Time

Section 5.24 Local Government Act – Question time for public
Regulation 5 Local Government (Administration) Regulations 1996 – Question time for public, meetings that require prescribed.
Regulation 6 Local Government (Administration) Regulations 1996 – Question time for public, minimum time for.
Regulation 7 Local Government (Administration) Regulations 1996 – Question time for public procedure.
Clause 6.3 City of Melville Local Government (Meeting Procedures) Local Law 2022 – Question time for the public.
Clause 6.4 City of Melville Local Government (Meeting Procedures) Local Law 2022 – Duration of question time for the public.
Clause 6.5 City of Melville Local Government (Meeting Procedures) Local Law 2022 – General Procedures for question time for the public.

Members of the public present at Ordinary Council Meetings, Special Meetings are welcome to participate in Public Question Time, which is held at the start of proceedings.

Questions can be submitted in writing prior to the meeting, using the Public Question Time submission form available on the City of Melville's website, or alternatively, a hard copy form can be completed at the meeting. Where possible, responses will be provided at the meeting.

Public questions at Special Meetings of Council can only relate to the matter/s on the agenda for that meeting.

5.4.3.2 – Deputations

Clause 6.12 City of Melville Local Government (Meeting Procedures) Local Law 2022 – Deputations.

The Council welcomes deputations on Reports being presented to the Council. Deputations are made at the Agenda Briefing Forum, held one week prior to the Council meeting, unless the matter is a late report. Requests to make a Deputation are made by completing the form available on the City of Melville's website and provide that to the CEO by no later than 12noon the day before the Agenda Briefing Forum.

Council Policy CP-108 Deputations to the Council provides information and guidance on making a deputation to a meeting of the Council.

5.4.3.3 – Written Submissions

Clause 6.13 City of Melville Local Government (Meeting Procedures) Local Law 2022 – Written submissions.

Members of the community are able to make a written submission instead of making a deputation on a matter that is before the Council for decision. A written submission is document up to four pages in length, including attachments and is circulated to Elected Members for reading and consideration prior to the relevant Agenda Briefing Forum. A written submission will be included as an attachment to the minutes of the Meeting as it is considered a public record.

5.4.3.4 – Petitions

Clause 6.11 City of Melville Local Government (Meeting Procedures) Local Law 2022 – Petitions.

Members of the community can submit petitions to the Council on any matter that concerns local government. The Council will receive the petitions at a formal meeting of Council and, in accordance with the City of Melville Local Government (Meeting Procedures) Local Law 2022, it shall acknowledge the petition and do one of the following:

(a) give due consideration to the petition when deliberating on the relevant matter listed on the same agenda; or
(b) refer it to a committee for consideration and report; or
(c) direct that a report on the matters raised be prepared by a date determined by Council; or
(d) take no further action.

5.5 Leave of absence by Councillors

Section 2.25 Local Government Act – Disqualification for failure to attend meetings

It is a critical aspect of both good governance and the success of a Councillor in their role that Elected Members attend and participate in decision-making processes. For this reason, there are stringent rules in place regarding the absence of an Elected Member.

An Elected Member who is going to be absent from a meeting must submit an apology.

Where an Elected Member requires an extended leave of absence, they should apply to the Council to grant leave of absence for that extended period. A leave of absence should not be granted in respect of more than six consecutive Ordinary Meetings, unless all such meetings fall within a three month period.

An Elected Member who is absent, without first obtaining leave of the Council, throughout three consecutive ordinary meetings at the Council is disqualified unless all the meetings are within a two month period.

5.6 General Meeting of Electors

Section 5.27 Local Government Act 1995 – Electors' general meetings
Section 5.33 Local Government Act 1995 – Decisions made at electors' meetings
Regulation 15 Local Government (Administration) Regulations 1996 – Matters to be discussed at general meeting

A general meeting of the electors of the City of Melville is to be held once every financial year. The Annual Electors Meeting date is set when the Annual Report is adopted by the Council. The Annual Electors Meeting agenda includes:

- Presentation of Annual Report for the previous financial year; and
- General business.

Questions or motions from Electors are invited and can be presented at the meeting. All decisions made at an electors' meeting are to be considered at the next Ordinary Council Meeting.

6 STANDARDS OF BEHAVIOUR

For the community to have confidence in the City of Melville each Elected Member and employee must behave with the highest standards of personal integrity and honesty. These principles underpin good governance of the City of Melville because of the potential for a community's perception of the organisation as a whole to be determined, positively or negatively, by the conduct of an individual or subset.

Codes of Conduct have been established by the City of Melville in the forms required by the Local Government Act to ensure that Elected Members and employees understand and meet behavioural standards. These are reviewed regularly to ensure they conform with community expectations, organisational standards and regulatory requirements.

This Part of this Governance Framework sets out the ethical and behavioural standards expected of all Elected Members and employees of the City of Melville. In setting out these expectations, this document (along with relevant Codes of Conduct) promotes good governance by providing guidance to individuals when they are making personal decisions regarding ethical matters. This ensures that such decisions are made in accordance with the high standards of integrity and honesty as are expected of them.

6.1 Ethics standards for Elected Members and employees

6.1.1 Actual, potential and perceived conflicts of interest

A conflict of interest is where an Elected Member or employee has interests outside of their role that could improperly influence, or be seen to influence, their decisions or actions in the performance of their public duties. A conflict of interest may be:

- Actual;
- Potential; or
- Perceived or apparent.

An *actual conflict* is one which does exist.

A *potential conflict* is one which may exist in the future.

A *perceived* or *apparent conflict* is one where, when viewed objectively and reasonably by an independent person such a member of the community, it appears that there is a conflict of interest (even if there is not).

It is essential for good governance that proper processes are in place to identify and consider conflicts of interest to ensure that all decisions are made and implemented fairly, independently and in the best interests of the community. It is critical to the community's trust in the City of Melville that both Councillors and employees carefully consider in their dealings whether there is an actual, potential or perceived conflict of interest. It is also critical to that trust that they comply with their obligations under the Local Government Act and relevant Code of Conduct honestly and diligently.

The appearance of a conflict of interest can be as damaging to the community's trust in the City of Melville as an actual conflict. It is therefore particularly important for Councillors and employees to consider the risk of perceived or apparent conflicts of interest to both the public's confidence in the City of Melville as well as their individual reputation and integrity.

Councillors and employees should be mindful of conflicts of interest from relationships they form with, and when accepting gifts from, a person or company if they are (for example):

- Involved in a current or potential future tender process;
- A current or potential future grant applicant;
- Lobbying the Council in relation to any interests;
- An applicant or objector in relation to development proposal; or
- Likely to directly or indirectly benefit or be advantaged by a decision before the Council.

6.1.2 Disclosure of financial interests

Section 5.60 Local Government Act 1995 – When a person has an interest
Section 5.60A Local Government Act 1995 – Financial interest
Section 5.61 Local Government Act 1995 – Indirect financial interests
Section 5.62 Local Government Act 1995 – Closely associated persons
Section 5.63 Local Government Act 1995 – Some interests need not be disclosed
Section 5.65 Local Government Act 1995 – Members interests in matter to be discussed at meetings to be disclosed.
Section 5.66 Local Government Act 1995 – Meeting to be information of disclosures

Elected Members should carefully consider, when reviewing an agenda, whether there are any financial interests that must be disclosed by them. Employees should also consider financial interests when given a task such as report writing or providing advice.

Elected Members, Committee Members and employees providing reports and advice or who have delegated authority have an obligation to disclose if they, or a person close to them, has a financial interest, whether direct or indirect, in a matter being discussed at Council.

A financial interest will arise in circumstances where it is reasonable to expect that there may be an actual or potential, direct or indirect, financial gain, loss, benefit or detriment to the Elected Member as a result of the decision of the Council or person with delegated authority.

A person “close to an Elected Member” includes:

- The Elected Member’s employer;
- A body corporate of which the Elected Member is a director, secretary or executive officer;
- The spouse, de facto partner or child of the Elected member who is living with them;
- A person who was a client or advisor of the Elected Member within the previous 12 months;
- a person who has given a gift to an Elected Member under prescribed circumstances.

A “direct financial interest” is one where there is a matter to be dealt with and it is reasonable to expect that if dealt with in a particular way, it will result in a financial gain, loss, benefit or detriment, to the person.

Whether or not there is a "reasonable expectation" must be determined objectively, with the question to be addressed at the time the matter is dealt with – mere speculation as to future events may not be a reasonable expectation unless it is probable that those future events will occur and therefore that the financial gain, loss, benefit or detriment will follow.

An "indirect financial interest" includes:

- A reference to a financial relationship between the Elected Member or employee, and another person who is affected by a local government decision in relation to a matter;
- A matter where the Elected Member or employee reasonably expects to have a financial gain, loss, benefit or detriment if the matter is dealt with in a particular way; and
- There is no need for a financial gain, loss, benefit or detriment to be established if there is a financial relationship between the Council Member or employee (or a person they are close with) and a person who will be affected by a local government decision.

A disclosure is required to be made at each point the matter will be dealt with. For example:

- If the matter is to be dealt with by a Committee with delegated authority, it needs to be disclosed at the Committee but not at the Council, as Council will not be dealing with the matter; or
- If the matter is the subject of Committee recommendations and Council decision making, it must be disclosed at both meetings; and
- Financial interests can exist for Elected Members and be disclosable even though the matter is being dealt with by employees under delegated authority;
- Under the Local Government Act, an employee must disclose a financial interest and the extent of that prior to giving an oral report or advice at a meeting but is not required to leave the meeting. Further, they are not required under the Act to disclose that interest if they are not providing that report or advice directly to the meeting; and
- An employee with delegated authority cannot exercise that power or discharge their duty in relation to any matter in which they have an interest and must notify the CEO of a financial interest so that the CEO or another employee can act.

An Elected Member must disclose a financial interest either in writing to the CEO prior to a meeting or at the commencement of a meeting, immediately before the matter is discussed (even if it was disclosed at the commencement of the meeting). The minutes must reflect that disclosure has been made.

The disclosure should be made with specificity as to the value of the financial interest - in its Operational Guidelines "Disclosure of Interests" document, the DLGSCI offers suggestions for how a disclosure should be made, such as the following examples:

> *"I have shares in the company making the application, the value of which may be affected as the value of shares I have is $XX and that value may increase by XX% if the application is approved."*
>
> *"The application may affect the valuation of land I owned as the effect of the application being approved may be a XX% increase in the valuation of the land I own, which equates to $XX."*

The Elected Member may request to be allowed to stay in the meeting and be involved in the decision-making process but must leave the room while other members determine that request.

Elected Members can determine to allow the person to stay in the room during discussions, and can also determine the extent of the involvement of the Elected Member in speaking and voting on the matter. If they decide the interest is trivial or insignificant to not influence the elected Member's conduct in relation to the matter, or the interest is not unique to that Elected Member, the Elected Member may be allowed to return to the meeting (and the Elected Members can decide whether or not they can speak and/or vote).

An application can also be made to the Minister for a decision as to an Elected Member's involvement in a matter once an interest has been declared.

The Local Government Act allows for prosecution of offences against these requirements of financial disclosure and imposes severe penalties for breaches, including a maximum penalty of $10,000 or two years imprisonment. In addition, an Elected Member may be disqualified from holding office if convicted of a local government offence.

The DLGSCI has published an Operational Guidelines document Disclosure of Interests" which should be reviewed by Elected Members and employees.

6.1.3 Disclosure of proximity interests

Section 5.60B Local Government Act 1995 – Proximity interest

Elected Members and Committee Members have an obligation to disclose interests around Council matters that are near that person's land. An Elected Member must declare a proximity interest prior to the relevant agenda item being discussed and must not preside or participate in discussion on the matter unless allowed by the Council, Committee or the Minister (which may be permitted only in certain circumstances).

The Local Government Act provides that a person has a proximity interest in a matter if it concerns:

- A proposed change to a planning scheme affecting land that adjoins the person's land;
- A proposed change to zoning or use of land that adjoins a person's land;
- A proposed development of land (as defined by section 5.63(5) of the Local Government Act as being the development, maintenance or management of the land or of services or facilities on the land) that adjoins that person's lands.

Land (the proposed land) adjoins a person's land if:

- The proposed land, not being a thoroughfare, has a common boundary with the person's land;
- The proposed land, or any part of it, is directly across from, the person's land; or
- The proposed land is that part of the thoroughfare that has a common boundary with the person's land.

The Local Government Act allows for prosecution of offences against these requirements of proximity disclosure and imposes severe penalties for breaches, including a maximum penalty of $10,000 or two years imprisonment[28]. In addition, an Elected Member may be disqualified from holding office if convicted of a local government offence.

The DLGSC has published an Operational Guidelines document "Disclosure of Interests" which should be reviewed by Elected Members and employees.

6.1.4 Disclosure of impartiality interests

Regulation 22 Local Government (Model Code of Conduct) Regulations 2021 – Disclosure of Interest
Clause 22 City of Melville Code of Conduct for Elected Members, Committee Members and Candidates

An impartiality interest is one which could, or could reasonably be perceived to, adversely affect the impartiality of a person having the interest. This includes an interest arising from kinship, friendship, being a member of a sporting, social or cultural association, volunteer activities, other work or engagement with the community, or otherwise.

Perceived impartiality is just as important as actual impartiality - when considering whether an interest should be disclosed, Elected Members and employees must carefully consider whether another person, acting reasonably, would believe there was an impartiality interest (even if there was not actually one). Two questions should be answered when considering this:

- If you were to participate in assessment or decision making without disclosing, would you be comfortable if the public or your colleagues became aware or your association or connection with an individual or organisation?
- Do you think there would be a later criticism of perceived undisclosed partiality if you were not to disclose?

Perceived impartiality often arises from associations with people or organisations and a disclosure will be warranted if the relevant matter involves:

- A person's spouse, de facto spouse, sibling, parents, spouse's parents, children, employer or business partner; or
- A person has an affiliation with a group or association the subject of the relevant matter,

and a disclosure may be warranted if the relevant matter involves:

- A friend or adversary, depending on the circumstances and nature of the particular relationship and the Council member or employee's answers to the two questions stated above.

Disclosure is warranted on any matters which require applications for approval, consent or a licence (eg. development applications, extensions or construction of facilities, requests for financial assistance, tenders, staff recruitment etc).

An Elected Member must disclose an impartiality interest immediately before the matter is discussed at a Council meeting, or by written notice to the CEO prior to the meeting. In its Operational Guidelines document "Disclosure of Interests Affecting Impartiality", the DLGSCI suggests the disclosure should be made as follows:

> "*With regard to the matter in item XX, I disclose that I have an association with XXX. This association is … (nature of the interest). As a consequence, there may be a perception that my impartiality on the matter may be affected, I declare that I will consider this matter on its merits and vote accordingly."*

The impartiality disclosure must be noted in the minutes of the relevant meeting. The disclosure of an impartiality interest does not affect the right of the Elected Member to discuss or vote on a matter and the person can remain involved in the Council debate. However, the disclosure allows the Council to better manage the risk of any bias that could be perceived as a result of the interest than if no disclosure was made.

Employees must disclose an impartiality interest when providing advice or reports to be discussed at a Council or Committee meeting. Employees should do so prior to undertaking any work on the relevant matter by either notice to the CEO in the event of written work, or at the commencement of a meeting if discussions are to be held regarding the matter[34]. It may also be disclosed in writing in the body of the report. In its Operational Guidelines document "Disclosure of Interests Affecting Impartiality", the DLGSCI suggests the disclosure should be made as follows:

> "*With regard to the matter in item XX, I disclose that I have an association with XXX. This association is … (nature of the interest). As a consequence, there may be a perception that my impartiality on the matter may be affected, I declare that I will consider this matter on its merits and provide advice accordingly."*

Failure by an Elected Member to disclose an impartiality interest is a minor breach which will be referred to the Local Government Standards Panel for determination. Failure by an employee to disclose will be a breach of the Employee's Code of Conduct and dealt with by the CEO.

The DLGSC has published an Operational Guidelines document "Disclosure of Interests Affecting Impartiality" which should be reviewed by Elected Members and employees.

6.1.5 Managing conflicts of interest

Regulation 19AD Local Government (Administration) Regulations 1996 – Conflicts of interest

It is critical to the good governance of the City of Melville that Elected Members disclose an interest of any kind referred to above in order for the City of Melville to manage any risk to its impartiality or reputation that may result.

The Council may manage a conflict of interest by employing the "6R" strategies of:

- Recording the interest in a register;
- Restricting the relevant Elected Member from involvement in the matter in which he or she has an interest (for example, restricting that person participating in debate and accessing information about the issue);
- Recruiting independent third parties to assist, oversee or review the integrity of the Council's decision-making process in relation to an issue;
- Removing that conflicted person from any involvement in the matter whatsoever; and/or
- Relinquishing the personal or private interests to remove the interest – such as relinquishing membership of an association.

Decisions made by the Council in relation to how an interest is managed (for example, whether an Elected Member is able to participate, vote, remain present for discussions) should be reflected in the minutes of that meeting.

6.1.6 Related party disclosures

In accordance with Council Policy CP-104 Related Party Disclosure Policy, Elected Members and identified employees need to complete a Related Party Disclosure Declaration form every six months (at the end of each financial and calendar year), setting out related party relationships (where a person or entity has significant influence over the City of Melville, or the relevant Elected Member or employee).

This enables the City of Melville to assess all transactions made with those persons or entities (including fines, rates payments, application fees, disposal of property and contracts for consultancy, goods or services) to ensure that there were made on an "arm's length" basis.

6.1.7 Primary Returns and Annual Returns

Section 5.75 Local Government Act 1995 – Primary returns
Section 5.76 Local Government Act 1995 – Annual Returns

To assist in identifying actual or potential conflicts of interest, the Local Government Act requires Elected Members and certain employees to complete a Primary Return within three months of commencing office or employment. The Primary Return is a summary of a person's financial interests and other relevant personal information at that time it is submitted. It includes:

- Any interest in any real property in the City of Melville;
- Sources of income for the relevant financial year;
- Beneficial interests in any trust;
- Corporate interests;
- Certain debts; and
- Disposition of real property.

By no later than 31 August each year, Elected Members and certain employees (including those designated as a senior employee and those with delegated authority) must complete an Annual Return to disclose any changes to information submitted in the Primary Return or last Annual Return, including the disclosure of any new interests. The CEO will give written notice to each person to acknowledge having received the return.

Elected Members and employees should keep records throughout the year so that when the annual return is prepared and lodged by the deadline, no interests disclosed during a meeting or other matters are missed from the annual return.

The CEO will keep a register of financial interests contained in the returns and will remove any details from that register once a person ceases to be required to lodge a return (eg. ceases to hold a delegation or ceases to be an Elected Member or employee) but will retain such records for at least five years.

6.1.8 Gifts to Elected Members and employees

Section 5.87A Local Government Act 1995 – Council members to disclose gifts
Section 5.87B Local Government Act 1995 – CEO to disclose gifts
Section 5.62(1B)(b)) Local Government Act 1995 – Closely associated persons
Regulation 19AB Local Government (Administration) Regulations 1996 – Prohibited gifts
Regulation 19AC Local Government (Administration) Regulations 1996 – Recording, storing, disclosure and use of information relating to gifts
Regulation 20B Local Government (Administration) Regulations 1996 – Excluded gifts prescribed

A gift is a conferral of a financial benefit (including the transfer of property) made by one person in favour of another, unless adequate monetary (or equivalent) consideration is provided.

Acceptance of a gift that is connected with a person's role as an Elected Member or employee may create a real or apparent conflict of interest, and could be seen as a bribe.

Elected Members and the CEO are required to disclose gifts, received in their official capacity, valued over $300 or are two or more gifts with a cumulative value over $300 where the gifts are received from the same donor in a 12-month period.

Employees are required to disclose gifts valued at less than $300 or where two or more gifts with a cumulative value of less than $300. An employee is not to accept a gift that is valued at more than $300.

The City of Melville maintains gift registers in accordance with the Local Government Act and associated Regulations, which are available online or at the Civic Centre.

6.1.8.1 Attendance at Events

Section 5.90A Local Government Act 1995 – Policy for attendance at events

Certain gifts received by Elected Members and CEOs are specifically excluded from the conflict of interest provisions (section 5.62(1B)), including a gift that is received in accordance with an Attendance at Events policy. The Council has adopted CP-113 Attendance at Events, to provide guidance for appropriate disclosures and management of invitations to events or functions or other hospitality occasions where Elected Members and the CEO represent the City.

6.1.9 Electoral gift register

In accordance with Regulation 30G of *Local Government (Elections) Regulations 1997,* the City of Melville maintains an Electoral Gifts Register and must publish that on its website.

Both candidates and donors must disclose information about any election-related gift with a value of $300 or more that was given or promised within the six-month period prior to the election day.

Electoral gifts need to be disclosed either:

- Within 3 days of nomination if the gift is received, made or promised prior to the candidates' nomination, or
- Within 3 days of the gift being received, made or promised once the candidate has been nominated.

Electoral gift donors are closely associated persons under the Local Government Act. Prior to accepting any electoral gifts, candidates should consider how the acceptance may affect their ability to participate in future decision-making processes.

The CEO arrange for the removal from the register any gifts disclosed by a candidate who was not successful in being elected to the Council but retain those records for at least two years following the election.

6.1.10 Training of Elected Members

Section 5.126 Local Government Act 1995 – Training for council members

Candidates are required to complete a compulsory online induction program, hosted by the DLGSI, prior to nominating as candidate for election to Council. This program provides candidates with a clearer understanding of the role of an Elected Member within a local government.

The Local Government Act provides that Elected Members must undertake a further, mandatory training course within 12 months from their election to Council. Again, this course provides further education to Councillors about their role in Council and the associated responsibilities. This mandatory training includes five modules:

1. Understanding Local Government
2. Conflicts of Interest
3. Serving on Council
4. Meeting Procedures
5. Understanding Financial Reports and Budget,

In addition to this, the City will provide a program of in-house and external presentations and workshop style learning opportunities to assist new Elected Members in adjusting to their role in local government.

External professional development opportunities will also be offered to supplement and support the mandatory training requirements along with the opportunity to gain formal qualifications related to the local government environment.

Ongoing Professional Develop

Section 5.128 Local Government Act 1995- Policy for continuing professional development.

The Council must develop and pass by absolute majority a policy in relation to continuing professional development of Elected Members – CP-092 Elected Members Professional Development. This must be published on the City of Melville's website along with a report on the training completed by the Councillors in the relevant financial year.

6.1.11 Confidentiality

Regulation 21 Local Government (Model Code of Conduct) Regulations 2021 – Disclosure of information.
Clause 21 City of Melville Code of Conduct for Elected Members, Committee Members and Candidates – Disclosure of Information.
Clause 5.1 City of Melville Code of Conduct Employees – Use of Confidential Information
Clause 6.2 City of Melville Code of Conduct Employees – Security of Information

Elected Members and employees commonly have access to or use confidential or sensitive material in the course of fulfilling their respective roles.

The City of Melville considers the preservation of such confidential material to be critical and Elected Members and employees are subject to the provisions of relevant Codes of Conduct that address the use of such confidential material. This includes a prohibition against Elected Members and employees using confidential material:

- To gain improper advantage for themselves or another person or entity in a way which is inconsistent with their obligation to act impartially in the public's interest; or
- To improperly cause harm, detriment or impairment to any person, body, the Council or the City of Melville.

6.2 Behavioural Standards for Elected Members

Elected Members are required to comply with the Local Government Act, relevant Regulations and the Elected Members, Committee Members and Candidates Code of Conduct (as well as all other written laws).

6.2.1 Elected Members, Committee Members and Candidates Code of Conduct

The City of Melville is required under section 5.104 of the Local Government Act to adopt a code of conduct for Elected Members from the *Local Government (Model Code of Conduct) Regulations 2021.* This Code of Conduct is to apply to Elected Members, Committee Members and Candidates. The City of Melville will also extend this to apply to members of Working Groups.

As is set out in the relevant Regulations, the Elected Members Code of Conduct includes the following requirements (amongst other matters):

A duty for Elected Members, Committee Members and Candidates to:
(a) act with reasonable care and diligence;
(b) act with honesty and integrity;
(c) act lawfully;
(d) identify and appropriately manage any conflict of interest;
(e) avoid damage to the reputation of the local government.

A further duty for Elected Members and Committee Members to:
(a) act in accordance with the trust placed in them; and
(b) participate in decision making in an honest, fair, impartial and timely manner; and
(c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
(d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

and to be accountable by:
(a) basing decisions on relevant and factually correct information;
(b) making decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
(c) reading all agenda papers given to them in relation to council or committee meetings; and
(d) being open and accountable to, and represent, the community in the district,

A current version of the Elected Members, Committee Members and Candidates Code of Conduct is published on the City of Melville's website.

6.3 Complaints and Breaches by an Elected Member

6.3.1 Breach of the Elected Member Code of Conduct

Section 5.104 Local Government Act 1995 – Adoption of model code of conduct

The Council adopted the Code of Conduct for Elected Members, Committee Members and Candidates in May 2021. This Code outlines the expected behaviours and legislative responsibilities for appointed and prospective Elected Members.

Elected Members are required to abide by the Rules of Behaviour (Division 3) and Rules of Conduct (Division 4) outlined in the Code of Conduct

Behavioral Breaches

A person may make a complaint alleging a breach of a requirement set out in Division 3 of the Elected Member's Code of Conduct (which sets out behavioural requirements for Elected Members). A complaint must be made in writing, on the approved form, to the authorised person within one month after the occurrence of the alleged breach.

Council Policy CP-118 Code of Conduct Policy sets out the process of handling a complaint alleging a breach of Division 3 of the Elected Members Code of Conduct and includes the option for Alternative Dispute Resolution.

There are two authorised Conduct Complaints Officers for the City of Melville who are responsible for receiving Conduct Complaints and the administration of them, in accordance with policy, through to the Conduct Committee.

The Conduct Committee is established by resolution of the Council along with its terms of reference. The Conduct Committee does not have delegated authority and the Committee refers its recommendations to the Council for final determination.

A complainant may withdraw the complaint in writing at any time.

Details of complaints are confidential.

6.3.2 *Breach of Rules of Conduct (minor breach)*

Section 5.105 Local Government Act 1995 – Breaches by council members
Section 5.121 Local Government Act 1995 – Register for certain complaints of minor breaches
Section 5.122 Local Government Act 1995 – Standard panels

If an Elected Member breaches Division 4 of the Elected Members Code of Conduct, which sets out the Rules of Conduct, it will be considered a minor breach and be referred to the Local Government Standards Panel ("Panel").

The Panel is a body established under Local Government Act, whose function is to objectively and impartially determine allegations of a minor breach.

A person must make a complaint within six months of the alleged breach occurring and must follow the process outlined in Part 5 Division 9 of the Local Government Act. Once a complaint is received, a report is prepared for the Panel to consider and make a determination based on the information available to it (it cannot investigate the complaint).

The Panel has the ability to make binding decision about whether or not the breach was committed, and whether to issue sanctions against the Elected Member.

Sanction options include:
- Public censure;
- Public apology;
- Participating in training; and
- Requiring the Council member to pay the Council's legal costs incurred in relation to the complaint.

All minor breach complaints are confidential. Details of a minor breach allegation are only released if the Panel determines a breach has occurred and releases their findings and decision.

The City of Melville is required to maintain a Register of Complaints (Minor Breaches) which provides details of breaches where the Local Government Standards Panel has found that a breach has occurred, and the actions taken.

6.3.3 *Breach of Local Government Act (serious breach)*

Section 5.114 Local Government Act 1995 – Making complaint of serious breach
Section 5.11 Local Government Act 1995 – Complaints officer to send complaint of serious breach to Departmental CEO

If an Elected Member, while acting in their capacity as an Elected Member commits a breach of a written law it is considered a serious breach. This includes (without limitation) when an Elected Member:
- Fails to declare an interest;
- Fails to submit an annual return;
- Fails to declare a gift;
- Fails to vote; or
- Breaches confidentiality regarding a complaint.

A complaint can be made by a person to the CEO of the DLGSCI (Department CEO) within two years of the alleged breach taking place (unless it is a financial based complaint in which case there is no deadline).

The Department CEO or person authorised by the Department CEO will investigate the complaint and if it is found that the breach has been committed, sanctions under the Local Government Act apply (eg suspension, penalties of up to $10,000 fine or two years imprisonment).

Complaints of serious misconduct such as corruption by an Elected Member are to be made to the Corruption and Crime Commission.

6.4 Behavioural Standards for Employees

Section 5.51A Local Government Act 1995 – Code of conduct for employees
Part 4A Local Government (Administration) Regulations 1996 – Codes of conduct for local government employees

6.4.1 Employees' Code of Conduct

The Employees' Code of Conduct sets the standard for all the City's employees for behaviour and conduct and as is required by the Local Government Act, addresses matters prescribed in P*art 4A of the Local Government (Administration) Regulations 2021.* This includes the following (amongst other matters):

- Behavioural standards including honesty and integrity requirements;
- Performance standards including appropriate communications and compliance with directions;
- Receiving gifts and keeping of records in relation to such gifts;
- Conflicts of interest;
- Use and disclosure of information;
- Record keeping requirements; and
- Use of resources and finances.

The Employee's Code of Conduct is reviewed regularly to ensure it meets community expectations, organisational standard and regulatory requirements. The current version of the Employee's Code of Conduct must be published on the City of Melville's website.

6.4.2 Policies and procedures

The City of Melville develops a wide range of policies and procedures for staff to follow in the course of their employment.

6.4.3 Breach of Code of Conduct

The Employees' Code of Conduct sets out a process for reporting a breach of the Code of Conduct. This involves first discussing a suspected breach with the CEO or the Executive Manager of People and Culture to determine the appropriate reporting mechanism.

The complaint must be made in writing with the prescribed information and it will then be investigated by the CEO or a person with authority delegated to them by the CEO (or the Mayor, if the complaint is about the CEO). The investigation process requires both the complainant and employee alleged to have breached the Code being interviewed, as well as anyone else who may be able to assist, and records must be kept of the investigation.

The CEO can determine that there has been no breach or alternatively, refer to the matter to an external independent advisor for determination. If the matter is one of misconduct, the CEO must notify the appropriate authority (Corruption and Crime Commission in the event of serious misconduct or the Public Sector Commission in the case of minor misconduct).

7 PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

The Local Government Act requires the City of Melville to comply with a number of requirements regarding reporting, financial management, strategic planning and audit processes. Compliance with the Local Government Act and further, the adoption of best practices in long term planning and financial management enables the City of Melville to achieve good financial governance. It facilitates accountability and transparency, ensures Elected Members are well-informed and aids effective and efficient decision-making against established short, medium and long term objectives.

This Part set outs the processes undertaken by the City of Melville to optimise its planning, management and review strategies.

7.1 Performance management

7.1.1 Quarterly reports

Each quarter, the CEO and administration team prepare detailed reports and provide financial records for review by the Financial Management Audit, Risk and Compliance Committee. This process ensures comprehensive information is provided to the Council by the administration and allows accountability and transparency in relation to these matters.

Commencing in 2024, quarterly reports will be prepared for the Governance Committee on organisational performance and will include reports against the CEO Key Performance Indicators and legislative compliance.

7.1.2 Annual report

The City of Melville produces an annual report for each financial year as a statutory requirement.

The report reflects the major activities undertaken in the preceding year. As well as providing an overview of the City of Melville's operational and financial activities, the annual report also includes an Independent Auditor report.

7.1.3 Performance review of employees

Section 5.38 Local Government Act 1995 – Annual review of employee's performance

The City of Melville is committed to continuous improvement and provides annual staff performance and development reviews to ensure that all staff understand their roles, the expectations around their performance and behaviour, are given objective feedback and have an opportunity to develop and access support.

The Personal Development Plan (PDP) is designed to support conversations on:

- What is going well;
- What can be improved;
- How skills knowledge and experience can continue to be developed and strengthened; and
- An opportunity to raise anything else either party wants/needs to discuss.

The People and Culture team, provides support to equip managers and supervisors who undertake performance management meetings so that these meetings are effective, fair and consistent.

7.2 Audit processes

7.2.1 Internal audit

Section 7.1A of the Local Government Act requires the City of Melville to establish an audit committee, which is known as the Financial Management, Audit, Risk and Compliance Committee. See further information about this committee below under the heading "Financial Management, Audit, Risk and Compliance Committee".

The City of Melville is committed to continuous improvement of its internal audit mechanisms and recognises the importance of independent and objective review processes to ensure that best practices and accountability mechanisms are developed and implemented across the organisation.

The CEO is to undertake a review of the appropriateness and effectiveness of the financial management system and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

7.2.2 External audit

The Office of the Auditor General appoints an auditor to conduct an annual audit of financial statements and prepare an audit report for the Council.

Part 7 of the Local Government Act and the *Local Government (Audit) Regulations 1996* require the City of Melville to:

- Do everything in its power to assist the auditor to conduct an audit and carry out other duties under the Act;
- Ensure that audits are conducted successfully and expeditiously;
- Meet with its auditor at least once a year;
- Examine the report of the auditor and determine if any matters raised require action, and therefore ensure such action is taken;
- Prepare a report of any actions taken based on the auditor's report and forward a copy of that report to the Minister within the prescribed timeframe.

The City of Melville must submit to its auditor the balanced accounts and annual financial report by no later than 30 September each year.

7.2.3 Annual Compliance Audit Return

It is a requirement under the Local Government Act and Regulation 14 of the *Local Government (Audit) Regulations 1996* that the City of Melville conducts an annual audit of compliance with the relevant statutory requirements in areas including local laws, tenders, meeting processes, disclosures and financial management.

A Compliance Audit Return is prepared and presented to the Financial Management Audit Risk and Compliance Committee for consideration and recommendation to the Council for adoption.

Once adopted by the Council the response to is submitted to the DLGSC. The annual Compliance Audit Return is submitted by the end of March each year.

7.3 Financial Management, Audit, Risk and Compliance Committee

7.3.1 Composition and Roles

Section 7.1A of the Local Government Act requires that a local government establishes an audit committee. The role of the audit committee is to oversee and advise the Council on matters of financial reporting, internal control structure, risk management systems, ethical accountability and internal and external audit functions.

An absolute majority resolution of Council is required to establish the committee.

The City has established the Financial Management, Audit, Risk and Compliance Committee. This Committee does not have delegated authority, and makes recommendations to the Council for final determination.

The Committee is comprised of seven Elected Members and one independent member. To ensure independence and meet good governance practices of transparency and accountability, the CEO and other administration staff are not members of the committee but may report to the committee.

The Objectives of the Financial Management, Audit, Risk and Compliance Committee are to provide guidance and assistance to the Council as to matters under Part 7 – Audit - of the Local Government Act 1995 including:

- The composition, delegation and decision of an audit committee
- The appointment of auditors
- The conduct of an audit
- The duties of local Government with respect to audits

The auditor may make recommendations regarding matters such as:

- Assessment of accounting procedures;
- Assessment of internal controls;
- Assessment of risk;
- Compliance with the Local Government Act and Regulations;
- Performance assessments as to the efficiency and effectiveness of operations;
- Internal audit processes;
- Outcomes of the external audit prior to issue of management and audit reports; and
- Changes to accounting standards and legislation and impact of that on the City of Melville.

Where matters of significance are identified by the City of Melville's auditor, the City of Melville must take appropriate action and must prepare a report outlining the action it intends to take and must provide a copy of that report to the Minister within three months of an auditor's report being received and publish it on its website.

The DLGSCI has published Local Government Operational Guidelines document "Audit in Local Government".

7.4 External Reporting Requirements

In addition to the DLGSCI, the City of Melville may have reporting obligations to external authorities including:

- Public Sector Commission;
- Corruption and Crime Commission;
- Equal Opportunity Commission;
- Freedom of Information Commissioner
- Ombudsman Western Australia; and
- Office of the Ombudsman Commissioner.

7.5 Complaint handling mechanisms

7.5.1 Handling misbehaviour of Councillors

As set out above in section 6.3, there are different processes in place in respect of complaints about Elected Members, depending on whether they have:

- Breached Division 3 of the Elected Members Code of Conduct, in which case the complaint will be dealt with by the Conduct Committee and appointed Conduct Complaints officers;
- Committed a breach of Division 4 of the Elected Members Code of Conduct which sets out rules of conduct (minor breach) in which case the matter will be referred to the Local Government Standards Panel for determination; or
- Committed a breach of the Local Government Act (serious breach), in which case the CEO of DLGSCI will investigate the complaint.

In addition:

- Complaints about decision-making can be made to the WA Ombudsman under the Parliamentary Commissioner Act 1971. The Ombudsman investigates complaint about Western Australian public authorities including local governments.

  A complaint is an "expression of dissatisfaction made to or about an organisation, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required" (as defined by the *AS/NZS 10002-2014 Guidelines for Complaint Management in Organizations).*

  Information on making a complaint to the Ombudsman can be found on their website – Ombudsman Western Australian How to Make a Complaint.

- Complaints of serious misconduct by an Elected Member can be made to the Corruption and Crime Commission (the Commission).

The Commission assesses and investigates serious misconduct in the Western Australian public sector. When someone acts corruptly they tend to show a deliberate intent, an improper purpose or motivation, and may involve conduct such as:

- deliberately failing to perform the functions of office properly;
- exercising power or duty for an improper purpose;
- or dishonesty.

- Disclosures can be made under the *Public Interests Disclosure Act 2003 (WA),* disclosures of this type are also known as "whistle blower".

The City of Melville does not tolerate corrupt or other improper conduct and is committed to the aims and objectives of the Public Interest Disclosure Act 2003 (PID Act). The PID Act recognises the value and importance of reporting as a means to identify and address wrongdoing.

The PID Act promotes accountability within government agencies by facilitating the disclosure of public interest information involving misconduct, offences, misuse of public resources or risks to public health or safety. The PID Act is also a means to protect those who make disclosures to appropriate authorities, and those who are the subject of disclosures.

Those wishing to make a disclosure of public interest information under the Act are encouraged to do so in writing. The Public Interest Disclosure Lodgement Form is available to assist with providing the required details of a disclosure. Disclosures can be emailed to one of the PID Officers listed on the PSC contact directory.

PID Officers for the City of Melville are:

- Ms Gail Bowman, Chief Executive Officer (Principle Executive Officer) (TBC)
- Mr Bruce Taylor, Chief of Staff
- Ms Corrine Newman, Head of Governance

7.5.2 Complaints about administrative functions or employees

To foster transparency and accountability, it is important for the City to have a framework that ensures complaints are managed efficiently, effectively and fairly from the time of receipt through to a satisfactory resolution or final determination.

The City of Melville has developed a Complaints Management Policy which recognises that effective complaint handling is integral to customer service excellence and encourages a customer focused and proactive approach to complaints management.

The City of Melville defines a complaint as being an expression of dissatisfaction about the products, services, staff or information provided by the City, or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.

Complaints can be lodged via

- website;
- email;
- written correspondence;
- in person; and/or
- via telephone.

In addition:

- allegations or complaints of minor misconduct of an employee can be made to the Public Sector Commission.

  The Public Sector Commission has a role under the Corruption, Crime and Misconduct Act 2003 to ensure minor misconduct matters are dealt with in an appropriate way.

  Minor misconduct by a public officer includes:
  - behaviour that is not honest or impartial
  - misuse of information they have access to in their role for personal benefit
  - breaches of trust placed with an employee by their employer

  Information of how to report suspected minor misconduct to the Public Sector Commission can be found on their website – Misconduct by Public Officers

- Complaints of serious misconduct by an employee can be made to the Corruption and Crime Commission.(the Commission).

  The Commission assesses and investigates serious misconduct in the Western Australian public sector. When someone acts corruptly they tend to show a deliberate intent, an improper purpose or motivation, and may involve conduct such as:
  - deliberately failing to perform the functions of office properly;
  - exercising power or duty for an improper purpose;
  - or dishonesty.

7.6 Scrutiny of Local Governments

Section 8.2 Local Government Act 1995 – Minister or Departmental CEO may require information.
Section 8.3 Local Government Act 1995 – Inquiries by, or authorised by, Departmental CEO
Section 8.4 Local Government Act 1995 – Scope and duration of authorisation
Section 8.5 Local Government Act 1995 – Powers of authorised person
Section 8.13 Local Government Act 1995 – Authorised person's report
Section 8.14 Local Government Act 1995 – Copies to be given to local government and suspended council members
Part 8, Division 1A Local Government Act 1995 – Intervention by the Minister in certain circumstances
Part 8, Division 2 Local Government Act 1995 – Inquiries by Inquiry Panels
Part 8, Division 3 Local Government Act 1995 – General provisions about suspension and dismissal of councils and council members

The City of Melville is regulated by the DLGSC pursuant to the Local Government Act. This hierarchy of accountability and regulation provides good governance by ensuring accountability of the Council and the administration.

The Local Government Act provides investigatory and regulatory mechanisms for the DLGSC, including:

- The Minister or DLGSCI CEO (Departmental CEO) may in a written notice require information to be provided about the local government, its operations or affairs and failure to comply with that notice is an offence;
- The Departmental CEO has the authority to inquire (generally or into a specific matter) into local governments and their operations and affairs;
- A person may be directed to give or produce evidence under oath;
- The Authorised Person must prepare a report on the outcome of any inquiry and that may contain appropriate recommendations, which will be given to the local government (and any suspended Elected Member) unless otherwise directed by the Minister;
- The Minister may order the local government to give effect to the recommendations contained in a report;
- The Minister has the authority in certain circumstances to suspend an Elected Member or the Council or require the Elected Member or the Council to undertake remedial action or recommend that the Governor dismiss an Elected Member;
- The Minister may appoint an Inquiry Panel to inquire into and report on any aspect of a local government, its operations or affairs and may in certain circumstances suspend an Elected Member or the Council while the Inquiry is held; and
- If the Council is suspended, a person (or three or five people) must be appointed to perform the powers and duties of the Council during the suspension period.

7.7 Right to information

7.7.1 Record keeping and freedom of information

The City of Melville Record Keeping Plan ensures that all correspondence, reports and related information are filed, archived and disposed of in accordance with the *State Records Act 2000* and other relevant legislation by the State Records Office of WA.

Members of the public may retrieve certain kinds of information directly from the City of Melville. Other types of information require a member of the public to lodge a Freedom of Information Application with the City of Melville.

More detailed information about this is available in the Information Statement: Freedom of Information published on the City of Melville's website.

7.8 CEO Appointment and Review

7.8.1 *Model CEO Standards*

The Council is responsible for the management of the CEO's performance. As is required by section 5.39A of the Local Government Act, the City of Melville has adopted a policy of the Model CEO Standards outlined in the *Local Government (Administration) Amendment Regulations 2021*.

Council Policy CP-117 Standards for CEO Recruitment, Performance and Termination provide a framework for City to select a Chief Executive Officer in accordance with the principles of merit, probity, equity and transparency and include a recruitment and selection process based on principles of fairness, integrity and impartiality.

The model standards also cover performance review standards, and process of termination in a manner which conveys fairness and transparency.

7.8.2 CEO (and senior employee) recruitment

Section 5.37 Local Government Act – Senior employees
Section 5.39 Local Government Act – Contracts for CEO and senior employees
Section 5.39A Local Government Act – Model standards for CEO recruitment, performance and termination

The Council must develop and approve a process for the selection and appointment of a CEO prior to advertising the position. The City of Melville is required to advertise any positions for the CEO or senior employees, and ensure that remuneration and other benefits paid to the CEO are the same as what were advertised.

If the CEO proposes to dismiss or employee a senior employee, it must inform Council which may accept or reject the CEO's recommendation (and provide reasons if it rejects the CEO's recommendation).

7.8.3 CEO Performance Review

Efficient and effective local government requires efficient and effective leadership. Under s5.38 and s5.39 of the Local Government Act a review of the performance of the CEO must be carried out in an impartial and transparent manner.

The CEO Performance review process is to be agreed between local government and CEO and the local government and the CEO must agree on
(a) the process by which the CEO's performance will be reviewed; and
(b) any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

The City of Melville a Council led CEO Review Process supported by an adopted CEO Performance Review Framework. This Framework is based on the model standards, and establishes the process by which the Council measures and manages the annual CEO performance review, which includes the requirement for quarterly Performance Review Report for presentation to the Governance Committee.

In addition to the CEO Performance Review the CEO is required to comply with industrial relations legislation, including but not limited to:

- Industrial Relations Legislation 1979
- Work Health and Safety Act 2020

7.9 Continuous improvement of this document

The City of Melville is committed to continuous improvement of its governance functions which includes:

- Review of this Governance Framework in the event of changes to relevant legislation, regulations, codes of conduct, policies or procedures;
- Review of governance processes; and
- Training, education and awareness opportunities in governance for Elected Members and employees.

8 DEFINITIONS

CEO means Chief Executive Officer of the City of Melville

Councillor means a member elected to the Council, excluding a Mayor.

Departmental CEO means the Chief Executive Officer of the Department of Local Government, Sport and Cultural Industries

DLGSC means the Department of Local Government, Sport and Cultural Industries.

Elected Member a member elected to Council including the Mayor.

Elected Members Code of Conduct means the City of Melville's Code of Conduct for Elected Members, Committee Members and Candidates.

Employees' Code of Conduct means the City of Melville Employees Code of Conduct

Local Government Act means the *Local Government Act 1995 (WA)*.

Minister means the Minister for Local Government, Sport and Cultural Industries.

9 RESOURCES

The following resources have been used in the development of this Governance Framework:

- Australian Public Service Commission – APS Values and Codes of Conduct in practice (Section 5: Conflict of Interest)
- City of Melville Code of Conduct Elected Members, Committee Members and Candidates
- City of Melville Code of Conduct Employees
- City of Melville Corporate Business Plan 2020-2024
- City of Melville Directions from Young People – Youth Strategy 2022-2025
- *City of Melville Local Government (Meeting Procedures) Local Law 2022*
- City of Melville Stakeholder Engagement Policy
- City of Melville Strategic Community Plan 2020-2030
- Department of Local Government, Sport and Cultural Industries website
- *Local Government Act 1995 (WA)*
- *Local Government (Administration) Regulations 1996 (WA)*
- *Local Government (Audit) Regulations 1996 (WA)*
- *Local Government (Elections) Regulations 1997 (WA)*
- *Local Government (Financial Management) Regulations 1996 (WA)*
- *Local Government (Functions and General) Regulations 1996 (WA)*
- *Local Government (Model Code of Conduct) Regulations 2021 (WA)*
- Local Government Operational Guidelines – Audit in Local Government
- Local Government Operational Guidelines – Disclosures of Interest
- Local Government Operational Guidelines – Disclosures of Interest Affecting Impartiality
- *State Records Act 2000*
- Western Australia State Government "Conflict of Interest: Guidelines for the WA Public Sector"

The following Governance Frameworks were reviewed to assist in the development of the City of Melville Governance Framework:

- City of Bayswater Governance Framework
- City of Joondalup Governance Framework 2021
- City of Perth Governance Framework
- City of Wanneroo Corporate Governance Framework
- Shire of Kalgoorlie Boulder Governance Framework
- Townsville City Council Governance Framework

City of Melville

Library & Cultural Centre

Updated Business Case

Written By: Emma Hewitt, Strategic Initiatives Lead, Creative Melville Leeann Reid, Manager Cultural Services	

City of Melville

Table of Contents

1 Introduction 4
2 Concept / Needs Assessment: Overview & Rational 4
2.1 Identified Need 6
2.2 Future Facility 7
3 Options & Recommended Approach 8
4 Outcomes 9
4.1 Vision for the Cultural Heart 9
4.1.1 Our vision 9
4.1.2 Our mission 9
4.1.3 Our goals 9
4.2 Linkages to Strategic Outcomes 9
4.2.1 Melville City Centre Structure Plan 10
4.2.2 Melville Cultural Infrastructure Strategy (2022) 10
4.2.3 City of Melville Cultural Plan – Creative Melville (2018-2022) 10
4.2.4 City of Melville Strategic Community Plan 2020 – 2030 10
4.3 Links to the Corporate Business Plan 12
4.4 Project Outcomes and Outputs 13
4.5 Social Benefits 13
5 Business Case Analysis 15
5.1 Initial Project Scope 15
5.2 Initial Stakeholder Analysis 16
5.2.1 Stakeholder Identification 16
5.2.2 Stakeholder Analysis 16
5.2.3 Category 1 Groups 17
5.2.4 Stakeholder Engagement 19
Stakeholder engagement to date has included extensive consultation that has informed planning. 19
5.2.5 Future Stages 20
5.2.6 Initial Communications Strategy 20
5.2.7 Initial Change Management Strategy 21
5.3 Financial Analysis 24
5.3.1 Capital Cost 25
5.3.2 Operating Costs 25
5.4 Externality Analysis 26

5.4.1 Sustainability Value Test 26
6 High Level Project Planning 30
7 Risk Management 31
8 Comments & Approvals 32
8.1 Sustainability Coordinator's Comments 32
8.2 Service Area Manager Approval 32
8.3 Director Approval 32
8.4 ELT / Council 32

1 Introduction

With an expansive riverfront foreshore, beautiful natural assets, an enviable central location, and positioning along key arteries of the metro area, Melville is a unique and well positioned municipality. It is home to a multi-faceted and engaged community. It has a range of emergent activity centres spanning industrial, retail, and the growing Canning Bridge area.

However, Melville lacks a cohesive, connected, multi-dimensional city centre.

Cities and neighbourhoods thrive when they have a strong and vibrant centre that facilitates connections, trade, exchange, and innovation, with a density of opportunities, and social fabric that can support economic activity and community building.

This need to create a civic heart for Melville has long been recognised, as is outlined in the following needs assessment in Structure Planning, infrastructure, cultural and community planning. Over more than a decade, informed by the community's substantial input and guidance and backed by extensive expert research, the vision for a Civic and Cultural Heart for the City of Melville has evolved. This reimagines a central, predominantly commercial, and residential area of the city into a rich, multi-dimensional civic precinct that holistically offers commercial, cultural, community, entertainment and public space in addition to residential and administrative functions.

The centrepiece of reimagining and establishing the City's civic heart is the Library and Cultural Centre (LCC) facility. The LCC is the focus of this update to the previously approved Business Case for such a facility.

Approved in 2015, this updated Business Case outlines current financial modelling to account for market escalation. It also provides updates on planning progress for the facility, informed by further expert design and modelling to provide more detail.

This facility presents the opportunity to realise the City of Melville's ambitions to reimagine Melville and supports the principles of Transformational Project aims for place and economic development servicing our community and its needs more effectively. It is key to the delivery of the City of Melville's aims and commitments for enriching and sustaining the cultural life of our community, established through the Cultural Plan, Creative Melville, and Cultural Infrastructure Plan.

It aims to support the strengthening of Melville and its community, with culture as the catalyst by delivering a civic and cultural precinct as a pivotal piece in a new city centre.

2 Concept / Needs Assessment: Overview & Rational

Appendix 1: Endorsed 2015 Business Case

Final adoption of the Melville City Centre Structure Plan was endorsed by Council at a Special Meeting of Council on 9 December 2013. The Structure Plan refers to a new City of Melville community hub to be provided in the city centre. The inclusion of a hub in the city centre is seen as critical for vibrancy and the delivery of key Council services. It has clear links to the City's Strategic Community Plan to the aspirations of *Sense of Community* and *Accessible and Inclusive.* Previous community feedback regarding the City Centre has indicated the current civic spaces and facilities need improving.

The key principles and priorities of the City Centre Plan outline the non-negotiable priorities. The vision states 'deliver non-negotiable community facilities and services first, then seek to achieve the best possible financial returns. Non-negotiables included the main street, piazza, and community facilities.

The new LCC will be the central community facility for the City of Melville. It is envisaged to be the active face of the City with the vision to create a hub of culture and activity for the whole of the City to enjoy.

The original business case saw the combining of current services and facilities to create a sustainable and convenient community hub in the centre of the City. The centralising included the moving of Melville Theatre Company, Melville Discovery Centre, two Child Health Clinics and the potential rationalisation of Canning Bridge Library to create a community and cultural hub. It was intended that the library would expand to meet the communities' need for a main City library, and, in conjunction smaller branch libraries would have reduced collections enabling their facilities to meet the local neighbourhood's needs.

The original business case was formed by a Project Team including City of Melville Officers, NS Projects - Project Manager, Integral Project Creation - Business Plan Analyst, Studio 53 Architects, Davis Langdon - Cost Planners and CK Design International - Space Planner.

The proposed Library and Cultural centre business case was endorsed by Council on the 24th of June 2015.

The endorsed facility would house the following core services:

- The City's main library
- Municipal / community museum
- Gallery and exhibition space
- Flexible meeting spaces / conference room
- City's customer service interface
- Melville Volunteer Resource Centre
- Community information service and JP service
- Child Health Clinic
- Outdoor civic space
- Commercial café / restaurant
- Performance space / Theatre
- Future Council Chambers and associated facilities
- Complementary retail or commercial space
- Co-working facilities (collaborative workspace)
- Community groups / Not-for-profits
- Basement car parking

Following significant time delays in the development of the project caused by external factors, the original business case and facility design has now been updated to reflect current community needs.

Extensive community consultation in the 2022 Cultural Infrastructure Strategy reinforced the continuing need for a central cultural hub for the City of Melville that includes the City's main library. This library should play the role of a community centre, serving as the foundation for community and cultural expression. The strategy further refined the important role the facility would have in a hub and spoke model for the community, facilitating exchange from local to City-wide contexts in showcasing the City. Further, the library would also meet the physical and practical need for space that the City's current libraries and cultural facilities do not have.

This updated Business Case reaffirms the needs originally set out in the original 2015 Business case in the current community context.

This updated concept design proposes the facility would house the following core services, with an anticipated visitation of 300,000-350,000 people per annum:

- The City's main library/ creative learning space (including dedicated children's, young people, creative, and digital spaces)
- Municipal / community museum (including First Nations stories and cultural spaces)
- Exhibition / Gallery space
- Flexible meeting spaces / conference room
- Customer service interface
- Melville Volunteer Resource Centre
- Community information service and JP service
- Outdoor Civic Space
- Commercial café / retail
- Basement carpark
- Main Hall connection and upgraded facade
- Connection to Yagan Mia Wireless Hill
- Ancillary roads and services

In furthering the Civic and Cultural Heart Precinct, the Main Hall has been upgraded as the precinct's main performance space. This will house the Melville Theatre Company and City of Melville programming. The precinct will also have strong connections to Yagan Mia Wireless Hill including the Museum and Hickey Street properties as part the civic and cultural precinct. This is in line with consultation underpinning the 2022 Cultural Infrastructure Strategy.

2.1 Identified Need

Back in 2010, the City's Future Plan for Libraries and Museums 2010-2015 identified a significant gap in the library space and collection provided by the City as compared to the Australian Library Standards and Guidelines. Although relatively high in number of library buildings, four of the City's five libraries are small in physical size and built at a time when libraries were book repositories rather than people places. The role of libraries in community has changed. There is strong expectation from community, as well as state policy frameworks, that libraries will be community hubs for learning, creativity, events, digital engagement, meetings, work and study. To meet current community, need our libraries have had to forego collection space to allow community space. This creates a constant compromise to meet community expectations with a lack of modern fit-for-purpose spaces.

The national standard for library floor area for a population of 107,329 is 5,355sqm. The City of Melville's library floor area is significantly below the national standard. Currently there is 3,526sqm of library floor area across our five branches. This equates to a shortfall of 1,829sqm or a building larger than the size of the AH Bracks Library. This shortfall will be exacerbated when the Civic Square Library is demolished as part of the land swap agreement, bringing the shortfall to 2,616sqm. This shortfall does not include what the standards outlined as 'enhanced community spaces' of a modern public library such as makerspaces, event spaces, exhibition areas, cafes, quiet zones, music and film studios. Nor does it include the other cultural services with beneficial links, including museums, local history, gallery, or performance spaces.

Despite being under pressure for space, the City's libraries continue to be high performing in terms of demand and usage which exceeds the National Standards. The City of Melville boasts some of the highest readership in the state. Our community values libraries, and the role they play to promote learning and literacy within the community. The library collection is well used, as evident by the high turnover rate and borrowing. However, the lack of space within the library buildings

prevents easy access to library resources and the ability for libraries to promote the collection in a meaningful way. Collection usage would increase further with space to display resources.

The table below demonstrates existing library usage as measured by the ALIA Standards and Guidelines.

Standard	Standard	Enhanced	COM
Collection per capita	1.2	none	1.32
Visitation per capita	4	5	4.87
Loans per capita	6	7	8.57
Collection turnover rate	4	5	6.49

Current visitation at the City's libraries for 2022/23 is 522,523 visits and over one million loans of physical and digital items. The latest Community Perceptions Scorecard saw libraries as one of the highest performing services with a positive performance rating of 98%. This high rating has been consistent over many years.

Alongside the need for expanded library facilities, the City is also currently lacking adequate storage for its diverse cultural collections - including art, museum, and library stock - which are being stored in inferior conditions that compromise the City's capacity to maintain and care for these collections. Our community's history is entrusted to the City but is not currently protected to the appropriate standards. Nor is it accessible or displayed, as the City's municipal Museum was closed temporarily in 2015 and still awaits the LCC development.

Over 70,000 people attended City of Melville Arts and Cultural events and programs in 2022/23. This is a clear demonstration of the community's desire to participate in cultural programming. Over the past five years Melville's Arts and Culture Team have made significant changes and expansion of the events and programming offering across the City to meet the clear demand for more events and programming expressed via consultation the 2018-2022 Cultural Plan. This change in depth and breadth of programming has been embraced whole heartly by the community as audiences continue to grow in all areas.

2.2 Future Facility

The model recommended as part of the endorsed 2022 Cultural Infrastructure Strategy compels Melville to develop the LCC as the City's central hub. This model addresses the current issues faced by the lack of appropriate space for our community and collections. It also addresses a community need for a vibrant city centre.

The City's main library will be the anchor tenant in a changing library context. With 52% of all households in the City with a least one active library member, the Library already speaks to our community as an important community place. Leveraging this opportunity to connect and engage with our community is the concept to converge our municipal community museum and other community and cultural services into the one space to create the Cultural Heart. This converged function responds to global trends for cultural precincts that offer multidisciplinary activation, adaptation, connection, reflection, and active participation.

Libraries are changing in function and form throughout Australia and around the world. The contemporary library offers an experience well beyond the book - rather a place for connection, community, activity, learning, and culture. This multipurpose facility allows the trusted and inclusive atmosphere of the library brand to be expanded into other civic and cultural functions and experiences.

The proposed library will be significantly larger than the current library facility in order to accommodate the needs of the City's main library. The scale of this branch will allow reductions in the size and role of our other branches. The City has progressed this with a reduction in the size of A H Bracks Library in 2018 and the development of a reduced self-serve library at Canning Bridge as part of the Riviere Development on Canning Beach Road.

The City's existing municipal museum collection has been in storage for eight years awaiting the LCC development. Within the facility, museum functions will be converged across the library spaces, allowing these collections to engage an existing and growing audience of library visitors. Throughout the space, changing exhibitions will continue to engage audiences, as opposed to a current static museum model.

The facility will host part of the City's art collection, allowing greater public access to the collection and display of the City's well established and recognized Art Awards. The exhibition / gallery space within the facility has also been designed as a flexible space for functions and other events.

The flexible meeting spaces that are standard with modern library facilities will be adaptable, offering different size rooms for one-on-one meetings, such as the Justice of the Peace, through to training, large gatherings, and activity rooms. These will facilitate the key services within the facility as well as being available for community hire.

Alongside cultural infrastructure, activation of spaces through quality programming is imperative in realising the City's cultural potential. Programming will work hand-in-hand with infrastructure to manifest the City of Melville as a place for and by creative people, where everyone can engage with arts and culture. The facility will offer best-practice programming and activation for diverse audiences, seeking to engage the community in vibrant arts experiences that enliven and excite. Learning will also be key to the programming offering, supported by diverse and multi-functional spaces throughout the facility (including a makerspace, creative lab, recording studio and bespoke children's space) and underpinned by the library's core literacy function.

The already established and newly renovated Main Hall will be an important part of this central civic precinct, and aligned under the same vision, uniting these civic assets. The refurbishment and elevation of the Main Hall have previously been approved by Council as part of efforts to reinstate this rundown amenity and enhance its usability to improve activation, cultural and community use and improve the capacity for high quality cultural programs to be delivered in this central area. It is particularly suited to theater, performance, and function uses, and will ultimately form part of the overall LCC program offering and management.

With the impending Westfield Development, the imperative is on Melville to shift its core from a one-dimensional commercial space with little connectivity or leverage the benefit it could bring, to a connected, vibrant central precinct. This shift provides a foundation for development that more holistically encompasses place, social, cultural and community outcomes, as well as drawing in natural landscape and public open space functions. The LCC Project will catalyse and anchor renewal of Melville's central area as a unique destination.

3 Options & Recommended Approach

The current proposed facility functions are reflective of extensive community consultation, community needs analysis, Australian Standards and Guidelines, benchmarking, and contemporary thinking.

Understanding the context of the long-term financial plan, this updated Business Case also proposes a model that is financially and environmentally sustainable. The current recommended option is in-line with the projected escalation of the endorsed 2015 facility. Officers have updated the facility to ensure that the financial implications are consistent with the endorsed 2015 budget plus escalation from 2015 to estimated construction in 2025.

The recommend concept design includes the following functions and services:

- The City's main library / creative learning space (including dedicated children's, young people, creative, and digital spaces)
- Municipal / community museum (including First Nations stories and cultural spaces)
- Exhibition / Gallery space
- Flexible meeting spaces / conference room
- Customer service interface
- Melville Volunteer Resource Centre
- Community information service and JP service
- Outdoor Civic Space
- Commercial café / retail
- Basement carpark
- Main Hall connection and upgraded facade
- Connection to Yagan Mia Wireless Hill
- Ancillary roads and services

Appendix 2 : 2023 Library and Cultural Centre Concept Design (Appendix D: Council Item)

4 Outcomes

4.1 Vision for the Cultural Heart

4.1.1 Our vision

To create an extraordinary cultural precinct for our community.

4.1.2 Our mission

To create a cultural heart in the city of Melville, which:

- Holds, nurtures, and celebrates the stories of our communities
- Inspires learning through exemplary programming and collections; and
- Acknowledges the past, examines the present, and creates ideas for the future.

4.1.3 Our goals

1. A place of generosity
2. A place of belonging
3. A place of reconciliation
4. A place of stories
5. An inclusive place

4.2 Linkages to Strategic Outcomes

The Cultural Heart Precinct and Library Cultural Centre building are key to the establishment of a city centre for the City of Melville. This project has been highlighted as a key strategic outcome for the City of Melville in diverse strategic documents as outlined below.

4.2.1 Melville City Centre Structure Plan

The Melville City Centre Structure Plan outlines the need to transform the commercial nature of the current precinct at Booragoon to incorporate deeper civic and cultural engagement through the construction of a new library and 'town square' as key improvements to the urban structure of Melville. As outlined in the Structure Plan, the precinct will be defined by its prominent town square enclosed by appropriately scaled buildings and high-quality pedestrian spaces. Within this precinct, a new library will leverage off the activity of the town square through its proximity. The Structure Plan also notes that activation of this precinct is key: "It will be alive at all times of the day and into the evening and weekend. … It will be framed by two to four storey buildings with continuous active frontage and colonnades or awnings at ground level. The Square will have direct pedestrian connections into Westfield Booragoon, the new library and Melville City Council. There will be al fresco dining and community gathering areas with access to morning sun in winter and shade by trees and pergolas in summer."

4.2.2 Melville Cultural Infrastructure Strategy (2022)

Development of the Cultural Heart precinct is a key transformational move for the City of Melville within the 2022 Melville Cultural Infrastructure Strategy (MCIS). As noted in the MCIS, this move will "…provide the City will the strong cultural core that is needed for a modern city to thrive." The development of the Learning (Library) Cultural Centre will not only provide a dynamic space for community to come together, but also underpins the City's capacity to deliver on other key recommendations outlined in the MCIS. The Melville Cultural Infrastructure Strategy also recommended repositioning the LCC to face Yagan Mia Wireless Hill to further build the connection between the cultural, civic and natural environments, as well as leverage existing structures at the Wireless Hill Museum and Hickey Street Cottages to create a truly embedded cultural precinct.

The development of the Cultural Heart Precinct underpins the City's ability to leverage its neighbourhood networks, providing the strong cultural core that is needed for a modern city to thrive. As the City's libraries and other cultural infrastructure develop into cultural spaces, the LCC will form the locus of creative exchange for the City, providing both locally-responsive and broadly engaging opportunities for dialogue, creativity and community. This converged cultural precinct will offer 'multidisciplinary activation, adaptation, connection, reflection and active participation'.

4.2.3 City of Melville Cultural Plan – Creative Melville (2018-2022)

A new Learning (Library) and Cultural Centre is a culture-making catalyst within the City of Melville Cultural Plan. Described as a once in a generation opportunity to create a dynamic civic heart for the City, it is noted that the Library and Cultural Centre "…will provide a contemporary, aesthetically enriched gathering site for cultural experiences of all kinds through its integrated library/museum, art gallery, performance spaces, cafés, and landscape architecture." Within the Cultural Plan, development of the LCC not only opens doors to new era of cultural ambition and opportunity for the City of Melville but underpins the City's capacity to deliver on the strategic priorities of the Cultural Plan more broadly.

4.2.4 City of Melville Strategic Community Plan 2020 – 2030

This facility specifically addresses many of the City's Corporate Plan and Strategic Community Plan objectives. In addition, the project will align with the following six key priorities identified as the Corporate Tactical Priorities as outlined below:

Clean and Green Objective: Clean and well-maintained parks, reserves, natural areas, and public open spaces where everyone can socialise, be active and be safe			
Greening the City	✓	Reduce Carbon Emissions	
Sustainable Energy Management	✓	Sustainable Waste Management	

Sustainable Water Management	✓		
Growth and Prosperity Objective: Encourage development of small businesses in our suburbs and local communities			
Achieve Economic Resilience	✓	Create Local Job Opportunities for Locals	
Location of Choice for A Diverse Range of Businesses	✓		
Healthy Lifestyles Objective: Opportunities for healthy activities both indoors and out and about in local parks and suburbs walking, running, cycling, and exercising individually or in groups			
A Safe and Healthy Urban Environment	✓	Healthy Eating	
Increase Physical Activity	✓	Mentally Healthy Community	✓
Reduce Alcohol & Other Drugs Use			
Safe and Secure Objective: People feel safe and secure at all times wherever they are and whatever they are doing			
Being Prepared for Emergency		Reduce Business Crime	
Reduce Household Crime		Reduce Preventable Injuries	
Reduce Transport Crashes		Safe and secure places and environments	✓
Sense of Community Objective: A range of local community services, events, and cultural activities throughout the year for people to get to know one another and do things together.			
Active Citizen Participation	✓	Create Opportunities for Social Connections and Belonging	✓
Create Sense of Identity through Community Memory	✓	Encourage Place Activation and Vibrancy	✓
Inclusivity and Supporting Diverse Needs	✓	Support Lifelong Learning and Creativity	✓
Sustainable and Connected Transport Objective: Better public transport, cycling and walking infrastructure and responsive traffic management			
A choice of transport options for all community members		Balanced transport priorities that create vibrant and safe public outdoor spaces (places to shop, work and recreate)	
Intense urban development along transport corridors and in established activity centres	✓	Public infrastructure, which is safe, attractive and enables activities that improve wellbeing	✓
Transport connections that facilitate ease of movement between places where people gather together to shop, work or recreate	✓		
Business Excellence			
Customers and Other Stakeholders	✓	Information and Knowledge	✓
Leadership	✓	People	✓
Process Management, Improvement and Innovation	✓	Strategy and Planning	✓

4.3 Links to the Corporate Business Plan

The proposed project is directly aligned to Key Priorities and Key Strategies from the City's Corporate Business Plan 2020 – 2024. The links are described in the table below.

Key Priority	Key Strategy	Relevance
Ensure the improvement and sustainability of our environment (Priority 1)	Use technological opportunities to efficiently enhance the sustainability of the environment	Integrating sustainability measures and technologies into the build design and process wherever possible.
Improve the approach for diverse and sustainable urban development and infrastructure (Priority 2)	Enhance amenity and vibrancy through placemaking and creating well designed attractive public spaces Optimise the capability and liveability of activity centres with consideration to the expectations of our community.	This facility will improve the heart of our city, its central civic precinct area and amenity, making this area more attractive for community use and participation. Strengthening this core will also strengthen the vibrancy and quality of place overall.
Empower the voices of our diverse community by strengthening engagement (Priority 3)	Increase co-design approaches that engage stakeholders in upfront designs and support issue resolution activities Enhance opportunities for civic engagement and building community capacity.	The project has been integrally shaped and informed by community sentiments, expressed needs, and consultation. Further, the input and feedback of key stakeholder groups has shaped the design and concept. This engagement of community to create a fit for purpose offering will continue throughout the project's development and establishment. The facility and program itself will offer more opportunities for civic engagement and the building of community connections.
Support healthy lifestyles and wellbeing (Priority 4)	Invest strategically in local infrastructure and built environments that support physical activity and healthy lifestyles. Empower inclusive participation and support for sports and community groups.	The facility will enable growth of programs that can support community participation, pursuit of creative and cultural activities, growth programs and has inclusion as a core value for its vision. It will support active recreation through enhanced amenity

		and connection with the nearby Yagán Mia area as a united precinct. The project promotes inclusive participation.
Encourage local economic development (Priority 6)	Support opportunities for not-for-profit and social enterprise.	The redeveloped facility brings additional opportunities for cultural and community and enterprise providers to participate, collaborate, or offer programming, and the opportunity for creative industries diversification. It will also support experimentation through creative labs and shared spaces.

4.4 Project Outcomes and Outputs

The Civic and Cultural Heart Precinct will create a city centre for the City of Melville, delivering an active hub of culture and activity where people come together to share, celebrate, create, learn, and engage. The converged function of the space brings together arts, community, culture, learning and literature, positioning the City of Melville as a leader in arts and culture in Western Australia.

The key project outcomes are:
- A city and cultural centre for the City of Melville
- An iconic cultural destination for the City of Melville and the state of Western Australia
- Strong connections with the natural environment Yagan Mia Wireless Hill, Wireless Hill Museum and Hickey Street cottages to create a vibrant and activated destination precinct
- An active, activated and engaging street frontage
- Exceptional customer experiences
- Strong community ownership and identification with the Cultural Heart Precinct
- Improved literacy, community connectedness and belonging

The key project outputs are:
- Construction of the new Library Cultural Centre, including converged facilities across culture, the arts, literature, and learning
- Redevelopment of the surrounding environment to create the Cultural Heart Precinct, including strong links to Yagan Mia Wireless Hill, Wireless Hill Museum and Hickey Street cottages

4.5 Social Benefits

The LCC, as the centrepiece to the Cultural and Civic Precinct, will create a future of the City of Melville as a thriving modern city. This facility will transform the current commercial precinct at Booragoon into a true hub for the City, providing a vibrant focal point for cultural activities and for community to come together. This opportunity presents strong social benefits for our communities,

including a sense of connection, belonging, a safe and trusted, vibrant and accessible place that is inspiring and enriching. The LCC will be a place where learning, art and cultural participation can thrive; a space for creativity to flourish, for lifelong engagement and for people to return to time and time again.

The building will sit within activated and multi-purpose outdoor spaces, which connect with the natural landscape and cultural buildings at Wireless Hill Museum and Hickey Street cottages. This Cultural Heart Precinct will be a hub of cultural activity with broad appeal across the City of Melville and within the south-west metropolitan corridor. Within the precinct, the City's main library will be complemented by a converged museum, gallery, performance and community spaces to complete the cultural ecology required for a healthy, sustainable community and thriving modern city.

Core to the precinct is the library's value as a place that is a safe, trusted, welcoming and inclusive. Libraries promote acceptance and understanding of others by acting as neutral meeting and / or learning places accessible to the whole community. The availability of public library collections, information, resources and programming acts to address disadvantage by ensuring free and equitable access for all community members, addressing the needs of specific target groups, contributing to developing, maintaining, and improving literacy levels.

The community is also without a place that showcases its stories. Since closure of municipal museum in 2015, the City of Melville historic collections have been largely inaccessible to the public and stored in inadequate conditions in the Melville Civic Buildings. Similarly, the First Nations stories of this place are not adequately showcased or celebrated across any of the City's cultural or library facilities. The LCC will address this need and create an active and dynamic space in which residents of the City of Melville can see access and celebrate their own stories. Through a dynamic and changing programming model in which collections are integrated into library spaces and frequently changed, the LCC will engage users in the stories of this place and its history. This function will provide a sense of community and place by celebrating a collective - albeit diverse - heritage. Incorporation of First Nations stories and cultural spaces within the museum reflects a commitment to inclusivity and the acknowledgment of diverse cultural narratives, contributing to a more inclusive and understanding community.

The City of Melville has consistently recognised the importance of art and culture as vital elements in the City's journey to becoming a healthy, safe, inclusive, prosperous and sustainable community. The new Civic and Cultural Heart Precinct will elevate our investment, providing a platform for growth, development and expansion and positioning the City of Melville as a state-wide leader in culture and the arts. The LCC will create a true civic heart and flourishing creative economy for the City of Melville.

Quality programming offers truly meaningful experiences to audiences, that keep them coming back time after time. This kind of transformational programming will activate the Cultural Heart Precinct and manifest it as a thriving hub for learning, culture and the arts.

Research consistently indicates that engagement with the arts has enormous impacts for communities, including for mental health, wellbeing, connection and belonging. The arts increase social cohesion and enable us to understand perspectives and experiences different from our own. These benefits will be integral to an integrated and ongoing investment in programming at the LCC. Moreover, it will manifest a thriving creative economy that will deeply connect community with place.

The theatre in the Main Hall upgrade is an important part of the precinct and a new performing arts theatre ensures the continuing life of the multi award-winning Melville Theatre Company which for over three decades has been a part of the cultural make up of Melville. Complementing the Melville Theatre Company's anchor tenancy will be high quality City programming, with an anticipated focus on serving performance, music and event needs.

The new Library Cultural Centre will further opportunities to share what makes the Melville community vibrant, rich and diverse. Through meaningful activation, it can deepen and extend the successes already delivered under the Cultural Plan (2017-2022). As the Western Australian arts and cultural sector changes, the Cultural Heart stands as a generational opportunity for the City of Melville to solidify our standing as a thriving arts and cultural landscape, delivering diverse and exciting benefits for our community and contributing to and bolstering the cultural life of our state.

5 Business Case Analysis

5.1 Initial Project Scope

The development of the LCC was the subject of a previous business case, which was endorsed by Council in 2015. Subsequent to this approval, the proposed development of the adjacent shopping precinct delayed and affected the required land exchange which in turn paused the City Centre project. This business case provides for a revised project scope in response to subsequent strategic planning and to reflect recommendations endorsed through the Melville Cultural Infrastructure Strategy and the Melville City Centre Structure Plan to deliver a city centre for the City of Melville. Revisions to the scope of the project since the initial business case centre on incorporation of Yagan Mia Wireless Hill and the Hickey Street Cottages to create the Cultural Heart Precinct, as well as some minor changes to the functions of the LCC with an emphasis on children and young people, First Nations, and creative learning.

The project scope includes the creation of the Melville Cultural Heart precinct through the construction of a new LCC and redevelopment of the surrounding areas to create the Cultural Heart Precinct. The LCC will consolidate the provision of services across the City, creating an activated, lively and city centre.

The below functions and services are core to the LCC. The proposed services are to maximize the vibrancy, sustainability, economic investment, community convenience and the philosophy of a multi-purpose facility.

- The City's main library/ creative learning space (including dedicated children's, young people, creative, and digital spaces)
- Municipal / community museum (including First Nations stories and cultural spaces)
- Exhibition / Gallery space
- Flexible meeting spaces / conference room
- Customer service interface
- Melville Volunteer Resource Centre
- Community information service and JP service
- Outdoor Civic Space
- Commercial café / retail
- Basement carpark
- Main Hall connection and upgraded facade
- Connection to Yagan Mia Wireless Hill
- Ancillary roads and services

The scope of this project does not include:

- Refurbishment of the Main Hall
- Refurbishment or redevelopment of City of Melville's Civic Buildings.
- Landscaping, connections or refurbishment of Wireless Hill Museum or Hickey Street properties

The Main Hall refurbishment provides an initial step toward activation of the city centre and will operate in line with these principles to deliver on the desired community outcomes expressed in consultation and in business planning for high quality, curated programming.

5.2 Initial Stakeholder Analysis

5.2.1 Stakeholder Identification

The following definitions are provided within the City's Community and Stakeholder Engagement Framework:

- A stakeholder is defined as a person or organisation that can affect, be affected by or perceive themselves to be affected by a decision or activity;
- Community means 'the public.' The community includes ratepayers, residents and all people who live, work, study, conduct business or use the services, facilities and public places in the City;
- Engagement is any planned process that involves the community in problem solving, planning or decision making and uses community input to assist in making decisions.

Stakeholder engagement is about relationship building, ensuring that consideration of community issues and concerns are addressed through *"…fair and meaningful opportunities … to contribute"* (Stakeholder Engagement Policy CP-002) at all phases of a Project.

Social impacts are those which affect people and may include social, environmental and economic issues and concerns relating to a perceived loss or reduction in:

- sense of community – meeting spaces or places to connect/socialise
- healthy lifestyles – opportunities for healthy activities such as walking, running, organised sport
- clean and green space – despoliation of/damage to the local environment, removal of 'green' amenity
- safety and security – increased sense of vulnerability, increased crime
- growth and prosperity – having places to shop, eat, socialise, do business etc.
- sustainable and connected transport – access to public transport

Conversely, social benefits are those which should increase or make a solid contribution to community aspirations i.e., sense of community, healthy lifestyles, access to clean and green space, safety and security, growth and prosperity and access to transport options.

By providing people most likely to be affected positively or negatively by a project with opportunities to participate, the relationships that are built between the City and the community will be based on mutual understanding, respect and trust. Stakeholder analysis for engagement assesses the likelihood and consequence of social impacts or benefit occurring at any phase of a project and from there, development of discrete engagement objectives using a mix of engagement tools that are supported by targeted communications.

This approach is quite different to standardised stakeholder management practices which categorise individuals and organisations in terms of whether or not they support, oppose or are indifferent to a project and the extent of power and influence they possess to effect change.

5.2.2 Stakeholder Analysis

In line with the guiding principles of the International Association of Public Participation IAP2 the City of Melville assesses stakeholders based on the level of impact, interest and influence. There are a number of influencing factors that determine the method of engagement, and level of the IAP2 spectrum. This includes the goal, time frames, resources, negotiables (what the community can influence) and levels of impact of the decision to be made.

Impact is defined as the effect of an action or change on the community. Levels of impact usually occur on a continuum, e.g. low – medium – high. For the purpose of community engagement

processes, levels of impact do not imply importance, i.e. level one is not less important than level four. The purpose of assessing the levels of impact is to guide the variety of engagement methods that may be appropriate for particular engagement projects and the resources required.

Stakeholders refer to any person or group of persons who have or feel they have an interest, or can affect/be affected by an issue or decision. The City is made up of diverse stakeholders with varying levels of interest, influence, power or impact relative to any issue. The level of influence/interest of a stakeholder group should be a consideration in shaping their level of participation in the engagement process, timing of engagement and the methodology for the engagement. It is not necessary to engage with groups that have no interest in the issue, however we certainly can keep them informed.

For the purposes of this Project, stakeholders have been divided into two discrete categories.

1. Those likely to experience a social impact or benefit as a result of the Project
2. Those contributing to Project processes and outcomes, or who may experience secondary social impacts

The following sections detail stakeholders in each respective category.

5.2.3 Category 1 Groups

Category 1 Stakeholder Group		Organisation	Representative	Relation/ Impact
Library members and users		-	Representatives	· Members and community will be primary users of the new facility; · They will gain fit-for-purpose facilities relevant in contemporary times · Development may temporarily disrupt operations with the closure of Civic Square Library
Museum users and audiences		-	Representatives	· Groups that will be regularly using and accessing the new facility; · Development has already disrupted service provision and access with long term temporary closure.
Aboriginal Heritage Site Informants	-	-	Representatives	· Traditional custodians of the land affected by all works and uses of the site
Attending or participating community and audiences	-	-		· The new facility will provide improved opportunities for participation, engagement and enjoyment; · Development will temporarily disrupt access to the area
Creative and cultural community				· Users, service providers, cultural programmers that will be supported by, accessing, or using the new facility

Melville Theatre Company	**MTC**		Representative	· Civic Centre and Cultural Heart precinct participant organisation; User of associated Main Hall; cultural programming that will be part of new precinct

5.2.3.1 Category 2 Groups

Category 2 Stakeholder Group		Organisation	Representative	Relation
Council of City of Melville	**COU**	City of Melville	Elected Members	· Accountable to the community for the approval and delivery of the Project; · The primary customer for the project; · Funding source for the Project and ongoing operations.
Executive Management Team City of Melville	**EMT**	City of Melville	Project Sponsor	· Accountable to Council for the delivery of the Project; · Ensure strategic alignment between the Project and the Community Plan.
City of Melville Staff	**CoM**	City of Melville	Project Sponsor	· Accountable for delivery · Proposal may affect other projects that may be planned
Planning Approval Agencies	**PLN**	State government and other utility agencies	Western Australian Planning Commission (WAPC)	· Approval agency; · Accountable for development decisions.
Asset owner and maintenance team	**ASS**	City of Melville / MAAH	Manager of City Buildings / Representative	· Maintenance regimes may be affected by the outcome of the Project
External funding bodies	**FUN**	-	Representative	· Potential funding partners for the project.
Nearby Residents within 400m	**RES**	-	Via engagement tools to be determined in next stage planning	· Development will affect the current amenities nearby · Development may cause permanent changes to relationship with the site. · Social impacts · Cultural and community amenity in immediate area expanded
City of Melville & wider community	**COM**	-	Via engagement tools to be	· Development will affect amenities provided in area;

			determined in next stage planning	· Development may cause permanent changes to relationship with the site; · Social impacts; · Cultural impacts.
Local area stakeholder	**WD**	Westfield Development	Representative	· Development may be linked with the anticipated Westfield redevelopment, and is oriented to optimise connections. Seamless integration between the areas will be required.

5.2.4 Stakeholder Engagement

Stakeholder engagement to date has included extensive consultation that has informed planning.

- Exploration of the concepts and design, including outcomes has included discussions with key Whadjuk Aboriginal representatives who provided input as part of the planning, concept design, functions and landscaping discussions. This has been fundamental in ensuring the concept is grounded in First Nations people's stories as our shared history and moving forward to truth telling and reconciliation.
- The consulted Community Facilities Report in 2011 was the original analysis which identified the lack of community facilities in the City Centre. It also identified the aging and lack of fit-for-use community facilities in the city.
- The next stage in the planning and stakeholder engagement was 2010 the Future Plan for Libraries and Museums 2010-2015 which identified a significant gap in space for collections in the City's five libraries being that they were originally designed as repositories of books and have now moved to community hubs. The lack of meeting, community and collections spaces was highlighted in this plan following extensive community feedback. Also the lack of basic facilities such as internal public toilets at key libraries including Civic Square Library. This involved engagement with 2051 respondents, 1438 library users, 511 Museum attendees and 102 nonusers.
- The City's 2018 Merge Festival was a direct community engagement on the future LCC development. The purpose of the festival was to immerse the community in what the LCC could be, to open possibilities in a unique experience of community consultation on the site of the future Cultural Heart Precinct. There were two forms of consultation on the day: an online survey by Culture Counts and an in-person consultation on the possibilities of the future LCC. Culture Counts recorded 5,600 visits to the festival with 296 survey responses. Creating Communities' future possibilities engagement in person attracted 1,111 postcards received and 2,153 ideas generated by the participants. Full reports on the outcomes are included in the attached Business Case.
- Creative Melville the City's Cultural Plan 2018-2022 engaged over 2000 people in the development of an ambitious plan Arts and Culture at the City of Melville with the new Library & Cultural Centre being the catalyst. The Plan outlined the LCC as a once in a generation opportunity to create a dynamic civic heart in which art, learning and cultural participation can thrive.
- Most recently, the Cultural Infrastructure Plan involved further extensive consultation with the community broadly, as well as targeted engagement with the cultural sector and input from key community groups and representatives.
  During the development of the Strategy the City has:
  a. Spoken with over 50 people from cultural groups, associations, and organisations in the City of Melville
  b. Received over 700 resident's comments on Melville's current cultural infrastructure

c. Met with management from all the cultural facilities owned and run by City of Melville to discuss their ambitions for their centres
d. Held a youth workshop at the Willagee Library to discuss access and to better understand culture from a CALD perspective
e. Held a workshop with members of the Chinese community in Bull Creek Library to better understand their needs
f. Consulted with Whadjuk Reference Group to better understand their needs in relation to cultural infrastructure.
g. A community engagement survey was developed with the City's Cultural Managers and the Engagement team. The survey was conducted through the City's Melville Talks platform and received 751 responses.

5.2.5 Future Stages

Further stakeholder consultation will be required with Category 1 stakeholders through the more detailed development and implementation phases, and a full engagement plan will be part of the development planning process.

Ongoing liaison and coordination with Category 2 Stakeholders will be required to facilitate the development, design, implementation, and delivery of this project.

The engagement approach will span a number of engagement methods from informing, consulting, involving and in some cases partnering, for different stakeholders at key stages.

5.2.6 Initial Communications Strategy

Due to the scale and complexity of this project, further work refining the communications strategy will be a key element in the next stage following endorsement of the updated business case. The City acknowledges that the Westfield Booragoon redevelopment is anticipated to commence in September 2024 which will be considered in holistic communications for the community and city centre messaging.

In viewing both redevelopment projects across the future Melville City Centre area, there is a clear opportunity for an exciting city centre / precinct vision to be developed in connection to the Westfield Booragoon redevelopment and communicated to the broader community with a focus on social, economic, and environmental benefits.

Assuming the development projects will be constructed in manageable phases, it is expected that a broad communication strategy will be adopted for the overarching project vision, and that the communications approach would likely be phased, ddue to the length and complexity of the works phases and the impacts of those works.

Phase One Readiness for change	• The Vision – Why are we doing this and what the outcome will be? • Prepare stakeholders for what to expect as the project progresses, and how impacts will be managed • Ensure works and impacts are clearly communicated upfront, with the right stakeholders in the right way • Ensure stakeholders know how they can be kept up to-date
Phase Two Planning and Implementation	• Prepare stakeholders for any specific impacts, how they will be managed and contingency plans • Provide and advise stakeholders of the information available to them to ensure they have planned for them and are ready
Phase Three Mobilisation Phase	• Provide regular updates through identified channels for stakeholders to be informed throughout • Advise when there are key events/milestones

	• Ongoing communication to stakeholders of any changing/key impacts, how they will be managed and contingency • Celebrating major project milestones where relevant **Phases Two & Three are interchangeable and may be applied multiple times depending on Project phases and delivery*
Phase Four Consolidation Phase	• Enjoying and celebrating the outcome

5.2.7 Initial Change Management Strategy

The scale of this project means a considered change management will be important to aid a smooth delivery that minimises any negative impacts as much as possible. It will be critical to sustain communication of the vision and the positive impacts that will result, producing long lasting benefits, during the short-term disruption.

A full Change Management Strategy will be developed as part of the detailed development and planning stages to follow and will need to be aligned with and informed by detailed design development and construction planning. It will ideally also need to be coordinated with Westfield's development and construction planning to align any shared impact areas and timeframes.

However, some initial considerations are outlined here.

Affected Stakeholder	Change	Change Strategy
Key current and future user groups – internal	Seamless project management - Planning, design, coordination and development across various teams involved.	Coordinate on design, development, planning, financing, project management, and delivery to ensure a seamless result and to minimize negative impacts during delivery. CoM teams working on planning of wider area, precinct, facility, and specific programming areas to maintain coordinated efforts. Coordinate with Westfield plans. Coordinate on timeframes. Planning and approvals teams to coordinate with community, comms and delivery teams. Coordinate on communications of activities. Overarching, integrated project management planning.
	Bigger facility / asset requires more / different responsibilities and resources	Consistent engagement and communication with user groups/teams throughout process. Ensure that clear understanding of implications is discussed with key stakeholders early and throughout the detailed design, development planning revisions and updates upon project commencement. Ensure management and operational planning is thoroughly developed alongside physical facility development. Also includes resource and staffing allocations and structure planned. Provide handover material including

		drawings, maintenance, and operation manuals etc., as relevant for future user and managing groups.
	Maintenance requirements, including budgeting	City of Melville and any key stakeholder or tenant user groups to appropriately plan and budget for maintenance contributions as relevant
	Temporary relocations	Advance planning underway. Provide adequate and timely information to on the construction of the facility. Confirm and clearly communicate plans to relocate key services such as library, and key staff accommodations.
	New facility will allow different opportunities for different users.	Consistent engagement with user groups and stakeholders throughout the project. Planning for new and service and program offering, and resourcing.
	Increased levels of service (e.g., power consumption, water)	Thorough operational and financial planning, already underway with expert consultants, to ensure accounted for in financial modelling.
	Changes in use of the site	Consistent engagement and communication with internal stakeholder, site user groups, and wider community audiences throughout the project.
	Potential reduced availability of parking on-site during construction	Consistent and clear communication with site user groups and community throughout the project, with notification of alternatives wherever possible.
	Higher activity on-site	Consistent engagement and communication with site user groups and wider community throughout the project. Prepare for managing activity in operational planning.
Key current and future user groups – external	Bigger facility / changes in use of site	Consistent engagement and communication with groups throughout the project. Ensure that clear understanding of implications is discussed with key stakeholders early and throughout the detailed design, development planning revisions and updates upon project commencement.
	Temporary relocations	Advance planning underway. Provide adequate and timely information to on the construction of the facility. Confirm and clearly communicate plans to relocate key services such as library, and key staff accommodations.

	Potential reduced availability of parking on-site during construction	Consistent engagement with groups throughout the project.
	Higher activity on-site	Consistent engagement and communication with internal stakeholder, site user groups, and wider community audiences throughout the project.
	New facility will allow different opportunities for different users.	Consistent engagement and communication with internal stakeholder, site user groups, and wider community audiences throughout the project. Clear communication of new opportunities.
Melville Theatre Company and associated Main Hall Users	Impacts to use of Main Hall during construction	Early and consistent engagement with groups during planning and delivery stages to minimize impact.
	Potential reduced availability of parking on-site during construction	Consistent engagement with groups throughout the project. Clear communication of alternatives.
	Changes of precinct use and higher activity on-site	Consistent engagement with groups throughout the project. Coordination of planning on communications, wayfinding, and other operational aspects of precinct development.
Nearby residents and general users of the site.	Potential reduction of car park space during construction	Inform nearby residents and general users of the group (mail out and signage at site), on the proposed facility. Provide adequate time to let stakeholders know about the loss. Clear communication on alternatives where possible.
Wider community and resident users of site	Temporary relocation of programming and services of key user groups during construction Changed facility and program	Keeping key user groups informed in order for them to communicate clearly with their audiences Support user groups with information as needed to aid their communications and promotions of new facility. Engagement activities planned for keeping audiences connected with vision and upon completion with the renewed facilities and program.
Local area stakeholder – Westfield	Alignment of visions, planning and impact preparations	Develop and maintain clear communication channels and cooperative working relationship with Westfield development team. Coordinate on design, development,

		planning and delivery to ensure a seamless result and to minimize negative impacts during delivery. CoM teams working on layout planning of wider area to inform planning, and to maintain Westfield awareness of plans. Coordinate on timeframes. Planning and approvals teams to coordinate with community, comms and delivery teams. Coordinate on communications of activities.

5.3 Financial Analysis

Turner & Townsend (quantity surveyors) completed an exercise to see the escalated cost of the approved 2015 Business Case concept if it was presented today. The table below details this escalation to present date, the total would be $60,852,106. Officers have worked to maintain this approved budget as a guide in this current concept design.

Description	**2015 Business case + 2018 additional areas**	
	QTY	Amount
Original business case estimate for LCC facility - July 2015		36,860,000
Escalation from July 2015 to present day	28.4%	10,458,898
Escalation to Tender (Assuming Start Date of June 2025)	7.6%	3,574,303
Escalation during contract period (Assuming 24-month construction period at 25% allowance)	2.0%	1,035,736
Subtotal		**51,928,937**
Forward Works (Added 2018)		1,350,000
Basement (Added 2018)		4,750,000
Subtotal		**6,100,000**
Escalation from May 2018 to present day	23.2%	2,031,007
Escalation to Tender (Assuming Start Date of June 2025)	8.2%	614,188
Escalation during contract period (Assuming 24 month construction period at 25% allowance)	2.0%	177,975
Subtotal		**60,852,106**

Based upon the preferred 2023 updated concept design Turner & Townsend (quantity surveyors) have prepared cost estimates to deliver the Library & Cultural centre. The cost estimates are

summarised in the table below with full detailed order of costs in the attached report Appendix 3: Order of Costs Report (Council Item: Appendix C). The total capital cost for the proposed Library & Cultural Centre development is $58,983,779.

5.3.1 Capital Cost

Building	**Rate (AUD)**	**Total**
Library & Cultural Centre	$33,054,579	33,054,579
Stage 1 & 2 External site works and services including incoming roads and services, hard and soft landscaping	$5,238,900	
Total Construction Cost		**38,293,479**
Design and Construction Contingency, Professional Fees, furniture & Equipment, Percent for Art	$15,453,900	
Total net Project Cost		**53,747,379**
Escalation to Tender and during construction	**5,236,400**	
Total Outturn cost		**58,983,779**

5.3.2 Operating Costs

Based upon the recommended funding scenario as outlined in the attached Bridge 42 (project managers) report which includes various financial modelling. The option presented below is the most likely and financial sustainable scenario for the City of Melville. The below table represents scenario I1.

This preferred scenario includes a combination of city reserve funding, Westfield (Scentre Group) contribution and external finance to achieve the capital expenditure required.

Revenue to fund the facility is modelled on direct income via room hire, ticket sales, café lease and the savings from discontinued assets (Civic Square Library). Being a vital element in the achievement of the wider City Centre vision the application of the rates uplift from the Westfield Shopping Centre expansion and the sale of land exchanged in the land swap agreement are included in the funding scenario. The table below outlines a 20-year scenario that will see the Library and Cultural centre positively funded. This scenario ensures the financial sustainability of the facility and feeds into the City's long term financial plan.

This transformational project is significant is social outcome and thus reflective in budget. This development is part of a wider 700-million-dollar plus shopping centre expansion and growing residential and commercial City Centre. Melville's contribution to this Centre is relative in creating a civic and cultural heart.

Revenue	
LCC Direct Revenue	$5,206,755
Rate Uplift / Application	$103,523,047
Assets Discontinued	$5,610,988
Sale of Lots	$6,132,000
Interest Incurred via. Alt. Reserves	$0
Total Revenue -20 years	**$120,472,790**

Expenditure	
City Development Cost	-$30,000,000
LCC Utilities & Operating Costs	-$12,315,047
LCC Staffing	-$15,669,806
External Finance (WATC Loan)	-$42,381,982
Internal Finance (City of Melville Loan)	$0
Sinking Funds (Capital & Maintenance)	-$13,785,652
Total Expenditure – 20 years	**-$114,152,488**
Net Profit Cashflow	
Cumulative (20 Years)	**$6,320,302**
Year 1	$955,372
Year 10	$860,283
Year 20	$4,967,101
Average Per Year (excl. the City's $36M Capital Funding)	$2,018,381
Average Per Year (inc. the City's $36M Capital Funding)	$263,346

5.4 Externality Analysis

'Please refer to the detailed Project Management Plan'

5.4.1 Sustainability Value Test

In the period that this project has been on hold there has been significant change in best practice sustainable design as well as across multiple facets of the Environmentally Sustainable Design (ESD) landscape including but limited to:

1. The release of a new tool – Green Star Buildings – which represents a new approach to assessment of buildings and their minimum requirements.
1. Changes to the minimum requirements required under the Building Codes.

2. The City of Melville's Declaration of a Climate Emergency and commitment to carbon neutrality.

The Library and Cultural Centre Project design remains committed to being a 6-Star Green Building and is a huge opportunity to show case the City's commitment to:

1. ESD, construction and operation.
2. Carbon neutrality across City infrastructure and operation.

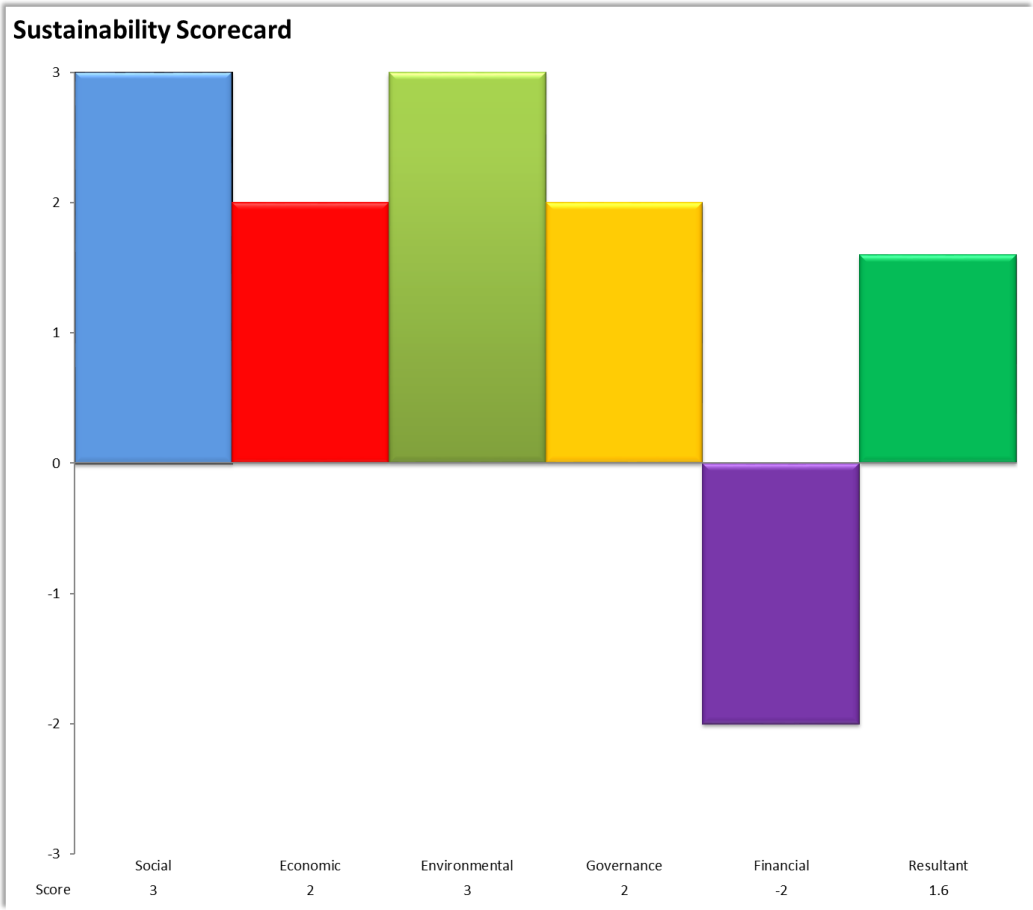
In addition, this project could be the benchmark for all facilities across the City and a flagship for what can be achieved in relation to future developments across the City.

The tables and graph below provide a summary of the overall sustainability measurement for this project.

Category	Impact Rating	Comments	Score
Social	Major +	In addition to what has been detailed in Section 5.3 the facilities will be highly beneficial for the community today and across future generations with annual visitation expected to be higher than 300,000. The proposed multi-functional facility has the potential to catalyse significant positive social impacts within the community. By combining a diverse array of services, including a library, museum, community spaces, and volunteer resources, the project fosters an environment that encourages lifelong learning, cultural enrichment, and community engagement. The inclusion of dedicated spaces for children and young people signifies an investment in the education and development of the younger generation, promoting a sense of belonging and fostering creativity. Furthermore, incorporation of First Nations stories and cultural spaces within the museum reflects a commitment to inclusivity and the acknowledgment of diverse cultural narratives, contributing to a more inclusive and understanding community. The café and retail spaces can serve as social hubs, providing opportunities for informal gatherings and interactions. The presence of a volunteer resource centre shows commitment to community service and civic engagement, potentially leading to increased volunteerism and community cohesion. Additionally, the upgraded facade and outdoor civic space create a welcoming environment, encouraging residents to utilize the facility for various purposes, from social events to educational programs. Overall, the project is expected to not only enhance the cultural and educational landscape of the community but also to serve as a focal point for social connection, collaboration, and community empowerment. It has been proven from multiple studies that similar facilities that have helped improve mental health, community participation, social and cultural value.	3
Economic	Moderate +	The project is expected to provide significant employment through the design, construction, and operation phase. The inclusion of a café and retail spaces within the facility introduces opportunities for local entrepreneurship and job creation, stimulating economic activity. The increased foot traffic attracted by the diverse range of services, including the library, museum, and exhibition spaces is expected to compliment the Westfield redevelopment and can contribute to the growth of other local businesses and create a demand for goods and services in the surrounding area. In addition to attracting to people to the broader precinct the two major projects are expected to retain patrons for longer periods of time.	2

		Moreover, the project's ancillary components, such as the basement car park and facade, will lead to improved aesthetics, potentially increasing property values in the vicinity. This, in turn, could attract further investments and development, creating a positive economic ripple effect. Additionally, the projects connection to Yagán Mia Wireless Hill and the provision of flexible meeting spaces could facilitate community events and conferences, bringing in visitors from outside the immediate area and boosting tourism-related economic benefits. In summary, the economic impact of this project extends beyond the facility itself, presenting opportunities for local businesses, employment, and broader economic development in the community.	
Environmental	Major +	The designation of the proposed facility as a 6-star green building underscores a robust commitment to sustainability and environmental responsibility in the City. This rating implies a comprehensive approach to energy efficiency, water conservation, and overall environmental performance. The construction and operation of a green building will result in reduced energy consumption, lower greenhouse gas emissions, and a smaller environmental footprint. Incorporating sustainable design features, such as energy-efficient lighting, renewable energy sources, and water-saving technologies, not only aligns with environmental best practices but also contributes to long-term cost savings and operational efficiency. Furthermore, the commitment to achieving carbon neutrality by 2030 demonstrates the City's proactive stance toward mitigating and adapting to climate change. The emphasis on becoming carbon neutral aligns with global efforts to address climate change and signifies a responsible and forward-thinking approach to environmental stewardship. By adopting sustainable building practices and striving for carbon neutrality, the project not only reduces its environmental impact but also sets a precedent for future developments, inspiring a culture of eco-consciousness within the community and promoting broader sustainability goals. The emissions and potential offsets associated with the construction of the facility have not been factored into this impact as the will occur prior to 2030 and the carbon neutrality targets of the City.	3
Governance	Moderate +	The project has a very clear use case and a clear operating model. The facility is expected to meet and exceed building code compliance including but not limited to accessibility requirements. The projects proposed design and flexibility provides a platform for	2

		inclusive decision-making and community engagement, fostering a sense of shared governance.	
Financial	Moderate -	Direct revenue from the facility through leasing or café revenue is not expected to be high however this project will have a positive financial impact on the border cultural infrastructure strategy in that centralising many of the services will mean that satellite facilities will require less investment and can be reconfigured to offer improved services. In addition, high utility costs from the existing Civic Library will not need to be addressed through alternate capital investment projects. The emissions and potential offsets associated with the construction of the facility have not been factored into this impact as the will occur prior to 2030 and the carbon neutrality targets of the City.	-2



6 High Level Project Planning

Please refer to the detailed Project Management Plan – Appendix 5

7 Risk Management

Please refer to the detailed Project Management Plan Appendix 5

8 Comments & Approvals

Prior to a Business Case being presented for acceptance a number of specific approvals are required depending on the project specifics

8.1 Sustainability Coordinator's Comments

Comments:

- With contracted Environmentally Sustainable Design consultants and a 6 star green rated building development approach this project can be a showcase in sustainability.

8.2 Service Area Manager Approval

Comments:

- This is an extensive review and updating of an important business case for the Melville community. The updated Business Case reaffirms and extends the needs identified in 2015 to a modern context. Its hard to quantify community benefit and social impact although this business case and financial modelling has clearly outlined its positive impacts in a sustainable approach.

8.3 Director Approval

Comments:

- Endorsed

8.4 ELT / Council

Comments:

- Endorsed

Criteria	Comment
The Approval at this phase of the project endorses that the project as defined is executable with acceptable risk, and the benefits from the project have been adequately evaluated. The information as detailed is adequate to understand the priority of this project in the current time and the associated aspects and impacts in the longer duration of the project execution and operation.	



CITY OF MELVILLE | CULTURAL INFRASTRUCTURE STRATEGY

Final - September 2022 - NOT For Public Release

The City of Melville acknowledges the Whadjuk people as the Traditional Owners of the land on which the City stands today and pays its respects to Elders both past, present and emerging.

Strategy Author:
The Fulcrum Agency
E: info@TheFulcrum.Agency
W: thefulcrum.agency

Commissioned by:
City of Melville
T: 08 9364 0666
E: melinfo@melville.wa.gov.au
W: melvillecity.com.au

COVER IMAGE:
City of Melville, 2020

THE FULCRUM AGENCY

City of Melville

/ Introduction

/ Introduction 4
/ Background 6

Outline and Approach

/Context 11
/ Engagement 12
/Key Findings from Consultation and Engagement 13
/ Key Findings from MCIS Engagement Survey 14
/ Key Findings: Equitable Access to Cultural Infrastructure 16
/ Key Findings: Trends and Research 18
/ Benchmarking and Guidelines 19
/ Influencing Factors 20
/ Key Documents and References 22
/ Case Studies and Precedents 24

Guiding Strategies

/ Introduction 28
/ Strategy 01 City + Neighbourhood Exchange 30
/ Strategy 02 Cultural Continuum 32
/ Strategy 03 A City of Many Cultures 34

Transformational Moves

/ Transformational Move 01: A Civic and Cultural Heart 38
/ Transformational Move 02: Leverage Neighbourhood Hubs 42
/ Transformational Move 03: Innovative Spatial Interventions 44
/ Transformational Move 04: Leverage Outdoor Spaces and Places 46

Asset Specific Actions

/ Libraries 50
/ Museum and Art galleries 51
/ Music and Performance 54
/ Cultural Sectors 56
/ Civic and Cultural Heart 60
/ Civic Square Library 62
/ Melville Theatre Company 63
/ Yagan Mia Wireless Hill Museum and Gallery 64
/ Hickey Street Cottages 68
/ Canning Bridge Cultural Node 70
/ Willagee Library 76
/ Bull Creek Library 80
/ AH Bracks Library 84
/ Spatial Interventions 88
/ Atwell House and Gallery 90
/ Goolugatup Heathcote and Goolugatup Lowerlands 92
/ Miller Bakehouse 96
/ Melville Woodturners 100
/ Myaree Makerspace and Community Music Facility 102

Introduction

The City of Melville (the 'City') commissioned the Melville Cultural Infrastructure Strategy ('MCIS') to guide the capital works development of the City's cultural facilities and assets over the course of the next 20 years (2022 – 2042).

Cultural facilities, assets and spaces are defined as places that support the vibrancy and cultural life of our communities and built environments. These places include but are not limited to libraries, museums, galleries, performance spaces, artist studios, rehearsal and practice spaces, event spaces (indoor and outdoor) and music venues. They can also include places for cultural practice and community connection.

The MCIS has been developed to build upon the vision set out in Creative Melville 2018 – 2022, namely:

Creative Melville is about realising the City's cultural potential, strengthening our collective identity and empowerment through learning, information and creativity.

The role of cultural infrastructure (and associated programming) is to help realise Melville's potential as a place for creative people and industry, and where people everywhere can explore their creativity.

The MCIS is underpinned by the idea that culture, creativity and community are inextricably linked. Further, the MCIS builds upon three key strategic observations and opportunities identified in the development of this report.

The first, **"City and Neighbourhood Exchange"** is a guiding strategy to ensure the City has a thriving centre (focused around the proposed Library and Cultural Centre /LCC) and locally responsive and engaged neighbourhood hubs. Neighbourhood hubs are proposed as *'cultural convergers'*, combining a number of functions and spaces into more flexible and dynamic multi-purpose places. These should be in a constant state of exchange and dialogue, encouraging people to connect at their local level, and through the city centre to cultural activities on the national and international stage.

The second, "**A Cultural Continuum"**, has been developed to create lifelong journeys and pathways within cultural activities, practice, and production. It will create places and spaces for people to experience art, music, performance, making and other forms of cultural activity as first-time participants, emerging and experienced audiences through to master-classes and emeritus practitioners. Cultural Infrastructure may have a focus on one group but be able to adapt and respond across this continuum to ensure that all infrastructure can enhance the user's journey and cultural development.

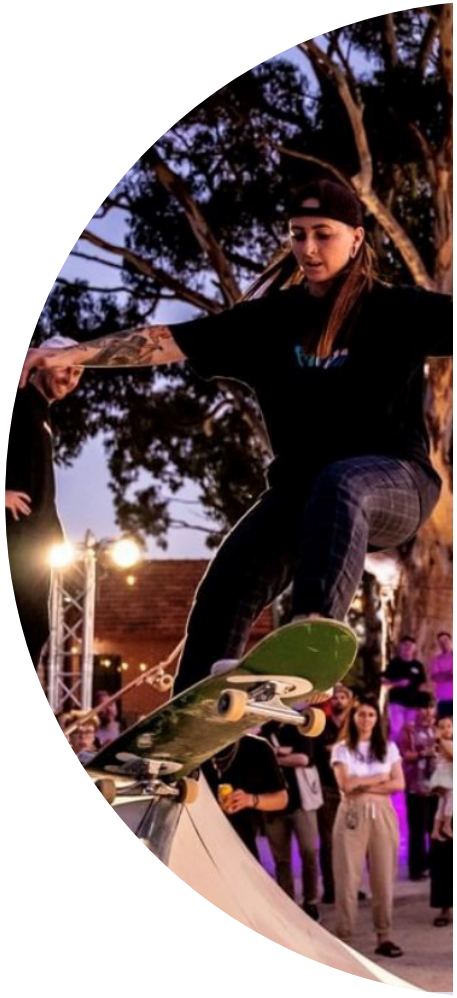
The final strategy, **"A City of Many Cultures"**, is an overlay across all projects that celebrates the rich diversity of cultures found in Melville – from indigenous practices (both ancient and living) to more recent cultural arrivals since European settlement of the Swan River Colony. Acknowledging the rich tapestry of cultures that make up Melville will enable harmonious and productive relationships across all cultural practices in Melville.

The MCIS offers a generational opportunity to redefine Melville as a future-focused city for everyone. The Strategy builds on the city's strengths within a framework that celebrates 'hyper-local' neighbourhoods with a thriving city centre – the blueprint for most great cities around the world!

When the Strategy has been implemented Melville will become a place where cultural activity and engagement thrives at all scales – from local, community-based initiatives through to national and international events.

Arts and culture – from professional performance through to weekend hobbies – provide a platform for people to unite, heal, share, generate income, and expand experience. By implementing this Strategy, the City will have a unique and recognisable cultural identity beloved by its residents and embraced warmly by visitors.

As MJ Elson notes, *'spaces for culture and the arts play a vital role in social and economic regeneration.'*[1] Never is this sentiment more relevant than now as cities and communities seek to adjust and redefine themselves optimistically in a post-pandemic world.



Freedom Skate, Yagan Mia Wireless Hill Museum, 2021.

1. Elson, MJ. 'The Community Infrastructure Levy.' Arts Council England, 2012

How is this report structured?

The MCIS has been structured in four clear parts:

A. Outline and Approach

This section provides an overview of the research, engagement and analysis used to develop the MCIS.

Detailed Engagement reports and Site Visit notes are contained in Appendices.

Case Studies and precedents noted throughout this document are also contained in Appendices.

B. Guiding Strategies

This section addresses key strategies to guide development across all Cultural Infrastructure projects in the City. The MCIS is designed for all Guiding Strategies to be interrelated and overlapping. All three should be addressed equitably and simultaneously in the development of Cultural Infrastructure.

01. City + Neighbourhood Exchange:

- The City of Melville will have both a thriving central locus and a series of neighbourhood hubs that respond to the needs of their surrounding community. The centre and the neighbourhoods are in constant dialogue and creative exchange.

02. A Cultural Continuum:

- Cultural infrastructure will support a continuum of cultural production, experiences and learning across communities, localities, and demographics.

03. A City of Many Cultures:

- Cultural Infrastructure will celebrate and support the diverse communities within the City of Melville, and enable exchange, interaction, and harmonious relationships between all cultures.

C Transformational Moves:

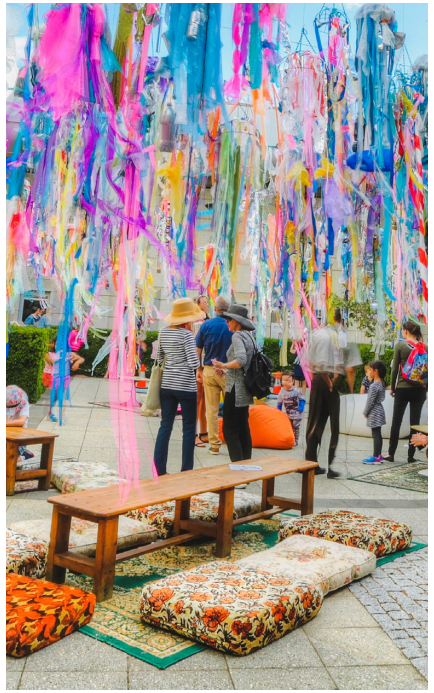
A series of interconnected, place-based and catalytic 'moves' that will enable the Strategy to be implemented:

- The development of a new city precinct that extends from the civic heart at Booragoon to the assemblage of cultural facilities at Yagan Mia Wireless Hill through to the Hickey Street Cottages. A core catalyst is the proposed LCC, which underpins the ability for the City to leverage its neighbourhood networks. This project will provide the City with the strong cultural core that is needed for a modern city to thrive.
- The transformation of libraries from standalone assets into thriving neighbourhood hubs combining traditional library services with the flexibility and space offered by a community centre. The approach will be based on local need and the unique opportunities offered at each site.
- Increase the use of outdoor places and spaces for cultural activity. Extend programming from the river foreshore through to the less active parks south of Leach Highway, using temporary infrastructure.
- Develop a series of low-cost structures with low barriers to entry for experimental cultural activity. This move has been developed in response to global and national trends and should be used to ensure greater access, activation and participation at the four nominated sites.

D. Asset Specific Actions

An itemised series of detailed guidance for each of the City's nominated existing cultural infrastructure. Each asset has been reviewed through site visits, staff interviews and user engagement.

This section also includes provisional programming of works, including potential 'quick wins' and independent budget estimates.



Jill OMeehan, MERGE Festival, City of Melville, 2017.

Background

Overview

The City of Melville ('City') is a desirable place to live and work, and a leader in the delivery of high-quality cultural events and programming. Its program of cultural events and activities are well attended, and its libraries experience enviable attendance and engagement. Another great strength is Melville's culturally diverse population, ranging from First Nations people through to communities of first-generation Australians.

The City has a number of integrated strategies that provide guidance and have influenced this project, including Creative Melville 2018 – 2022 and the City's Infrastructure Strategy 2016 - 2036. Many of the cultural venues and facilities within Melville are Council-owned and therefore may be adapted to suit the evolving needs of local communities by using this document. Private facilities are located through the City and have been considered, but are limited for the City in relation to their ability to influence and direct both programming and access.

The City of Melville has also committed to a series of actions and opportunities under its 'Stretch' Reconciliation Action Plan (RAP, 2017 - 2021) There are a number of possible alignments within this Strategy to the Respect, Relationships and Opportunities outlined in the RAP.

The Melville Cultural Infrastructure Strategy (MCIS or 'the Strategy') supports and augments the creative vision of the City by creating a framework for the enhancement of cultural infrastructure that it can most directly influence and direct.

Benchmarking

Local Governments manage and maintain a wide variety of infrastructure across their geographical boundaries, and many of these have undergone significant change as populations shift and technology and communities adapt to contemporary lifestyle aspirations.

It is important to note however that strategies for upgrading existing, and delivering new Cultural Infrastructure are relatively uncommon in Local Government Areas in Australia. The MCIS positions the City of Melville as a national leader in this regard, with a focus on emerging trends and enhancing its existing strength and diversity of cultural practice.

The City's geographical boundary contains a wide array of open spaces, parklands, cultural facilities, museums, galleries, multi-functional spaces, as well as well attended libraries and community centres.

Understanding demographics and the needs of communities in relation to these kinds of spaces is an emerging field of study, and unlike other infrastructure (i.e. sporting infrastructure such as change rooms and playing fields), cultural infrastructure does not have readily available generalised spatial benchmarking to assess the quantity, quality and types of facilities needed to support vibrant, connected, and creative communities.

Analysis and Inputs

The outcomes recommended by this Strategy are informed by a wide array of research, analysis, and guiding policy documents, including (but not limited to):

The findings outlined in the WA Cultural Infrastructure Framework 2030+, along with the City of Melville guiding documents:

- The vision endorsed in Creative Melville 2018 - 2022
- City of Melville Public Art Strategy & Masterplan, City of Melville and FORM
- Strategic Community Plan; Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future 2020-2030, 2019.
- City of Melville Active Reserve Infrastructure Strategy, Dave Lanfear Consulting, 2020.
- Your Future Library in the City of Melville Survey Result
- City of Melville Infrastructure Strategy 2016-36 'Keeping the City Connected'
- Other relevant activity plans, visions and surveys.
- Research and analysis of international, national, and local precedents related to cultural, community and creative infrastructure
- Field study of the City's existing cultural and community infrastructure and research related to demographics and usage
- Community sentiment, feedback and aspirations as revealed through extensive surveys, workshops and interviews, as well as discussion with City staff and analysis of existing programs.

Alignment to WA Cultural Infrastructure Framework 2030+

The MCIS seeks to align infrastructure planning and delivery with the WA Cultural Infrastructure Framework 2030+. The three Guiding Strategies support and promote the five focus areas of this state Strategy noted below:

Five focus areas have been prioritised to meet the outcomes and take advantage of the opportunities identified. These focus areas are broad so that as trends and needs change, WA will be flexible enough to adapt accordingly. The five focus areas are:

- *1 Maintain and celebrate WA's Aboriginal art, culture and heritage*
- *2 Optimise existing cultural assets*
- *3 Holistic cultural infrastructure planning*
- *4 Incentivise private investment*
- *5 Understand and measure the public value of cultural infrastructure*

How was the Strategy developed?

The development of the MCIS involved several stages, including:

- Literature review and background information
- Identification of current and future trends, best practice and standards and guidelines within the arts & cultural industry
- Consultation and engagement with both internal and external community stakeholders
- Review and mapping of existing facilities and assets
- Review of the community and cultural groups that currently use these assets
- Study of current population and projected growth rates
- Consideration of First Nations cultural heritage
- Study of the diverse populations that make up the City of Melville, including Aboriginal, Chinese and South-East Asian communities
- Study of demographics related to age and cultural interest
- Mapping of proposed locations for new and/ or transformed facilities and assets.
- Analysis of the hierarchy and relationship between cultural facilities within the City of Melville, regional and state systems
- Development of high-level sketches to demonstrate the potential of facilities in terms of usage, capacity, scale and audience
- Indicative costing over 20 years for use in the City's long term financial plan (prepared by an independent Quantity Surveyor)
- Data to inform business cases for the renewal or development of new facilities including heritage spaces
- Identification of partnership opportunities
- Plan that outlines the priority of works over a 20-year period.



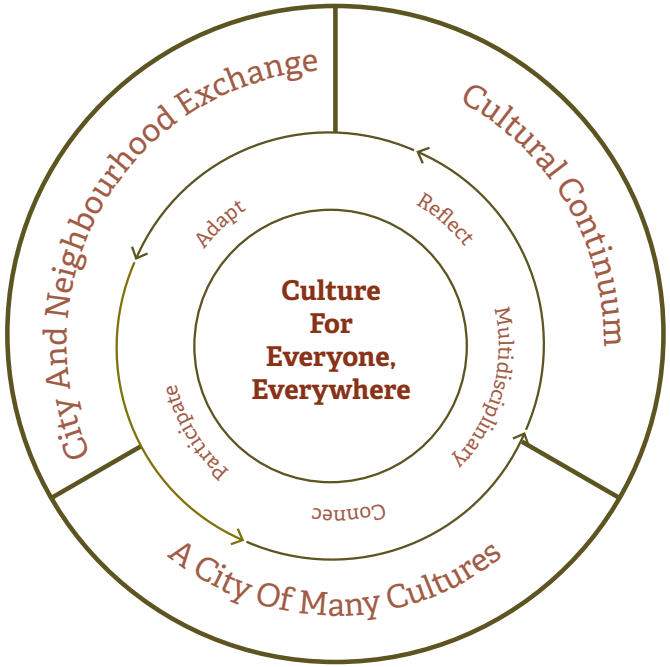


Figure - Three concentric circles can be used to describe the intention of the MCIS. The inner circle with the single most important part of the cultural infrastructure, creating culture for everyone, everywhere in Melville. The second concentric circle identify emergent national and international trends to create the best and most inclusive cultural infrastructure and have been used to create the third concentric circle, the guiding strategies that define this strategy. All of the circles need to work in concert and are dependent on each other to achieve the 20 year plan.




Outline
and Approach



Inside Out, Curtis Taylor, Goolugatup Heathcote, 2021.

Context

The case for culture is manifold. Culture is a field of activity and creative pursuit. Culture is both the glue that holds society together and a rapidly growing economic stream, bringing financial benefit through a robust Creative Economy.

Local Governments must find new and innovative ways to support their communities, to build a sense of belonging and to create spaces that are inclusive and accessible to all.

The City of Melville has a rich collection of cultural facilities, a vibrant calendar of cultural events and some of Australia's most active libraries. We have spoken to many excited and passionate cultural agents; they refer to Melville as a place of possibility, where like the rest of Australia, art and culture will soon overtake sport in attendance numbers.[1] Visual art, literature, performance, and design are critical to maintaining social cohesion; they reflect our diversity as a nation; they shape and express our identity; create empathy, understanding and connection.[2] It is because of these factors that we have spent considerable time ensuring that a broad cross-section of Melville's population have had the opportunity to contribute to the development of the MCIS.

The MCIS focuses on an inter-cultural approach to culture where the City's multicultural identity has been highlighted and used as a tool for analysis. Our research has shown that Culturally and Linguistically Diverse (CALD) peoples have less access to culture and cultural facilities than other segments of the population. The MCIS focuses on addressing this imbalance.

What is Culture and Cultural Infrastructure?

Culture reflects the values and aspirations held by community members, and the ways that they accommodate, debate, and expand these to create dynamic communities. Culture is also used in its familiar sense, encompassing arts and creative expression.[3]

Cultural infrastructure includes places and spaces that support and enable culture; these include but are not limited to libraries, museums, galleries, performance spaces, studios, event spaces and music venues. Cultural infrastructure also includes outdoor amphitheatres and public art.

Infrastructure also speaks to the activation and programming of these structures and non-structures. It embraces access to culture and the communication of cultural events and spaces. It is the spaces where the cultural sector and broader community can come together to create, share, learn and store products or experiences.

Other elements, such as Public Art and Public Spaces influence and can enhance Cultural Infrastructure. The City of Melville has two strategies addressing these topics which have been reviewed for alignment to the recommendations within this report. Ensuring inclusive, accessible and vibrant public spaces and public artwork will strengthen and support cultural practice, expression, recognition and respect across the City.

Why do we need a Cultural Infrastructure Strategy?

The MCIS sets out a long-term and holistic set of priorities for the City to focus on in coming years. It provides an insight into future trends and outlines how improvements to cultural infrastructure can benefit the various communities living within the city. The MCIS unites current resources with consultation from community members, research, analysis and benchmarking to create a unified voice and direction.

It also aims for greater impact for investment through a more strategic approach to assets and development.

"Australians' engagement with arts and creativity creates stronger individual and collective futures and builds a more civil society for generations to come."

Creating Our Future Results of the National Arts Participation Survey, 2020.

1 *The Australian Council for the Arts, 2016.*
2 *Connecting Australians, 2017.*
3 *Creative Melville, 2018-2022*

Engagement

From the outset, it was critical that the views and experience of the people and communities who make up the City of Melville inform the development of the MCIS. Engagement took place with a wide range of users and stakeholders, including City staff and asset managers, and most importantly, residents and current users of City facilities.

The Creative Melville document provided rich data and insight into earlier engagement processes; our engagement plan was strategically aimed at residents and key community groups who had not previously been consulted in a targeted way, including Youth, Culturally and Linguistically Diverse communities, and First Nations. These conversations, workshops and surveys revealed a series of themes and needs not previously documented.

During the development of this Strategy the City has:

- Spoken with over 50 people from cultural groups, associations, and organisations in the City of Melville
- Received over 700 resident's comments on Melville's current cultural infrastructure
- Met with management from all the cultural facilities owned and run by City of Melville to discuss their ambitions for their centres
- Held a youth workshop at the Willagee Library to discuss access and to better understand culture from a CALD perspective
- Held a workshop with members of the Chinese community in Bull Creek Library to better understand their needs
- Consulted with Whadjuk Reference Group to better understand their needs in relation to cultural infrastructure.



"We need more space that is multi-functional that can host cultural gatherings and be used for multicultural events. The space needs to be inclusive and accessible with more focus on diversity, Chinese language and others."

Participant in the Chinese Workshop at Bull Creek

Key Findings - Engagement

These conversations revealed some common themes in how the City's cultural programs and spaces are viewed by the community and various cultural stakeholders. Both groups appreciate the effort that the City puts in to building community through cultural events and activity.

Feedback and research also revealed sections of the community who do not feel connected or aware of what's happening across the City. The following is a summary of our conversations with community and stakeholders:

What is working

- The City of Melville has a vibrant and creative cultural community
- The City of Melville supports a wide range of cultural groups and activities
- Cultural facilities provide places for older generations to meet and have access to culture
- Green spaces and the riverside are well utilised and appreciated by the community.
- The City has an ambition to become a creative hub in a way that is different to other Local Governments
- Concerts and music programs are very popular
- There is great excitement and expectations about new cultural facilities
- The libraries are well utilised but need more space.

What could work better

- Need for a multicultural focus in existing and new cultural centres
- There is a desire for diverse communities to come together across cultural facilities and through events and programs
- Cultural facilities need to become more inclusive and welcoming to Aboriginal and Torres Strait Islander peoples
- Need for more visibility and signage in LOTE across all libraries
- All stakeholders want the cultural assets to be given more attention and not to be hidden away
- Desire for more youth-focused activation and experimentation
- Desire to see concerts and music programs rolled out across the City
- The broader community is lacking information about cultural assets and activities that exist within the City
- Perceived access to culture varies across the suburbs. Consideration of programming across the LGA that is more diverse, inclusive and easier to access should be considered.
- Community and cultural assets should interact more with each other and work in symbiosis
- Potential need for an Aboriginal Cultural Centre
- Need for more cultural facilities and access to cultural infrastructure south of Leach Highway.

"Libraries operate within walls and not outside of them, we need them to reflect us and have them be shown to us as a resource of knowledge."

- Participant in Whadjuk Reference Group

Key Findings - MCIS Engagement Survey

A community engagement survey was developed with the City's Cultural Managers and the Engagement team. The survey was conducted through the City's Melville Talks platform and received 751 responses. The respondents came from across Melville, however Attadale was slightly overrepresented and Kardinya was slightly underrepresented. An outline of the findings is noted below (with more detailed information included in the Appendices):

95% of all respondents noted cultural infrastructure is important to the City, with 75 % of overall responses noting it as very important. Free access, affordability and access to cultural facilities were highlighted as key indicators for good cultural infrastructure.

The survey highlighted community demand for more free public events, cultural programming and workshops both within cultural facilities as well as parks and outdoor venues. More festivals, music events, community art and theatre were also common responses. The survey confirmed that the City's libraries are the most utilised and popular cultural facilities amongst the community members who responded.

87% of survey participants use libraries weekly or monthly, whilst in the comments many residents asked for longer opening hours, larger and more agile spaces and more opportunities for community programs.

"More venues closer to my home in Bull Creek; currently most CoM things are centred around the richer suburbs. True there may be more participation over there, but it is worth trying."

– Participant in MCIS Engagement Survey.



Wordcloud based on words most mentioned in survey feedback.

Key Findings - MCIS Engagement Survey

50% of respondents noted that they rarely or never visit the City's museums, art galleries, music venues or theatres. Just over a third of respondents noted they visited these cultural facilities once a year.

Other findings from the survey included a desire for greater First Nations inputs into art and culture throughout the city and for a more diverse cultural facilities that reflect the local community. The survey also highlights that access to cultural infrastructure is highly dependent upon the suburb you live in.

Overall, the survey outcomes have guided the themes of the MCIS, with a clear focus on enhancing local community access and ensuring a more diverse cultural offering for residents. The survey found residents are generally happy with the City's infrastructure but highlighted the need for greater levels of inclusion, and for facilities that can function flexibly and adaptively for a range of cultural, community and creative programs.

"A museum, library, art gallery hub all in one area would be great, it isn't the infrastructure that would inspire me, more how the infrastructure is used. Art exhibitions or concerts that I would actually want to visit would make me visit, not the infrastructure itself."

– Participant in MCIS Engagement Survey.



Wireless Hill War Memorial, 'The People', Arterial Design, City Of Melville.

Key Findings - Equitable Access to Cultural Infrastructure

Stakeholder engagements, online surveys and research highlighted the lack of cultural infrastructure (and activities / events) in the southern suburbs of the City, or more specifically, south of Leach Highway.

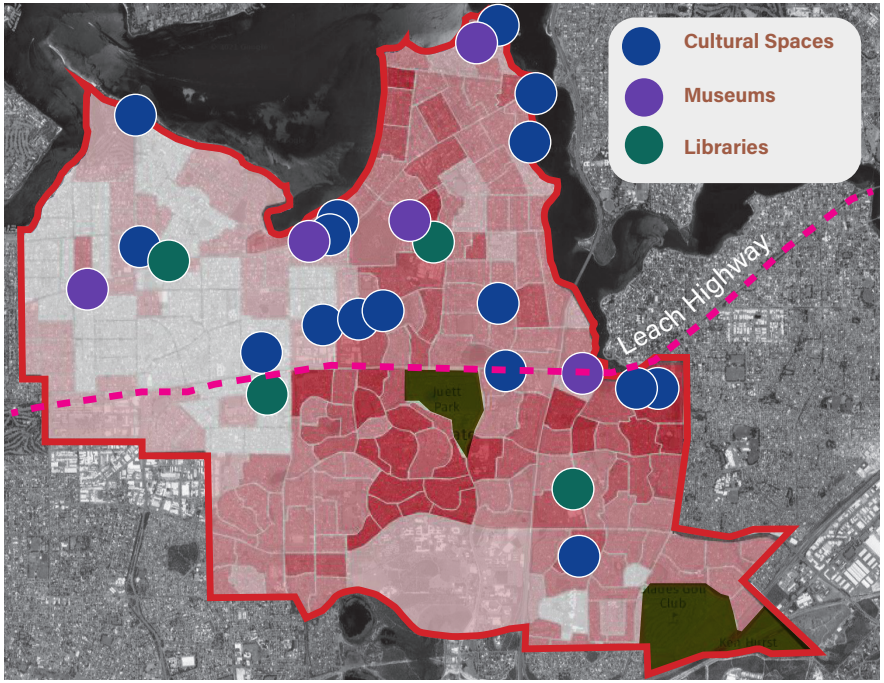
A key focus of the MCIS is addressing this imbalance, with opportunities to expand the cultural infrastructure more equitably across the City.

The composite map, a combination of id demographic resource[1] and Cultural infrastructure interactive map[2], highlights the locations of cultural spaces, museums and libraries across the City of Melville (shown in red boundary) overlaid onto a heat map representing percentages of local populations born overseas.

The dividing line of Leach Highway stands out as a physical marker, separating more multi-cultural populations to the south, with the significantly larger supply of cultural infrastructure to the north.

Compared to greater Perth the population in the City has:

- A larger percentage of people with Chinese ancestry (10.7% compared to 5.1%)
- A larger percentage of people with Italian ancestry (6.4% compared to 5.3%)
- And those populations are growing.
- A larger percentage of people born in Malaysia (3.2% compared to 1.5%)
- A smaller percentage of people born in United Kingdom (8.7% compared to 10.4%)
- A smaller percentage of people born in New Zealand (1.9% compared to 3.2%)



Melville Demographics / % Born Overseas

- 15.4% to 25.5%
- 25.6% to 32.7%
- 32.8% to 40.0%
- 40.1% to 47.7%
- 47.8% to 59.4%

The five areas with the highest percentages of people born overseas were:

- Winthrop (46.5%)
- Bull Creek (44.2%)
- Bateman (41.2%)
- South East Melville (40.3%)
- Murdoch (39.2%)

1 *https://atlas.id.com.au/melville*
2 *https://waculturalmap.mysocialpinpoint.com.au/*

How does the MCIS address this Cultural Infrastructural imbalance?

The MCIS uses multiple forward-thinking approaches to tackle the City's cultural infrastructure imbalance and to strengthen its identity as a 'City of Many Cultures with Culture for Everyone, Everywhere', including:

The central recommendation is the development of a series of neighbourhood hubs that converge library services with community and cultural space across the City to address the limited facilities available south of the Leach Highway line.

It is also recommended that the City develop a 'Social Infrastructure Strategy' to investigate this model further and review the usage and needs of other community assets across the City.

The 'Testing Grounds' initiative, which provides a platform for both new locations and new artists to be tested, with a focus on supporting neighbourhoods and communities of many cultures in local contexts.

Strategy 3: A City of Many Cultures, which focuses on increasing the participation of CaLD communities and First Nations people in cultural spaces and activities across the City, but in particular around neighbourhood hubs located south of the Leach Highway line.

Better leveraging the City's outdoor spaces and places with activation, programming and creative participation in parks and reserves south of Leach Highway.

All cultural infrastructure, existing and future, to be more inclusive and accessible.

"Probably more local activities within our suburb, I feel like we have to travel to enjoy activities would be great if there was something we could all walk too with the kids."

– Participant in MCIS Engagement Survey.



Blue Room Theatre, 2020.

The MCIS Strategy and process have been guided by the WA Cultural Infrastructure Framework 2030+:

"Equitable access to our cultural centres, creative workspaces, civic spaces and festival spaces where communities engage with one another on a day-to-day basis is essential. These spaces provide opportunities to share what makes our communities vibrant, rich, and diverse, and contribute to a harmonious and inclusive society.

People from culturally and linguistically diverse backgrounds (CaLD) are integral to the fabric of cultural infrastructure in this State, are leaders in creative industries, world-renowned artists, run cultural spaces, and program and participate in cultural activities.

Creative people of colour have identified barriers when navigating the arts sector in Australia. Increasing the availability of safe, accessible and affordable spaces has been identified as a key opportunity to addressing some of these barriers.

When communities are fully engaged with cultural infrastructure planning their needs and aspirations can be better fulfilled. This will enable the celebration of our rich cultural tapestry across the State and ensure WA is a safe place for all communities to celebrate their culture.

Culturally diverse interactions, collaborations and artistic experimentation promotes shared understanding and the celebration of our culturally diverse state. This is fundamental to the identity of Western Australians and our unique place in the world."

Key Findings - Trends And Research

Desktop research was conducted to gain a better understanding of how other agencies, governments and organisations have delivered successful cultural infrastructure and as a result five key trends were identified. These five trends, together with the outcomes of the engagement process, have informed the criteria for the development of the MCIS.

The MCIS has investigated international, national and local case studies that have achieved one or several of these trends in their approach. These case studies provide inspiration and guidance on how the City can deliver innovative cultural infrastructure for its community over the next 20 years.

1. Multidisciplinary

Common to all trends - global, national and local - is that these spaces must provide multidisciplinary activation.[1] Future users will expect multiple avenues for engagement, activities for people of all ages, and a degree of affordability not possible within the private realm.

2. Adaptability

Public cultural buildings must respond to rapidly changing, trend-sensitive communities.

Future facilities need to provide spaces that are adaptive and flexible. The spaces provide insight into community needs and can be adapted as needs evolve and develop[2]

3. Connectivity

Cultural infrastructure provide opportunities for connection and build a sense of belonging to a community. Cultural spaces worldwide are becoming places that foster all levels of collaboration.

They provide new and varied opportunities for people to come together to learn a new skill – the perfect icebreaker for those seeking to expand their social connections.[3] Studies have shown that creative cities build more innovative and resilient communities.[4]

4. Hyper-Local

Globally and nationally, the trend is towards spaces that reflect the character of their surrounding communities and environment.[5]

As people become increasingly conditioned to high levels of personalisation and digitalisation within their civic and work environments, cultural spaces must reflect this trend too. The built environment is adapting to a future that is inclusive of its connections with the past.[6]

5. Participatory

Spaces for fabrication and prototyping foster innovation, creativity and engage diverse audiences.

There is a global trend towards providing dynamic spaces for small-scale fabrication and the prototyping of ideas, allowing a wide range of people to participate in the creative economy.

These creative workshops are becoming recognised as places of cultural and social innovation due to their ability to capture the attention of people who might not typically engage with the arts.7



' Not yet perfect', Ceramics Studio , Goolugatup Heathc

1 *Gensler Institute of Research, 2019.*
2 *'Making the case for creative spaces in Australian libraries', Emily Boyle, Michelle Collins, Robyn Kinsey, Clare Noonan & Andrew Pocock, 2016.*
3 *Ibid*
4 *Quantum Culture and the Museum of the Future , Jasper Visser, 2021*
5 *Gensler Institute of Research, 2019.*
6 *Connecting with Country Framework, NSW, 2021.*
7 *Participatory Innovation and Prototyping in the Cultural Sector: A case study, Stefania Boiano, Ann Borda & Guiliano Gaia, InvisibleStudio 2019.*

Benchmarking And Guidelines

The MCIS has sought to provide an evidence base for recommendations and analysis. There are, however, no consistent benchmarking requirements for cultural facility provision in LGA's across Australia.

Local Government Authorities (LGA) define cultural facilities differently with many including community centres as cultural spaces. Public Library Standards provide overall guidance for comparative areas in libraries, but have limited relevance to hybrid spaces promoted by the MCIS.

The following notes are provided as an overview of the analysis conducted for this document. A mix of field study and desktop research was used to create a comparison with adjacent LGAs including the City of Fremantle, City of Canning, City of Cockburn and City of Stirling.

A quick comparison is noted below:

- City of Melville libraries adequately compare in floor size and amount of libraries to the adjacent LGA's and against the standards provided by ALIA.
- Desktop research suggests that libraries in the adjacent LGAs have more meeting rooms and spaces for activities. They tend to be located adjacent to or in conjunction with community centres, and many are managed in conjunction or solely by the Community Development department within Council.

Future Growth

According to projected growth figures, the number of residents in the City of Melville will increase by 25% by 2042, taking the population to 135,000. Based on these figures an additional 600m2 of library space will be required. The development of the new Canning Beach Road Library, the new Booragoon Library and Cultural Centre and the proposed new building in Willagee, recommended in this report, will likely meet this requirement.

Other Cultural Spaces

- The City of Canning and City of Stirling have developed an integrated approach to the operation of the cultural facilities, and in many instances, their libraries and community centres are connected. The City of Stirling has adopted a neighbourhood hub approach, which provides the community with good access to cultural space. These models have been successful in providing better access to infrastructure and creating more interaction with the community.
- Research on neighbouring LGAs has indicated that the City of Melville owns more cultural facilities.
- In comparison with other LGAs, the City of Melville lacks adequate space for community hire. While the City of Melville owns more space, they tend to be managed by external organisations such as Atwell House, Melville Theatre Company, and the Tivoli Club.
- The City of Melville is lacking a music and performance venue of the scale and capability of Fremantle Arts Centre or Canning Civic Park.
- City of Cockburn has an impressive Youth Centre that attracts large audiences, while the City of Canning has a highly activated Youth Pop-Up Space.

City	City of Melville	City of Canning	City of Fremantle	City of Stirling	City of Cockburn
LGA Population	103,581	94,130	34.844	219,981	104,473
Libraries	5	4	1	6	3
Museums	1 Yagan Mia Wireless Hill Museum	1 200m2	1 3 State owned Museums	1 Mount Flora Regional Museum 700m2	1 Azelia Ley Museum
Art Galleries	2	0	2	0	0
Other Cultural Facilities Owned by LGA	7 (managed by others)				Youth Centre 1950m2
Public Library Standard Through Library Building Calculator Standard, People and Places, NSW	Required: 3895m2 Currently in the city: 4070 m2	Required: 3642 m2 Currently in the city: 5444 m2	Required: 2010 m2 Currently in the city: 1100m2 New Walyalup Civic Centre Library	Required: 6082 m2 Currently in the city: 6705 m2	Required: 3995 m2 Currently in the city: Approximately 2638 m2

Influencing Factors

Building or redeveloping cultural infrastructure alone will not achieve the aspirations outlined in the MCIS. Several additional factors need to be considered by the City to ensure a successful and sustainable outcome.

While the MCIS focuses on the capital works and infrastructure required to support cultural outcomes, the following factors that have influence over the successful operation of cultural infrastructure will require detailed investigation to ensure the capital investment being delivered by the City is optimised.

Programming + Activation

To activate cultural infrastructure the emphasis must be on developing a dynamic and responsive program of events and activities.

New and proposed infrastructure changes can only be managed through extensive programming and activation. The City already use the creative producer/curator model where stakeholders in the industry help provide input to programming. This model is a great way to ensure that the City's efforts remain current and effective for the participation and activation of its audiences.

The MCIS recommends that a combined curatorial team is utilised to ensure coordination between all cultural infrastructure.

Opportunities for Programming and Activation are to be supported by Hospitality offerings that are carefully considered and curated.

Ensuring Adequate Resources

Adequate financial support is required to drive further engagement and participation.

Converged facilities will enable greater opportunities for effective use of resources but also in shared knowledges and experiences between community centres and library places.

Staff continue to be adequately trained, particularly in relation to issues of cultural awareness and inclusion.

The MCIS recommends that long term resourcing of staff roles, staff training and professional development is planned to allow for the optimal utilization of cultural infrastructure.

Effective Management

MCIS recommends that an investigation of all existing cultural infrastructure Management Contracts (including performance clauses) to ensure that all City-owned facilities that are managed by external organisations deliver on the key principles outlined in Creative Melville and support the MCIS.

Miller Bakehouse, Tivoli Club, Atwell Gallery and Hickey Street should be looked at as a priority. New assets such as Karlup Ceramics Studio and the Melville Woodturners should have new contracts with more focused reporting and have greater accountability measures against the City's cultural goals.

Internal management processes will need further investigation to adapt to the converged model. Some of the benefits of this model include sharing of resources, space, equipment, and staff and create stronger incentives for cross-collaboration between community and cultural management.

Effective Maintenance

Maintenance requires strategic planning and investment, proactive governance, and physical work to sustain and repair assets adequately.

Proactive governance ensures that the resource implications of maintenance are clear and budgeted in advance, that the work is completed and that the funds are expended as approved.

Effective maintenance maximises the service delivery return from existing assets and minimises the inconvenience and cost of a disruption to services and the impact on reputation.

Well planned maintenance also provides wider community benefits, particularly for local companies engaged in maintenance services. With adequate maintenance, the life of an asset is greatly improved. [1]

Sustainability Focus

The MCIS supports the City's guiding principles and vision for its *Infrastructure Strategy 2016-2036.* The MCIS is developed on the basis that all new infrastructure in the City will align with its Sustainability Policy and aim for being Carbon Neutral by 2030.

Cultural Infrastructure assets are critical to the City's economic health and community wellbeing, as well as supporting and enhancing intergenerational equity by being financially, socially and environmentally sustainable.

Asset management balances infrastructure renewal, upgrading and expansion to support the City's vision of working together to achieve community wellbeing for today and tomorrow.[2]

1 *https://www.wa.gov.au/sites/default/files/2020-02/samf-maintenance.pdf*
2 *City of Melville Infrastructure Strategy 2016-2036*

Influencing Factors

Communication

Great communication is key to ensuring the successful activation of cultural assets now and in the future. Throughout the engagement process, communication with stakeholders and users (both existing and potential) was repeatedly mentioned as something to be improved. This was particularly evident in the consultation with representatives from youth and CaLD communities. The outcomes of the Bull Creek Workshop, Whadjuk Reference Group and Willagee and Youth Engagement Survey all revealed that the City needs 'further engagement with audiences that currently feel unseen and unheard.' [1]

The Western Australian Cultural Infrastructure Framework 2030+ suggests that 'co-design and collaboration with diverse communities can inform how existing and new cultural infrastructure can be made more accessible and identify and address systemic barriers that impede access, such as communications styles that are inaccessible for speakers whose first language is not English.' [2]

The City of Melville's 2021 Youth Engagement Survey revealed that people not being aware of things to do remains the biggest barrier for engagement.[3] 77% of survey participants responded to the question about barriers that stopped them doing what they wanted to do in Melville within the engagement survey, with approximately 53% responding not being aware of things to do as a barrier for them.

The ideas for improving communication and engagement presented in Creative Melville, including, 'an online calendar of cultural events; better signage and wayfinding; a coordinated social media focus; and the elimination of unnecessary barriers to using the City's cultural spaces' [4] are all supported by the MCIS and encouraged action steps.

The communication of cultural capital needs to be improved. Creative Melville, the City of Melville Youth Survey 2021 and anecdotal evidence revealed a lack of community knowledge about the various facilities and events that exist within the cultural space. Youth and CaLD communities particularly lack an understanding of what the City has on offer.

Enhanced communication of facilities, cultural offering, and programs should be considered a quick win for the City and implemented as soon as possible as it will have direct social and cultural impact and create greater diversity to its cultural offerings if done well.

Attracting private investment and developer contributions.

The City has an opportunity to work with the private sector to leverage investment in cultural assets as part of the development approval process. Innovative LGAs are now working with developers to incorporate cultural infrastructure into private developments or to explore the private development of infrastructure in Government owned buildings and land.

Communication is key to the success of these initiatives. Developers need to be informed of the City's needs and priorities regarding cultural infrastructure to determine where they can be most impactful. The City of Melville must work collaboratively across Council-departments to create opportunities for the private sector to contribute to cultural infrastructure as part of major development proposals.

Development contributions to cultural infrastructure have the potential to become mainstream, in much the same way as the LPP1.4 Provision of Public Art in Development Proposals Policy. [5]

Better cooperation and incentives for private venues.

The City of Melville is home to private cultural venues and institutions, including live music venues, workshops and studios, schools, and universities. The City should be proactive in leveraging the success of these venues, and promoting their events and activities as part of a holistic cultural eco-system. Where possible, roadblocks and unnecessary red tape should be removed to allow venues and institutions to strengthen their place in the city. [6]

Similarly, many schools and universities offer facilities that are otherwise non-existent in the City (i.e. large-scale performance space), and further exploration is necessary to determine if these could be used by community organisations on an agreed basis. While private institutions will always prioritise their own activities, the City could act as a conduit between the institutions and community, offering incentives and funding for collaborative use. This model is supported by several major Cultural Infrastructure Strategies, such as WA Cultural Infrastructure Strategy 2030+ and NSW Cultural Infrastructure Plan 2025+.

1 *Bull Creek Workshop, Whadjuk Reference Group, Willagee and Youth Engagement Survey.*
2 *Western Australian Cultural Infrastructure 2030+*
3 *City of Melville - Youth Engagement Survey 2021*
4 *Creative Melville, 2018-22.*
5 *City of Melville - Public Art Strategy and Masterplan*
6 *Creative Melville, 2018-22.*

References

A wide ranging literature review was conducted as part of the desktop research phase of the MCIS. The following list of references highlight documents as useful reference / benchmarking for the Strategy.

A new model for public Library

Gensler Institute of Research, 2019

Arts and Culture Masterplan

City of Victoria, 2017.

Arts and Culture Plan, *Town of Victoria Park, 2020.*

Arts Infrastructure framework; a five year plan, *City of Melbourne. 2016.*

Artscape 5.0 | strategic plan 2018-2022, *Artscape, 2018.*

Background Paper- Our Future, *Western Australian Public Libraries, 2021*

Cities, Culture, Creativity; Leveraging culture and creativity for sustainable urban development and inclusive growth, *UNESCO and World Banks, 2021.*

Creating Our Future *Results of the National Arts Participation Survey, August 2020*

Cities, Culture, Creativity; Leveraging culture and creativity for sustainable urban development and inclusive growth, *UNESCO and World Banks, 2021.*

Connecting with Country Draft Framework, *NSW Government and Government Architect NSW, 2020*

Cultural Infrastructure Plan 2025+

NSW, 2020.

Cultural Infrastructure Plan

London Authority 2019.

Cultural Plan

City of Wanneroo, 2018.

Cultural Precinct Strategy

Arts Queensland, 2013-15

Culture Infrastructure Plan

London Authority, 2019.

Culture Infrastructure

Metabolic Cities, 2018.

Future Libraries

ARUP, 2015.

How to design cultural development strategies to boost local and regional competitiveness and comparative advantage: overview of good practices, *European Commission for Social Policy, Education, Employment, Research and Culture, 2018.*

Implementing the Principles of Multiculturalism Locally

A planning guide for Western Australian local governments, Published 20 July 2020.

Indigenous spaces in library places, *State Library of NSW, 2016.*

Kaart, Koort, Waarnginy, *Dr Richard Walley, 2017.*

Making the case for creative spaces in Australian libraries, *The Australian Library Journal, Emily Boyle, Michelle Collins, Robyn Kinsey, Clare Noonan & Andrew Pocock, 2019.*

Museum and Experience Index

Gensler Institute of Research, 2019

Museums as cultural hubs: the future of tradition

Triennial International Conference of Museums, 2019

Participatory Approaches and Social Inclusion in Cultural Heritage

Regeneration and Optimisation of Cultural heritage in Creative Knowledge cities, 2020.

Participatory Innovation and Prototyping in the Cultural Sector: A case study

Stefania Boiano, Ann Borda & Guiliano Gaia, InvisibleStudio 2019.

People Places; A guide to planning a public library

NSW, 2021.

Planning Cultural Infrastructure for the City of Parramatta

A Research Report Prepared by the Institute for Culture and Society, Western Sydney University, March 2020

Quantum Culture and the Museum of the Future

Jasper Visser, 2018 and 2021

Strategic plan 2022-25
Next Wave, 2021.

The Future 100: Trends and Change to watch in 2021

Wundermann-Thompson, 2021

University museums and collections as Cultural Hubs: The Future of Tradition

Andrew Simpson, Akiko Fukuno & Hiroshi Minami, 2019.

Western Australian Cultural Infrastructure Framework 2030+

Department of Local Government, Sport and Cultural Industries, 2020.

Plus an additonal array of internal documents:

CREATIVE Melville, Realising the City's Cultural Potential *2018-2022*

City of Melville Public Art Strategy & Masterplan

City of Melville and FORM

City of Melville Youth Survey

2021.

Strategic Community Plan; Engaging with our diverse community to achieve an inclusive, vibrant and sustainable future 2020-2030,

City of Melville, 2019.

Key Documents

The following key documents (refer to Appendices for more detailed referencing) have helped inform the direction of the MCIS and subsequent strategies:

People and Places, A guide to planning a public library.

NSW Government and Government Architect NSW, 2020

Key document informing future of library spaces and places.

Western Australian Public Libraries: Our Future

Public participation, creative spaces in libraries and community centric focus.

The New Model for the Public Library

Gensler Institute of Research, 2019.

International precedents, design implications and spatial planning.

Museum Experience Index

Gensler Research Institute, 2019

Multigenerational approaches and multimodal experiences.

Museums as cultural hubs: the future of tradition

Triennial International Conference of Museums, 2019

Proactive spaces of knowledge and agile museums as cultural hubs.

The Future 100: Trends and Change to watch in 2021.

Wundermann-Thompson, 2021.

Metaverse, flexperiences and semi-outdoor experiences.

Connecting with Country Draft Framework

NSW Government and Government Architect NSW, 2020

Best practice for built environment and First Nations participation.

Cultural Infrastructure Plan

London Authority 2019.

Local planning, multicultural participation and international precedents.

Creating Our Future,

National Arts Participation Survey, 2020,

Arts participation, celebrating diversity through culture and social cohesion.

Kaart Koort Waarnginy

Whadjuk Traditional Owners and Metropolitan

Local example of Indigenous design framework in built environment.

How to design cultural development strategies to boost local and regional competitiveness and comparative advantage: overview of good practices

European Commission for Social Policy, Education, Employment, Research and Culture, 2018.

Best practice of local cultural strategies with European precedents.

Participatory Innovation and Prototyping in the Cultural Sector: A case study

Stefania Boiano, Ann Borda & Guiliano Gaia, InvisibleStudio 2019.

National study on testing and creative space in the cultural sector.

Participatory Approaches and Social Inclusion in Cultural Heritage

Regeneration and Optimisation of Cultural Heritage in Creative Knowledge Cities, 2020.

International precedents and recommendations for best practice based on over 40 strategies.

Future Libraries

ARUP, 2015.

Outlines the future of libraries and their relationship to public space.

Cities, Culture, Creativity; Leveraging culture and creativity for sustainable urban development and inclusive growth

UNESCO and World Banks, 2021.

Creative cities, creative ecosystems and creative enablers to assets and resources.

Cultural Infrastructure Plan 2025+

NSW Government, 2019.

National benchmark in creative infrastructure with cutting edge and futureforward planning.

Making the case for creative spaces in Australian libraries, The Australian Library Journal

Emily Boyle, Michelle Collins, Robyn Kinsey, Clare Noonan & Andrew Pocock, 2019.

Creative spaces in libraries and its effects on communities, creativity and cultural practices.

Quantum Culture and the Museum of the Future

Jasper Visser, 2018 and 2021

Public cultural spaces, community cohesion and innovative cities.

Case Studies and Precedents

A number of case studies and precedents have been closely examined to inform and provide inspiration for the development of the Strategy. These are outlined here related to the Strategic Themes of the MCIS.

Some of these are highlighted in this overview but further details and information can be found in the Appendices.

City and Neighbourhood Exchange

Each of these facilities offer a unique approach to the creation of culture and community through multi-functional infrastructure.

Mirrabooka Community Hub

A unique spatial hub with a series of differently-sized spaces for everything from a library to innovation hub, Women's Health Centre to recreation space.

Garaget – Malmo Sweden

Multi-functional library with high engagement from youth and CaLD community. Unique offerings include ability to borrow sewing machines, tools and other creative equipment.

Surry Hills Library

Inspiring community and library centre combining agile, diverse spaces for reflection, learning and making.

Falcon Mandurah

A local success story! Of particular note is their FabLab, a makerspace for sharing knowledge and using technology such as 3D printers, sewing machines, electronics and computer programming.

Albury Library/Museum

This pioneered the model of a library and museum that share staff and management. The City of Albury, needed the building to be an urban marker that would engender a sense of place and a central focal point.

A Cultural Continuum

The following case studies generate culture through a multi-layered approach, and generate users from a broad range of demographics.

Brunswick Mechanics Institute - Next Wave Administration

Next Wave is an engine room for art making and experimentation, dreaming and doing, exchange and connection.

Cultural heritage building at the core of this cultural node

Activation and programming funded by Creative Victoria.

Abbotsford Convent

This facility exemplifies best practice in terms of combining culture and heritage, and should be used as a reference for the ongoing development of both Yagan Mia and Goolugatup Heathcote.

A City of Many Cultures

The following precedents serve as an inspiration for the City to create culture for and alongside its diverse population.

Katoomba Library Centre

The centre has been specifically developed to be welcoming to First Nations people and community. Elements of Indigenous culture have been woven into all aspects of the design.

Champion Centre

This centre was developed following thorough consultation with First Nations community and artists.

Prototyping Models

Agile, cost effective cultural infrastructure that places innovation, participation and engagement at the fore.

Testing Grounds

Testing Grounds is a place where people at all stages of practice can test, develop and share their work. Cultural infrastructure is not limited to permanent construction and can be made available through temporary structures.

Blak Box

Urban Theatre Project's Blak Box is an agile and cost effective temporary venue to support specific production design and content.



'Museum of inverted History', Jessee Lee Johns, Rohin Kickett and Jacob Diamond, Blackwall Reef. City of Melville and Fremantle Biennale, 2021.



Aboriginal Knowledge Section in the Katoomba Library and Blue Mountains Cultural Centre, NSW.

Creative capital helps build thriving communities including creating additional positive cultural, social, economic and environmental outcomes for the communities in which they're located.

A world that engages art, culture and creativity act as a catalyst for community vibrancy, sustainability, prosperity and inclusiveness.

- Artscape, international leaders in creative placemaking.

Guiding Strategies

Introduction
The Strategy

The MCIS is underpinned by three Strategic Themes to inform the development of cultural infrastructure over a 20-year period.

These have been informed by research, future trends, benchmarking and feedback received through extensive consultation with stakeholders.

The three Strategic Themes are:

Strategy 01:

City + Neighbourhood Exchange

A guiding strategy to ensure the City has a thriving centre (focused around the proposed Library and Cultural Centre /LCC) and locally responsive and engaged neighbourhood hubs. Neighbourhood hubs are proposed as *'cultural convergers'*, combining a number of functions and spaces into more flexible and dynamic places. These should be in a constant state of exchange and dialogue, encouraging people to connect at their local level, and through the city centre to cultural activities on the national and international stage.

Strategy 02:

The Cultural Continuum

Has been developed to create lifelong journeys and pathways within cultural activities, practice, and production. It will create places and spaces for people to experience art, music, performance, making and other forms of cultural activity as first-time participants, emerging and experienced audiences through to master-classes and emeritus practitioners. Cultural Infrastructure may have a focus on one group but be able to adapt and respond across this continuum to ensure that all infrastructure can enhance users' journeys, cultural development and professional opportunities.

Strategy 03:

A City of Many Cultures

This strategy is an overlay across all projects and celebrates the rich diversity of cultures found in Melville – from indigenous practices (both ancient and living) to more recent cultural arrivals since European settlement of the Swan River Colony. Acknowledging the rich tapestry of cultures that make up Melville will enable harmonious and productive relationships across all cultural practices in Melville.

The MCIS is structured for clarity to provide:

- Guiding Strategies - addressing key strategies to guide development across all Cultural Infrastructure projects in the City. The MCIS is designed for all Guiding Strategies to be interrelated and overlapping. All three should be addressed equitably and simultaneously in the development of Cultural Infrastructure.
- Transformational Moves - a series of key focus areas that utilise the strategic themes in distinct place based responses.
- Asset Specific Actions - an itemised series of detailed guidance for each of the City's nominated existing cultural infrastructure. Also includes provisional programming of works, including potential 'quick wins'



Jhom, Bollywood, Abbotsford Convent, 2020.



North Melbourne School of Displacement as part of Refuge 2019, by Keg de Souza and Claire G. Coleman. / Arts House, Melbourne.

Guiding Strategy 01

City + Neighbourhood Exchange

The City of Melville will host both a thriving central heart and a series of neighbourhood hubs that respond to the needs of their surrounding community. These two elements will be in constant interaction, conversation and creative exchange.

The City will redefine itself as a thriving cultural hub and a future focused city for everyone.

The delivery of the City+Neighbourhood Exchange Strategy will provide space for creativity to flourish, lifelong engagement and a place that people will return to time and time again.[1]

Civic and Cultural Heart

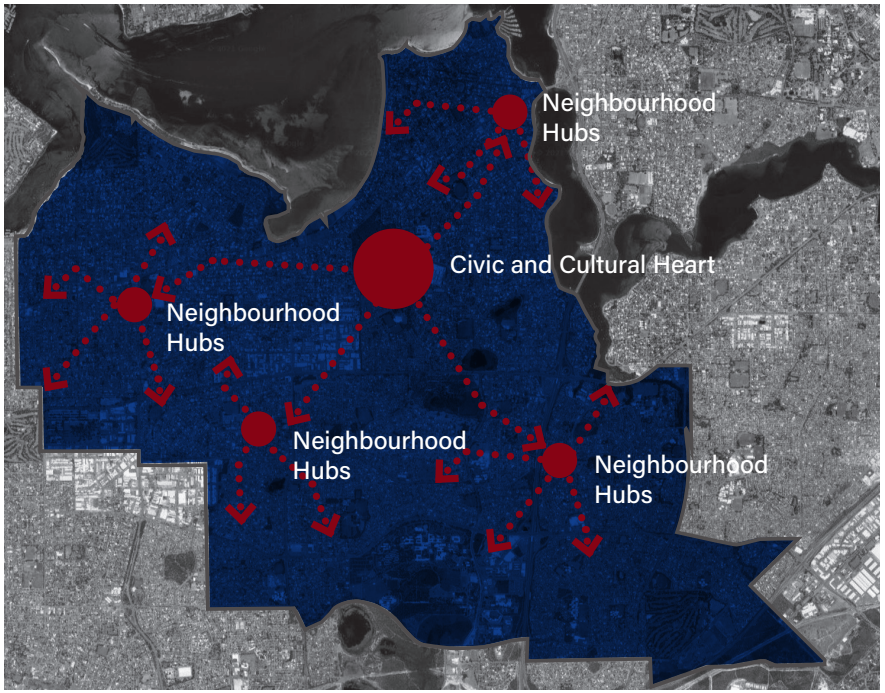
The MCIS supports the development of a new Library and Culture Centre (LCC) alongside the existing civic building and Booragoon shopping centre as a key catalyst for community and cultural capital. This location is busy and well known amongst the local community and further afield. The LCC will transform the current commercial nature of Booragoon into a true civic centre - a focal point for state-of-the-art civic and cultural experiences, and a central location for the community to come together in an exciting new environment.

The MCIS recommends that this new cultural heart be broadened to encompass neighbouring Yagan Mia Wireless Hill. Combined, the two sites offer a unique window into Melville – the contemporary experience at Booragoon, rich Aboriginal history at Yagan Mia, early settler Australian history at Wireless Hill and emergent creativity at Hickey Street . The landscape between Booragoon and Yagan Mia is just as important as the built environment and should be thought of as a key part of the cultural experience at the site through a detailed masterplan.

This converged cultural precinct responds to global trends for cultural precincts that offer multidisciplinary activation, adaptation, connection, reflection, and active participation.[2]

From a city perspective, this converged precinct provides an opportunity for the City to weave together its cultural, social and learning ambitions, and at the same time, promote economic activity in a location that has greater public access for everyone in the City and greater Perth.

Engaging fully with this Strategy will create a unique cultural experience within Perth, and an appealing destination for cultural tourism. Linking the strengths and attraction of commercial, civic, community, cultural and ecological assets at the City's disposal would provide overlapping and transformative opportunities for Melville's residents and visitors.



1 *MERGE Festival, City of Melville 2017.*
2 *Key Findings -Trends and Research, page 16.*

Neighbourhood Hubs

At the same time as the City Heart is being transformed, attention must be given to the suburbs and communities that make up Melville. Consultation and community feedback clearly demonstrated the need for more cultural opportunities outside the city centre or Goolugatup Heathcote precinct.[1]

Research has shown that libraries around the world are increasingly becoming neighbourhood precincts that combine traditional library services with the flexibility and free space of a community centre. In instances where no library exists, multi-purpose facilities are being designed with libraries at their core. The purpose of these hubs is not to minimise essential library services but to build on their success and engagement.

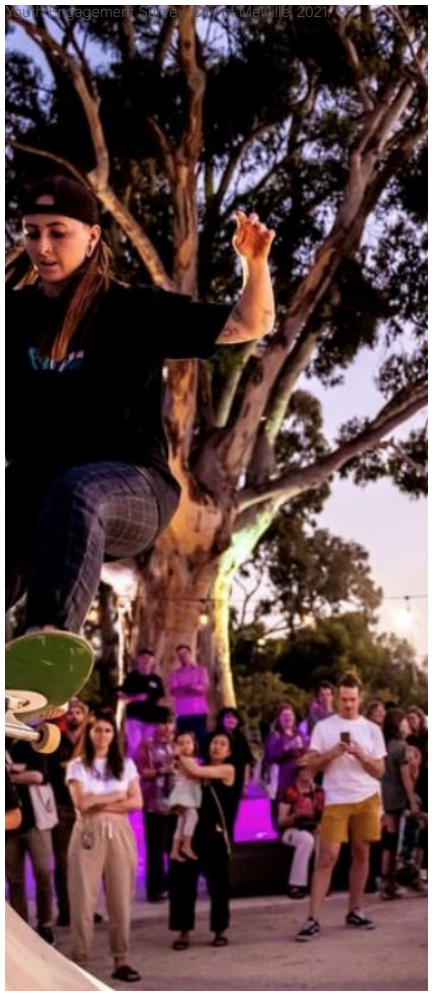
The City is well positioned to adopt this model of cultural delivery: existing libraries are well-attended and evenly dispersed across the city, and several are positioned within or adjacent to existing community centres. These new precincts need not be large but must have the ability to accommodate a range of uses, including (but not limited to) a library, community centre, art display as well as agile spaces for creativity and meetings. From a management perspective, the neighbourhood hubs create efficiencies around planning and resourcing.

Creative Exchange

These two elements – the city heart and neighbourhood hubs – must not be seen as distinct from one another but instead exist in a state of constant interaction, conversation, and most critically, exchange.

For instance, exhibitions held first at the LCC could be rotated (even in a pared back or adapted form) through neighbourhood hubs . Vice versa, if community projects are shown to engage at neighbourhood level, they can then inform future projects and larger programs at the LCC. Responsive and flexible programming is key to this model of cultural delivery. Regardless of the scale, type or activity that may be developed within the neighbourhood hubs, opportunities exist for the LCC to enhance and expand upon these local occurrences to create new modes of programming and exchange.

75 % of the Youth in the City feel little to no part of the community due to lack of events and activities for them and the lack of representation, seeing people like them in communication and spaces.



Youth Engagement Survey, Art Melville, 2021

Strategy 01 Goals

- Connect libraries to existing community centres, creating flexible and agile spaces for cultural gatherings, performance, music, creative learning, access to technology, dance, and increased spaces for hire.
- Investigate convergent uses with community centres to avoid duplication of services, encouraging more coordinated service delivery and cost effective use of staff, space and equipment. 2
- Include provision for exhibitions and the display of artworks and cultural material, including from the City's art collection, arts programs and local history and heritage.
- Improve indoor and outdoor connections and usability through landscape improvements, wayfinding, and signage, and through dedicated event programming such as markets, festivals and other community attractions
- Extend the range and type of cultural activities in library precincts to include:
  - Affordable access to cultural participation, and for emergent art makers.
  - Enhanced youth engagement with experimental programming and dynamic spaces
  - Low-cost and flexible spaces for experimentation and prototyping, as well as innovative cultural programming and 'pop-up' activation (i.e. Testing Grounds)

1 *MCIS Engagement Report, 2022.*
2 *People and Places, NSW, 2021.*

Guiding Strategy 02

Cultural Continuum

Cultural infrastructure should support a continuum of cultural production, experiences, career cycles and learning across communities, localities, and demographics.

The City of Melville will become a thriving cultural hub, providing residents and visitors with opportunities to experience creative output, pursue personal creativity and/or creative business.

The Cultural Continuum strategy was inspired by UNESCO's value chain model, Framework for Cultural Statistics[1] and provides a series of actions to encourage young people, families, professional artists, and performers to participate in the cultural life of the city.

The Cultural Continuum exists across three distinct phases of an individual's life, career and/or engagement with cultural activity. The enabling of cultural production at all phases in return create activities and exciting opportunities for the city's residents to experienece. Audience experience is a critical component with each of the three phases offering different opportunities for engagement and community cultural offering.

The three phases ensure that from an experiential point of view, people can participate in cultural activity at all levels of skill and experience. Non-practitioners are able to experience everything from the work of emerging artists to major exhibitions or performances by masters' practitioners.

Experiencing cultural practices and activities is central to the Phases - starting a lifelong cultural journey.

Phase 1: Emerging

Cultural infrastructure where emergent ideas and creative endeavours can be tested. These are spaces that support innovation, experimentation, success, and failure. They allow for emerging practice, community ideation and first-time makers to test ideas and develop skills. Community audience participation is encouraged to allow for the testing of ideas, formats and programs that could be developed further.

Phase 2: Established

Cultural infrastructure that support established practitioners to improve, explore, refine their craft, and grow their practice, business, and/or cultural community. Again, community/audience participation is essential; these spaces must provide a platform for people at all stages of the continuum to engage with established artists and experience culture.

Phase 3: Emeritus

Cultural infrastructure that provide space to celebrate and learn from master practitioners, including performances, mentoring, talks, presentations, and exhibitions. Community/ audience engagement can range from established audience cohorts to first time audience members. Encouraging the development of a lifelong connection to culture and creativity that is inspiring and expands critical thinking.

All existing and planned infrastructure should be reviewed through the Cultural Continuum to ensure cultural production, experience and learning is possible across all communities, localities, and demographics.

The Cultural Continuum provides a holistic approach to the City's cultural ecosystem, with places like the LCC offering experiences across all three phases.

Smaller, neighbourhood facilities and places address one or two phases at a time. The key is that all phases are addressed across the City, and that all facilities remain in conversation and exchange.

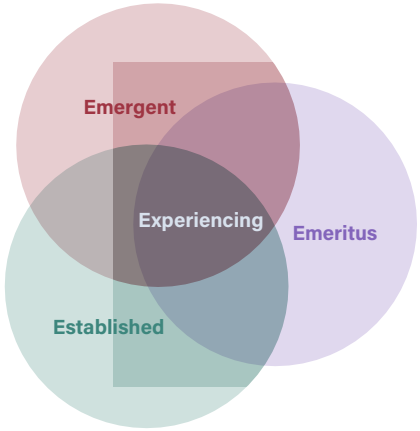


Fig. 1 - The diagram reference how the City will ensure an audience experiencing culture from all phases, which in turn enables culture at all phases to be practiced.

1 *The 2009 UNESCO Framework for Cultural Statistics (FCS)*



Autumn Salon, Testing Grounds, Melbourne, 2020.

"Arts and culture should be more tangible than a place or thing. We could look at investing in atypical ways, such as how we encourage art and culture and intertwine it within every day life. this would be more inspiring."

- Participant MCIS Engagement Survey.

Strategy 02 Goals

- Ensure that there are sufficient and appropriately designed/programmed spaces to support the three phases of the Cultural Continuum across the City's geographical and demographic zones.
- Ensure that the 'Civic and Cultural Heart' at Booragoon and Yagan Mia Wireless Hill provides space for cultural participation across all phases of the Cultural Continuum.
- Ensure that Emerging spaces are located with neighbourhood hubs and library precincts to encourage cross-fertilisation of ideas and engagement with community.
- Develop spaces and places that support music and performance across all three phases but with a particular emphasis on Emerging practitioners to fill identified gap.
- Support and highlight the existing cultural practices on the cultural continuum though increased communication and awareness building.

Guiding Strategy 03

A City of Many Cultures

Cultural Infrastructure should celebrate and support the diverse communities within the City of Melville, and encourage exchange, interaction and harmonious relationships between all cultures.

The ability to participate in, to express and/or to observe cultural activity is critical to the development of resilient and inclusive communities. Places such as cultural centres, creative workshops, civic places, and festival spaces enable diverse people to interact on a day-to-day basis and are essential to a harmonious city.[1]

Melville is home to people from all over the world, in particular large communities of people from across Southern and South-East Asia. Melville is also home to a strong First Nations community. The current state of cultural infrastructure does not reflect the dynamism of such a diverse community. Cultural facilities and activities are primarily concentrated along the corridor between the river and Leach Highway. Melville residents must have equitable access to cultural facilities, regardless of where they live.

Changes will be manifest through improvements to new and existing built infrastructure, interpretations of space, storytelling, and digital technologies.

The City has undertaken considerable, meaningful engagement with Traditional Owner groups as part of this strategy but importantly also in development of key cultural spaces, facilities and projects to date. These include the Goolugatup Heathcote Lower Lands, Local City Centre and Naming Project. This has developed into an ongoing engagement, relationship building and a cross-cultural process.



As one of few LGA's embedding this process into all projects, the continuation and ongoing support of such best practices should be promoted.

"We need more cultural diversity and inclusion representing all cultures and religions."

- Participant MCIS Engagement Survey.

1 *Western Australian Cultural Infrastructure Framework 2030+*

"Goolugatup Heathcote is a sad place, has a traumatic history, many older people won't come here. But children might be able to reclaim it. Reiterate the narrative to be about the cultural significance and focus on that with Truthtelling and reflection of our history."

- Participant in Whadjuk Reference Group



Strategy 03 Goals

- All cultural infrastructure must celebrate its place on Whadjuk boodja, and acknowledge, respond to, and promote strong relationships with First Nations people and culture.
- All cultural buildings and spaces must respond to the demographics of local neighbourhoods and be welcoming to people from all cultural backgrounds.
- All future development must be developed through a co-design process with the local community and include First Nations and multi-cultural perspectives.
- Cultural infrastructure is equitably dispersed across the City's suburbs, with a particular focus on providing culturally diverse opportunities for programming and activation south of Leach Highway.
- Cultural infrastructure includes opportunities for site interpretation into new and existing facilities to enhance cultural understanding, with a focus on truth-telling, multifaceted stories, and new technology.

Equitable access to our cultural centres, creative workspaces, civic spaces and festival spaces where communities engage with one another on a day-to-day basis is essential. These spaces provide opportunities to share what makes our communities vibrant, rich, and diverse, and contribute to a harmonious and inclusive society.

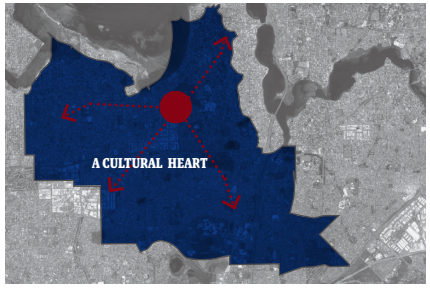
- WA Cultural Infrastructure Framework 2030+

Transformational Moves

Transformational Move 01

A Civic and Cultural Heart

Transformational Move 1 will create a thriving city heart by connecting the civic and cultural facilities at Booragoon with the landscape and facilities at Yagan Mia Wireless Hill and the Hickey Street Cottages.



The MCIS supports the plan for the development of a new Library and Cultural Centre (LCC) alongside the existing civic building and Booragoon shopping centre. This location is busy and well known amongst the local community and further afield. The LCC will transform the current commercial nature of Booragoon into a true city hub - a focal point for state-of-the-art civic and cultural experiences, and a place for the community to come together in an exciting new environment.

The LCC will be a place where learning, art and cultural participation can thrive; a space for creativity to flourish, for lifelong engagement and for people to return to time and time again.[1]

Its development is key to fulfilling the ambitions set out in Creative Melville and for achieving the variety of cultural infrastructure required in a modern city.[2]

The MCIS builds on the plan for the LCC by recommending that the new cultural precinct be extended into neighbouring Yagan Mia Wireless Hill, celebrating the precinct's unique bushland landscape.

Combined, the two sites offer a unique window into Melville – the contemporary experience at Booragoon, community in the Main Hall, rich Aboriginal history at Yagan Mia, early settler Australian history at Wireless Hill and emergent creativity at Hickey Street. The development would provide an unparalleled opportunity for the City to reinforce its identity as a thriving hub for culture and the arts.

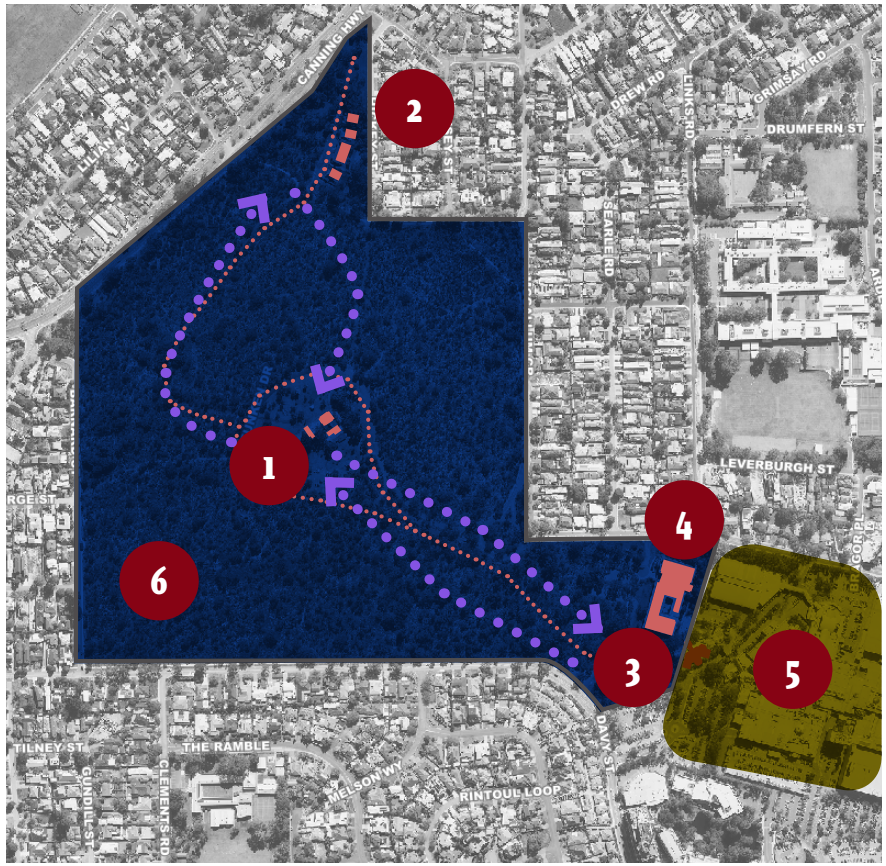
The development of this converged precinct also responds to global trends for cultural precincts that offer space for multidisciplinary activation, adaptation, connection, reflection, and active participation . The landscape between Booragoon and Yagan Mia, was highlighted as key to the development by the Whadjuk Reference Group and is just as important as the built environment and should be thought of as a key part of the cultural experience at the site.[3]

The rationale for the new cultural precinct is supported by the data that was gathered through the consultation process and analysis of current assets.

The new precinct would address the need for an additional museum and space for creative learning and collection display; it will also enrich the built environment and support diverse communities to enjoy and participate in a new era of cultural possibilities.[4] Once complete, the precinct will place Melville at the cutting-edge of creative environments and will set a new benchmark for the development of cultural infrastructure at local government level.

"The LCC will transform the current commercial nature of Booragoon into a truly civic centre - a focal point for state-of-the-art civic and cultural experiences, and a hub for the community to come together in an exciting new environment."

1 *MERGE Festival, City of Melville, 2017.*
2 *Creative Melville, 2018-2022.*
3 *City of Melville Library Cultural Centre Concept Planning Aboriginal Reference Group, 2021.*
4 *Creative Melville, 2018-2022.*





Hickey Street Cottages

Identified as a unique and inspiring cultural opportunity, the Hickey Street cottages provide an excellent opportunity to further the emergent and established experiences and production in the City.

Through further investigation it could provide an innovative precinct that allows for the successful Artist in Residency program to continue and develop the whole street to act as a node of creative practice and experience. The MCIS recommend the exploration of an expansion of creative and cultural uses for the remaining cottages.

LEGEND:

1. Yagan Mia Wireless Hill Museum
2. Hickey Street Cottages
3. New Library and Cultural Centre (LCC)
4. Civic Centre Building and Main Hall
5. Commercial District
6. Landscape and Bushland Areas

Catalyst: Library and Cultural Centre

From the City of Melville Library and Cultural Centre Vision Document, supplied 2022

Creating the Civic and Cultural Heart of the City of Melville.

The new facility and piazza will create the civic and cultural heart of the City providing a peoples' place in the mixed use precinct of retail, commercial and residential.

The facility will replace the Civic Square Library the City's current main library. The new facility will also accommodate other existing City services to create a multi use facility, including the City's municipal museum in a contemporary converged model, the Melville Theatre Company, Child Health Clinic and the City's Customer Service front of house

Our Vision

To create a hub of culture and activity for the whole of the City to enjoy. A place where people can connect, learn, enjoy and celebrate their identity ...an opportunity to bring Arts, Culture, History and Literature together for the community.

Our Ambition

The new civic building will be the central community facility for the City of Melville. It is envisaged to be the active face of the City with the vision to create a hub of culture and activity for the whole of the City to enjoy. It will be judged as successful if it stimulates collaboration and creative partnerships; supports creative endeavors of all kinds for all ages; provides beautiful and useful spaces and places in which to meet, share, learn and create; provides excellent cultural facilities and programs; and, ultimately, helps make the City of Melville a more liveable, enjoyable, healthy and alive place that affords cultural experiences and opportunities for participation to all of its citizens.

People are central to the facility design. Spaces will be designed around people, seeing people and attracting people. All other elements will support functional people spaces. It is vital that the building be designed under a strong people focussed philosophy making intergenerational experiences possible and attract people of different cultures and ethnicities.

The library and cultural centre should be based on peoples current needs with built in future flexibility.

Elements to add to a community focussed design will include a seamless inside outside blend to allow for diverse place making activation, easy way finding and a physical link to Wireless Hill.

The new facility will house the following core services:

- The City's Main Library
- Municipal/Community Museum
- A Class Gallery and Exhibition space
- Performance Space / Theatre
- Flexible meeting spaces
- City's customer service interface
- Community Information Service and JP service
- Melville Volunteer Resource Centre
- Outdoor Civic Space
- Commercial Café/Restaurant
- Commercial Space/ Co-working
- Complementary retail

And include spaces for a

- Youth Space
- Aboriginal Cultural Space



The Pauline Gandel Children's Quarter at State Library of Victoria.
Image courtesy State Library of Victoria .

Community Consultation:

The City of Melville is creating a new civic and cultural heart that will enable growth, vitality and community services being brought together into one great facility. Visioning exercises, and preliminary concept work has been done to gauge community's desire to see a mixture of vibrant, and readily accessible community based facilities.

The next phase of engagement activities with the community is to inform and involve people in the journey of creating the new Library and Cultural Centre, showcasing the possibilities that are available for the development and truly understanding the aspirations of the community in terms of activation and functionality.

Research allowed the gathering of information about design objectives and understanding the core services needed. The next stage of community engagement will be key to informing the ideals and project delivery for the future facility. A unique opportunity for consultation was developed to engage directly with the community during the 2017 Merge Festival.

Social Benefits

The opportunity to create a new civic/ cultural facility for the City of Melville community presents numerous social benefits.

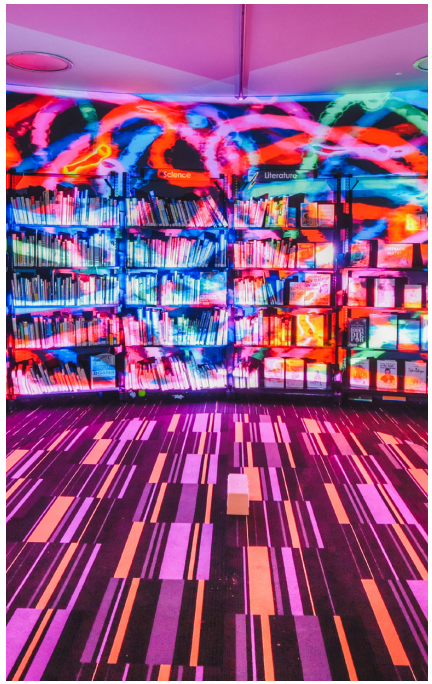
The library's value as a place that is a safe, trusted, welcoming and inclusive environment is the most often quoted contribution. Libraries promote acceptance and understanding of others by acting as neutral meeting places accessible to the whole community. The availability of public library collections, information and lifelong learning can address disadvantage by ensuring free and equitable access for all community members; address the needs of specific target groups; contribute to developing, maintaining and improving literacy levels; and preserving the past through local and family history collections. This well known value of the public library will provide the core of this multi purpose facility.

The City of Melville Library and Cultural Centre will be a hub of cultural activities appealing to all. To accompany the library, a converged museum, A Class gallery and a performing arts theatre completes the cultural environment required for a healthy, sustainable community. The facility will have strong social benefits including a sense of connection, belonging, a safe and trusted, vibrant and accessible place that is inspiring and enriching. This facility will specifically address many of the City's Corporate Plan and Strategic Community Plan objectives.

The theatre is an important part of the facility and a new performing arts theatre ensures the continuing life of the successful Melville Theatre Company which for over three decades has been a part of the cultural make up of Melville. Further to the influence on strengthening social fabric, a performing arts space will help activate the new Library Cultural Centre beyond normal library and museum operating hours. Strong activity that could spill out onto the piazza of the building will help attract extra people to the Cultural Centre and surrounding businesses, enriching their lives in the process. The theatre can perform as both economic and community value drivers. The City will gain a flexible venue that can be hired out to commercial and community users on an hourly, half day, full day or weekly basis.

Events held in the Library and Cultural Centre will further enliven the building by bringing additional people into it as participants in a diverse program of activities within the theatre, meeting spaces, ground floor, piazza and gallery. These could include:

- daytime community workshops in dance, movement and yoga workshops
- youth and seniors programs
- intimate music concerts
- mini festivals with events taking place on all levels of the Library and Cultural Centre
- commercial conferences and regional meetings
- foyer exhibitions and showcases
- business and community training programs
- an activity-extension place for the other cultural activities to expand programs created by the library, museum or other resident non-profit organisations
- awards and cultural ceremonies



The facility will have strong social benefits including a sense of connection, belonging, a safe and trusted, vibrant and accessible place that is inspiring and enriching.

Transformational Move 02

Leverage Neighbourhood Hubs

Transformational Move 2 will leverage the success of the existing library network to create a series of neighbourhood hubs that merge community services with vibrant cultural activity.



Languages Other Than English Collection at Bull Creek Library.

Libraries in Melville operate with great success – they are dispersed in neighbourhood nodes across the city and are very well attended. With their focus on literacy, digital literacy, life-long learning and creativity, libraries are key to delivering a vibrant, creative, and future-focussed city.

The MCIS recommends that libraries be leveraged into neighbourhood hubs that converge traditional library services with the flexibility and space offered by a community centre. The new hubs are places of learning and platforms for cultural participation and/or experience. Built form is woven together with programming, and the relationship between different services becomes fluid, much like the converged service model developed in Creative Melville.[1]

This priority has been developed through research, benchmarking against global trends, and engagement with primary stakeholders and the community. The benefits of this model include sharing of resources, space, equipment, and staff; encouraging wider public use by providing access to a range of services under one roof; and creating a critical mass of visitors and vibrant hub. Additionally, density of connections has been shown to support innovation and creativity and cross-disciplinary pollination.

"Co-location and joint use libraries models typically provide a community hub or community precinct, acting as a strong focal point for community activities and identity. "

Quote from NSW State Library Planning Guide, a national guideline already used by the City and standard nationally.

Benefits include; sharing of resources such as staff, space and equipment, encouraging wider public use by providing access to a range of services at one facility - the 'one stop shop', creating a critical mass of visitors and a vibrant hub, improving the cost effectiveness of the service provided while enhancing service quality[1]

1 *Creative Melville, 2018-2022.*

1 *https://www.sl.nsw.gov.au/public-library-services/people-places/co-location-and-joint-use-libraries*

01 City Library and Cultural Centre

The City of Melville currently lacks the central infrastructure that builds a citywide cultural identity. The proposed City Library and Cultural Centre is set to address this issue and will become the first precinct to combine a library with a burgeoning cultural precinct in and around it. The new precinct will form the 'civic heart and cultural' of Melville and will become a place of participation, exploration, and observation.

02 Willagee Library

Willagee Library is the library with the highest levels of youth and CALD engagement. Geographically, it is perfectly situated to develop into a vibrant and active neighbourhood hub; and going forward, a business case could be developed for a new building that unites the library and adjacent community centre, linking to surrounding landscape and George Humes Park.

03 Canning Bridge Library

The planned Canning Bridge Edge Library addresses the need for a new library to replace the Canning Bridge Express Library and to service this area's growing population. It also emphasises the need for Library spaces to become spaces of creative pursuit and learning with its Atelier and workshop.

This shift frees up the Canning Bridge Library site for temporary space for innovative emergent performance, extending and building on Tivoli's existing engagement in performance and enabling new audiences to discover the cultural entryway to the city.

The overall vision for this site to become a significant cultural node also leverages existing private venues as well as developer contributions. Canning Bridge Cultural Node provides a focus on the City's Cultural Identity at one of the main entry points.

04 Bull Creek Library

Bull Creek Library is already located in the same building as the community centre, offering an opportunity for the two facilities to collaborate and converge. This move would also enable a focus on more cultural activation, participation and learning. There is also the potential to set up a 'Testing Grounds' in the forecourt of the library and community centre to further these possibilities, to improve wayfinding and signage from the adjacent shopping centre.

05 AH Bracks

AH Bracks runs successfully and is considered the lowest priority in regards to upgrades or changes to its operating model. It already works through a co-located philosophy; however minor adjustments will allow the library and creative spaces to be further activated. The MCIS identifies a series of quick wins to increase participation and to create more agile spaces through furniture selection and interiors.

Willagee Neighborhood Hub



1 Willagee Library
2 Spatial Intervention
3 Community Centre
4 George Humes Park





A converged community and library centre with room for spatial intervention. It will amplify an already vibrant hub with gallery display, innovative activation and participation with agile spaces and reflection of the local community.

Transformational Move 03
Innovative Spatial Interventions

Inspired by emerging global and national trends, develop a series of agile, low-cost and context-specific structures to be used for innovative and experimental cultural activity.



Little Library Box, City of Melville, Melville Plaza.

A foundation for the MCIS is to respond to the vision set out in Creative Melville, which includes a willingness to:

- Pilot new arts and culture programs in established and unexpected places,
- Adopt a more experimental approach to what we do and how we do it.

In response to these two ambitions, the MCIS recommends that the City develop a series of agile, small-scale structures that can act as incubators for experimental cultural activity. The briefing for these structures have been influenced by 'Testing Grounds' in Melbourne, a static piece of cultural infrastructure that provides a venue for emerging artists to present their work.

It is important that these structures be positioned in areas lacking an established cultural facility and/or needing space to pursue more innovative programming. The following four sites have been identified as prime locations for these spatial interventions:

- Bull Creek Library
- Willagee Library
- Murdoch Health & Knowledge Precinct
- Canning Bridge Cultural Node

The City of Melville has already had success with this type of model through 'Little Library Box', a successful pop-up project at Melville Plaza and Cirque Community space with its pop-up weekend long art events and showcase.

The Testing Grounds model is similar in that the infrastructure is static but the programing is rolling and ever-changing. A performance or activity may only stay a couple of weeks before being replaced by something new.

Research has demonstrated that creative community-based spaces are becoming places of cultural and social innovation due to their ability to capture the attention of people who might not typically engage with the arts.[1] This model offers a platform for artists to test ideas and provides the community with new cultural experiences on a regular basis.

What form would these interventions take?

An example of the model that has been successful is Testing Grounds in Melbourne. This is a series of simple structures, spaces, storage areas and such spaces utilizing shipping containers and landscape. The MCIS envisages spatial interventions of this scale and language, utilizing 'ready-made' structures grafted into existing spaces, and connected with simple, well-planned landscape and hardscape elements to create dynamic backdrops for cultural activity. Each nominated site will require design to ascertain the most relevant form, layout and typology of intervention to achieve the strategic goals of the MCIS.



Testing Grounds, consist of several containers with affordable and agile infrastructure. 2019.

1 *Participatory Innovation and Prototyping in the Cultural Sector: A case study. Stefania Boiano, Ann Borda & Guiliano Gaia, InvisibleStudio 2019.*

Case Study - Testing Grounds

What is it?

Testing Grounds is a temporary space for creative practices encompassing art, performance and design. The outdoor grounds are programmed through an open application process that supports interdisciplinary practice, experimentation and courage.

Testing Grounds is a place where people at all levels can test, develop and share their work. We encourage both creative and education-related activities.

Where: Melbourne, Victoria.

Funding: Supported by the City of Melbourne and State Government through the Melbourne City Recovery Fund.

Who: Creative Victoria and The Projects.

When: 2013-Present

More details

https://www.theprojects.com.au/testing-grounds

https://creative.vic.gov.au/showcase/co-working-and-collaboration/testing-grounds

Program objectives

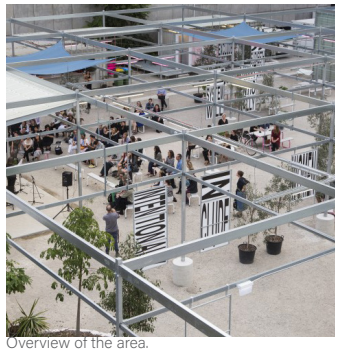
- Cross programming; seeing what emerges when divergent groups come together on-site and work alongside and with each other.
- Development of a flexible and robust creative program, which is not immutable and is free to respond to creativity.
- A shortening of the time between when art is created and when art is presented.
- Pooling of knowledge, information and resources for sharing.
- Seeing how the Testing Grounds infrastructure can participate in creative projects.
- A free site to use, within our standard hours of operation.

Program outcomes

- Carefully considered creative projects that are combined with rigorous practice-led research.
- An online archive, documenting and collecting in-formation about Melbourne's creative community, with a focus on new, experimental and emerging models of creative practice.
- A stronger relationship between creative practitioners, their arts precinct and audiences.
- More civic agency to be creative.
- More experimentation, more innovation and more discovery.
- Place activation

Selection of projects

- Testing Grounds programs creative projects on an ongoing basis through the online EOI portal.
- Testing Grounds reviews all EOIs and select projects that are considered to be experimental, site-responsive or related to creative education. Read the Glossary of Terms, expanding on these terms.
- We value projects that bring a diversity of creative practice, cultures and people to the arts precinct.



Overview of the area.



Jaffle Symposium, 2019.



Midsumma Horizon, performance, 2017.

Transformational Move 04

Leverage Outdoor Spaces and Places

Extend the City's successful outdoor events program into new landscapes, parks and spaces across the breadth of Melville.

The City of Melville is distinguished by its rich and unique collection of public outdoor spaces and its spectacular connection to the river and wetlands.

The City has had great success activating the spaces adjacent to the river through activities such as Goolugatup Sounds, Goolugatup Markets and the Melville Music Summer Music Program.

Extensive public space along the river provides ample opportunities for activation and cultural participation and is already well used for these purposes.

The MCIS provides a framework to strengthen the City's identity as a place for unique and exciting outdoor cultural experiences. Outdoor venues provide an agile and dynamic alternative to investing in expensive fixed infrastructure; however, their success relies on the city maintaining significant investment in their programming and activation. Outdoor venues should be seen as a place for the local community to experience culture, as a drawcard for people from the greater Perth, and as a place for the City to test and prototype new ideas.

The Goolugatup Heathcote Lowerlands project offers a means for making Goolugatup more inviting to First Nations people and is a great place for low impact cultural activity. There are also several outdoor spaces south of Leach Highway that could accommodate events, and in doing so, enhance cultural activity in currently under-serviced parts of Melville. These spaces include Piney Lakes Reserve, Centennial Park and Bob Gordon Reserve.

The MCIS does not recommend investing in permanent structures (e.g. a sound bowl, stage or similar) at any outdoor venue. The strength of the existing suite of outdoor spaces is its ability to adapt according to programming and future trends. Similarly, the MCIS recommends that the City continues to hire specific technical equipment (e.g. AV, amenities and staging) rather than purchasing it.

The hiring of equipment allows the City to adapt according to changing performance needs, and removes the burden of storage and maintenance.

Temporary structures, festivals and pavilions provide an experimental and innovative way of engaging with local communities. Successful examples include Blak Box temporary sound pavilion at Barangaroo Reserve, MPavilion and Testing Grounds in Melbourne. The aim of a temporary structure is twofold: to explore the potential for more permanent infrastructure in untested sites and to more evenly distribute cultural activities across the city.

Outdoor events spaces – brings culture into our communities and makes it accessible for all of us.

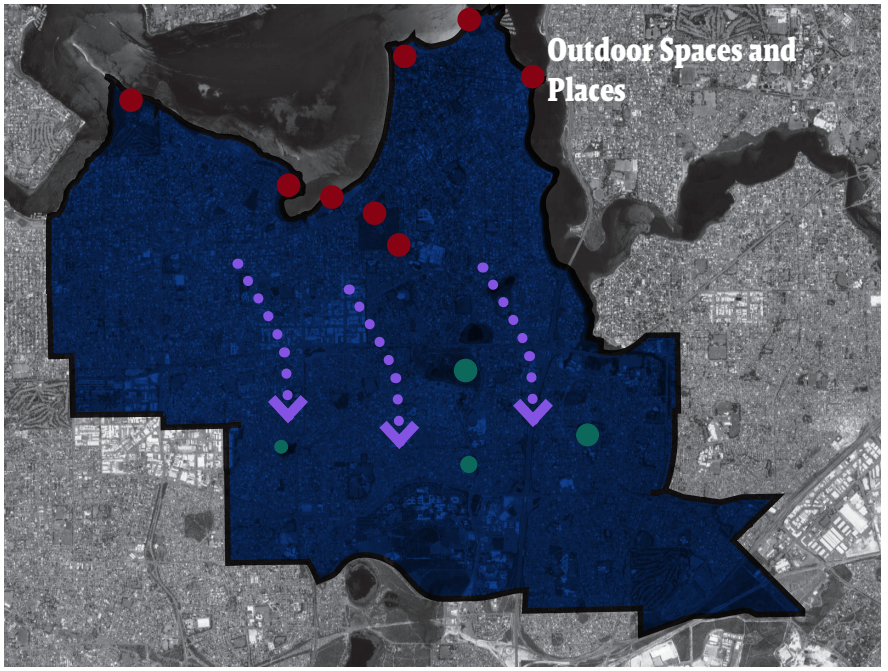
The Hon. Don Harwin MLC Minister for Resources, Minister for Energy and Utilities, Minister for the Arts Leader of the NSW Government in the Upper House and Vice President of the Executive Council



Conversations of space, MPavillion, 2016.

Point Walter this year was a standout, because it engaged indigenous families as well as other music lovers, had fantastic music and wonderful visual presentation. Would like to see more acknowledgment of the indigenous history including all the bad stuff. I'd like to join the history group when they move from 200 years of history to 65,0000+ years.

- Participant in MCIS Engagement Survey.




Song for Freedom, Roebourne Community, The City of Melville and Big hART, 2020.


Moombaki, Fremantle Biennale, Point Walter. 2022.

More outdoor events- eg free or cheap music concerts etc. Pop up bars/food with entertainment in the summer. Similar events under marquees in Winter.

Participant in MCIS Engagement Survey.


Piney Lakes- Tai Chi, 2020.



Melville Summer Music, Wireless Hill, 2022.

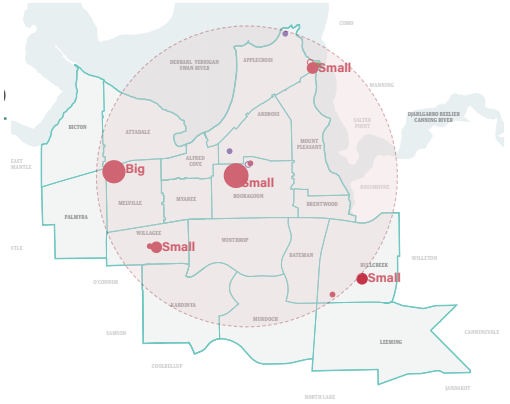
The arts, culture and creative industries diversify our economy and improve the liveability of Western Australia. Cultural infrastructure is often not considered as essential social infrastructure and the time to change this mindset is now.

Cultural infrastructure is critical for increasing participation in the arts, culture and creative activity.

- WA Cultural Infrastructure Framework 2030+

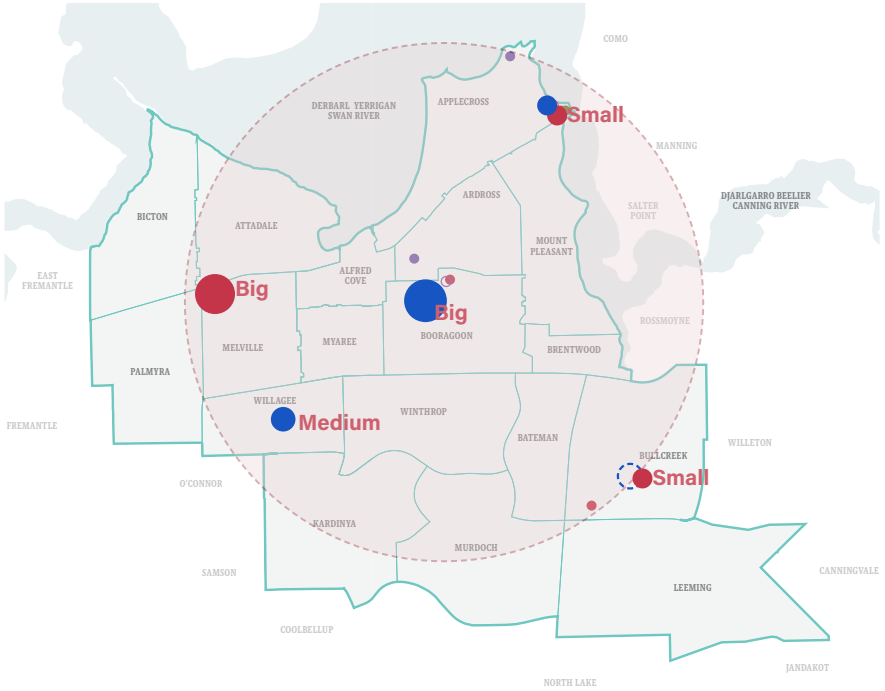
Asset Specific Actions Overview

Libraries



Current

Future



Libraries

The City of Melville currently has 5 local library sites being:

- AH Bracks
- Bull Creek Library
- Canning Bridge Library
- Civic Square Library
- Willagee Library

Current

The existing libraries are well placed throughout the City of Melville, providing residents with a cultural and community hub close to their homes. Library staff are well engaged within their local communities, and activate the site with a range of projects and programs. As a result, each library is active and well attended.

Except for Willagee Library, the libraries struggle to engage with youth and some young professionals. This could be addressed through improvements to wayfinding, temporary interventions such as coffee carts and the provision of multipurpose spaces for creative activity.

Opportunities

- The libraries do not have enough creative space for making, creating and experiencing culture.
- Many spaces are static and can only be used for one purpose.
- The libraries south of Leach Hwy are smaller and have even less ability to provide dynamic, creative space.
- The limited interaction and collaboration between libraries and adjacent community centres means that services are often duplicated.
- Consideration of programming of spaces to allow for a diverse user profile - from working professionals, to youth and specialist community groups (i.e. writing groups that may need to meet after hours)
- Consideration of hospitality offering in libraries, such as coffee carts, cafes or other forms of vendors (i.e. programmed food trucks)
- Consideration of co-working spaces available for residents.

Future

Libraries must maintain their neighbourhood focus and develop programming that reflects the communities they serve. Agile and multi-purpose spaces must be created for the exploration of new activities. The recommendations in the Strategy establish new opportunities for residents to interact with culture and pursue activities that previously couldn't be accommodated.

Any future works should be pursued for the benefit of many rather than a few.

Enabling Infrastructure

- Willagee Library and Community Centre
- Civic Library and Culture Centre
- Canning Bridge Edge Library and Creative Studio
- Testing Ground providing more space for multicultural events, programming and creative interaction in Bull Creek.

Museums and Art Galleries

The City of Melville has a suite of museums and galleries under its control, including established facilities like Goolugatup Heathcote and Yagan Mia Wireless Hill Museum that showcase the city's history and collections, while the museum at the proposed Library and Cultural Centre at Booragoon will substantially enhance the City's ability to present art and artefact in new and immersive ways.

Globally, museums and galleries are shifting away from the traditional model of passive observation to become places for exploration and active learning. Exhibits are no longer framed by expert appreciation but instead acknowledge subjectivity and multiple perspectives. This emerging model is evident in the increasing popularity of interdisciplinary and inter-institutional collaborations.

Museums are uniquely positioned to blend education and recreation in ways that can both challenge and catalyse communities. [1]

Museums stimulate curiosity and create educational experiences by providing access to collections and fostering a range of interpretations. Contemporary galleries and museums are increasingly becoming spaces where public talks, community meetings, workshops and educational courses can be held.

Heritage Assets

The City has a range of heritage buildings and spaces in varying states of activation, use and condition. Consideration should be given to ensuring that future capital works opportunities include an analysis of existing heritage sites and assets to determine if any can be more fully utilised or preserved for cultural uses.

Civic and Cultural Heart

The new museum and gallery at the proposed LCC will be the premier cultural facility in the City of Melville, attracting the work of local, national, and international emeritus artists and curators. For the facility to resonate with the community, it's important that it also become a place for the telling of stories relevant to the local people and places.

The LCC should offer a platform for major touring exhibitions and major curated shows to be presented within the City of Melville. Doing this will provide residents with an opportunity to enjoy world-class exhibitions, act as a drawcard for visitors in the City, and cement Melville's position as a place of importance within the West Australian cultural landscape.

Innovative digital solutions, such as Augmented Reality (AR) and Virtual Reality (VR) should be integrated throughout the design of the new facility to ensure engagement. Today, technology exists in galleries, museums, and visitor's personal devices to make the presentation of history, culture and art more inclusive, responsive and relevant to diverse audiences.

Yagan Mia Wireless Hill Museum and Gallery

Yagan Mia Wireless Hill Museum and Gallery is a great example of an inclusive and vibrant cultural space. The current programme of events, exhibitions and talks attracts diverse audiences and brings the building to life as a living museum. This museum and gallery model is futureforward and will empower Yagan Mia to have its focus on balancing the cultural continuum and the whole ecosystem in the precinct.

Ultimately, Yagan Mia Wireless Hill Museum and Gallery will connect to the LCC at Booragoon, and the two facilities will work in concert as part of the Civic and Cultural Heart. In preparation, it is critical that the building itself undergo a series of backhouse improvements, including a storage solution and renovation of the office space. The addition of a café is recommended subject to a detailed business case.

> *"the best use of digital is not to make you aware of the technology, but to make you aware of the art."*
>
> *Jane Alexander, South African Artist*

Goolugatup Heathcote Gallery and Museum

Goolugatup Heathcote is well on its way to achieve its vision as a significant cultural asset in Metropolitan Perth and Western Australia. The precinct enables emergent practice, excellent quality in its art gallery and exhibitions and through its programming attracted people from all over the metropolitan area.

The City's vision for Goolugatup Heathcote as a place of 'integrated' diversity aligns with the strategies set out in the MCIS. The identity of Goolugatup Heathcote should not be centred around one or two uses but instead encompass a range of dynamic spaces and activities. Its current use as an arts centre, parkland and playground should continue while at the same time incorporating new, flexible spaces for knowledge sharing and learning.

The concept of truth-telling[2] is an important layer to add to Goolugatup Heathcote, in recognition of its history as a psychiatric hospital and place of incarceration, including for First Nations people. As Melville's Whadjuk Reference Group have advised, the facility continues to be a place of sadness for many Indigenous people, and this should be addressed through the landscape and built form.

The recent TILT exhibition featuring Martu artist, Curtis Taylor[3] , is a great example of truth-telling through programming. In terms of infrastructure, the Goolugatup Heathcote Museum collection should be re-opened to the public; but, prior to this happening, Traditional Owners must be consulted to ensure that their experience is fully incorporated into exhibition, programming, and the stories we tell.

1 *Museum Experience Index , Gensler Research Institute, 2019*
2 *https://www.reconciliation.org.au/reconciliation/truth-telling/*
3 *https://www.heathcotewa.com/curtis-taylor*

The Goolugatup Lowerlands project presents another opportunity to capitalise on Melville's unique position on the Swan River. Through treatments to the landscape and careful programming, the project offers an opportunity to make Goolugatup Heathcote more inviting to all, and in particular, First Nations people. Again, Traditional Owners must be consulted in the design of the new environment to ensure that it becomes a place of reconciliation and agency. Once complete, Goolugatup Lowerlands should offer a place for low impact cultural activity, with minimal built interventions.

Activating Neighbourhood Hubs through Roving Exhibitions

Neighbourhood hubs, centred on transformed library spaces, provide another platform for the sharing of culture through the City of Melville. A series of roving exhibitions should be developed that move through these hubs that consist of work belonging to either the City's art or historical collections. This model not only responds to MCIS's Neighbourhood Culture Strategy but acts on Creative Melville's ambition to

'weave together the City's cultural services – libraries, galleries, museums, programs, events, precincts and festivals – in exciting new ways.' [4]

[5]As the Gensler research into museum's suggests, temporary offsite exhibitions support a higher level of experimentation and require less operating budget. Moreover, the roving model provides opportunities for people who might not typically visit a gallery or museum to experience what they have to offer but in a familiar setting. The organisation Art on the Move[6] offers a similar service, but at a state-wide level, and is a local key source of inspiration for this model.

Miller Bakehouse Museum

The Miller Bakehouse Museum is an underutilised asset on the City's cultural landscape. Whilst small in scale, the facility is a unique historical curiosity, and is surrounded by quality parkland and an active community.

It is recommended that the site become a hybrid living museum namely an experiential interpretation of history combined with a commercial enterprise. The opportunity is for the facility to become a café or bakery, in keeping with its original purpose and creating living history.



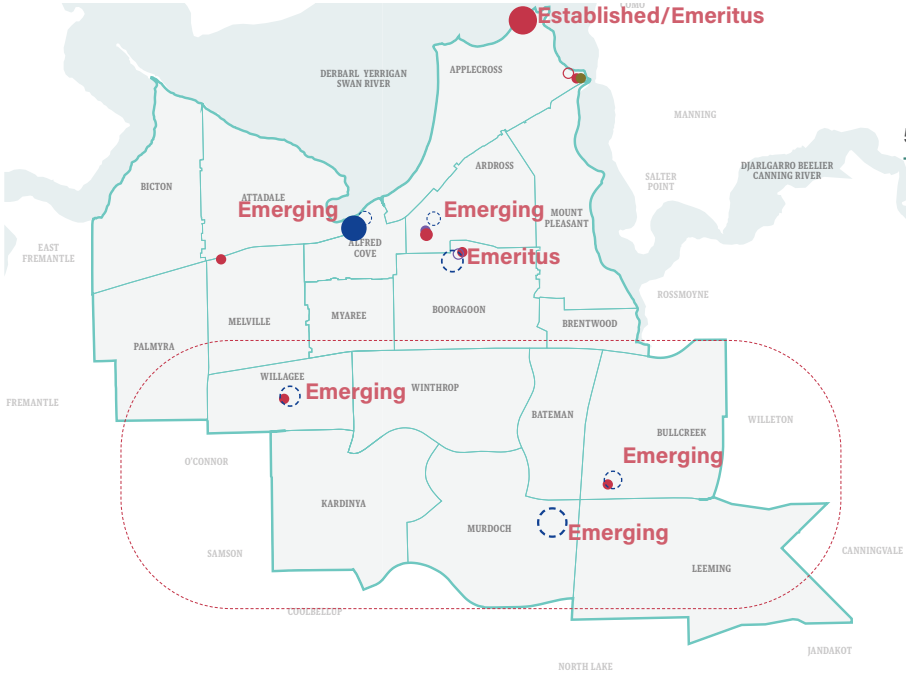
Home front, War front, Wireless Hill Museum. 2015.

4 *Creative Melville, 2018-2022.*
5 *Museum Experience Index , Gensler Research Institute, 2019*
6 *https://artonthemove.art*



Current

Future



ART GALLERIES AND MUSEUMS

- Goolugatup Heathcote Gallery and Museum
- Yagan Mia Wireless Hill Museum
- Miller Bakehouse Museum
- Atwell Gallery

Current

The City owns a suite of galleries and museums that provide access to high-quality art and artefacts. Research has indicated that more needs to be done to communicate the value of these assets to residents and the engagements suggest that the museums and galleries need to be accessed more holistically.

The galleries at Goolugatup Heathcote and the proposed gallery at the City Library and Cultural Centre primarily provide space for the exhibition of established and emeritus artists. More focus on emergent culture, art and participation is needed as the only current gallery space dedicated for emerging artists is at Atwell Gallery, which is managed by an external organisation.

Gaps

- Gallery space for emerging artists
- Art galleries on the riverside, with nothing south side of Leach highway
- Lack of multicultural representation, narrative and participation
- Underutilised Miller Bakehouse Museum
- Little space for museum collection
- Over 50% of people surveyed rarely or never interact with museums and art galleries. It is not clear if communication was a barrier for this attendance rate (refer to Youth Survey regarding a lack of access to information about events being perceived as a barrier)

Future

The City must strive towards a more equitable spread of art galleries and museums across the City. The Strategy recommends that Goolugatup Heathcote and the new gallery at the Cultural Heart remain for emeritus and established artists but with temporary emergent practices assisting in roving exhibitions throughout the city.

Hickey Street and Atwell Gallery undergo transformation to serve even more as places for emerging artists and practitioners.

Miller Bakehouse Museum is in need for activation and new leaseholders that can combine heritage and commercial value, giving the space new life without loosing history.

On the south side of Leach Highway, three locations have been identified that could support the creation and presentation of emerging and hobbyist art. These spaces could be 'testing grounds' that provide dynamic cultural interventions within established community hubs.

Enabling Infrastructure

- Civic and Cultural Heart
- The New Library and Cultural Centre
- Hickey Street Cottages and Cultural Precinct
- Redevelopment of Atwell Gallery
- Upgrades to libraries to provide space for moving collections and art exhibitions
- Dynamic Cultural Interventions - Testing Grounds (Willagee Library, Bull Creek Library and Murdoch Health and Knowledge Precinct)
- New model for Miller Bakehouse Museum

Music and Performance

The future of music, performance and Theatre requires a dynamic approach to the development of assets across the City. The MCIS recommends three actions:

01. Creating more opportunities for citywide activation and participation
02. Amplify and build on the cultural node at Canning Bridge, and
03. Develop stronger relationships with private venues, including incentives for incorporating cultural outputs into private developments through targeted Developer Contributions.

1: Creating more opportunities for citywide activation and participation

Outdoor spaces provide a dynamic alternative to investing in expensive fixed infrastructure; while initiatives such as a roving Testing Grounds structure will provide opportunities for emergent performance to be enjoyed and new locations to be tested.

Outdoor venues should be seen as a place for the local community to experience culture and as a drawcard for people from the greater Perth.

2: New Music and Performance Space

The Canning Bridge precinct offers one of the best locations for the development of a niche music venue. Access to public transport is excellent and the area is surrounded by burgeoning residential developments.

Once the Canning Bridge Library relocates to become the 'Edge Library', work should commence on developing this location into a cultural node (as per the Activity Centre Plan).

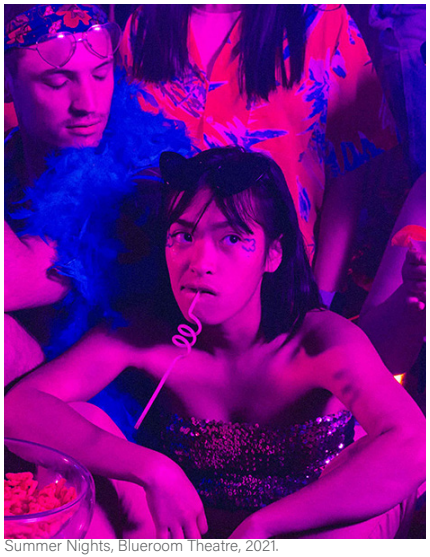
An emerging music space should be considered for this space.

The Tivoli Theatre is a much-loved and well-used cultural asset; the audience is older, and the space generates nostalgia and sense of belonging through its programming. The Tivoli Theatre is heritage listed and should remain as a place for community performance and participation. However, it does require a 'younger sibling' to attract a more diverse audience to this location.

3: Better Cooperation and incentives for private venues.

This precinct offers excellent opportunities to leverage off private venues such as the Raffles Hotel and incentivise future development proposals through Developer Contributions towards a music and performance space.

The City also has the existing Library site as a developable site, and could target specific developer contributions in the form of dedicated performance or music space/s within any new development on this site.



Summer Nights, Blueroom Theatre, 2021.

Large Scale venue:

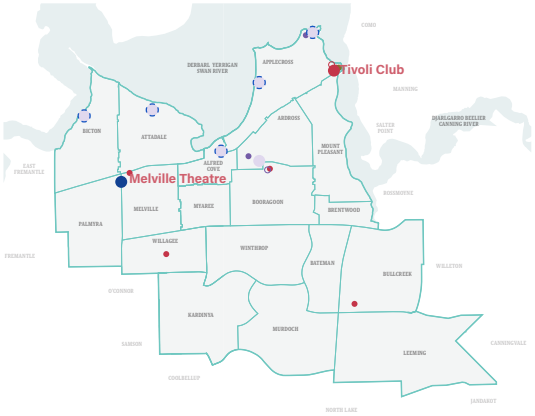
An investigation was conducted into the demand for a large-scale professional performance space that could accommodate an audience of up to 400 and a symphony orchestra or major theatre production. At the time of writing, the South Side Symphony Orchestra (SSSO) are the only group who would benefit from a facility of this scale. Further, analysis did not indicate any future need for the City to own or manage such a facility.

There are a couple of schools within the Melville catchment, including All Saints College, that possess professional performance spaces, and the MCIS recommends that the City negotiates access to these facilities for occasional community use.

Alternatively, the City could provide community organisations such as the SSSO with a financial grant that would enable them to hire private facilities for performances. The City could assist community organisations such as the SSSO through financial grants enabling them hire of private facilities for performances. (NB: All Saints Performance Space hire is approximately $2,500/day, so financial grants to enable up to six performances would be in the region of $30,000 p.a.)

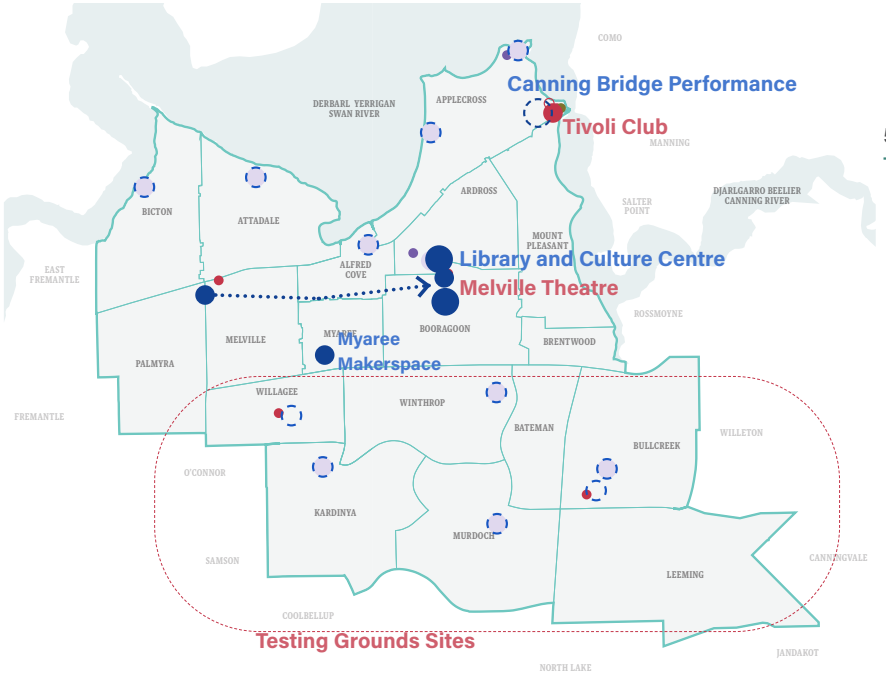
A further recommendation is that the City approach neighbouring LGAs (Fremantle, South Perth, Cockburn and/or the City of Perth), which each have large performance spaces to develop opportunities for venue hire/sharing throughout the course of the year. This could be done as a formal agreement (such as an MOU) or on an annual basis subject to community demand.

Music and Performance



Current

Future



MUSIC/PERFORMANCE/THEATRE

- Tivoli Club
- Melville Theatre/ Main Hall
- Outdoor events and programming

Current

There are limited spaces for theatre and music performance within the current range of cultural infrastructure. The existing theatres are run by external community groups and are often fully programmed (with performance, rehearsal and training), offering little opportunity to expand to include additional new music and performance. The City's outdoor music events and cultural programs are popular amongst the residents but to a great extent limited to the foreshore of the river. This is something to build on and leverage to a citywide approach.

Gaps

- There is no cultural facility with a performance stage for emergent artists
- No space for musical performance except outdoor and temporary stages
- Limited knowledge about current facilities and offering
- Limited youth engagement
- Current assets are managed by external cultural groups.

Future

The future of music and performance requires a dynamic approach to the development of assets across the City of Melville. One move towards this vision is the Rehearsal spaces at Myaree Makerspace and Community Music Facility. The strategy supports the relocation of Melville Theatre to the Main Hall at Booragoon.

Tivoli Theatre and the adjacent library space present an exciting opportunity to develop this area into a key cultural node. The soon-to-be-vacant library at Canning Bridge could provide much-needed temporary rehearsal space to a new, more diverse audience while taking the pressure off the theatre next door.

Development projects within the precinct should liaise with the City for Developer contributions towards a performance space within new development footprints.

This could be for emerging artists and more intimate venues for established and emeritus performers.

A dynamic spatial intervention should be placed in Bull Creek offering a 'Testing Ground' for performance art in a previously under-represented part of the City.

Enabling Infrastructure

- Canning Bridge Performance Space
- Library and Culture Centre Performance Space (two spaces available here)
- Testing Grounds at Bull Creek
- Refurbishment of Melville Hall
- Leveraging private facilities and venues
- Leverage outdoor spaces and places for more events, programming with a city wide approach
- Myaree Makerspace

Cultural Sectors

Practicing and experiencing art and culture is essential to community wellbeing. The City of Melville has rich spaces that support the community in art making, however, more is needed to provide equitable access to other aspects of culture, including performance, learning and observation. The MCIS recommends several moves that are in line with the following steps for community resilience in Creative Melville:

- Equality of access to knowledge, learning, digital technologies and platforms, and diverse cultural experiences.
- More avenues in which to participate in life affirming, creative thought and artistic practices, for all ages, at all levels of proficiency.
- Places in which citizens with different backgrounds, ideas and cultural experiences can mingle in non-demanding ways.
- Develop skills and professional pathways.

The focus on the cultural sectors is to diversify and make existing assets more inclusive and accessible to everyone. This is achieved through the following actions:

- Civic and Cultural Heart providing a focal point of experiences and state of the art facilities.
- Neighbourhood Hubs providing better access to culture at a community level.
- Temporary structures providing space for experimental participation, testing of locations, multi-cultural participation, and emergent artists.
- 'Maker-spaces' throughout the City with focused attention on broadening access to culture across the City, and in particular to locations south of Leach Highway

"Australians increasingly recognise the positive impact of arts and creativity on our sense of wellbeing and happiness and on helping us deal with stress, anxiety or depression. "

Creating Our Future Results of the National Arts Participation Survey, 2020.



Swan River Print Studio, Located in Goolugatup Heathcote. 2019.

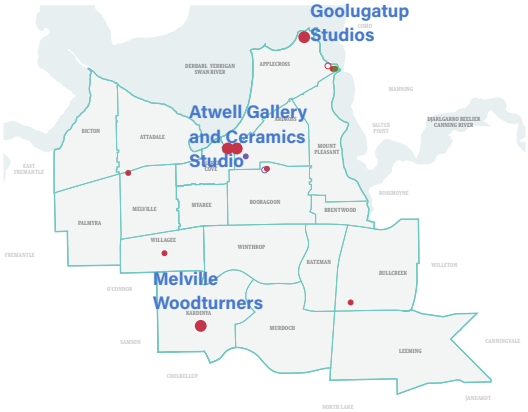


Digitalisation, VR and AR experiences are part of the new trends in cultural maker spaces.



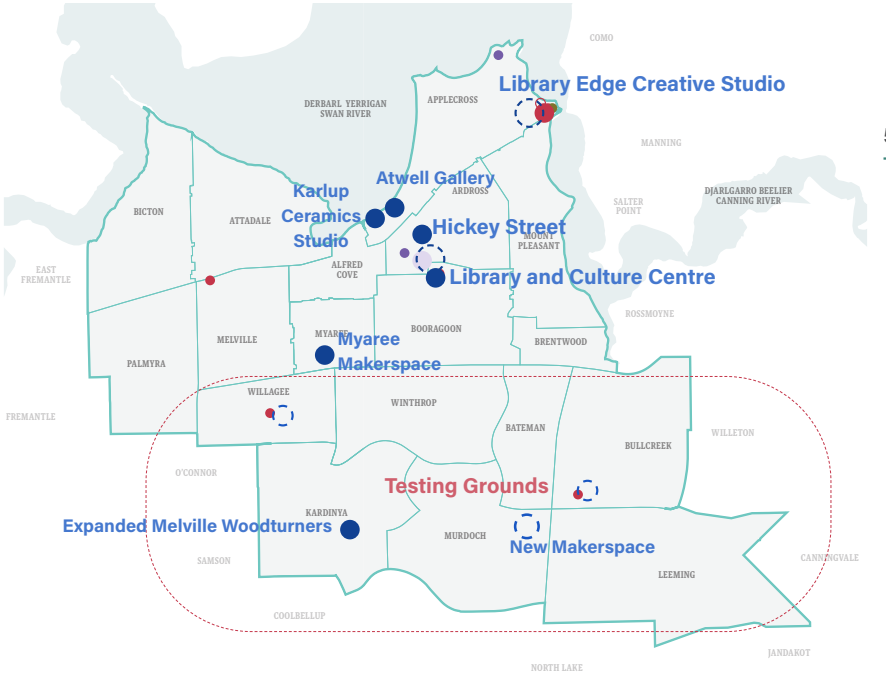
Tactile making and creativity is part of the future trends, Melville Woodturners, 2021.

Cultural Sectors



Current

Future



CULTURAL SECTORS

- Atwell Gallery
- Karlup Ceramics Studio
- Goolugatup Heathcote Studios
- Melville Woodturners

Current

There are a variety of spaces and organisations that support hobbyist art practice within the City of Melville. Supporting the emergent artists and community art is of highest priority. The majority, however, are in suburbs close to the river with a membership body that reflects their geographical location.

More could be done to encourage diverse participation, in both age and demographics, in these creative activities. Goolugatup Studios offer excellent studios for established and emeritus artists.

Gaps

- Limited focus on youth engagement
- Static groups managing several sites especially the ones that City own but are managed by other cultural groups/ organisations especially
- Concentration of facilities and organisations one side of the City
- Lack of dynamic spaces for community ideation and participation

Future

Future Melville must include a mix of culture and art-making spaces that spread throughout the City and are welcoming to all. These spaces must accommodate a range of interests and be available to people across the spectrum of art practice – 'Emergent, Established and Emeritus.' By doing this, Creative Melville's vision for 'everyone, everywhere' will be realised.

Libraries are an important part of the puzzle, and will play an even greater role in the new strategy, providing access to multi-functional spaces across the breadth of the City, as are existing facilities such as the Melville Woodturners, Myaree Makerspace and Community Music Facility, Karlup Ceramic Studio and Atwell Gallery.

These spaces are well attended and must be assessed in a forward-thinking way, ensuring that they are being used to maximum advantage.

The Hickey Street precinct and the emerging Murdoch Health and Knowledge precinct present an opportunity to engage with youth and multicultural communities.

Expansion of key facilities into 'precincts' will also expand capacity and engagement, such as the Civic Heart Cultural precinct and Atwell precinct.

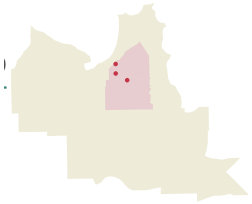
Enabling Infrastructure

- Melville Woodturners
- New Atwell Gallery
- Myaree Makerspace
- Murdoch Health and Knowledge - Technological Makerspace
- Hickey Street Makerspace
- Karlup Ceramics Studio
- Agile Multifunctional Libraries
- Library and Cultural Centre



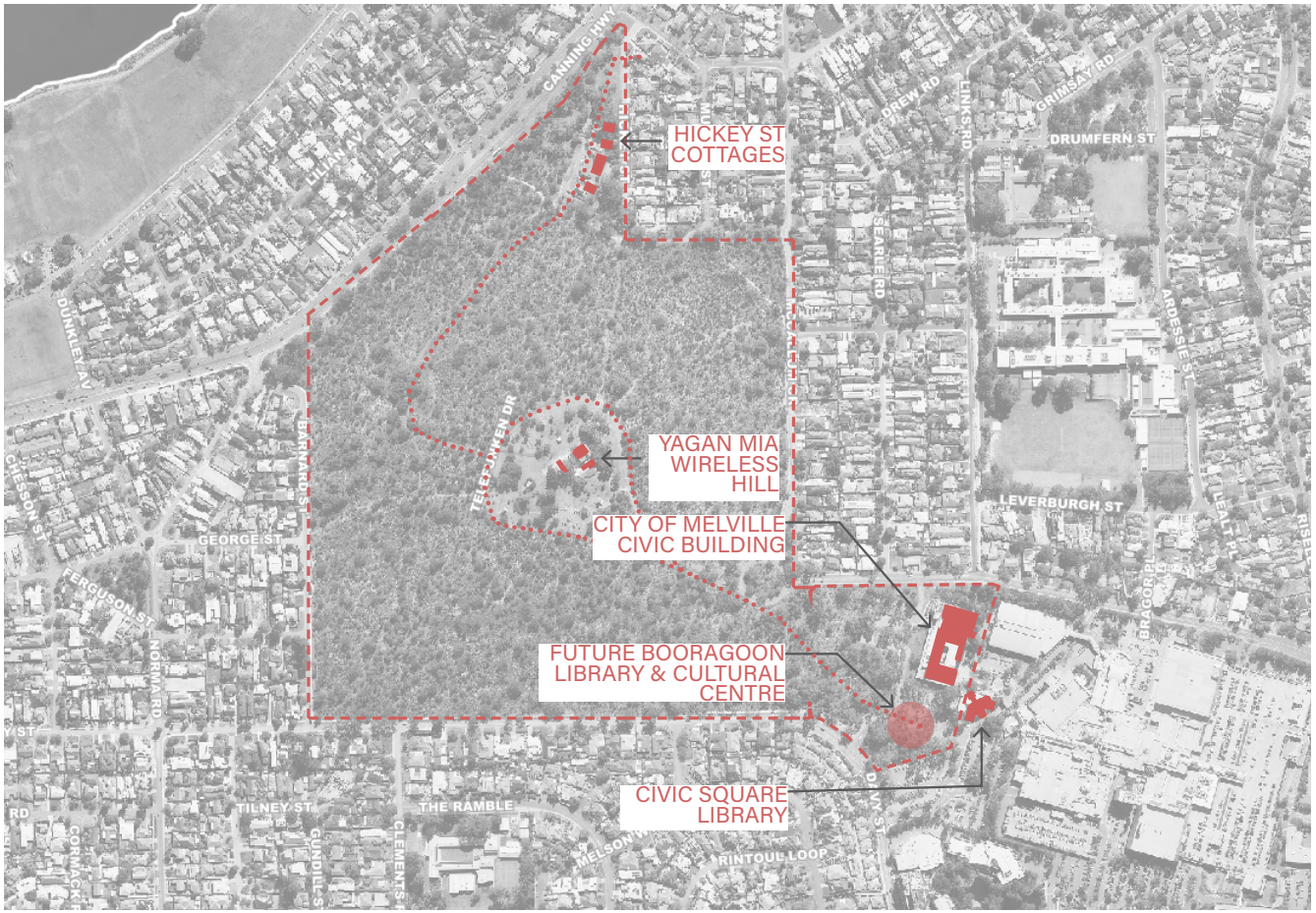
Asset Specific Actions

Civic & Cultural Heart: Overview



The proposed Civic and Cultural Heart includes the following assets:

- Future Library & Cultural Centre - NB: refer to LCC Overview previously outlined in report for detailed notes on functions and uses.
- City of Melville Civic Building (including the Main Hall)
- Yagan Mia Wireless Hill (including the museum and other buildings on site)
- Hickey St Cottages
- Landscape - both natural and modified settings.



Aerial image of the proposed Civic & Cultural Heart precinct

Civic & Cultural Heart: Civic Square Library

ASSET SUMMARY

Address

10 Almondbury Road, Booragoon.

Context

- Located adjacent to Civic Centre and Westfield Booragoon Shopping Centre.

Use & Programs

- Staff have filled the technology gap that Post Offices & Government have left by providing access to forms (online e.g. census, phones).
- Printing is a big service (via remote app). Scanning.
- Adjoined café.

Users

- Parents and young children (programs).
- A range/mix of people borrowing items.
- Using spaces - Secondary students secondary students (doing homework), seniors (newspapers, socialising), businesses (interviews).

Capacity & Demand

- Visitation: 137,013.
- Books borrowed: 236,330 (top users in order: Mt Pleasant, Booragoon, Ardross, Applecross, Winthrop).
- Capacity: 100 people.
- Currently operating at capacity.

Built history

- Built somewhere between 1982-1985.
- Refurbished 2012/2014.

Land Use

- 'Centre'

Existing Condition (anecdotal)

- Building is generally in very good condition, with the exception of the public toilets which require urgent repairs.

Universal Access & Equality of Access

- Externally accessed storage via steps.
- No UAT.
- Entry ramp is non-compliant.
- Poor signage/wayfinding/arrival, not accessible from public transport.
- Difficult to find collection due to layout.
- Internal signage needs improvement.

Fitness for Purpose

- Not enough space in main library.
- Café needs more space for seating.



Footprint of the existing Civic Square Library



Exterior of Civic Square Library



Interior of Civic Square Library

Civic & Cultural Heart: Civic Square Library

The Civic Square Library is at the end of its life but will continue to operate until the new Library and Cultural Centre is built. The existing toilets need to be improved as a priority. The location of the library, next to a busy shopping and civic centre, is very good. The recommendation is to maintain this location in all plans going forward. The design of the new library must include cultural elements including flexible spaces for artmaking, performance and general community use.

Recommendation

Quick Wins

→ Upgrade toilets as they present a safety issue (24sq.m).

Short Term

→ Shift the library temporarily to the foyer of the Civic Centre for the duration of the build or alternatively investigate the option for a prototype intervention ('testing ground') in the area.

→ Ensure that the new library is situated in the same (or close to) the location of the current facility.

→ Ensure that the new library contains flexible spaces that can be used by the community for art-making, performance and general cultural activity.

→ Ensure that the new library has access to flexible outdoor space and is serviced by a cafe.

→ Develop Master Plan for enhanced landscape connection as per Transformational Moves and Guiding Strategies.

Rationale

→ The toilets are in poor condition and the access is from the outside. They are currently accessible to the public however are unsafe to use at night.

→ During construction, the library collection should be temporarily relocated to the foyer of Melville's Civic Centre. Doing so would maintain the libraries presence at this key hub within the City.

→ Staff have expressed that they feel restricted by what they can do indoors. The new library must provide flexible outdoor space to facilitate programming.

Civic & Cultural Heart: Melville Theatre Company

The trend of theatres closing in Perth does not reflect Melville Theatre Company (MTC) experience. They have gained a very respected place in Theatre companies in Perth and Western Australia. MTC believe the new premises in the Civic Building will provide a fresh start and opportunity to reach a broader audience, with a fresh approach, and the ability to tackle more challenging shows that have previously not been possible. Details of leasing and arrangements for sharing the space with other users are being finalised to ensure access for diverse users to central civic facilities.

Recommendation

→ Relocate from existing premises to the Main Hall in the Civic Building.

→ Activate outdoor areas.

→ Review suitability of theatre space in the Civic Building. Consideration should be given to integration/relationship of Main Hall with future developments in the central precinct area.



Footprint of the Main Hall within the Civic Building

Rationale

→ The existing premises have come to their end of functional life. Once upgraded, the Main Hall in the Civic Building should meet MTC's needs as it offers more space and customised amenity. It will also better provide a quality of space more suited to a premier civic facility for community use.

→ The limestone amphitheatre adjacent the Civic Building and Civic Square Library is currently underutilised but offers some interesting spaces, the like of which could suit small/temporary activations, and may provide opportunity for MTC.

→ Architectural and technical plans for the Main Hall upgrade have been finalised. Once finalised and in use, a review may be advisable to ensure the MTC maintains a central and accessible location within an active precinct as part of a thriving cultural centre. The sharing of a space amongst groups must be managed carefully and appropriately.

Civic & Cultural Heart: Yagan Mia Wireless Hill



ASSET SUMMARY

Address

Telefunken Drive, Applecross.

Context

- Located within Wireless Hill Park and in close proximity to the Civic Centre and future Library & Cultural Centre.

Character

- The Yagan Mia Wireless Hill precinct offers a unique range of community facilities, a combination of the natural environment, and First Nations heritage and history.

Use & Programs

- Museum space, cottage, lookout tower
- Park (3 trails, Telecom/Industrial, Indigenous Heritage, Biodiversity)
- Place activation: Vintage Vinyl Blues and Records, Baby Rhyme Sessions, Lime Stone Concerts, Education, Highway to Hell
- Noongar Stories. Music Venue
- Open Space
- Activation Plan: Local histories, digital technologies, science-based themes. exhibitions, events, site specific artworks, learning programs
- Will host festivals, markets, classes, symposia, workshops
- Office space
- Home of Capital Radio.

Users

- Museum: Elderly people and mothers with kids, school children
- Park: wider audience for wildflower walks and schoolkids for biodiversity walks

Non-users

- Teenagers
- Young Adults

Built history

- Built from 1912.
- Recent upgrades to interpretative signage

Land Use

- Parks and Recreation

Heritage

- State Register of Heritage Places
- 'Parent' place is Wireless Park, 'Child' places include the Museum group and Caretakers residence.

Existing Condition (anecdotal)

- Condition is good and well maintained. Storage spaces could be in better condition and offer better amenity
- Ramping and decking installed in 2020/21 which has been very successful. Spaces are mostly accessible including 1 x UAT accessed from the park
- Some signs of dilapidation in some areas.

Universal Access & Equality of Access

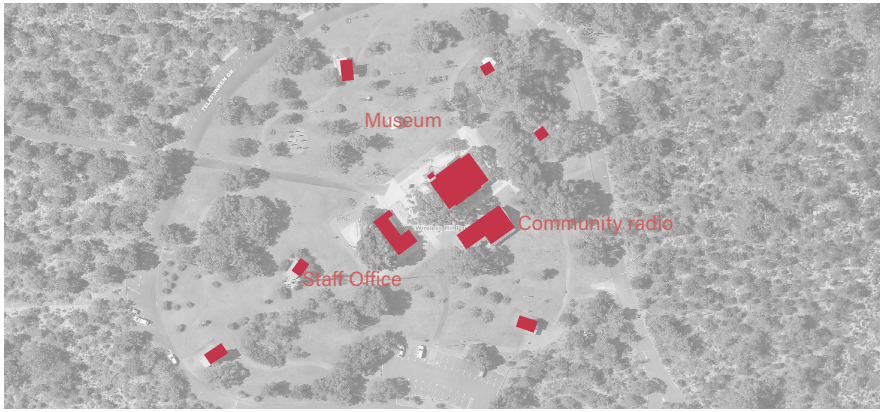
- Fair-Good

Fitness for Purpose

- Museum is agile (moveable furniture, ability to create different layouts/exhibitions). Collection is not static.
- Cottage well utilised.
- Lookout tower appreciated.
- Plinths and ramps work well.
- Activation of the space is good.
- Ringroad works well.
- Back of house storage limitations - space & accessibility & climate control to archives.
- Obstacle - staff capacity - too much to manage.
- Obstacle - No cafe.



Community radio (L) and Museum (R)



Building footprints on aerial image

Civic & Cultural Heart: Hickey Street Cottages

ASSET SUMMARY

Address

2-8 Hickey Street, Ardross.

Context

- Suburban location, set back from Canning Highway with a grassed area in between. Edge of the Wireless Hill bushland reserve.

Character

- Single story heritage cottages in bushland/ park setting.

Use & Programs

- Art Residency, storage for Museum and longterm lease to Attitudinal Healing of Western Australia.

Users

- #2 & #4 are long term private rentals.
- #6 is partially leased on temporary basis and also used for CoM storage
- #8 has recently been trialling an artist in residence program.

Universal Access

- Poor

Heritage

- Registered with the State Heritage Register.



Rear of cottage #6



Storage in cottage #6



Entry to cottage #6



Building footprints on aerial image

Civic & Cultural Heart: Yagan Mia Wireless Hill

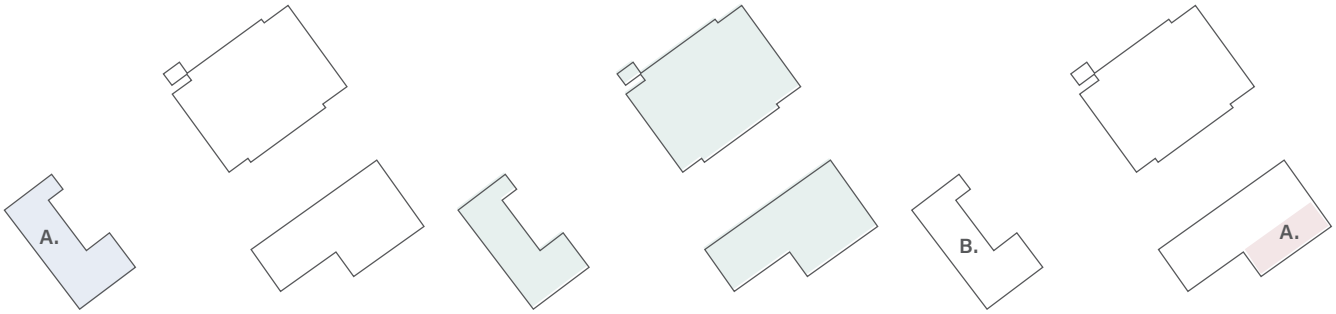
The precinct has the foundations to become a vibrant cultural and community precinct, enveloped by native bushland. Minor improvements should be made to the amenity the site, including storage, and a permanent food and beverage option should be explored. Moreover, connections should be established between the current Civic Centre, future Library and Cultural Centre, and the Hickey Street Cottages.

Recommendation	Rationale
→ A consolidated, climate-controlled (stable) storage facility is required to service the Precinct. This may be located at the LCC subject to final design requirements. If not able to be accommodated at the LCC a solution may be able to locate at rear of Hickey Street Cottages as indicated in planning overleaf.	→ There is a lack of adequate storage on site. Material is currently being stored at various City of Melville assets and in non climate-controlled environments. Staff have indicated that while an off-site storage facility would be manageable, an on-site solution is preferred.
→ Upgrade cabinetry in back-of-house spaces.	→ Improve small storage capability on site.
→ Develop technology to allow for the presentation of more contemporary exhibitions.	→ A new user group could be attracted through the design of technology based exhibitions, including flythroughs, audiovisual, interactive work, digital, augmented reality and VR mast. Improved technology will be required.
→ Develop obvious and well-lit walking pathways between the Civic Centre, Library and Cultural Centre and the Hickey Street Cottages. Walkways/trails/ green corridors and other landscaping to aid uniting these areas as a precinct and build connection, all through guidance of Cultural, Heritage and Biodiversity guidance.	→ Re-establish the historical entrance to create a stronger and more connected precinct. Improving access from Canning Highway, and generally improving visibility to the site, will improve visitation.
→ Improve signage on Canning Highway.	
→ Develop new facilities including cafe and multipurpose space.	→ Introducing a cafe would improve visitation and increase the length of time users stay.
→ General works: Renewal of FF&E Restoration to rectify dilapidation as required. Renewal of Site Amenity.	→ General renewal works based on age and condition of asset.

Civic & Cultural Heart: Yagan Mia Wireless Hill

Staging Diagram

Note: Staging diagrams are not-to-scale.



Short Term

A. Upgrade of FF&E including replacement of and additional space saving cabinetry.

Medium Term

Signage renewal.

Allowance for renewal of Site Amenity.

Restoration works to rectify dilapidation.

Long Term

A. New or expansion to toilets.

B. New facility for pop-up cafe.

FF&E = Fixtures, Fittings & Equipment. For example, interior furniture, or an office fit-out.

Site Amenity = Items such as footpaths, car parks & bicycle racks.

Civic & Cultural Heart: Hickey Street Cottages

The Hickey Street Cottages present an exciting and unique opportunity for the City of Melville. The overarching recommendation is that each cottage be returned to the City for use as accommodation and production space for artists and performers. With sensitive renovation the precinct would become a hub for visiting artists and a space for the community to experience professional art production and exhibitions. The cottages are in need of significant renovation to make them fit-for-purpose.

Recommendation

→ Complete a Heritage Management Strategy across the area (including, investigation into condition of assets)

→ Improve pedestrian access across Canning Highway

→ Restoration and upgrade to cottage #8 (artist-in-residence)

→ Restoration and upgrade to #6 (work spaces)

→ New landscaping work surrounding # 6 and #8

→ Advance retrieval of #2 and #4 from private lease and develop a realistic timeline for expedient return

→ Restoration and upgrade to cottages #2 and #4 with new landscaping

→ Restore the entrance to Wireless Hill.

Rationale

→ Detailed heritage building assessment including Heritage Council requirements for restoration and upgrade work.

→ The 'Station Walk' trail runs past the cottages and across Canning Highway terminating at the river, however the pedestrian crossing over Canning Highway is informal and dangerous.

→ The current Artist-in-Residence program has been successful in the early stages of the trial. Continue to develop the program alongside upgrade works to the cottages and landscaping.

→ Underutilised and toilets in disrepair. To make suitable as a shared work space for artists, a maker space, and a place where the community can experience professional culture and artmaking in workshops of studios of practitioners.

→ Currently not accessible, and the two buildings are divided by a fence. There is a lack of integration into the surrounding landscape, and the outside spaces are generally underutilised. Enhance connection with wider precinct.

→ Activate and utilise #2 and #4 to create an arts precinct with additional artist-in-residences and/or potentially art centre/gallery/agency. Long term vision is to appeal to international artists. Accessible landscaping to connect all four buildings with each other and the site. A diverse range of artists that follow programming and create outputs and outcomes for the City of Melville (literature festival, sculptors, performance etc). Make it possible for more than one artist at the time.

→ Consider the site as part of a larger precinct - Library and Culture Centre and Wireless Hill, but also as an arts trail between Atwell House and Heathcote. Refer also to existing Environmental and Heritage Management Plans.

Civic & Cultural Heart: Hickey Street Cottages

Staging Diagram

Note: Staging diagrams are not-to-scale.

Short Term

A. Investigate Back-of House and Storage facility behind Hickey St Cottages. *Refer also LCC / Wireless Hill.*

B. Pedestrian crossing at Canning Hwy.

C. Upgrade works #8.

D. Upgrade works #6.

E. Upgrade landscaping including Accessibility into and surrounding houses.

Medium Term

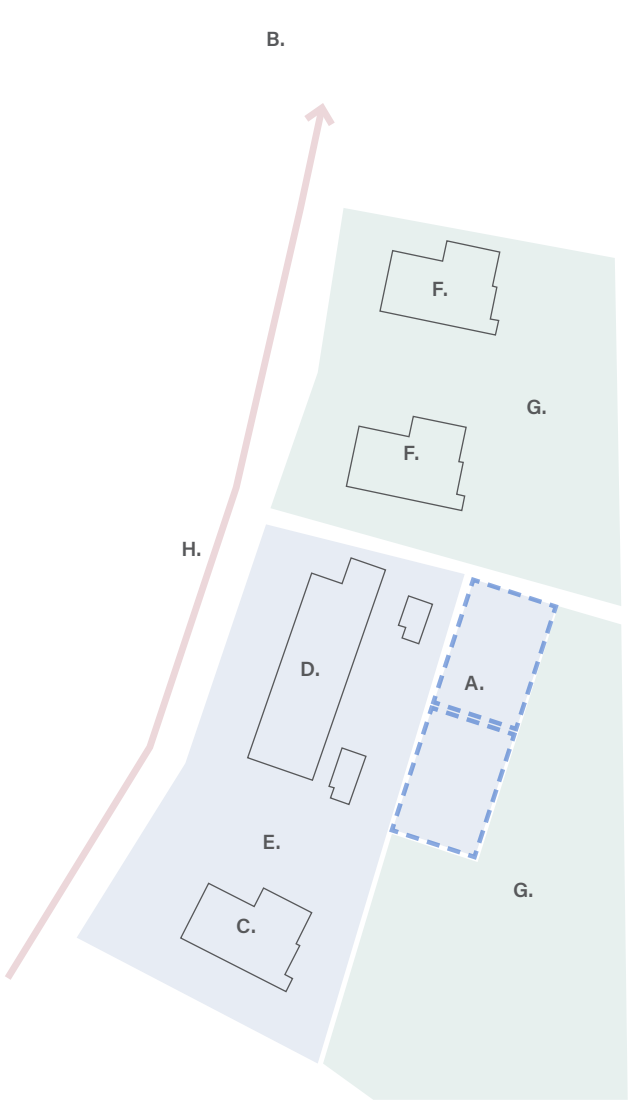
F. Upgrade works to #2 and #4.

G. Upgrade landscaping including Accessibility into and surrounding houses and up to Wireless Hill.

Long Term

H. Upgrade entrance road.

Note: Back-of-house and Storage facility is based on providing an equal amount of storage to museum display space (130sq.m) and an equal amount of Back-of-house space to Artist Workshop space (110sq.m).



Precedents

Gibbs Farm New Zealand

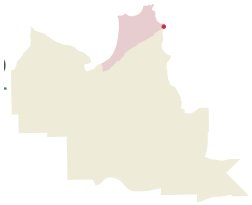
- artist residency with focus on creating sculptures for the farm

Storm King Art Centre, New Windsor, New York.

- contemporary outdoor sculpture
- open-air museum



Canning Bridge Cultural Node: Overview



The proposed Canning Bridge Cultural node includes the following assets:

- Canning Bridge Library (existing)
- Canning Beach Road Library (proposed as part of the Edge development)
- Tivoli Theatre (Applecross District Hall)
- Car parking

Context & Character

The site is opposite the Raffles Hotel and tower to the East and residential to the West. To the south is dominated by retail outlets. Additionally, the site is in close proximity to the Swan River, public transport along Canning Hwy, Kwinana Freeway and Canning Bridge public transport Station.

Geographically, the site is well connected and benefits from its position to major transport routes.

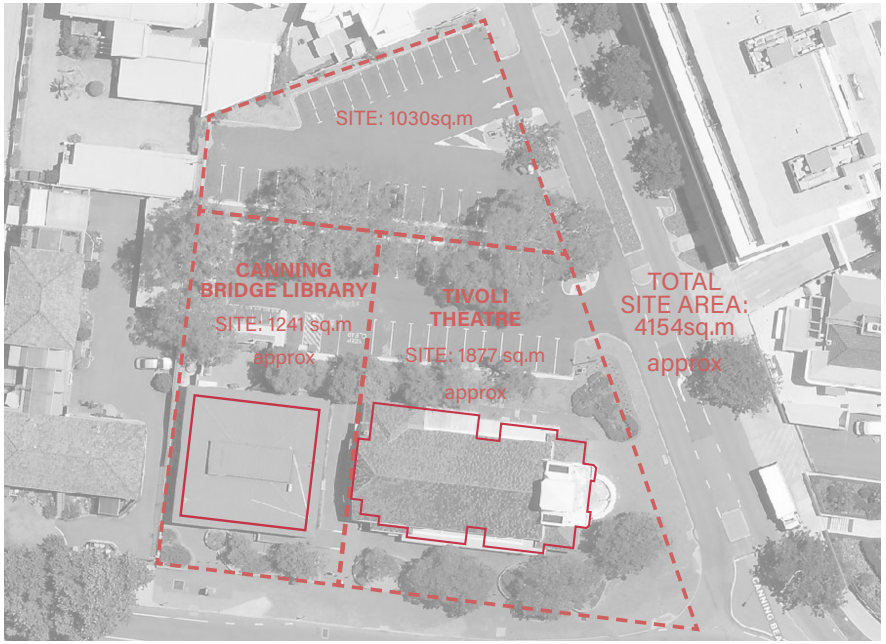
The cultural node is located in an area undergoing substantial changes with high rise buildings changing the scale and character of the area. The Canning Bridge Activity Centre Plan nominates the surrounding areas for potentially 10-15 storey mixed use in the future.

As identified in the Canning Bridge Activity Centre Plan and the Community Development and Place Activation Plan at Canning Bridge the case is strong for the development of a cultural node at Canning Bridge, with the heritage Tivoli Theatre its focal point.

Backend processing and staff will move when the new Library and Cultural Centre opens in Booragoon.



Canning Bridge Cultural Node



Building footprints on aerial image

Canning Bridge Cultural Node: Tivoli Theatre (Applecross District Hall)

ASSET SUMMARY

Address

69 Canning Beach Road (Corner Kintail Road), Applecross.

Use & Programs

- The Tivoli Club is the primary user group. They also manage and lease the facility out to various dance groups throughout the week (kindy dance, jungle dance and swing dancers).

Current Users

- Older demographic 50+
- Nursing home – Sunday matinee
- Children Dance Users
- Youth (youth theatre play once a year)

Capacity & Demand

- The Theatre has a capacity of 160 people. Currently shows are on Friday nights and Sunday matinees. Rehearsals and other groups use the facilities during the week. Saturday nights are only used once a month. The demand for the space is often on weekends and after working hours during the week.

Equality of Access

- Good. In a location well serviced and accessed by various transport methods.

Built history

- Built from 1934-1952.
- The building is a significant piece of Art Deco architecture and registered with the State Heritage Register.

Land Use

- Zoned 'Centre'

Precinct Plan

- Canning Bridge Activity Centre. Zoned Mixed Use and up to 15 storeys.

Existing Condition (anecdotal)

- Dilapidation including roof leakage and concrete cancer. Generally in need of restorative work.

Universal Access

- No UA toilets.
- Main entry not accessible.
- Various steep stairs with no handrails in back of house areas.

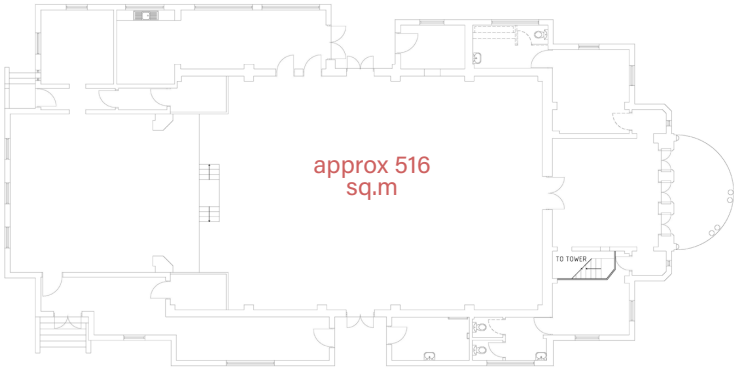
Fitness for Purpose

- Functions well for the Tivoli Club users and no additional stage or seating space is desired however accessibility and back-of-house areas, including toilets and store rooms, are not fit for purpose.

Current Works

Currently renewal and upgrade works are planned, including:

- Upgrade of existing toilets to be 'ambulant' compliant, upgrade of store room, upgrade external pathway to car parking ticket machine.
- New auto-closers to entry doors, new step ramp to main entry.
- Modification to landscaped plant beds.



Tivoli floor plan (not to scale)

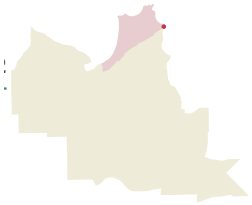


Tivoli main entry



Tivoli interior

Canning Bridge Cultural Node: Canning Bridge Library



ASSET SUMMARY

Address

2 Kintail Road, Applecross.

Use & Programs

- The library operates via a small 'express' public area. The back of house is taken up with library storage and operational staff. Backend processing and staff will move when the new Library and Cultural Centre opens in Booragoon.
- This is a largely unstaffed library model to increase the operating hours and accessibility to community

Users

- Generally 40+ (if not older) new members are 60+
- Young parents (with young children)
- Affluent area and affluent primary users

Non-users

- No school children
- The diversity in the area is not reflected in the library

Capacity & Demand

- 600 visitors per month. Low usage.

Built history

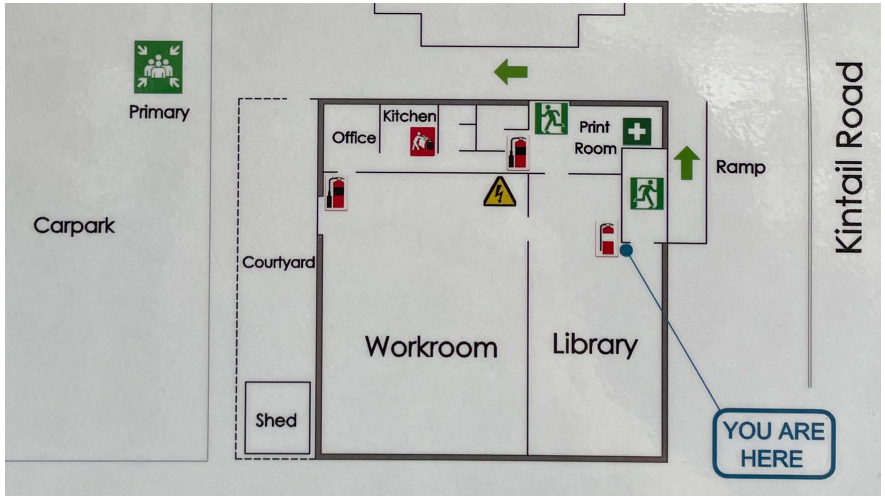
- Built somewhere between 1953 and 1965.

Existing Condition (anecdotal)

- Some dilapidation.

Universal Access

- Poor.



Canning Bridge Library floor plan (not to scale)



Canning Bridge Library exterior (north)



Canning Bridge Library exterior



Canning Bridge Library interior

Canning Bridge Cultural Node: Canning Bridge Library

Proposed Works

Designs are being progressed for a new Library on Canning Beach Road, on the ground floor of a multi-storey 'Edge' development. This is an unstaffed library model offering greater hours of access for community. The library will include:

- Large library 'lounge'
- Makerspace/ TechLab - creative space for making
- Children's space
- Alfresco library
- Study room
- Informal meeting or work spaces



Visualisation of the Edge development

Canning Bridge Cultural Node

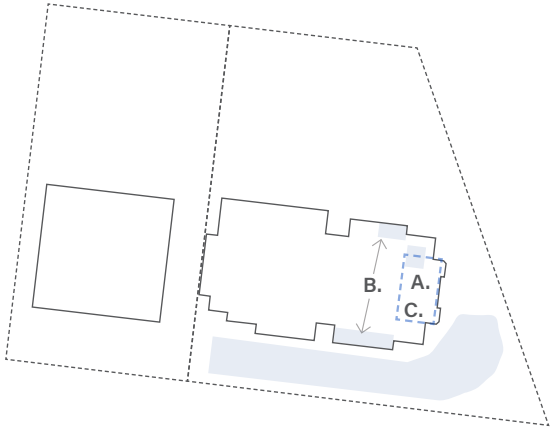
Once the Canning Bridge Library shifts to its new location, the opportunity is there to respond to the Activity Centre Plan and create a cultural node . The Tivoli Theatre is a much-loved and busy cultural asset, the audience is older and the space generates nostalgia and sense of belonging through its programming. However, it requires a contemporary sibling in order to provide for a younger and more diverse audience to participate in culture-making at this important cultural node. The Tivoli Theatre is heritage listed and should always remain a place for community performance and participation.

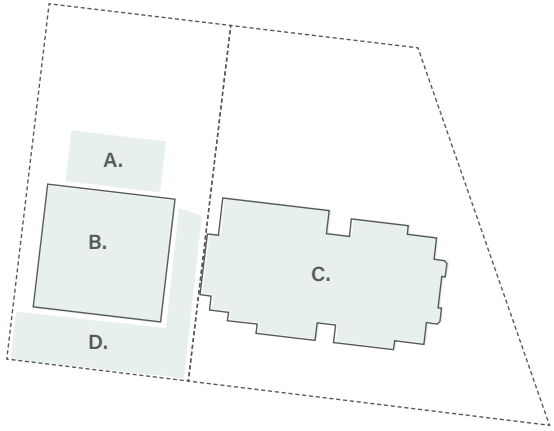
Recommendation	Rationale
Tivoli Club (Applecross District Hall)	
→ Rectify dilapidation including concrete cancer and removal of asbestos. Improve access to upper level back-of-house.	→ There is a high priority to rectify hazardous areas in the immediate future, including falling concrete, water leaks and concrete cancer. Additionally, back-of-house areas in the upper level are accessed via a steep ladder. The Tivoli Club is run by volunteers who are most likely ageing or elderly, therefore these access issues must be resolved. The building is due for restoration works. Back-of-house areas are not fit for purpose.
→ Explore the potential for off-site storage.	→ Given the value of the land that these two assets occupy, any major storage requirements must be off-site.
Canning Bridge Library	
→ The library is to continue 'as is' until the new library on Canning Beach Road is completed.	→ The library operates via a small 'express' public area. The back of house is taken up with library storage and operational staff, which will move once the new library opens. Despite the dilapidation of some aspects of this building, no major works are to be undertaken until this occurs.
→ As soon as its empty, the library is to be transformed into an additional rehearsal and 'low key' performance space attached to the Tivoli Theatre. → This new space will require upgrades to transform it into a suitable environment for performance (eg. soundproofing, technology upgrades).	→ When the Canning Bridge Express Library is no longer required as a library or to house central library staff, it should become a supportive/supplementary space for the 'at capacity' Tivoli Theatre. The new space could be used for rehearsal and potentially 'low-key' performance, freeing up activity with the main hall and opening the site to a younger audience.
Cultural Node	
→ The carpark could be partially transformed into a 'Testing Grounds' site for experimental and emerging performance and art.	→ Realising the vision of the 'Cultural Node' requires detailed planning. The site is well suited for testing ideas and trialling cultural experiences. Doing this will help establish a clear vision for the site, and build audience in anticipation. An experimental 'Testing Grounds' intervention will attract a younger and more diverse audience.
→ Investigate the long term aspiration to create a Cultural Node.	→ New development should be strongly encouraged to include experimental theatre, performance and live music (similar to The Blue Room or the Fly By Night Theatre), with Tivoli Theatre remaining for community theatre use. Consider also that the number of high rise buildings in the area will increase, so retaining a pocket where the focus is at a more human scale is important. → In the long-term, the financial value of the site might need to be realised through major development. Any development proposals must include provision for an experimental music venue as part of the brief.

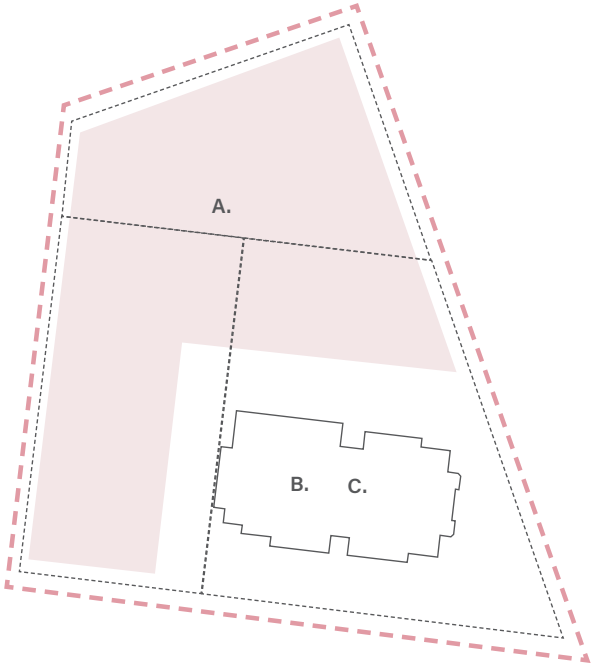
Canning Bridge Cultural Node

Staging Diagram

Note: Staging diagrams are not-to-scale and coloured areas are not indicative of building footprints.







Short Term

Allowance for renewal of FF&E*.

A. Rectify hazardous dilapidation including concrete cancer and removal of asbestos.

B. Planned works

C. Upgrade access to tower on upper level.

Medium Term

A. Expansion and 'Testing Ground' to be developed in parts of the carpark to build audience and generate new dynamic performance stages. (up to 200sq.m)

B. Expansion into neighbouring library building. Renewal work to make suitable.

C. Allowance for renewal of FF&E*.

D. Allowance for renewal of Site Amenity*.

Long Term

A. New (performing arts) development within the 'Cultural Node' as part of broader re-development.

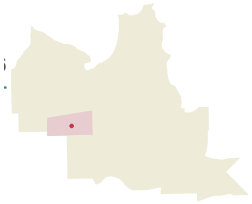
B. Allowance for Restoration of heritage building.

C. Allowance for renewal of FF&E*.

FF&E = Fixtures, Fittings & Equipment. For example, interior furniture, or an office fit-out.

Site Amenity = Items such as footpaths, car parks & bicycle racks.

Willagee Library



ASSET SUMMARY

Address

Corner Winnacott and Archibald Streets, Willagee.

Context

Willagee Library sits in an activity centre, adjacent the Community Centre and George Humes Park, nearby the shopping village.

Character

Willagee has a strong local character defined by a well connected community.

Use & Programs

- 'Better beginnings' program
- Study rooms
- Wi-Fi & PCs
- Children's section
- Outside courtyard

Users

- Youth (primary & secondary school)
- Local audience
- Seniors
- Indigenous users
- Parents & bubs (program)

Non-users

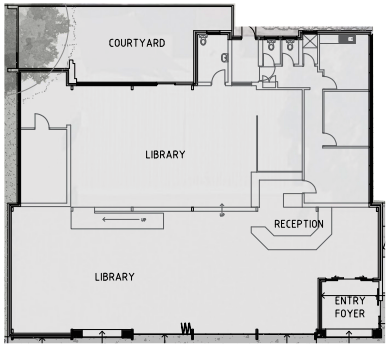
- Current library users may not be fully reflective of the diversity in the community.

Visitation

65,966/year



Building footprint over aerial image



Willagee Library floor plan



Entrance to Willagee Library



Approach to Willagee Library



George Humes Park

Willagee Library

Built history

- Built 1974.
- 2020 upgrade: refurbishment (removal of window tinting improved interaction with outside, resurfacing of verandah).

Land Use

- 'Centre'

Universal Access

- Good

Equality of Access

- Good

Existing Condition (anecdotal)

- Some roof leakage. Building is aged. Has had cosmetic refurbishments and is in good condition relative to its age.

Capacity/Demand

- Demand is outgrowing physical space.

Fitness for purpose

- More space is needed for children's programs.
- Shelving is not easily moved.
- Too many shared spaces.
- Willagee has specific literacy development and employability needs.

Current Works

Upgrade works are planned including:

- enclosed courtyard for kids wet area & after 3pm cooking program
- conversion study rooms to rehearsal/ recording space
- Landscaping of corner park.

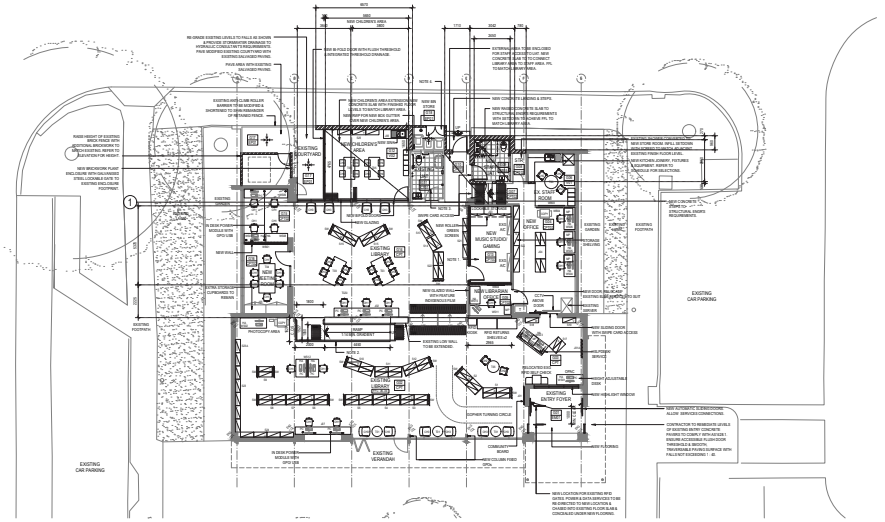
Additional approx.30sq.m added to internal area.



Carpark adjacent Willagee Library



Interior at Willagee Library



Proposed upgrade works to Willagee Library

Willagee Library

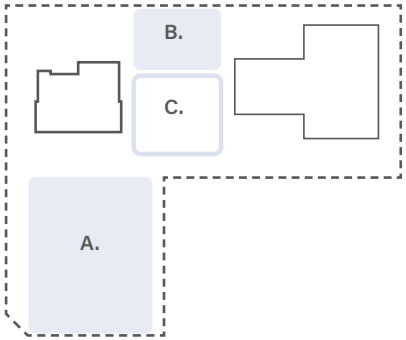
Willagee Library is a very important community asset, with programs that reflect community need, dedicated staff and a welcoming landscape. The building, however, is old, disconnected from the community centre and in need of further renovation. A key recommendation is not to proceed with these planned minor works but to expedite the replacement of this facility. The new facility should be a place where the library and community centre intertwine, and where the surrounding community are able to pursue activities and events specific to their needs. It should be delivered through a co-design process with the local community.

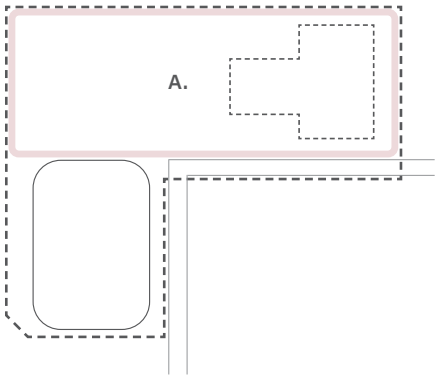
Recommendations	Rationale
Quick Win (immediate) → Install a permanent recreation area including fixed basketball and ping-pong fixtures to replace the existing temporary installation.	→ The bitumised car-parking area between the Library and Community Centre is inaccessible to cars and used for basketball and ping-pong. The area is shaded by trees and has limited seating options however the basketball fixture is portable and easily damaged. The community has expressed a desire for a more permanent solution. These improvements will also fulfill the desire of the Library staff to have greater visual connection and activation to the surrounding activity centre.
→ Improve visual connection between library and community centre.	
Short Term → 'Testing Grounds' dynamic spatial intervention.	→ There is a lack of cohesion and connection between the Library and Community Centre, and lack of utilisation of the Community Centre. A dynamic spatial intervention can encourage greater youth participation, generating access and interaction with culture and programming.
Medium Term → Replace library and community centre with a new building/s with some shared amenities (toilets, reception/welcome space etc).	→ Library staff envisage the Library becoming a 'node' (as opposed to a 'hub' which has it all), that is, an instigator of opportunities and a connecting point to hubs. The connection to key partners, schools, community groups and Shopping Village is of interest. The new Library needs to reflect the diversity of the community, whilst strengthening youth and adult programs with dedicated staff resources.
→ Ensure that the new facility is co-designed with the local community, in particular youth and representatives from the First Nations community.	→ Various challenges face communities within Willagee, including literacy, employment and the preservation of language and culture. The new facility must include a series of flexible spaces that can be used for programming to address these issues, including spaces for learning, reading, storytelling, and art-making.
	→ The current building footprint is small and split across two levels, restricting usability. The age of both the Library and Community Centre is nearing 50 years, and while they have both received a number of renewals and upgrades, the buildings will soon reach end-of-life. A new facility would consolidate both assets and better reflect the global shift from libraries as distinct spaces to places of flexible use and community activity. The unique needs of each facility must be folded into the design of the new building.

Willagee Library

Staging Diagram

Note: Staging diagrams are not-to-scale and coloured areas are not indicative of building footprints.





Quick Wins

A. Planned upgrade works to George Humes Park.

B. Retrofit existing carpark area with fixed basketball and ping pong fixtures (250sq.m).

C. Spatial intervention (approx 200sq.m).

Longer Term

A. Option 1: New Library & Community Centre building.

Option 2: Demolish Library, retain Community Centre, new Library extension (noting that the Library extension will need to be designed to accommodate any updated library / community access criteria)

Precedents

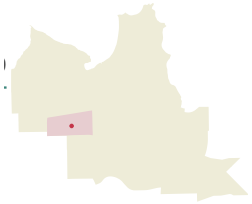
Open Air Library - 2009 - Magdeburg - KARO Architects

- located in disadvantaged post-industrial area
- concept for the library began as a temporary social intervention project built with beer crates and funded by community donations
- library is completely open air, open all hours variety of informal spaces for socialising with no strict boundaries or rules which appeals to youth
- facilities include a stage for local bands, readings, shows





Bull Creek Library



ASSET SUMMARY

Address

24 Leichhardt Street, Bull Creek.

Context

- Located on the same block as a major shopping centre, opposite residential area to the West and North.
- This is the closest public library to Murdoch University.
- This area has Melville's highest proportion of residents of Asian descent.

Character

- A suburban character with mature vegetation, however the shopping centre and large carpark dominates on the South-East.

Use & Programs

- LOTE, technical help in Mandarin, English conversation
- PCs, printing, study areas
- Adjacent community centre run by Bluegum

Users

- Women aged 60+
- Students (all ages)
- Asian/Multicultural families with younger children
- Very diverse with biggest users being from Chinese and Indian backgrounds
- Also servicing some of Willetton/City of Canning

Non-users

- Young professionals 18-34
- Some youth cohorts
- Males 45-60

Visitation

- 91,564 last recorded year
- 8000 people per month

Capacity

- Capacity: 80 people



Approach to Bull Creek Library



Building footprint over aerial image

Bull Creek Library

Built history

- Built 1979
- 2017 upgraded: refreshed interior design and additional gathering spaces
- 2020 upgraded: staff area refurbished

Land Use

- Centre C3

Existing Condition (anecdotal)

- Generally in good condition.
- Water leaks.
- Temperature control issue.

Universal Access

- Good

Equality of Access

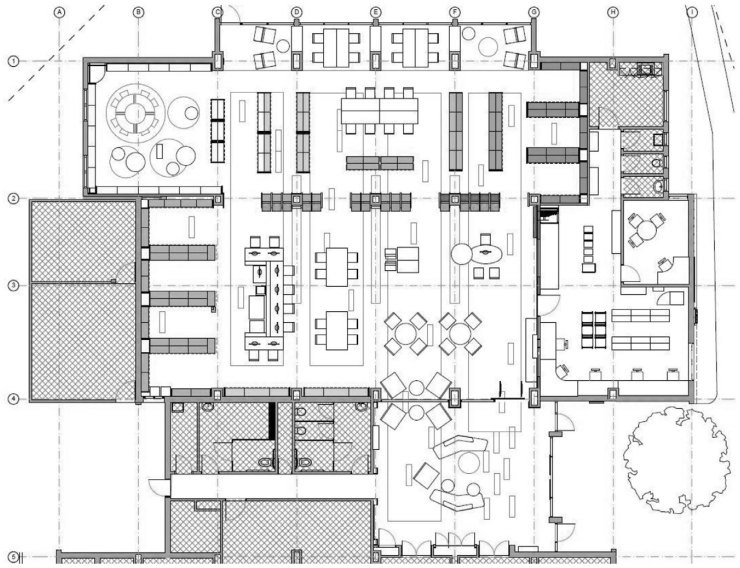
- No signage in languages other than English.

Fitness for purpose

- More space required for collection
- Staff area works well but storage space is limited
- Study spaces are very popular, more are needed
- Lack of quiet areas
- Balancing the borrowing collection is a management issue
- Small children's area
- Not much to offer young professionals with no children.

Current Works

- The Community Centre adjoined to the library is currently receiving renewal work, including shared toilets.
- The external water damage is due to be fixed and repainted.



Bull Creek Library floor plan (not to scale)



Northern approach to Bull Creek Library



Interior of Bull Creek Library



Interior of Bull Creek Library



Interior of Bull Creek Library

Bull Creek Library

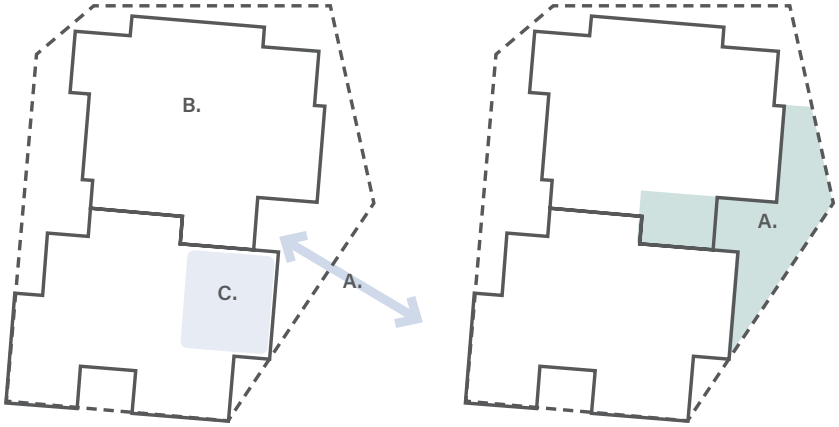
The Bull Creek Library is very well used and has the largest quantity of non-English resources within the City of Melville's library network. This is both a reflection of and a response to the surrounding community, which consists of a high proportion of people of Asian descent. The current library is in good condition and is well located, however poorly integrated into the adjacent shopping centre precinct. Lacking is a flexible space for social activity, for instance exhibitions or small-scale community events. This library is suggested to introduce a 'Testing Grounds' installation, that is a permanent, flexible space for experimental programming.

Recommendation	Rationale
Quick Wins (immediate)	
→ Improve wayfinding between the library and adjacent shopping centre, including additional signage and landscaping treatments. This will need to be delivered in consultation with the shopping centre owners.	→ Use signage and better wayfinding to leverage on foot traffic at the adjacent shopping centre. The community should be encourage to consider a library visit as part of their regular shopping trip. → The community would like to see signage in Chinese, particularly for the older generation whose English is poor.
→ Replace static library shelving with movable options.	→ Library staff have expressed their preference for staying in the existing building. They would like to attract more users at quiet periods during the week and have the ability to adapt the space without great effort.
→ Shift some of the services that the Library can't accommodate into the Community Centre.	→ To keep up with the demands of the community, more space will eventually be required. There is already a demand for more enclosed study spaces, individual study space, and quiet areas, which the library can't currently accommodate. There is no connection with the Community Centre beyond shared toilets and the entrance. There is a desire by the community to have access to a community space.
Short Term	
→ The recommendation is to NOT relocate the Library to the Murdoch Knowledge Precinct but rather to leverage on the success of the library in its current location.	→ With minor adjustment, the current Library could comfortably service its community for the next 20 years. A shift to the Murdoch Knowledge Precinct might attract some younger people but it would do so at the detriment of the existing audience.
→ Add a 'Testing Grounds' installation to the forecourt, providing an alfresco space to test new ideas, including exhibitions, openings, artmaking, cultural celebrations.	→ There is limited opportunity to expand anywhere else on site due to the location of site boundaries. A 'Testing Grounds' installation can test new ideas, including exhibitions, openings, artmaking, cultural celebrations. → An alfresco library experience with access to a coffee service could generate further interest.
→ Seek opportunities to improve integration and connectivity with the shopping centre and surrounds through wayfinding, signage and short term activations.	

Bull Creek Library

Staging Diagram

Note: Staging diagrams are not-to-scale.



Quick Wins

A. Upgrade wayfinding between Library and shopping centre (signage in Chinese and landscape treatments).

B. Replace shelving with movable option.

C. Retrofit Community Centre to accommodate study spaces/quiet spaces.

Short Term

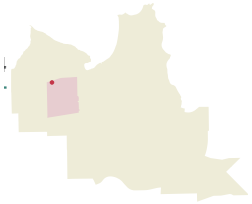
A. Spatial intervention (Testing Grounds) to the forecourt area (approx. 150sq.m)

Note: access to library and community centre to be maintained.

Longer Term

Investigate the development of new Library integrated into Shopping Centre precinct

AH Bracks Library



ASSET SUMMARY

Address

431 Canning Highway (Corner Stock Road), Melville.

Context

- Located within the Melville District Activity Centre and at the intersection of Stock Road and Canning Highway. Melville Reserve to the South and residential to the East.

Character

- A hub, created through the connection to Leisurefit and community rooms.

Use & Programs

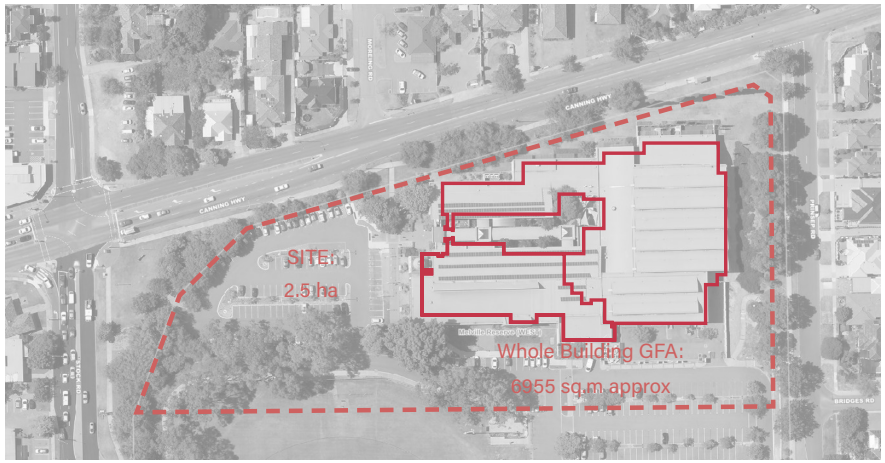
- This library is effectively the defacto central library until the new Library & Cultural Centre comes to fruition.
- Spaces include a children's room, Creative Lab room, large bookable meeting rooms accessed after hours. Study pods/booths and PCs are popular.
- The focus of the library is in the integration of art, heritage and history.
- It provides a venue for social activity for people with disabilities and seniors.

Users

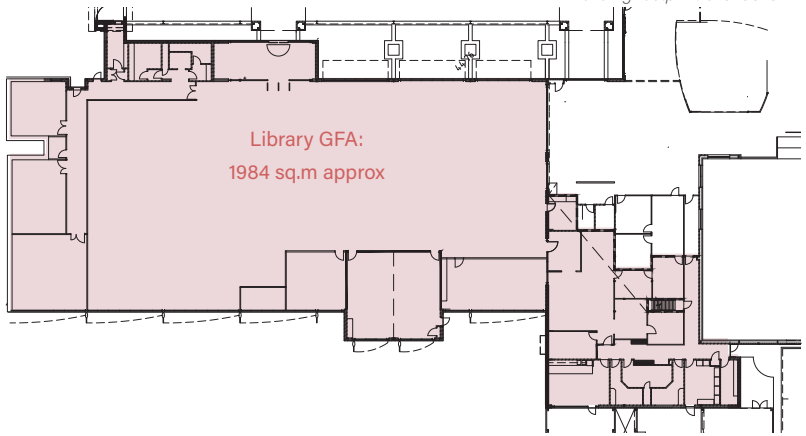
- Retired women
- Elderly and infirm
- Parents and bubs/children
- Primary & secondary school users.
- People with disabilities
- Note also lots of Fremantle/East Fremantle users

Non-users

- Young adults
- Middle aged men



Building footprint over aerial image



AH Bracks floor plan (not to scale)

AH Bracks Library

Capacity & Demand

- Visitation of 186,000 people in 20/21
- Capacity of 200 people

Equality of Access

- Good. In a location accessed by vehicular and public transport.

Built history

- Built in 1996.
- Major refurbishment in 2018 that included the creation the children's room, creative lab and returns room.
- Staff office refurbished in 2021.

Land Use

- Zoned Centre and Public Open Space.

Existing Condition (anecdotal)

- Generally in very good condition

Universal Access & Equality of Access

- Good

Fitness for Purpose

- The current amount of space is adequate however the arrangement/flow within the main space could be improved
- Acoustics poor
- Various small storage rooms/circulation spaces are underutilised
- Power floor box locations are restrictive
- Could do with more collaborative spaces
- Creative lab could be activated more
- Glare from windows can be an issue
- The info/staff desks (centrally located) are poorly designed

Current Works

- Planned works include the refurbishment of the toilets, modifications to temperature control and upgraded way-finding/signage.



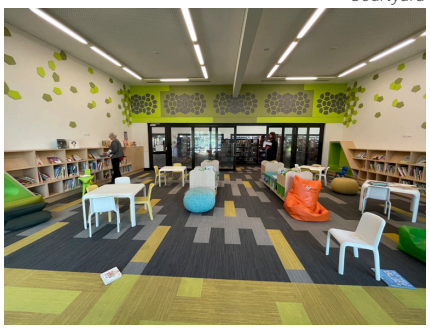
Courtyard



Creative Lab



Main collection space



Childrens Room



Reception



Foyer

AH Bracks Library

The AH Bracks Library will act as the temporary central library until the new Library and Culture Centre in Booragoon is built. The current library is in good condition and is well-used by the community, attracting elderly and disabled people, young parents and children. The only tension is between people who want a more dynamic library experience and those who value the quiet. Staff have requested a series of easy-to-achieve changes to improve its functionality. Our recommendations consist of a series of 'Quick Wins'.

Recommendation	Rationale
Quick Wins	
→ Renewal of the main library space, including reconfiguring the layout, reducing shelving height, reducing the number of books in the collection and improving window treatments.	→ To improve functionality of the main library space, improving flow & delineation. Improve utilisation of storage spaces in staff area. Shelving is too high and reduces visibility across the space. Window treatment for sun glare. Modification to power boxes in floor with limit flexibility. Renovate staff/information desk (new cabinetry).
→ Conduct minor repairs to the foyer to allow better display of the library's local history collection, art & museum collection.	→Support the development of the Library's point-of-difference.
Short Term	
→ Introduce an alfresco library experience.	→ Staff requested a secure library garden space (possibly extending out from the children's space/creative lab) to address the tension between those who want a more dynamic library, and those who value the quiet.
Medium Term	
→ Investigate opportunity to utilise the Creche space in the short-term.	→ Library staff identified the creche as an underutilised space. The creche has amenities such as toilets and kitchen and is currently unused. Although it is not within the library purview, possible temporary uses could be explored that do not prevent it from being used as a creche in the future.
Long Term (Post LCC)	
→ Opportunities include creating a local marketplace feel/bookshop frontage, or to have more events and unprogrammed events. Resolution of a cafe or hospitality option as part of wider Leisure Fit/library and precinct planning.	→ It is not completely clear how the new library will impact user groups and/or number of users. Once the Booragoon Library and Cultural Centre is complete, AH Bracks could re-focus to better address the needs and aspirations of its more immediate community.

AH Bracks Library

Staging Diagram

Note: Staging diagrams are not-to-scale.

Quick Wins

A. Renewal of main space.

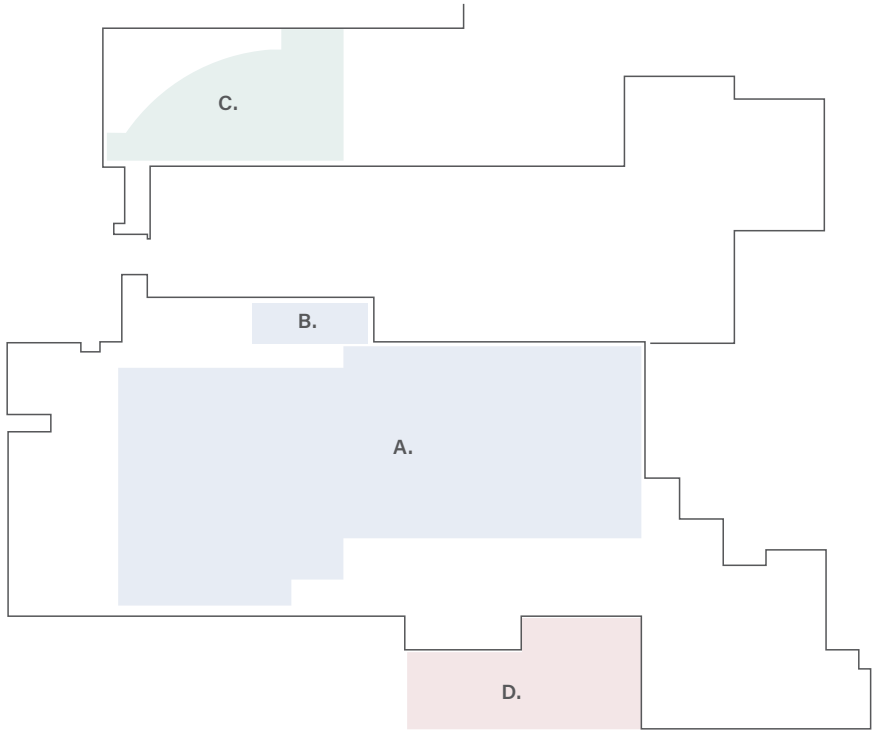
B. Minor repairs to foyer.

Short Term

C. Minor retrofit of creche.

Medium Term

D. New alfresco library space.



Spatial Interventions: Recommendations

The following recommended interventions aim to enable the City to test, engage and provide ownership to residents currently under-served, by enabling experience exchange and contemporary dynamic culture-making. A permanent infrastructural intervention, or 'Testing Grounds', responds to international precedents but also to the local government document Creative Melville. These interventions are considered to respond to all three guiding strategies providing opportunity to test programming and formats to inform longer term planning and infrastructure based on successes.

Recommendation	Rationale
→ Development of Testing Ground #1 at Bull Creek Library, integrated into the forecourt entrance and foyer space.	→ The existing Library has low agility and lacks spatial options for more creative-making with its established, multi-cultural audience. A focus on a space for cultural interaction, multicultural events and creative-making will create a stronger sense of representation and ownership.
→ Development of Testing Ground #2 at Willagee Library, between the Library and Community Centre.	→ There is a lack of cohesion and connection between the Library and Community Centre, and lack of utilisation of the Community Centre. A dynamic spatial intervention can encourage greater youth participation, generating access and interaction with culture and programming.
→ Assessing programming, participation and future spaces for additional Testing Grounds.	→ Testing Grounds are to be used for co-design, prototyping and new events that allow for more multi-cultural participation. An essential part of this process is the review and continuous assessment of best practice, to ensure programming and demographic re-balancing of access to Culture.
→ Development of Testing Ground #3 within the developing Murdoch Health & Knowledge Precinct	→ The future is digital/technological and requires democratic spaces for lifelong learning and intergenerational creative experiences. Youth engagement is low in the cultural facilities and generating experimental and immersive tech-forward spaces along with projectors, 3d printers, screens and digital fabrication will encourage participation. Allowance for cross programming with Murdoch University may also generate a stronger bond to the City and its culture.
→ Development of Testing Ground #4 Canning Bridge Cultural Node	→ Realising the vision of the 'Cultural Node' requires detailed planning. The site is well suited for testing ideas and trialling cultural experiences. It is well serviced by public transport making it accessible. Doing this will help establish a clear vision for the site, and build audience in anticipation. An experimental 'Testing Grounds' intervention will attract a younger and more diverse audience.

Spatial Interventions: Staging

Staging

Note: Staging diagrams are not-to-scale.



Short Term

A. Testing Ground #1 Bull Creek Library.



B. Testing Ground #2 at Willagee Library.

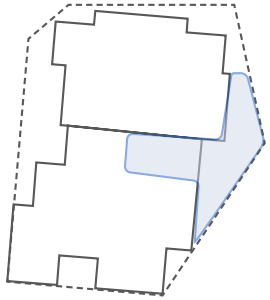


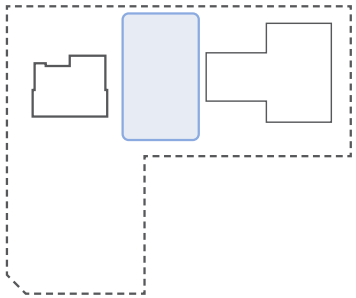
Medium Term

A. Testing Ground #3 Murdoch Health & Knowledge Precinct.

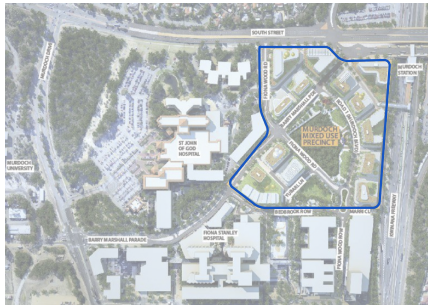


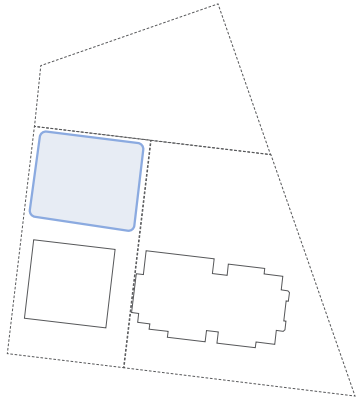
B. Testing Ground #4 Canning Bridge Cultural Node.



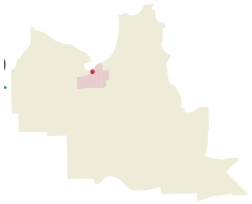


Note: size based on Myaree Makerspace and Community Music Facility.





Atwell House & Gallery



ASSET SUMMARY

Address

586 Canning Hwy, Alfred Cove

Context

- Between a busy highway and the Swan River.
- Adjacent residential and Sports and Recreation areas.

Use & Programs

- Strong membership and attendance
- Mental Health + Art Therapy
- Painting, ceramics and other art classes
- School Holiday Programs
- Yoga and Tai Chi Classes
- Exhibitions space

Users

- Melville Community Arts Association
- Older audience 60+
- Kids Classes
- Ceramics
- Age 5-97

Limited-users

- Young Adults
- Out of Hours Users
- First Nations
- Weekend programming is limited

Capacity & Demand

- Not meeting needs of MCAA (needs assessment and concept plans available).

Equality of Access

- Good access via public transport.

Built history

- House 1935 (Melville Council Heritage Listed)
- Gallery 1982

Land Use

- Parks & Recreation
- Public Open Space along western edge (to access foreshore pathways).
- Alfred Cove Nature Reserve to the north.

Universal Access

- Accessibility upgrades are planned. Toilets currently not accessible.

Fitness for Purpose

- Not fit for purpose.

Current Works

- Partial accessibility upgrades.
- Karlup Ceramics studio on site.



Building footprint over aerial image



Exterior of Atwell House



Between Atwell House and Gallery



Interior of Atwell Gallery

Atwell House & Gallery

Atwell House and Gallery is one of the most important cultural facilities within the City, servicing a broad cross-section of the population with a range of community-focussed programs. The planned upgrades to the facility are supported by the objectives of the MCIS, and should be implemented in the short term. However it is important to ensure that the new spaces adequately serve current and future requirements. For instance, it is critical to ensure that gallery storage is 1/3 to ½ the footprint of the gallery itself.

Melville Arts @ Atwell House is recognised as the leader in promoting emerging artists in Melville and as such could be considered as a potential location for Innovative Spatial Intervention program, particularly after the redevelopment allowing for new and expanded studio usage and spaces.

Recommendation

→ Develop an integrated Site Master Plan

→ Revise concept design to ensure adequate Gallery storage and optimised shop location.

→ New Gallery building and upgrades to existing House.

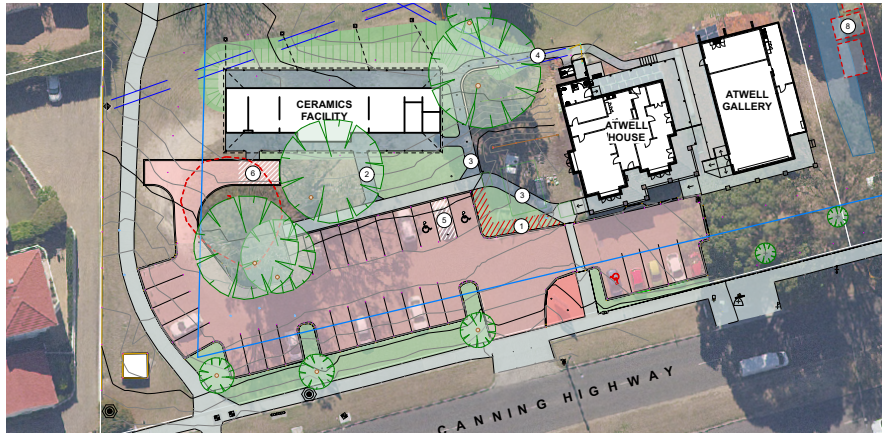
→ Review adequacy of car parking, access and landscaping once Karlup Ceramics Studio is operational.

Rationale

→ Two small storage rooms totalling 7sq.m are provided near the proposed Gallery space of 135sq.m. Storage capability of 44-68sq.m is required.

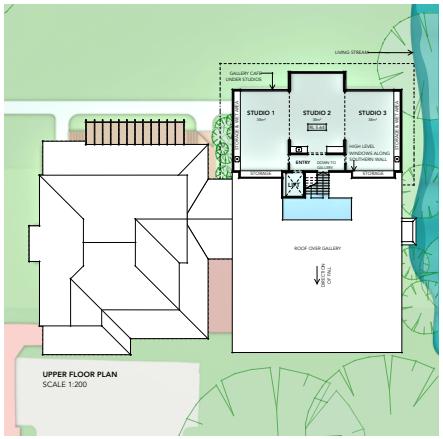
→ The facility services a broad cross-section of the population with a range of community-focussed programs.

→ The new Karlup Ceramics building may impact parking and access.



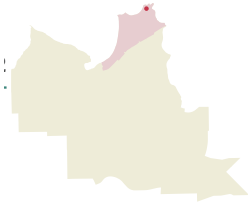
Proposed Karlup Ceramics building





Proposed upgrades to Atwell House and Gallery

Goolugatup Heathcote & Goolugatup Lowerlands



ASSET SUMMARY

Address

58/60 Duncraig Rd, Applecross.

Context

- An elevated position, bordered by the Swan River, a yacht club and an affluent residential area.

Character

- Swan River and bush
- View of city
- Affluent, mansions

Use & Programs

- Co-working spaces.
- Goolugatup Sounds
- Perth Makers Market
- School Holiday Programmes
- Venue Hire
- Restaurant
- Playground
- Private tenants and artist hold workshops.

Users

- Arts Community including creative businesses.
- Young families.
- Events e.g. Goolugatup Sounds - attract 18-25yo.
- Perth Makers Market - audience from all of Perth.
- The School Holiday programmes attract diverse users.

Non-users

- Historically low levels of engagement and visitation by Indigenous visitors - (noting a number of tenants in the precinct are First Nations organisations, and this may change the usage patterns)



Building exterior (east)



Western playground



Goolugatup Heathcote & Goolugatup Lowerlands

Capacity & Demand

- Increasing visitation to gallery space
- Spaces that are for short term hire only can create a lot of unused space when not in use.

Built history

- Buildings built between the 1920s and 1940s.

Land Use

- Special Use Zone, Parks and Recreation

Heritage

- Heathcote Hospital registered on the State Heritage register.

Existing Condition (anecdotal)

- Very good

Universal Access

- Good

Equality of Access

- No public transport
- Far removed, both in distance and perception, from suburbs south of Leach Highway.
- Desire for pedestrian only access in the centre.
- Not approachable, image is that it's not an inclusive space.

Fitness for Purpose

- The site and place works well as a cultural precinct
- Restaurant has exclusive rights, which limits what can be done to further activiate the precinct
- Numerous spaces work well, including Goolugatup Sounds, Perth Makers Market, School Holiday Programmes, 3 Gallery Structure
- The site and place works really well as a cultural precinct. Good size, cluster of buildings.

Proposed Lowerlands

- The Goolugatup Lowerlands proposes the environmental restoration and introduction of new outdoor spaces, transforming a currently underutilised open space. The Lowerlands will connect to Heathcote uphill to the west.



Interior view



Proposed Goolugatup Lowerlands

Goolugatup Heathcote

Goologatup Heathcote works exceptionally well as a cultural precinct and provides a space for professional artists and performers to share their work. In its current state, the venue is well on its way to becoming one of Perth's premiere arts and culture precincts. Improvements could be made in terms of access however this requires negotiation with the Department of Transport or considerable resource from the City of Melville. The current monopoly on Food and Beverage should also be reconsidered going forward. In the immediate term, effort should be made through programming and marketing to present this venue as inclusive and accommodating to all.

Recommendation	Rationale
→ Although this is a management issue, the current lease agreement with the restaurant that gives them exclusive rights over the whole site must be renegotiated at the first available opportunity.	→ The current restaurant does not adequately service all user groups (both existing and potential). The food and beverage options are high-end and the restaurant is closed on Monday and Tuesday. The precinct would greatly benefit from a broader range of F&B services.
→ Pedestrian activation in the centre. Upgrade the kerbs and car-parking surface and replace with a shared vehicle/ pedestrian surface.	→ The centre is currently a vehicle/service access point with some parking. This could be modified to create a shared vehicle/pedestrian area - with pedestrians being the priority. Doing this would build transparency and accessibility through the site.
→ Strengthen site identity as a place to be enjoyed by everyone, from everywhere.	→ Enhancing connections with lowerlands and improving interpretation across the whole site
→ Improve First Nations user engagement and experience.	→ Create an environment that is welcoming and open to a diverse range of users. Consideration must be given to how to offset the affluent nature of the surrounds.
	→ Goolugatup occupies an elevated position on the Swan River and its original purpose was to provide a lookout, place for camping, fishing, and ceremony for Noongar people. In more recent times when the buildings were used as a mental health hospital, First Nations people were removed from their family and kept here without permission.
→ Expand events, exhibitions and programme activation, and extend to nighttime activities.	→ Night time activation via light installations, concerts and shelters. The programming of emerging contemporary artists as opposed to hobbyists would support the City's vision for Goolugatup to become a major destination.
→ Address inactive space and limit the amount of hireable space.	→ While venues for hire is an important revenue stream, it can create a lot of dead space when the spaces are unused. All spaces for hire should be reviewed and opportunities identified to operate more efficiently.
→General works: Renewal and/or upgrade public toilets. Restoration as required. FF&E renewal.	→ General renewal works based on age and condition of asset.

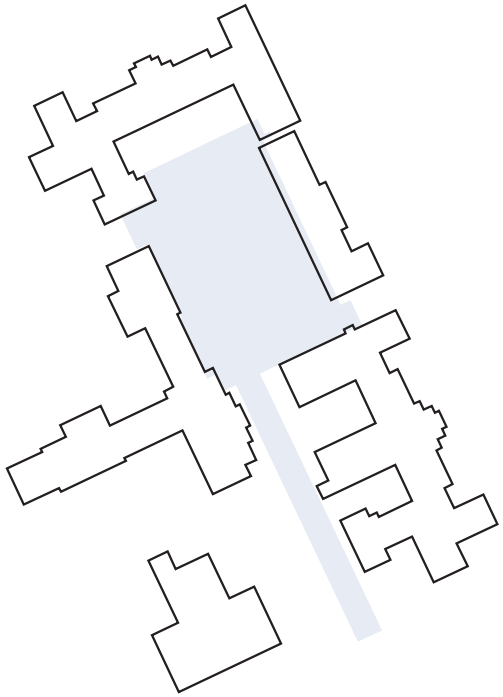
Goolugatup Heathcote

Staging Diagram

Note: Staging diagrams are not-to-scale.

Medium Term

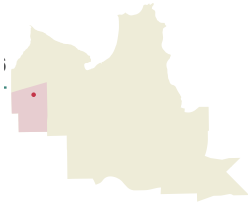
A. Shared vehicle/pedestrian surface (1715sq.m).



FF&E = Fixtures, Fittings & Equipment. For example, interior furniture, or an office fit-out.

Site Amenity = Items such as footpaths, car parks & bicycle racks.

Miller Bakehouse Museum



ASSET SUMMARY

Address

7 Baal St, Palmyra

Context

- The building sits within public opens space and surrounded by a residential zone.

Character

- The character of the area is suburban.
- The building sits within a public park with playground facilities.
- State Register of Heritage Places.

Use & Programs

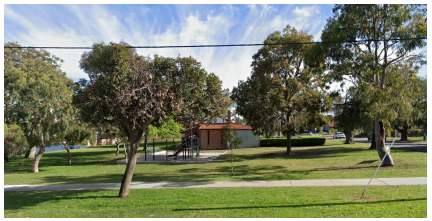
- Limited opening hours.
- Museum open every Sunday for 2.5 hours.
- Meeting room available for hire.
- Occasional events (e.g. night talks, Miller family picnics).

Users

- Melville History Society
- Community groups hiring the meeting space (e.g Melville U3A group)
- Small groups (e.g. primary school children, nursing home residents) visiting the museum.
- Limited individual users.



Approach to Miller Bakehouse



Adjacent playground



Building exterior (east)



Building footprint over aerial image

Miller Bakehouse Museum

Capacity & Demand

- Currently spaces have low utilisation rates.
- Meeting spaces are used by community groups.
- Capacity limited to 42 people due to public health restrictions.

Universal Access (anecdotal)

- Poor

Equality of Access

- In a suburban location, public transport 500m away on Canning Highway.

Built history

- Built 1935 – the site is on the State Register of Heritage Places.
- Significant restoration works in 2019 (predominantly structural, also new toilet).

Land Use

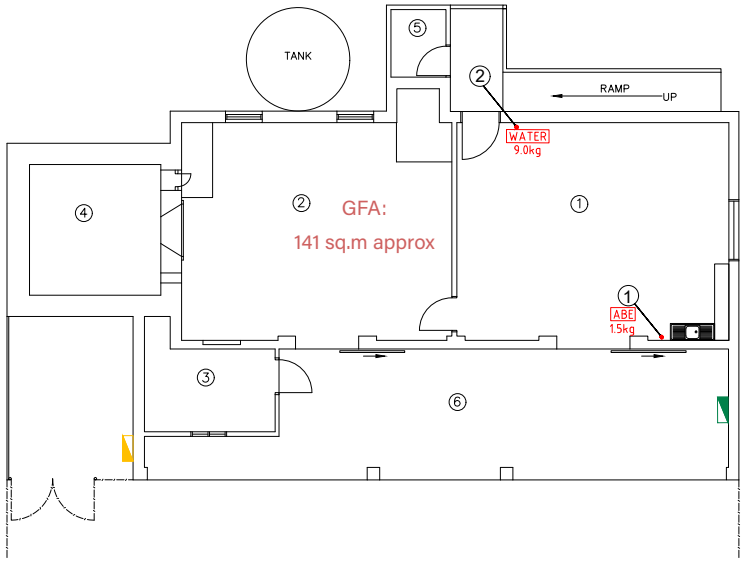
- Public Open Space

Existing Condition (anecdotal)

- Major restoration works in 2019 (rectify foundation erosion issues and related cracking in walls, new toilet fixtures, restoration of roof).
- Asbestos ceiling.

Fitness for Purpose

- Kitchenette lacks a fridge.
- No water available externally
- Toilet not accessible to playground users.



Floor Plan (not to scale)



Building exterior (west)



Building interior



Building interior



Building interior

Miller Bakehouse Museum

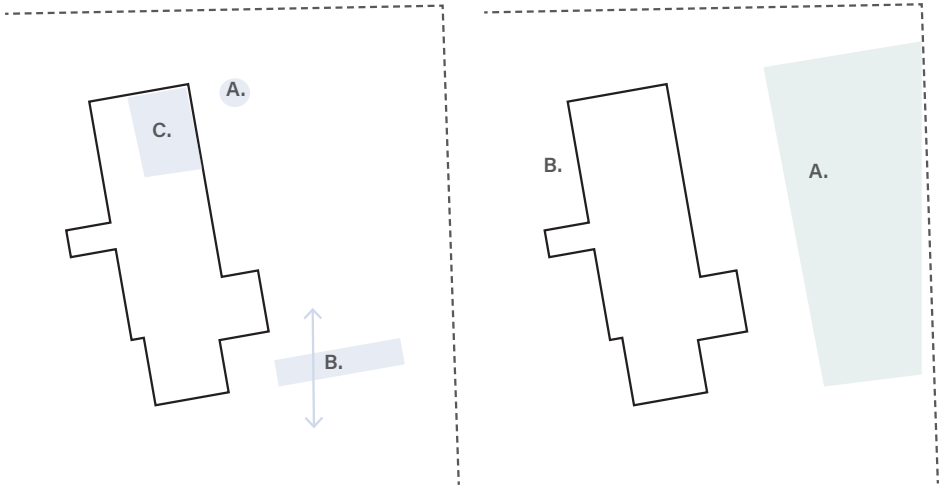
Miller Bakehouse is a unique cultural asset. The site has good amenity, and the buildings provide a unique insight into an important part of Palmyra's history. Opportunities exist to substantially improve the activation and utilisation of the site with greater levels of public interaction and access. In line with contemporary expectations around engaging with heritage content and places, there is considerable room to improve the display and engagement of the museum components to enhance users' engagement, interaction and understanding of the site's history. Any future management requirements should include clear objectives and indicators on activation and engagement sought by the City.

Recommendation	Rationale
→ Improve activation and utilisation rates across the site, including opportunities for new uses on the site	→ Hospitality operators have expressed an interest in setting up at the Bakehouse on weekends but have not had the basic services to support them, including water access and safe storage.
→ Consider appropriate management settings to meet the City's broader community engagement objectives	→ Management requirements for this site should ensure improvements to accessibility, activity, utilisation, and flexible programming in line with the Guiding Strategies of the MCIS. Leaseholders should demonstrate operational sustainability, capability and capacity to create an active space and outline measures to converge the heritage and commercial opportunities outlined within the MCIS.
→ Upgrade FF&E including kitchen, provide access point to water / power, and improve connection to surrounding park.	→ Supports the activation of the area, for example, coffee-cart operators, or community markets held on weekends.
→ Enhance and improve the interpretation and physical infrastructure of museum displays, including consideration of AV, AR, VR and/or 'in-app' engagement models.	→ Preserve and protect the heritage and history of the site and ensure that the museum meets the diverse expectations of contemporary audiences and communities.

Miller Bakehouse Museum

Staging Diagram

Note: Staging diagrams are not-to-scale.



Short Term

A. Reinstate outdoor water access.

B. New pedestrian connection to park.

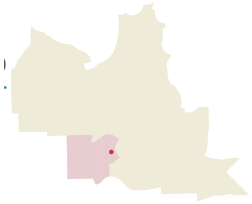
C. Upgrade FF&E including new kitchenette (8sq.m).

Medium Term

A. Landscape works (200sq.m).

B. Upgrade toilet facilities (add 2x pans).

Melville Woodturners



ASSET SUMMARY

Address

Kardinya Lesser Hall

Context

- Part of Kardinya Community Centre in the Morris Buzacott Reserve.

Character

- Within a large sports and recreation area.

Use & Programs

- Makers organisation, utilisation have areas for improvement, especially for non-members.

Users

- Melville Woodturners Association
- Currently used primarily for members
- Primarily older men with a few older women. Out of 108 members 12 are under the age of 70.
- Within this groups there is some ethnic diversity.

Non-users

- Different age groups

Built history

- Somewhere between 1985-95

Land Use

- Public Open Space

Current Works

- Concept Design has been prepared for expansion.



Building footprint over aerial image



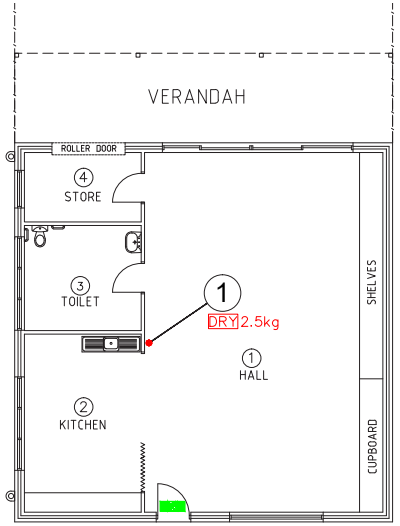
Location of proposed extension



Building interior (south)



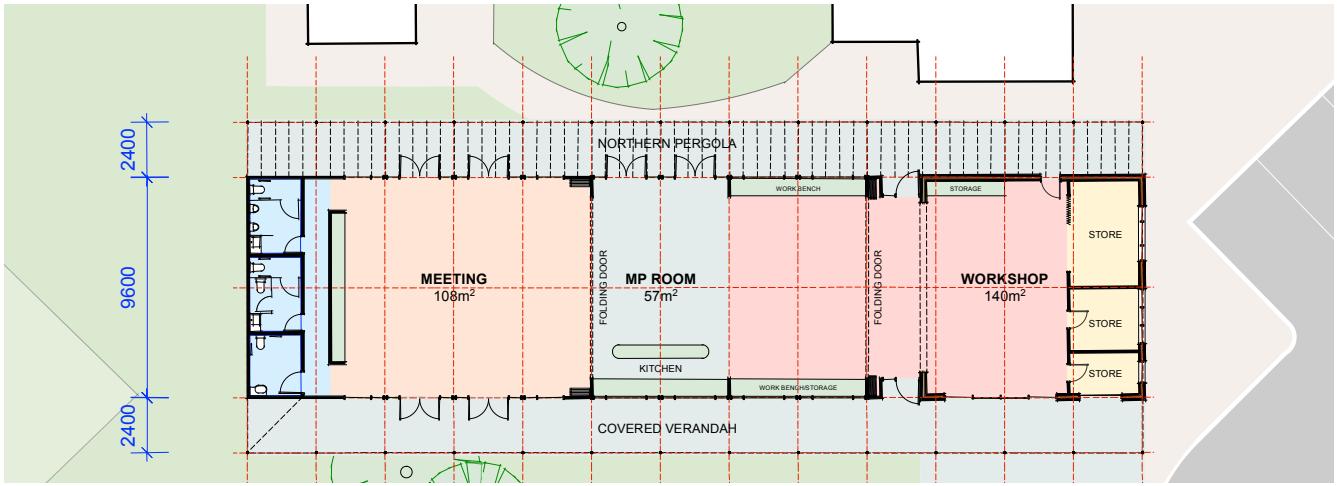
Building interior



Existing floor plan

Melville Woodturners

Recommendation	Rationale
→ Expand existing facility.	→ The existing space does not accommodate their needs. New space would accommodate more for the practice that they do and their needs will be met, enabling a bigger focus on workshops.
→ Build audience diversity.	→ More diversity is needed as there are currently only 10% of women users. They want to genuinely be recognised as a more inclusive space than a men's shed. They want to increase interest as they are open for everyone.
→ Increase activation.	→ Build audience numbers through activation, including workshops and training for new members. The expansion may also allow them to get a little bit more attention into younger crowds.
	→ Extra space will also include space for other community users and hire (noting that the community centre adjacent is well attended / booked)



Proposed floor plan

Myaree Makerspace and Community Music Facility.

Overview

The Myaree Makerspace and Community Music Facility is a relatively new asset for the City of Melville.
It has been included within the report for information. The City has advised that minor compliance upgrades and modifications to the mezzanine level have been planned for the facility.

The facility is intended to support local creative production and makerspace on one level, and music rehearsal and storage facilities on a second level, as identified from local community group needs.

From the Men's Shed's Facebook page:

The Melville Community Men's Shed provides opportunities for men and women to work on their own projects, join a team working on Shed activities and tasks, or just share time, recreation and fellowship with other members.

Many of our activities include partners and family, so we celebrate the broader world of men as well as the uniqueness of men together.

ASSET SUMMARY

Address

1/12 Haydn Court, Myaree

Character

- Within an existing industrial facility and context

Use & Programs

- Makers organisation, mens and womens craft and making activities, music rehearsal and storage spaces

Users

- Currently planned for use by Melville Men's Shed and Community Music groups



Existing Makerspace



Existing Makerspace

Opportunities:

- Possible opportunities for free (or subsidised) rehearsal space hire for a range of musical performers, bands, individuals, etc.

Cost Estimate Summary

NOTES ON THE COST ESTIMATE SUMMARY

RBB Quantity Surveyors were engaged to develop concept estimates for capital works based upon information provided by TFA. The estimates are based upon gross floor areas and limited notes provide by TFA based upon preliminary visual inspections of each property site.

No design work, building inspections or other site de-risking (such as services, etc) has been undertaken and would be to be conducted should further work proceed.

The cost planning was done on square mater rates and applied across a 20 year table with allowances for escalation over the forward 10 years.

The resulting spreadsheet is intended to work as alive document, allowing the City of Melville to cross reference existing planned capital works, maintenance and upgrades that already exist within their forward budgets, and adjust the planned works as required

It is expected that manipulation of the dates, year ranges and priorities of projects may change with inputs and impacts from larger projects (such as the LCC) affecting a number of projects. Refer here to the climate controlled storage opportunities that the LCC may offer to Yagan Mia Wireless Hill and Hickey St Cottages.

As indicated above the 20 year summary is a snapshot of possibilities, with further work to align and integrate with the City's existing planning, budgeting and capital programs to be conducted internally.

CLASSIFICATION OF EXPENDITURE

Expenditure on building assets can be classified into two main types, recurrent and capital expenditure.

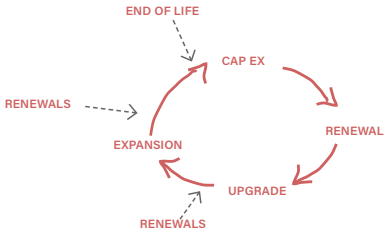
Recurrent Expenditure includes:

- Operational
- Maintenance – routine R&M, parts replacements, day-to-day servicing, painting etc.

Whereas Capital Expenditure includes:

- Renewal (rehabilitation, replacement, restoration)
- Sustains the asset on a like-for-like basis (e.g. building re-roof)
- New
- Upgrade – higher level of service (e.g. adding lift into an existing building)
- Expansion – expansion of existing service to accommodate more/new users
- New – never before provided service

The Fulcrum Agency's scope includes Capital Expenditure (CapEx) and excludes recurrent expenditure.



CRITERIA FOR CapEx

The criteria for proposed capital expenditure generally falls into three categories:

- Needs + Wellbeing* of stakeholders: whereby the users have expressed a need (community, staff and other stakeholders)
- Renewal + Statutory: whereby the age of the asset (or the last date of refurbishment) is such that renewal is required.
- Future demand + future trends: whereby through research and consultation, future trends have been identified.

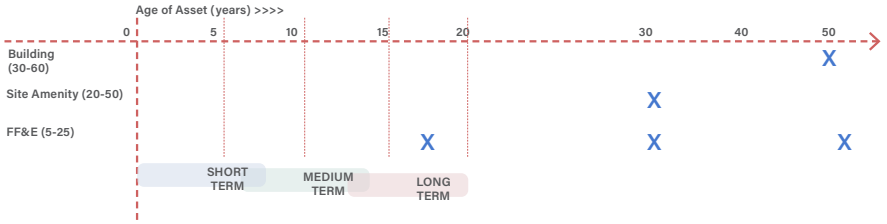
BUILT ASSET END OF LIFE

Adapted from the 'useful life' definition and depreciation rates in WA Local Government support advice by DLGSCI, and in discussion with the Quantity Surveying consultant, we have devised a typical way to measure a buildings life span. This sets a framework for which we can nominate capital expenditure over the course of 20 years.

The following items provide a general guide to the lifespan range in years, with the midpoint in brackets.

- Life span of Buildings:
- General buildings (brick) 40-60 (50)
- Community halls (brick) 40-60 (50)
- Library building (brick) 30-50 (40)
- Toilets (brick) 40-60 (50)
- Lifespan of Fixtures/Furniture/Fitout:
- Interior Furniture 5-15 (10)
- Outdoor furniture 15-25 (20)
- Murals 10-20 (15)
- Office fit-out 15-25 (20)
- Lifespan of Site amenity:
- Concrete footpath 30-50 (40)
- Car park sealed (off road) 20-40 (30)

Note: When a built asset has reached its 'End of life,' it has reached its End of *functional* life, whereby, it can no longer practically accommodate its core purpose.



MCIS 20 YEAR COSTING SUMMARY

		YEAR 0		YEAR 5				YEAR 10							YEAR 15						YEAR 20			
		QUICK WINS		SHORT TERM				MEDIUM TERM							LONG TERM									
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	36-37	37-38	38-39	39-40	40-41	41-42	42-43	SUB TOTAL (ex. Escalation)	
	LIBRARY AND CULTURAL CENTRE																						$60,000,000	Committed or Planned Funds
	YAGAN MIA WIRELESS HILL					1,2		3,4,5								6,7							$1,310,000	
1	$0					$60,000																		
2	$60,000																							
3	$50,000							$800,000																
4	$250,000																							
5	$500,000																							
6	$200,000															$450,000								
7	$250,000																							
	HICKEY ST COTTAGES			1	2,3,4,5				6,7,8							9							$2,537,000	
1	$0			$0																				
2	$250,000				$1,186,000																			
3	$452,000																							
4	$216,000																							
5	$268,000																							
6	$216,000								$1,016,000															
7	$216,000																							
8	$584,000																							
9	$335,000															$335,000								
	CIVIC BUILDING (INC. MAIN HALL)	x																					$750,000	Committed or Planned Funds
	CIVIC SQUARE LIBRARY	1																					$84,000	
	$84,000	$84,000																						
	WILLAGEE LIBRARY	1		2					3 (opt. 2)	3 (opt. 2)													$4,095,000	
1	$15,000	$15,000																						
3	$4,080,000								$408,000.0	$3,672,000														
	BULL CREEK LIBRARY		1,2,3																				$133,000	
1	$33,000		$133,000																					
2	$50,000																							
3	$50,000																							
	AH BRACKS LIBRARY		1,2			3				4													$550,000	
1	$300,000		$310,000																					
2	$10,000																							
3	$200,000					$200,000																		
4	$40,000									$40,000														
	CANNING BRIDGE LIBRARY			1,2																			$275,000	
1	$200,000			$275,000																				
2	$75,000																							
	TIVOLI THEATRE					1,2,3	1,2,3																$485,000	
1	$360,000					$48,500	$436,500																	
2	$50,000																							
3	$75,000																							
	EDGE LIBRARY	*Developer Contribution*																					$6,902,000	Developer contribution
	NEW PERF.ARTS	*Developer Contribution*																	1				TBD	
	TESTING GROUNDS - WILLAGEE																						$1,695,000	
	$375,000			$375,000																				
	TESTING GROUNDS - BULL CREEK																							
	$225,000				$225,000																			
	TESTING GROUNDS - CANNING																							
	$300,000						$300,000																	
	TESTING GROUNDS - MURDOCH																							
	$795,000									$795,000														
	GOOLUGATUP HEATHCOTE																						$515,000	
	$515,000											$515,000												
	GOOLUGATUP LOWERLANDS		x	x	x	x																	$4,500,000	Committed or Planned Funds
	MILLER BAKEHOUSE				1,2,3			4,5															$391,500	
1	$35,000				$76,500																			
2	$1,500																							
3	$40,000																							
4	$50,000							$65,000																
5	$15,000																							
6	$250,000											$250,000												
	KARLUP CERAMICS	x																					$1,250,000	Committed or Planned Funds
	ATWELL HOUSE & GALLERY			x																			$3,200,000	Committed or Planned Funds
	MELVILLE WOODTURNERS	x																					$1,580,000	Committed or Planned Funds
	YEARLY CAPITAL COSTS TOTAL	$99,000	$443,000	$650,000	$1,487,500	$308,500	$736,500	$865,000	$1,424,000	$4,507,000	$0	$765,000	$0	$0	$0	$785,000	$0	$0	$0	$0	$0	$0	TOTAL	$12,070,500
	INC. ESCALATION	$108,900	$518,310	$783,250	$1,844,500	$393,338	$964,815	$1,163,425	$1,965,120	$6,377,405	$0	$1,136,025				$1,275,625			$0					
	Escalation %	(+10%)	(+7%)	(+3.5%)	(+3.5%)	(+3.5%)	(+3.5%)	(+3.5%)	(+3.5%)	(+3.5%)	(+3.5%)	(+3.5%)				(+3.5%)			(+3.5%)				TOTAL (INCLUDED CoM COSTINGS)	$83,350,500
	Escalation scale factor	1.1	1.17	1.205	1.24	1.275	1.31	1.345	1.38	1.415	1.45	1.485				1.625			1.73					

*without escalation excluding committed or planned funds

*without escalation including committed or planned funds

*Not including Developer Controbution (i.e EDGE Library)

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
BULL CREEK LIBRARY

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Upgrade wayfinding between Library and Shopping Centre		$ 33,000.00
2	Replace static shelving with movable options	285m2	$ 50,000.00
3	Retrofit Community Centre to accommodate study spaces/quiet spaces	133m2	$ 50,000.00
	Testing Grounds' dynamic spatial intervention	150m2	$ 225,000.00

EDIT BY TFA original RBB = 30,000

Exclusions
Land costs
Removal of hazardous materials
Rock excavation
Acid sulphate soils remediation
Dewatering
City of Melville Project Management Fees
Relocation costs
GST

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
AH BRACKS LIBRARY

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Renewal of main space	972m2	$ 300,000.00
2	Minor repairs to foyer	42m2	$ 10,000.00
3	New alfresco Library space	198m2	$ 200,000.00
4	Minor retrofit of Creche	196m2	$ 40,000.00

Exclusions
Land costs
Removal of hazardous materials
Rock excavation
Acid sulphate soils ermediation
Dewatering
City of Melville Project Management Fees
Relocation costs
GST

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
CIVIC HEART - CIVIC SQUARE LIBRARY

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Upgrade existing toilets	24m2	$ 84,000.00

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
CIVIC HEART - YAGAN MIA WIRELESS HILL

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Back of House and Storage Facility (Climate Controlled)	240m2	$ 480,000.00
2	Upgrade cabinetry in BoH spaces - upgrade FF&E including replacement of and additional space saving cabinetry	124m2	$ 60,000.00
3	Signage renewal		$ 50,000.00
4	Restoration works to rectify dilapidation		$ 250,000.00
5	Renewal of site amenity (footaths, car parks, bicycle racks, etc.		$ 500,000.00
6	New toilets	40m2	$ 200,000.00
7	New facility for pop-up café	124m2	$ 250,000.00

*** if included in LCC this facility will not be needed**

For purposes of costings has been removed from 20 year plan

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
CIVIC HEART - HICKEY STREET COTTAGES

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Back of House and storage facility behind Hickey St Cottages	240m2	$ 480,000.00
2	Pedestrian crossing at Canning Highway		$ 250,000.00
3	Upgrade works to #6 Hickey St	226m2	$ 452,000.00
4	Upgrade works to #8 Hickey St	108m2	$ 216,000.00
5	Upgrade landscaping including accessibility into and surrounding houses	1340m2	$ 268,000.00
6	Upgrade works to #2 Hickey St	108m2	$ 216,000.00
7	Upgrade works to #4 Hickey St	108m2	$ 216,000.00
8	Upgrade landscaping including accessibility into and surrounding houses	2920m2	$ 584,000.00
9	Upgrade entrance to Wireless Hill	223m	$ 335,000.00

*** if included in LCC this facility will not be needed**

For purposes of costings has been removed from 20 year plan

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
CANNING BRIDGE CULTURAL NODE - TIVOLI THEATRE (Applecross District Hall)

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Rectify dilapidation including concrete cancer and removal of asbestos, roof repairs.	516m2	$ 360,000.00
2	Improve access to upper level BoH		$ 50,000.00
3	Renew FF&E		$ 75,000.00

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
CANNING BRIDGE CULTURAL NODE - CANNING BRIDGE LIBRARY

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Upgrade existing Library building for use as rehearsal space/ performance space including soundproofing, technology upgrades	300m2	$ 200,000.00
2	Renew site amenity	250m2	$ 75,000.00

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
CANNING BRIDGE CULTURAL NODE

	RECOMMENDATIONS			
	Description	Area	Total (Excl GST)	
1	New Performing Arts Centre	5000m2	$ 25,000,000.00	*Investigation needed for developer contribution of performing arts centre as part of redevelopment of Library site
2	Restore heritage building	516m2	$ 930,000.00	
3	Renew FF&E		$ 75,000.00	

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
GOOLUGATUP HEATHCOTE

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
1	Upgrade kerbs and carparking, replace with shared vehicle/pedestrian surface	1715m2	$ 515,000.00

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
MILLER BAKEHOUSE

	RECOMMENDATIONS			
	Description	Area	Total (Excl GST)	
1	Upgrade FF&E including kitchen	141m2	$ 35,000.00	
2	Water access to verandah		$ 1,500.00	
3	Improve connection to surrounding park		$ 40,000.00	
4	Landscape works	200m2	$ 50,000.00	
5	Upgrade toilet facilities (add 2 No. pans)		$ 15,000.00	
6	Museum Upgrades to Interpretive works	200m2	$ 250,000.00	EDIT by TFA

CITY OF MELVILLE CULTURAL INFRASTRUCTURE STRATEGY **21/9/2022**
CONCEPT ESTIMATE
SPATIAL INTERVENTIONS

	RECOMMENDATIONS		
	Description	Area	Total (Excl GST)
X	Testing Grounds # 1 - Bull Creek Library	150m2	$ 225,000.00
X	Testing Grounds # 2 - Willagee Library	200m2	$ 300,000.00
X	Testing Grounds # 3 - Murdoch Health & Knowledge Precinct	530m2	$ 795,000.00
X	Testing Grounds # 4 - Canning Bridge Cultural Node - alternative A	455m2	$ 683,000.00
	Testing Grounds # 4 - Canning Bridge Cultural Node - alternative B	200m2	$ 300,000.00

* New number to reflect conversations with Cultural Manager Team



CITY OF MELVILLE | CULTURAL INFRASTRUCTURE STRATEGY

Turner & Townsend

Summary

2023 Business Case (Option 4) - VE Exercise

City of Melville Library and Cultural Centre

City of Melville

making the **difference**

07 Nov 2023

Summary

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
1	**BUILDINGS**				
2	Library & Cultural Centre Building	5,738	m2	5,236.94	30,049,579
3	**Total GFA and Building Cost**	**5,738**	**m2**	**5,236.94**	**30,049,579**
4	Preliminaries	10.0	%		3,005,000
5	**Total GFA and Building Cost**	**5,738**	**m2**	**5,760.64**	**33,054,579**
6	Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges		Item		2,751,800
7	Stage 2 - Hard and Soft landscaping to the building and Building Services		Item		2,487,100
8	**TOTAL CONSTRUCTION COST**	**5,738**	**m2**	**6,673.66**	**38,293,479**
9	Design Contingency	10.0	%		3,829,300
10	Construction Contingency	10.0	%		3,829,300
11	Professional Fees (incl Lead Consultant and admin)	9.0	%		3,446,500
12	Client Management Fees	2.0	%		765,900
13	Loose Furniture, Equipment and computing		Item		3,200,000
14	Percent for Public Art	1.0	%		382,900
15	**Subtotal**				**15,453,900**
16	**TOTAL NET PROJECT COST (At Current Prices)**				**53,747,379**
17	Escalation to Tender (June 2025)	7.6	%		4,059,900
18	Escalation during contract period (Assuming 24 month construction period at 25% allowance)	2.2	%		1,176,500
19	**TOTAL OUTTURN COST**				**58,983,779**

Turner & Townsend

Detail

2023 Business Case (Option 4) - VE Exercise

City of Melville Library and Cultural Centre

City of Melville

making the **difference**

07 Nov 2023

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building - Elemental Summary				
2.1	Substructure	1,648	m2	964.30	1,588,798
2.2	Columns	5,647	m2	17.70	99,942
2.3	Upper Floors	3,861	m2	728.58	2,813,032
2.4	Staircases	45	m	4,370.79	194,500
2.5	Roof	1,072	m2	850.58	911,825
2.6	External Walls	3,095	m2	1,416.28	4,383,400
2.7	Windows		m2		Included
2.8	External Doors	19	no	5,342.11	101,500
2.9	Internal Walls	2,050	m2	433.92	889,545
2.10	Internal Screens and Borrowed Lights	239	m2	765.06	182,850
2.11	Internal Doors	52	no	2,981.73	155,050
2.12	Wall Finishes	7,926	m2	39.16	310,366
2.13	Floor Finishes	5,457	m2	180.66	985,850
2.14	Ceiling Finishes	5,640	m2	279.45	1,576,080
2.15	Fitments	5,647	m2	166.31	939,145
2.16	Special Equipment	5,647	m2		Excluded
2.17	Sanitary Fixtures	5,046	m2		Included
2.18	Sanitary Plumbing	5,046	m2	127.43	643,096
2.19	Water Supply	5,046	m2		Included
2.20	Gas Services	5,046	m2		Included
2.21	Ventilation	5,630	m2		Included
2.22	Evaporative Cooling	5,630	m2		Excluded
2.23	Air Conditioning	5,630	m2	713.32	4,015,852
2.24	Fire Protection	5,630	m2	192.53	1,083,879
2.25	Light and Power	5,630	m2	1,407.76	7,925,374
2.26	Communications	5,630	m2		Included
2.27	Transportation System	1	no	250,000.00	250,000
2.28	Special services	5,630	m2	177.53	999,495
2.29					

Detail

City of Melville	2023 Business Case (Option 4) - VE Exercise
City of Melville Library and Cultural Centre	

	Total - Library & Cultural Centre Building				**30,049,579**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
	Substructure				
2.1.1	**Basement**				
2.1.2	Detailed excavation to Basement including disposal and compaction ready for basement construction; 4m to 5m total depth	5,158	m3	51.56	265,934
2.1.3	Trench excavation for strip footing including disposal and compaction ready for basement wall construction	95	m3	69.96	6,646
2.1.4	Allowance for concrete pad footing including excavation, compaction, disposal, w/s, f/w, concrete and reo :[29 no]	35	m3	1,536.44	53,776
2.1.5	Allowance for concrete strip footing including w/s, f/w, concrete and reo	95	m3	1,169.85	111,136
2.1.6	Lift pit footing including excavation, compaction, disposal, w/s, f/w, waterproofing, concrete footing and reo: [2 no]	18	m2	1,240.28	22,325
2.1.7	200 thick reinforced concrete slab including integral thickening placed on and including compacted sand fill, termite barrier and damp proof membrane	1,607	m2	230.42	370,291
2.1.8	200 thick reinforced concrete lift walls including concrete, f/w, waterproofing to both sides and reo	7	m2	1,298.11	9,087
2.1.9	Reinforced concrete walls including f/w and reo internal (Basement)	847	m2	456.00	386,232
2.1.10	Reinforced concrete walls including f/w and reo external (Basement)	593	m2	456.00	270,408
2.1.11	Allowance for excavation materials in rock including backfill with approved materials and disposal offsite		Note		Excluded
2.1.12	**Ground Slab**				
2.1.13	100 thick reinforced concrete slab including excavation, compaction, disposal, w/s, f/w, concrete and reo	57	m2	227.43	12,964
2.1.14	Loading Dock	1	item	30,000.00	30,000
2.1.15	Allowance for dewatering	1	item	50,000.00	50,000
	Total - Substructure				**1,588,798**
	Columns				
2.2.1	**Concrete Columns**				
2.2.2	Allowance for concrete columns to basement including f/w, concrete and reo	58	m3	1,723.13	99,942
2.2.3	**Timber Columns**				
2.2.4	Allowance for approx. 450 dia CLT or Glulam Laminated veneer lumber columns including fire protection treatment :[49 no]	216	m		Replaced with Concrete

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
	Total - Columns				**99,942**
	Upper Floors				
2.3.1	**Suspended Slab**				
2.3.2	200 thick suspended reinforced concrete slab including f/w and reo to ground floor	3,592	m2	335.00	1,203,320
2.3.3	200 thick suspended reinforced concrete slab including f/w and reo to terrace	269	m2	335.00	90,115
2.3.4	200 thick suspended CLT or Glulam Laminated veneer lumber construction complete to first and second floor including terraces and landscape	2,520	m2		Replaced with Concrete
2.3.5	Screeding	3,861	m2		Replaced with Concrete
2.3.6	**Beams**				
2.3.7	Concrete beam including f/w and reo	874	m3	1,738.67	1,519,597
2.3.8	300 deep CLT or Glulam Laminated veneer lumber	883	m		Replaced with Concrete
2.3.9	300 deep CLT or Glulam Laminated veneer lumber; faceted	350	m		Replaced with Concrete
	Total - Upper Floors				**2,813,032**
	Staircases				
2.4.1	Reinforced concrete stair with half landing from basement to ground floor 3000 wide (Lobby Stair)	6	m/rise		Excluded
2.4.2	Reinforced concrete stair with half landing from basement to roof 3000 wide (Egress Stair)	18	m/rise	3,550.00	63,900
2.4.3	Reinforced concrete stair with half landing from ground to second floor 3000 wide (Egress Stair)	10	m/rise	3,550.00	35,500
2.4.4	Reinforced concrete stair in the transformer room	2	m/rise	3,400.00	5,100
2.4.5	Main feature curved staircase rising from ground to second floor; 1600 wide	9	m/rise	10,000.00	90,000
	Total - Staircases				**194,500**
	Roof				
2.5.1	**Roof sheeting and frame**				
2.5.2	Roof structural / framework, including roof bracing, attached connections and fittings, purlins and surface treatments to steel (Allowance for 30kg/m2)	34.30	t	15,000.00	514,500
2.5.3	Roof sheeting - laid to slopes not exceeding 5 degrees	953	m2	65.00	61,945

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.5.4	Roof insulation laid over purlins including safety mesh to support insulation	953	m2	30.00	28,590
2.5.5	Flashing to roof assumed 250-500 girth	439	m	90.00	39,510
2.5.6	Extraover for forming curve fascia	69	m	150.00	10,350
2.5.7	Allowance for aluminium cassette fascia	172	m	300.00	51,600
2.5.8	Allowance for support framing to photovoltaics system	427	m2	35.00	14,945
2.5.9	**Roof Plumbing**				
2.5.10	Allowance for box gutter with siphonic drainage	124	m	200.00	24,800
2.5.11	Allowance for RWP	122	m	125.00	15,250
2.5.12	Allowance for fittings	1	item	1,500.00	1,500
2.5.13	**Concrete Roof Slab**				
2.5.14	200 thick concrete roof slab including f/w, concrete and reo	119	m2	465.00	55,335
2.5.15	**Screened Mechanical enclosure**				
2.5.16	Allowance for external screen to mechanical enclosure including door and all support framing	56	m2	750.00	42,000
2.5.17	EO for louvered door	1	no	1,500.00	1,500
2.5.18	**Roof Safety System**				
2.5.19	Roof safety System and access complete	1	item	25,000.00	25,000
2.5.20	Allowance for walkway including safety barrier	1	item	25,000.00	25,000
	Total - Roof				**911,825**
	External Walls				
2.6.1	**Curtain Walls**				
2.6.2	Double glazed curtain walling system	782	m2	1,450.00	1,133,900
2.6.3	Double glazed curtain walling system; faceted	674	m2	1,450.00	977,300
2.6.4	**Folding Doors**				
2.6.5	Aluminium framed glazed folding doors to facade	147	m2	1,500.00	220,500
2.6.6	Aluminium cover panels between folding doors; 4500 high	3	No	2,700.00	8,100
2.6.7	**External Cladding**				
2.6.8	Coloured concrete; including internal stud frame, insulation, plasterboard and painting	755	m2	770.00	581,350

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.6.9	**Facade Screens**				
2.6.10	Mesh screen including all necessary sub frames to facade	140	m2	1,050.00	147,000
2.6.11	Mesh screen including all necessary sub frames to facade - Faceted	288	m2	1,050.00	302,400
2.6.12	**Balustrades**				
2.6.13	Metal balustrades; approx 1000 high	51	m	850.00	43,350
2.6.14	Glazed balustrade; approx 1000 high	18	m	1,250.00	22,500
2.6.15	Glazed balustrade - faceted; approx 1000 high	168	m	1,250.00	210,000
2.6.16	**Sunshading**				
2.6.17	External sunshading to glazed area including support steel structure - to 50% of glazed area	737	m2	1,000.00	737,000
	Total - External Walls				**4,383,400**
	External Doors				
2.8.1	FR Automatic sliding door to basement lobby	1	no	15,000.00	15,000
2.8.2	FR single leaf timber door to egress stair	3	no	3,500.00	10,500
2.8.3	Single leaf timber door to end of trip facilities	2	no	1,500.00	3,000
2.8.4	EO Automatic sliding door to main entrance	1	no	20,000.00	20,000
2.8.5	EO Glazed double leaf door to terraces	3	no	5,000.00	15,000
2.8.6	EO Glazed single leaf door to terraces	8	no	3,500.00	28,000
2.8.7	Automatic roller shutter to loading dock	1	no	10,000.00	10,000
	Total - External Doors				**101,500**
	Internal Walls				
2.9.1	Reinforced concrete walls including f/w and reo to lift cores and staircases (Upper Level)	796	m2	534.00	425,064
2.9.2	Internal cavity masonry wall (First Floor)	49	m2	335.00	16,415
2.9.3	Stud frame partition wall including insulation and plasterboard to both sides	1,012	m2	190.00	192,280
2.9.4	EO for MR and Fyrcheck plasterboard	304	m2	10.00	3,036
2.9.5	EO for seismic and wind loading	1	Item	40,000.00	40,000
2.9.6	Allowance for aluminium slat fences to bicycle parking	38	m2	500.00	19,000
2.9.7	Operable walls including additional steelwork support	155	m2	1,250.00	193,750

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
	Total - Internal Walls				**889,545**
	Internal Screens and Borrowed Lights				
2.10.1	Glazed internal screen including structural support	117	m2	1,250.00	146,250
2.10.2	Allowance for cubicle toilet partition	122	m2	300.00	36,600
	Total - Internal Screens and Borrowed Lights				**182,850**
	Internal Doors				
2.11.1	Allowance for double leaf timber door to fire booster/meter	1	no	2,000.00	2,000
2.11.2	Double leaf timber door	6	no	1,800.00	10,800
2.11.3	FR Double leaf timber door	2	no	2,500.00	5,000
2.11.4	Single leaf timber door	23	no	1,250.00	28,750
2.11.5	FR single leaf timber door	10	no	2,500.00	25,000
2.11.6	Folding screen/servery hatch; approx. 2000 long	1	no	3,500.00	3,500
2.11.7	Cat and kitten timber door	3	no	2,000.00	6,000
2.11.8	EO Glazed pivoting doors	2	no	25,000.00	50,000
2.11.9	Glazed sliding door and track in cavity wall; approx. 1000 long	2	no	6,000.00	12,000
2.11.10	Glazed sliding door and track in cavity wall; approx. 2800 long	1	no	10,000.00	10,000
2.11.11	Aluminium slat double leaf gate to bicycle parking	1	no	2,000.00	2,000
	Total - Internal Doors				**155,050**
	Wall Finishes				
2.12.1	Ceramic wall tiling including waterproofing; up to 2400h to wet areas	348	m2	200.00	69,600
2.12.2	Ceramic wall splashback; 600h	13	m2	150.00	1,950
2.12.3	Hardwall plaster to masonry wall	98	m2	45.00	4,410
2.12.4	Painting to concrete walls	5,345	m2	18.00	96,210
2.12.5	Painting to plastered wall	98	m2	18.00	1,764
2.12.6	Painting to plasterboard walls	2,024	m2	18.00	36,432
2.12.7	Allowance for feature wall	1	item	50,000.00	50,000

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.12.8	Allowance for acoustic wall panelling	1	item	50,000.00	50,000
	Total - Wall Finishes				**310,366**
	Floor Finishes				
2.13.1	Sealed Concrete floor to basement	1,684	m2	20.00	33,680
2.13.2	Epoxy floor finish	74	m2	150.00	11,100
2.13.3	Honed polished concrete	743	m2	200.00	148,600
2.13.4	Floor tiles including skirting	177	m2	225.00	39,825
2.13.5	Vinyl floor finish including coved skirting	247	m2	100.00	24,700
2.13.6	Carpet tile with acoustic underlay including skirting	611	m2	95.00	58,045
2.13.7	Timber floor with acoustic underlay including skirting	1,365	m2	250.00	341,250
2.13.8	Terrace feature paving tiles	502	m2	275.00	138,050
2.13.9	Allowance for floor finishes to landscape area	53	m2	200.00	10,600
2.13.10	Allowance for feature floor finishes	1	item	100,000.00	100,000
2.13.11	Allowance for divisional strip etc	1	item	20,000.00	20,000
2.13.12	Entrance matting and matwell items	1	item	20,000.00	20,000
2.13.13	Allowance for timber skirting and similar item	1	item	40,000.00	40,000
	Total - Floor Finishes				**985,850**
	Ceiling Finishes				
2.14.1	Suspended flush jointed plasterboard including paint and trims	599	m2	150.00	89,850
2.14.2	Suspended flush jointed acoustic plasterboard including paint and trims	538	m2	200.00	107,600
2.14.3	Suspended flush jointed moisture resistant plasterboard including paint and trims	246	m2	150.00	36,900
2.14.4	Suspended timber feature ceilings to museum/exhibition area	2,107	m2	480.00	1,011,360
2.14.5	Suspended timber soffit lining to terrace	502	m2	95.00	47,690
2.14.6	Allowance for insulation to soffit of ground floor slab	1,648	m2	35.00	57,680
2.14.7	Allowance for bulkhead and the like	1	item	200,000.00	200,000
2.14.8	Allowance for access panels, etc.	1	item	15,000.00	15,000
2.14.9	Allowance for seismic design	1	item	10,000.00	10,000

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
	Total - Ceiling Finishes				**1,576,080**
	Fitments				
2.15.1	**Basement**				
2.15.2	Allowance for fitment to carpark	1	item	16,405.00	16,405
2.15.3	Allowance for fitment to bicycle rack	1	item	3,500.00	3,500
2.15.4	Allowance for fitment to end of trip facilities	1	item	10,032.00	10,032
2.15.5	Allowance for fitment to library store	1	item	4,621.00	4,621
2.15.6	**Ground Floor**				
2.15.7	Allowance for fitment to exhibition space	1	item	9,971.00	9,971
2.15.8	Allowance for fitment to exhibition store	1	item	2,730.00	2,730
2.15.9	Allowance for fitment to museum/exhibition area including joinery, print/display wall/book return bookcase, periodicals and FIP cupboard	1	item	129,920.00	129,920
2.15.10	Allowance for fitment to function/tea prep	1	item	32,490.00	32,490
2.15.11	Allowance for fitment to loading/delivery store	1	item	4,823.75	4,824
2.15.12	Allowance for fitment to book return/sorting	1	item	6,303.00	6,303
2.15.13	Allowance for fitment to cafe including servery	1	item	97,510.00	97,510
2.15.14	Allowance for fitment to cafe - BOH	1	item	15,322.50	15,323
2.15.15	Allowance for fitment to toilets	1	item	9,129.00	9,129
2.15.16	**First Floor**				
2.15.17	Allowance for fitment to museum/exhibition area including joinery, print/display wall, adult non fiction, audio books, adult large print and similar	1	item	133,932.00	133,932
2.15.18	Allowance for fitment to Staff workspace and offices	1	item	13,543.50	13,544
2.15.19	Allowance for fitment to Staff breakout/meeting space	1	item	9,967.50	9,968
2.15.20	Allowance for fitment to toilets	1	item	10,764.00	10,764
2.15.21	Allowance for fitment to changing place	1	item	4,125.00	4,125
2.15.22	Allowance for fitment to store	1	item	1,325.00	1,325
2.15.23	Allowance for fitment to cleaner	1	item	1,558.50	1,559
2.15.24	Allowance for fitment to children store	1	item	2,752.50	2,753
2.15.25	Allowance for fitment to quiet area	1	item	4,696.25	4,696

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.15.26	Allowance for fitment to audio books - children area	1	item	43,270.00	43,270
2.15.27	Allowance for fitment to children terrace	1	item	5,111.00	5,111
2.15.28	**Second Floor**				
2.15.29	Allowance for fitment to museum/exhibition area	1	item	118,964.00	118,964
2.15.30	Allowance for fitment to digital maker space	1	item	4,353.00	4,353
2.15.31	Allowance for fitment to history/art conservation & store including compactus	1	item	16,590.00	16,590
2.15.32	Allowance for fitment to museum store/art store (climate controlled)	1	item	11,482.50	11,483
2.15.33	Allowance for fitment to toilets	1	item	14,895.00	14,895
2.15.34	Allowance for fitment to store	1	item	1,116.00	1,116
2.15.35	Allowance for fitment to cleaner	1	item	1,558.50	1,559
2.15.36	Allowance for fitment to meeting rooms	1	item	46,900.00	46,900
2.15.37	**General**				
2.15.38	Allowance for fire equipment and the like	1	item	10,000.00	10,000
2.15.39	Allowance for building, room and statutory signages	1	item	100,000.00	100,000
2.15.40	Allowance for sundries	1	item	39,483.08	39,483
	Total - Fitments				**939,145**
	Sanitary Plumbing				
2.18.1	**Basement**				
2.18.2	41 car bays basement carparks	1,044	m2	100.00	104,436
2.18.3	Bicycle Parking	27	m2	40.00	1,076
2.18.4	BMS/Security/SMSB	50	m2	40.00	2,010
2.18.5	End of trips	25	m2	1,210.00	30,347
2.18.6	Fire Pump Room	71	m2	270.00	19,143
2.18.7	Fire Tanks	82	m2	270.00	22,035
2.18.8	Library Store	46	m2	40.00	1,848
2.18.9	Lift	25	m2	60.00	1,517
2.18.10	Lobby w/staircase	28	m2	60.00	1,699
2.18.11	Main Comms	23	m2	40.00	924

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.18.12	Quarantine Store/Fridge/Freezer	8	m2	1,875.00	14,175
2.18.13	RW Storage Tank	42	m2		Excluded
2.18.14	Services Lobby	12	m2	60.00	707
2.18.15	Services Riser	14	m2	60.00	850
2.18.16	Staircase	18	m2	60.00	1,080
2.18.17	Transformer	49	m2	100.00	4,914
2.18.18	Waste Room	31	m2	100.00	3,057
2.18.19	**Ground floor**				
2.18.20	BOH/Circulation	17	m2	60.00	1,005
2.18.21	Book Return/Sorting	42	m2	60.00	2,521
2.18.22	Cafe BOH	18	m2	900.00	16,317
2.18.23	Egress Stair	40	m2	60.00	2,410
2.18.24	Exhibition Space	100	m2	60.00	5,983
2.18.25	Exhibition Store	22	m2	60.00	1,310
2.18.26	Female Toilet	11	m2	1,210.00	13,177
2.18.27	Function/Tea Prep	17	m2	900.00	15,597
2.18.28	Lifts	26	m2	60.00	1,578
2.18.29	Loading/Delivery Store	39	m2	60.00	2,315
2.18.30	Lobby/Stair	27	m2	60.00	1,627
2.18.31	Male Toilet	11	m2	1,210.00	13,177
2.18.32	Museum/Interpretation	742	m2	60.00	44,544
2.18.33	Services Risers	4	m2	60.00	235
2.18.34	UAT	5	m2	1,210.00	6,280
2.18.35	**First Floor**				
2.18.36	Changing Places	14	m2	60.00	825
2.18.37	Children Tce	51	m2	60.00	3,067
2.18.38	Children's Store	18	m2	60.00	1,101
2.18.39	Cleaners	10	m2	900.00	9,351
2.18.40	Egress/Stair	45	m2	60.00	2,716
2.18.41	Female WC	18	m2	1,210.00	21,707

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.18.42	Junior Section	216	m2	60.00	12,981
2.18.43	Male WC	18	m2	1,210.00	21,707
2.18.44	Museum Interpretation	670	m2	60.00	40,180
2.18.45	Offices	20	m2	60.00	1,199
2.18.46	Quiet Area	38	m2	60.00	2,254
2.18.47	Staff Workspace	57	m2	60.00	3,419
2.18.48	Staff/Breakout/Meeting Space	17	m2	900.00	14,931
2.18.49	Store	3	m2	60.00	159
2.18.50	Lifts	26	m2	60.00	1,578
2.18.51	Services Riser	4	m2	60.00	235
2.18.52	**Second Floor**				
2.18.53	Digital Maker	29	m2	60.00	1,741
2.18.54	History/Art conservation & Store	33	m2	60.00	1,977
2.18.55	Museum Store/Art Store (Climate Controlled)	77	m2	60.00	4,593
2.18.56	Cleaners	10	m2	900.00	9,351
2.18.57	Egress Stair	40	m2	60.00	2,410
2.18.58	Female WC	20	m2	1,210.00	23,752
2.18.59	Lift	26	m2	60.00	1,578
2.18.60	Male WC	20	m2	1,210.00	23,752
2.18.61	Meeting Rooms	235	m2	60.00	14,070
2.18.62	Museum Interpretation	595	m2	60.00	35,689
2.18.63	Risers	4	m2	60.00	235
2.18.64	Store	7	m2	60.00	446
2.18.65	UAT	10	m2	1,210.00	12,572
2.18.66	**Others**				
2.18.67	Allowance for leak detectors in comms room	1	Item	5,000.00	5,000
2.18.68	Builders works in connection with services	5	%		30,624
	Total - Sanitary Plumbing				**643,096**
	Air Conditioning				

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.23.1	**Basement**				
2.23.2	41 car bays basement carparks	1,044	m2	190.00	198,428
2.23.3	Bicycle Parking	27	m2	130.00	3,498
2.23.4	BMS/Security/SMSB	50	m2	580.00	29,151
2.23.5	End of trips	25	m2	480.00	12,038
2.23.6	Fire Pump Room	71	m2	130.00	9,217
2.23.7	Fire Tanks	82	m2	130.00	10,609
2.23.8	Library Store	46	m2	130.00	6,007
2.23.9	Lift	25	m2	130.00	3,286
2.23.10	Lobby w/staircase	28	m2	690.00	19,541
2.23.11	Main Comms	23	m2	1,420.00	32,802
2.23.12	Quarantine Store/Fridge/Freezer	8	m2	7,500.00	56,700
2.23.13	RW Storage Tank	42	m2		Excluded
2.23.14	Services Lobby	12	m2	690.00	8,135
2.23.15	Services Riser	14	m2	130.00	1,841
2.23.16	Staircase	18	m2	160.00	2,880
2.23.17	Transformer	49	m2	580.00	28,501
2.23.18	Waste Room	31	m2	130.00	3,974
2.23.19	**Ground floor**				
2.23.20	BOH/Circulation	17	m2	580.00	9,715
2.23.21	Book Return/Sorting	42	m2	580.00	24,372
2.23.22	Cafe BOH	18	m2	790.00	14,323
2.23.23	Egress Stair	40	m2	160.00	6,426
2.23.24	Exhibition Space	100	m2	1,260.00	125,635
2.23.25	Exhibition Store	22	m2	1,260.00	27,518
2.23.26	Female Toilet	11	m2	480.00	5,227
2.23.27	Function/Tea Prep	17	m2	790.00	13,691
2.23.28	Lifts	26	m2	130.00	3,419
2.23.29	Loading/Delivery Store	39	m2	130.00	5,017
2.23.30	Lobby/Stair	27	m2	580.00	15,730

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.23.31	Male Toilet	11	m2	480.00	5,227
2.23.32	Museum/Interpretation	742	m2	1,260.00	935,424
2.23.33	Services Risers	4	m2	130.00	510
2.23.34	UAT	5	m2	480.00	2,491
2.23.35	UCA	442	m2		Excluded
2.23.36	**First Floor**				
2.23.37	Changing Places	14	m2	580.00	7,975
2.23.38	Children Tce	51	m2		Excluded
2.23.39	Children's Store	18	m2	130.00	2,386
2.23.40	Cleaners	10	m2	270.00	2,805
2.23.41	Egress/Stair	45	m2	160.00	7,242
2.23.42	Female WC	18	m2	580.00	10,405
2.23.43	Junior Section	216	m2	580.00	125,483
2.23.44	Male WC	18	m2	580.00	10,405
2.23.45	Museum Interpretation	670	m2	1,260.00	843,772
2.23.46	Offices	20	m2	580.00	11,588
2.23.47	Quiet Area	38	m2	580.00	21,791
2.23.48	Staff Workspace	57	m2	580.00	33,054
2.23.49	Staff/Breakout/Meeting Space	17	m2	790.00	13,106
2.23.50	Store	3	m2	130.00	345
2.23.51	Lifts	26	m2	130.00	3,419
2.23.52	Services Riser	4	m2	130.00	510
2.23.53	UCA	142	m2		Excluded
2.23.54	**Second Floor**				
2.23.55	Digital Maker	29	m2	580.00	16,832
2.23.56	History/Art conservation & Store	33	m2	1,260.00	41,517
2.23.57	Museum Store/Art Store (Climate Controlled)	77	m2	1,260.00	96,453
2.23.58	Cleaners	10	m2	270.00	2,805
2.23.59	Egress Stair	40	m2	160.00	6,426
2.23.60	Female WC	20	m2	580.00	11,385

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.23.61	Lift	26	m2	130.00	3,419
2.23.62	Male WC	20	m2	580.00	11,385
2.23.63	Meeting Rooms	235	m2	690.00	161,805
2.23.64	Museum Interpretation	595	m2	1,260.00	749,473
2.23.65	Risers	4	m2	130.00	510
2.23.66	Store	7	m2	130.00	967
2.23.67	UAT	10	m2	580.00	6,026
2.23.68	**Others**				
2.23.69	Builders works in connection with services	5	%		191,231
	Total - Air Conditioning				**4,015,852**
	Fire Protection				
2.24.1	**Basement**				
2.24.2	41 car bays basement carparks	1,044	m2	190.00	198,428
2.24.3	Bicycle Parking	27	m2	140.00	3,767
2.24.4	BMS/Security/SMSB	50	m2	140.00	7,036
2.24.5	End of trips	25	m2	140.00	3,511
2.24.6	Fire Pump Room	71	m2	2,112.68	149,789
2.24.7	Fire Tanks	82	m2	304.88	24,881
2.24.8	Library Store	46	m2	140.00	6,469
2.24.9	Lift	25	m2	140.00	3,539
2.24.10	Lobby w/staircase	28	m2	140.00	3,965
2.24.11	Main Comms	23	m2	1,260.00	29,106
2.24.12	Quarantine Store/Fridge/Freezer	8	m2	140.00	1,058
2.24.13	RW Storage Tank	42	m2		Excluded
2.24.14	Services Lobby	12	m2	140.00	1,651
2.24.15	Services Riser	14	m2	140.00	1,982
2.24.16	Staircase	18	m2	140.00	2,520
2.24.17	Transformer	49	m2	90.00	4,423
2.24.18	Waste Room	31	m2	90.00	2,751

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.24.19	**Ground floor**				
2.24.20	BOH/Circulation	17	m2	140.00	2,345
2.24.21	Book Return/Sorting	42	m2	140.00	5,883
2.24.22	Cafe BOH	18	m2	140.00	2,538
2.24.23	Egress Stair	40	m2	140.00	5,622
2.24.24	Exhibition Space	100	m2	140.00	13,959
2.24.25	Exhibition Store	22	m2	90.00	1,966
2.24.26	Female Toilet	11	m2	140.00	1,525
2.24.27	Function/Tea Prep	17	m2	140.00	2,426
2.24.28	Lifts	26	m2	140.00	3,682
2.24.29	Loading/Delivery Store	39	m2	140.00	5,403
2.24.30	Lobby/Stair	27	m2	140.00	3,797
2.24.31	Male Toilet	11	m2	140.00	1,525
2.24.32	Museum/Interpretation	742	m2	140.00	103,936
2.24.33	Services Risers	4	m2	140.00	549
2.24.34	UAT	5	m2	140.00	727
2.24.35	UCA	442	m2	140.00	61,842
2.24.36	**First Floor**				
2.24.37	Changing Places	14	m2	140.00	1,925
2.24.38	Children Tce	51	m2	140.00	7,155
2.24.39	Children's Store	18	m2	90.00	1,652
2.24.40	Cleaners	10	m2	140.00	1,455
2.24.41	Egress/Stair	45	m2	140.00	6,336
2.24.42	Female WC	18	m2	140.00	2,512
2.24.43	Junior Section	216	m2	140.00	30,289
2.24.44	Male WC	18	m2	140.00	2,512
2.24.45	Museum Interpretation	670	m2	140.00	93,752
2.24.46	Offices	20	m2	140.00	2,797
2.24.47	Quiet Area	38	m2	140.00	5,260
2.24.48	Staff Workspace	57	m2	140.00	7,979

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.24.49	Staff/Breakout/Meeting Space	17	m2	140.00	2,323
2.24.50	Store	3	m2	90.00	239
2.24.51	Lifts	26	m2	140.00	3,682
2.24.52	Services Riser	4	m2	140.00	549
2.24.53	UCA	142	m2	140.00	19,823
2.24.54	**Second Floor**				
2.24.55	Digital Maker	29	m2	140.00	4,063
2.24.56	History/Art conservation & Store	33	m2	140.00	4,613
2.24.57	Museum Store/Art Store (Climate Controlled)	77	m2	140.00	10,717
2.24.58	Cleaners	10	m2	140.00	1,455
2.24.59	Egress Stair	40	m2	140.00	5,622
2.24.60	Female WC	20	m2	140.00	2,748
2.24.61	Lift	26	m2	140.00	3,682
2.24.62	Male WC	20	m2	140.00	2,748
2.24.63	Meeting Rooms	235	m2	140.00	32,830
2.24.64	Museum Interpretation	595	m2	140.00	83,275
2.24.65	Risers	4	m2	140.00	549
2.24.66	Store	7	m2	90.00	670
2.24.67	UAT	10	m2	140.00	1,455
2.24.68	**Others**				
2.24.69	Allowance for kitchen fire suppression system	1	Item	25,000.00	25,000
2.24.70	Builders works in connection with services	5	%		51,613
	Total - Fire Protection				**1,083,879**
	Light and Power				
2.25.1	**ELECTRICAL**				
2.25.2	**Lighting and Power**				
2.25.3	**Basement**				
2.25.4	41 car bays basement carparks	1,044	m2	170.00	177,541
2.25.5	Bicycle Parking	27	m2	170.00	4,575

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.25.6	BMS/Security/SMSB	50	m2	370.00	18,596
2.25.7	End of trips	25	m2	310.00	7,775
2.25.8	Fire Pump Room	71	m2	230.00	16,307
2.25.9	Fire Tanks	82	m2		Excluded
2.25.10	Library Store	46	m2	230.00	10,628
2.25.11	Lift	25	m2	230.00	5,814
2.25.12	Lobby w/staircase	28	m2	230.00	6,514
2.25.13	Main Comms	23	m2	370.00	8,547
2.25.14	Quarantine Store/Fridge/Freezer	8	m2	370.00	2,797
2.25.15	RW Storage Tank	42	m2		Excluded
2.25.16	Services Lobby	12	m2	370.00	4,362
2.25.17	Services Riser	14	m2	230.00	3,257
2.25.18	Staircase	18	m2	230.00	4,140
2.25.19	Transformer	49	m2	230.00	11,302
2.25.20	Waste Room	31	m2	230.00	7,031
2.25.21	**Ground floor**				
2.25.22	BOH/Circulation	17	m2	370.00	6,198
2.25.23	Book Return/Sorting	42	m2	370.00	15,547
2.25.24	Cafe BOH	18	m2	440.00	7,977
2.25.25	Egress Stair	40	m2	230.00	9,237
2.25.26	Exhibition Space	100	m2	690.00	68,800
2.25.27	Exhibition Store	22	m2	230.00	5,023
2.25.28	Female Toilet	11	m2	230.00	2,505
2.25.29	Function/Tea Prep	17	m2	310.00	5,372
2.25.30	Lifts	26	m2	230.00	6,049
2.25.31	Loading/Delivery Store	39	m2	230.00	8,876
2.25.32	Lobby/Stair	27	m2	230.00	6,238
2.25.33	Male Toilet	11	m2	230.00	2,505
2.25.34	Museum/Interpretation	742	m2	690.00	512,256
2.25.35	Services Risers	4	m2	230.00	902

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.25.36	UAT	5	m2	230.00	1,194
2.25.37	UCA	442	m2	180.00	79,511
2.25.38	**First Floor**				
2.25.39	Changing Places	14	m2	370.00	5,088
2.25.40	Children Tce	51	m2	370.00	18,911
2.25.41	Children's Store	18	m2	230.00	4,221
2.25.42	Cleaners	10	m2	230.00	2,390
2.25.43	Egress/Stair	45	m2	230.00	10,410
2.25.44	Female WC	18	m2	230.00	4,126
2.25.45	Junior Section	216	m2	230.00	49,761
2.25.46	Male WC	18	m2	230.00	4,126
2.25.47	Museum Interpretation	670	m2	690.00	462,065
2.25.48	Offices	20	m2	370.00	7,393
2.25.49	Quiet Area	38	m2	370.00	13,901
2.25.50	Staff Workspace	57	m2	370.00	21,086
2.25.51	Staff/Breakout/Meeting Space	17	m2	490.00	8,129
2.25.52	Store	3	m2	230.00	610
2.25.53	Lifts	26	m2	230.00	6,049
2.25.54	Services Riser	4	m2	230.00	902
2.25.55	UCA	142	m2	180.00	25,486
2.25.56	**Second Floor**				
2.25.57	Digital Maker	29	m2	370.00	10,737
2.25.58	History/Art conservation & Store	33	m2	690.00	22,736
2.25.59	Museum Store/Art Store (Climate Controlled)	77	m2	690.00	52,820
2.25.60	Cleaners	10	m2	230.00	2,390
2.25.61	Egress Stair	40	m2	230.00	9,237
2.25.62	Female WC	20	m2	230.00	4,515
2.25.63	Lift	26	m2	230.00	6,049
2.25.64	Male WC	20	m2	230.00	4,515
2.25.65	Meeting Rooms	235	m2	490.00	114,905

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.25.66	Museum Interpretation	595	m2	690.00	410,426
2.25.67	Risers	4	m2	230.00	902
2.25.68	Store	7	m2	230.00	1,711
2.25.69	UAT	10	m2	230.00	2,390
2.25.70	**Communications**				
2.25.71	Data and communications system	5,630	m2	75.00	422,234
2.25.72	Allowance for communications equipment	1	Item	50,000.00	50,000
2.25.73	Public address/EWIS system	5,630	m2	25.00	140,745
2.25.74	Fire alarm system	5,630	m2	55.00	309,638
2.25.75	**Audio Visual**				
2.25.76	Allowance for AV equipment	1	Item		3,500,000
2.25.77	Allowance for associated AV cabling and interfacing	1	Item		300,000
2.25.78	Allowance for stage/theatre lighting	1	Item		120,000
2.25.79	**Others**				
2.25.80	Allowance for VESDA system to Comms room	1	Item	40,000.00	40,000
2.25.81	Allowance for gas suppression system to comms room	1	Item	60,000.00	60,000
2.25.82	Allowance for decorative lighting	1	Item	200,000.00	200,000
2.25.83	Allowance for terrace lighting	1	Item	40,000.00	40,000
2.25.84	Allowance for facade lighting	1	Item	50,000.00	50,000
2.25.85	Builders works in connection with services	5	%		377,399
	Total - Light and Power				**7,925,374**
	Transportation System				
2.27.1	Lift 1 rising basement to second floor	1	no	250,000	250,000
2.27.2	Lift 2 rising basement to second floor	1	no		Excluded
	Total - Transportation System				**250,000**
	Special services				
2.28.1	Allowance for security system (card access and cctv)	5,630	m2	75.00	422,250
2.28.2	Allowance for building management system (BMS)	5,630	m2	55.00	309,650

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Library & Cultural Centre Building				
2.28.3	Rooftop solar PV system, 100kW	100	kW	2,200.00	220,000
2.28.4	Rain water harvesting; tank and pumps	1	Item		Excluded
2.28.5	Builders works in connection with services	5	%		47,595
	Total - Special services				**999,495**
	Total - Library & Cultural Centre Building				**30,049,579**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges - Elemental Summary				
6.1	**Siteworks**				
6.2	Site Preparation	9,690	m2	38.09	369,126
6.3	Roads, Footpaths and Paved Areas	2,238	m2	321.22	718,900
6.4	**Siteworks Sub total**				1,088,026
6.5	**External Services & Headworks**				
6.6	External Stormwater Drainage		Item		155,892
6.7	External Sewer Drainage		Item		553,302
6.8	External Water Supply		Item		97,433
6.9	External Gas		Item		106,919
6.10	External Fire Protection		Item		50,000
6.11	External Electric Light and Power		Item		420,000
6.12	External Communications		Item		30,000
6.13	**External Services & Headworks**				1,413,546
6.14	**PRELIMINARIES**				
6.15	Preliminaries	10.0	%		250,157
6.16	**BUILDING COST TOTAL**				2,751,728
	Total - Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges				**2,751,800**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges				
	Site Preparation				
6.2.1	General site clearance road and carpark	2,689	m2	10.00	26,886
6.2.2	General site clearance Building and paved areas	3,762	m2	25.00	94,040
6.2.3	Clearing of Lot B and A (clearing extents to be determined pending comment from bushfire report and DFES approval conditions. (Excludes removal of large mature trees)	5,928	m2	25.00	148,200
6.2.4	Earthworks & leveling	1	Item	50,000.00	50,000
6.2.5	Tree protection zone and general tree works	1	Item	50,000.00	50,000
6.2.6	Demolish Existing Library, associated amphitheater and landscaping spaces		Note		Excluded
6.2.7	Demolish Existing bridge link to shopping centre and associated road works		Note		Excluded
6.2.8	Cut existing site levels to new garden avenue levels		Note		Excluded
	Total - Site Preparation				**369,126**
	Roads, Footpaths and Paved Areas				
6.3.1	Works to main entrance including ramps, staircase and landscaping/planter box	174	m2	631.29	109,845
6.3.2	Road 1 including subbase and drainage	2,238	m2	130.00	290,940
6.3.3	Adapting/New asphalt carpark to west of building		Note		Excluded
6.3.4	New off street parking - 10 bays	10	No	2,600.00	26,000
6.3.5	New on street parking - 33 bays	33	No	2,600.00	85,800
6.3.6	Work to bus stop area	1	item	35,000.00	35,000
6.3.7	New footpath/verge areas not indicated on drawings	1	item	60,000.00	60,000
6.3.8	Tie in of new road to existing CoM civic centre carpark at notional site works boundary	1	item	35,000.00	35,000
6.3.9	Kerbing	807	m	45.00	36,315
6.3.10	Signage	1	item	15,000.00	15,000
6.3.11	Line marking	1	item	10,000.00	10,000
6.3.12	Traffic Management	1	item	15,000.00	15,000
	Total - Roads, Footpaths and Paved Areas				**718,900**
	External Stormwater Drainage				

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges				
6.6.1	Mains pipework	190	m	400.00	75,892
6.6.2	Manholes/gullies	20	No	4,000.00	80,000
6.6.3	No allowance for pump station		Note		Excluded
	Total - External Stormwater Drainage				**155,892**
	External Sewer Drainage				
6.7.1	Mains pipework	190	m	400.00	75,892
6.7.2	Manholes/gullies	20	No	5,000.00	100,000
6.7.3	Sewer to Davey Street	377	m	1,000.00	377,410
6.7.4	No allowance for pump station		Note		Excluded
	Total - External Sewer Drainage				**553,302**
	External Water Supply				
6.8.1	Water main	190	m	250.00	47,433
6.8.2	Connections/headworks	1	Item	50,000.00	50,000
	Total - External Water Supply				**97,433**
	External Gas				
6.9.1	Gas supply	190	m	300.00	56,919
6.9.2	Headworks/meter housing etc	1	Item	50,000.00	50,000
	Total - External Gas				**106,919**
	External Fire Protection				
6.10.1	Fire supply connection	1	Item	50,000.00	50,000
	Total - External Fire Protection				**50,000**
	External Electric Light and Power				
6.11.1	Western Power Headworks Costs including Stage 1	1	Item	200,000.00	200,000
6.11.2	NBNCo Headworks Costs including Stage 1	1	Item	150,000.00	150,000
6.11.3	New Road 1 Western Power lighting	1	Item	70,000.00	70,000

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges				
	Total - External Electric Light and Power				**420,000**
	External Communications				
6.12.1	Main Communications	1	Item	30,000.00	30,000
	Total - External Communications				**30,000**
	Total - Stage 1 External Site Works and Services including incoming roads and services, Headworks and Statutory Charges				**2,751,800**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 2 - Hard and Soft landscaping to the building and Building Services - Elemental Summary				
7.1	**Siteworks**				
7.2	Site Preparation	1,341	m2	41.41	55,528
7.3	Hard Landscaping Works	2,559	m2	205.31	525,468
7.4	Soft Landscaping Works	2,516	m2	64.33	161,845
7.5	Irrigation	1,367	m2	33.34	45,580
7.6	Furniture	1	item	129,450.00	129,450
7.7	Miscellaneous	1	item	72,500.00	72,500
7.8	**Siteworks Sub total**				990,371
7.9	**External Services**				
7.10	External Stormwater Drainage		Item		370,000
7.11	External Sewer Drainage		Item		50,000
7.12	External Water Supply		Item		15,000
7.13	External Gas		Item		15,000
7.14	External Fire Protection		Item		123,000
7.15	External Electric Light and Power		Item		575,000
7.16	External Communications		Item		47,600
7.17	External Special Services		Item		75,000
7.18	**External Services**				1,270,600
7.19	**PRELIMINARIES**				
7.20	Preliminaries	10.0	%		226,097
7.21	**BUILDING COST TOTAL**				2,487,068
	Total - Stage 2 - Hard and Soft landscaping to the building and Building Services				**2,487,100**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 2 - Hard and Soft landscaping to the building and Building Services				
	Site Preparation				
7.2.1	**Site preparation - Based on the estimate provided by Plan/E**				
7.2.2	**Civil Square**				
7.2.3	Site Preparation (incl. site clean-up)	1	Item	15,000.00	15,000
7.2.4	Demolition (incl. tree removal) - BY CIVIL	1	Item		Included
7.2.5	Site Works (incl. fine leveling and grading)	1	Item	10,000.00	10,000
7.2.6	Pruning and earthworks to retain Existing trees	1	Item	15,000.00	15,000
7.2.7	Soil Conditioner to Garden Beds	1,125	m2	12.00	13,500
7.2.8	Soil Conditioner to Turf Grassing	189	m2	10.00	1,890
7.2.9	**Internal Building Treatment**				
7.2.10	Imported Soils Mix to Garden Beds	23	m2	6.00	138
	Total - Site Preparation				**55,528**
	Hard Landscaping Works				
7.3.1	**Civil Square - Based on the estimate provided by Plan/E**				
7.3.2	Paving Type P1A Exposed Agg Concrete paving	1,060	m2	220.00	233,200
7.3.3	Paving Type P1B Exposed Agg Concrete paving	540	m2	220.00	118,800
7.3.4	Paving Type P1C Exposed Agg Concrete paving	372	m2	220.00	81,840
7.3.5	In-situ Trafficable Coloured Concrete	82	m2	220.00	18,128
7.3.6	Feature Paving Strips	480	m	150.00	72,000
7.3.7	Steel Edging	25	m	60.00	1,500
	Total - Hard Landscaping Works				**525,468**
	Soft Landscaping Works				
7.4.1	**Civil Square - Based on the estimate provided by Plan/E**				
7.4.2	400 Lt Trees (incl. stakes and ties)	28	no	700.00	19,600
7.4.3	Garden Bed Planting (including Fertiliser)	1,125	m2	50.00	56,250
7.4.4	Imported Mulch to Garden Bed Areas	1,125	m2	15.00	16,875
7.4.5	Turf Grassing	189	m2	30.00	5,670

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 2 - Hard and Soft landscaping to the building and Building Services				
7.4.6	Soft landscaping allowance to main entrance - Ramp	1	Item	10,000.00	10,000
7.4.7	Soft landscaping allowance to building facade including trellis and terrace area	1	Item	25,000.00	25,000
7.4.8	Additional soft landscaping in lieu of hard landscaping	1	Item	25,000.00	25,000
7.4.9	**Internal Building Treatment - Based on the estimate provided by Plan/E**				
7.4.10	Garden Bed Planting (including Fertiliser)	23	m2	100.00	2,300
7.4.11	Imported Gravel Mulch to Garden Bed Areas	23	m2	50.00	1,150
	Total - Soft Landscaping Works				**161,845**
	Irrigation				
7.5.1	**Civil Square - Based on the estimate provided by Plan/E**				
7.5.2	Mainline Connection	1	Item	1,500.00	1,500
7.5.3	Irrigation Controller	1	no	1,500.00	1,500
7.5.4	Irrigation to 400Lt Trees	28	no	500.00	14,000
7.5.5	Irrigation to Garden Bed Areas	1,125	m2	20.00	22,500
7.5.6	Irrigation to Turf Areas	189	m2	20.00	3,780
7.5.7					
7.5.8	**Internal Building Treatment - Based on the estimate provided by Plan/E**				
7.5.9	Irrigation to Garden Bed Areas	23	m2	100.00	2,300
	Total - Irrigation				**45,580**
	Furniture				
7.6.1	**Civil Square - Based on the estimate provided by Plan/E**				
7.6.2	Table and Chair Settings	9	no	6,000.00	54,000
7.6.3	Drinking Fountain	1	no	6,000.00	6,000
7.6.4	Bike Racks	15	no	750.00	11,250
7.6.5	Bollards (Fixed)	12	no	1,000.00	12,000
7.6.6	Bollards (Removable)	4	no	1,500.00	6,000
7.6.7	Pram Ramps	4	no	650.00	2,600
7.6.8	Rubbish Bin	8	no	2,200.00	17,600

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 2 - Hard and Soft landscaping to the building and Building Services				
7.6.9	Cut Boulder Seating Element	25	no	800.00	20,000
	Total - Furniture				**129,450**
	Miscellaneous				
7.7.1	**Civil Square - Based on the estimate provided by Plan/E**				
7.7.2	Totem Artwork (reduced to 5 nr from 10)	5	No.	2,500.00	12,500
7.7.3	Decorative text metal inlays	1	Item	50,000.00	50,000
7.7.4	**Internal Building Treatment - Based on the estimate provided by Plan/E**				
7.7.5	Decorative text metal inlays	1	Item	10,000.00	10,000
	Total - Miscellaneous				**72,500**
	External Stormwater Drainage				
7.10.1	Building stormwater	4,800	m2	25.00	120,000
7.10.2	Allowance for stormwater retention tank (500m3 allowance)	1	Item	250,000.00	250,000
	Total - External Stormwater Drainage				**370,000**
	External Sewer Drainage				
7.11.1	Building sewer	1	Item	50,000.00	50,000
	Total - External Sewer Drainage				**50,000**
	External Water Supply				
7.12.1	Building water	1	Item	15,000.00	15,000
	Total - External Water Supply				**15,000**
	External Gas				
7.13.1	Building gas	1	Item	15,000.00	15,000
	Total - External Gas				**15,000**
	External Fire Protection				
7.14.1	Fire booster	1	No	20,000.00	20,000

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Stage 2 - Hard and Soft landscaping to the building and Building Services				
7.14.2	Hydrant	4	No	4,500.00	18,000
7.14.3	Fire service pipes	280	m	250.00	70,000
7.14.4	Allowance for valves	1	Item	15,000.00	15,000
	Total - External Fire Protection				**123,000**
	External Electric Light and Power				
7.15.1	Site substation and site main switchboard	1	Item	250,000.00	250,000
7.15.2	Allowance for 500kVA standby power generator complete with fuel daytank	1	Item	225,000.00	225,000
7.15.3	Allowance for external lighting	1	Item	100,000.00	100,000
	Total - External Electric Light and Power				**575,000**
	External Communications				
7.16.1	Allowance for conduits and pits	280	m	120.00	33,600
7.16.2	Communications pits	4	No	3,500.00	14,000
	Total - External Communications				**47,600**
	External Special Services				
7.17.1	Allowance for external security system	1	Item	75,000.00	75,000
	Total - External Special Services				**75,000**
	Total - Stage 2 - Hard and Soft landscaping to the building and Building Services				**2,487,100**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Professional Fees (incl Lead Consultant and admin) - Elemental Summary				
11.1	Professional Fees	9	%	38,293,478.93	3,446,413
	Total - Professional Fees (incl Lead Consultant and admin)				**3,446,500**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Loose Furniture, Equipment and computing - Elemental Summary				
13.1	As per email received on 25/10/2023 @5.04pm				
13.2	Loose furniture, equipment and computing	1	item	3,200,000	3,200,000
	Total - Loose Furniture, Equipment and computing				**3,200,000**

Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Escalation to Tender (June 2025) - Elemental Summary				
17.1	**Based on Q2 2023 AIQS**	53,747,379			
17.2	Current date	Nov 23	Index	233.00	0
17.3	Start Construction Date (June 25)	Jun 25	Index	250.60	0
17.4	Escalation	7.55	%		4,059,888
	Total - Escalation to Tender (June 2025)				**4,059,900**

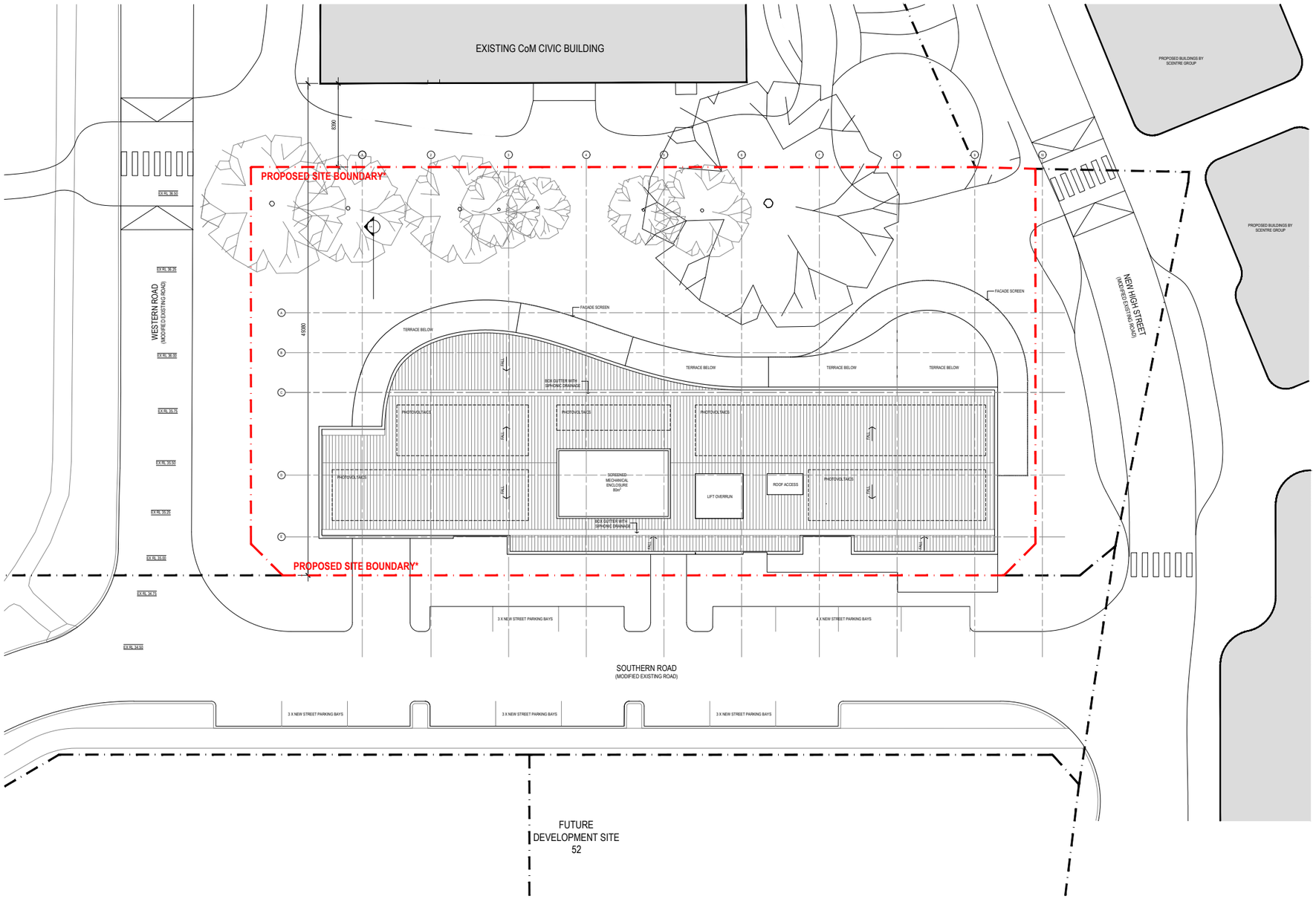
Detail

City of Melville **2023 Business Case (Option 4) - VE Exercise**

City of Melville Library and Cultural Centre

Item	Description	Quantity	Unit	Rate	Total (AUD)
	Escalation during contract period (Assuming 24 month construction period at 25% allowance) - Elemental Summary				
18.1		57,807,279			
18.2	Current date	Nov 23	Index	233.00	0
18.3	Start Construction Date (Jun 25)	Jun 25	Index	250.60	0
18.4	6 months from start date	Dec 25	Index	255.70	0
18.5	Escalation	2.04	%		1,176,445
	Total - Escalation during contract period (Assuming 24 month construction period at 25% allowance)				**1,176,500**

NOTE:
CITY TO VERIFY EXTENTS OF LIBRARY SITE
IN PARTICULAR THE SOUTHERN BOUNDARY,
SOUTHERN ROAD AND NEIGHBORING LOTS



OPTION 4
REDUCED AREA

OCTOBER 2023

OPTION 4 AREAS	CAR BAYS	GROSS FLOOR AREA (m2)
B01	41	1653
GROUND	7	1128
LEVEL 1	-	1171
LEVEL 2	-	1114
TOTAL	**61**	**5066**

	OPTION 4 COLLECTIONS LEGEND	G	L1	L2	TOTAL
MAIN FLOOR	* QUANTITY OF 900mm BOOK SHELF BAYS (3 SHELVES HIGH)	60	152	88	300
	QUANTITY OF BOOKS	5400	13680	7920	27000
WALL INTERIOR	* QUANTITY OF 900mm BOOK SHELF BAYS (4 SHELVES HIGH)	38	59	28	125
	QUANTITY OF BOOKS	4560	7080	3360	15000
KID'S AREA	* QUANTITY OF 900mm BOOK SHELF BAYS (3 SHELVES HIGH)	-	25	-	25
	**QUANTITY OF TUBS	-	42	-	42
	QUANTITY OF BOOKS	-	2670	-	2670
	* TOTAL BAYS	98	278	116	492
	TOTAL BOOKS	**9960**	**23430**	**11280**	**44670**

	OPTION 4 COLLECTIONS LEGEND	G	L1	L2	TOTAL
MAIN FLOOR	* QUANTITY OF 900mm BOOK SHELF BAYS (3 SHELVES HIGH)	60	152	88	300
	QUANTITY OF BOOKS	5400	13680	7920	27000
WALL INTERIOR	* QUANTITY OF 900mm BOOK SHELF BAYS (6 SHELVES HIGH)	38	59	28	125
	QUANTITY OF BOOKS	6840	10620	5040	22500
KID'S AREA	* QUANTITY OF 900mm BOOK SHELF BAYS (3 SHELVES HIGH)	-	25	-	25
	**QUANTITY OF TUBS	-	42	-	42
	QUANTITY OF BOOKS	-	2670	-	2670
	* TOTAL BAYS	98	278	116	492
	TOTAL BOOKS	**12240**	**26970**	**12960**	**52170**

*NOTE: QUANTITY OF BOOKS IS CALCULATED AS
30 BOOKS PER 900mm SHELF

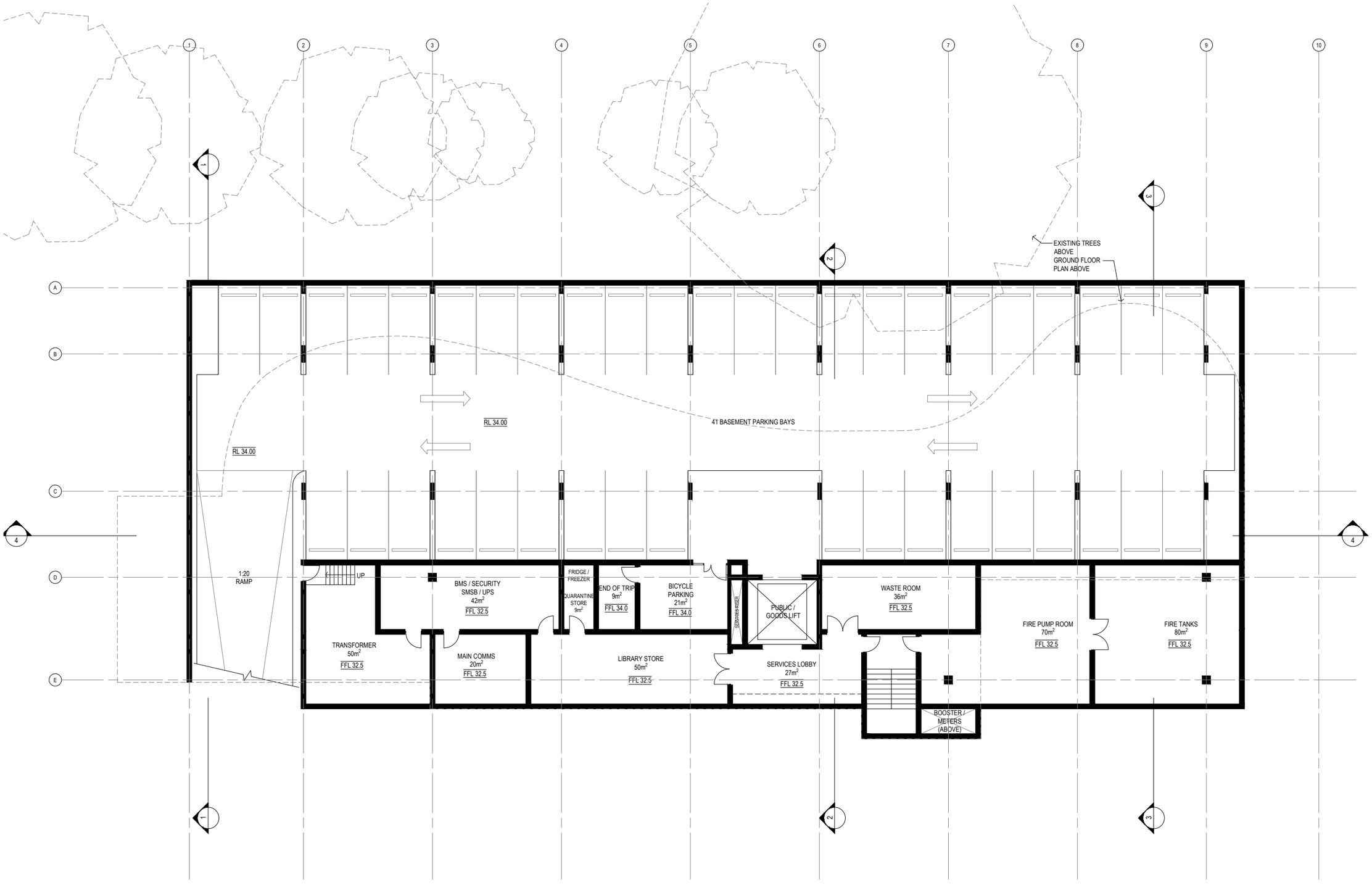
**NOTE: QUANTITY OF TUBS IS CALCULATED AS
10 BOOKS PER TUB

SITE / ROOF PLAN
1:200 @ A1
OPTION 4 - REV A
16.11.2023

Scale 1:200
0 5 10 20

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOL
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

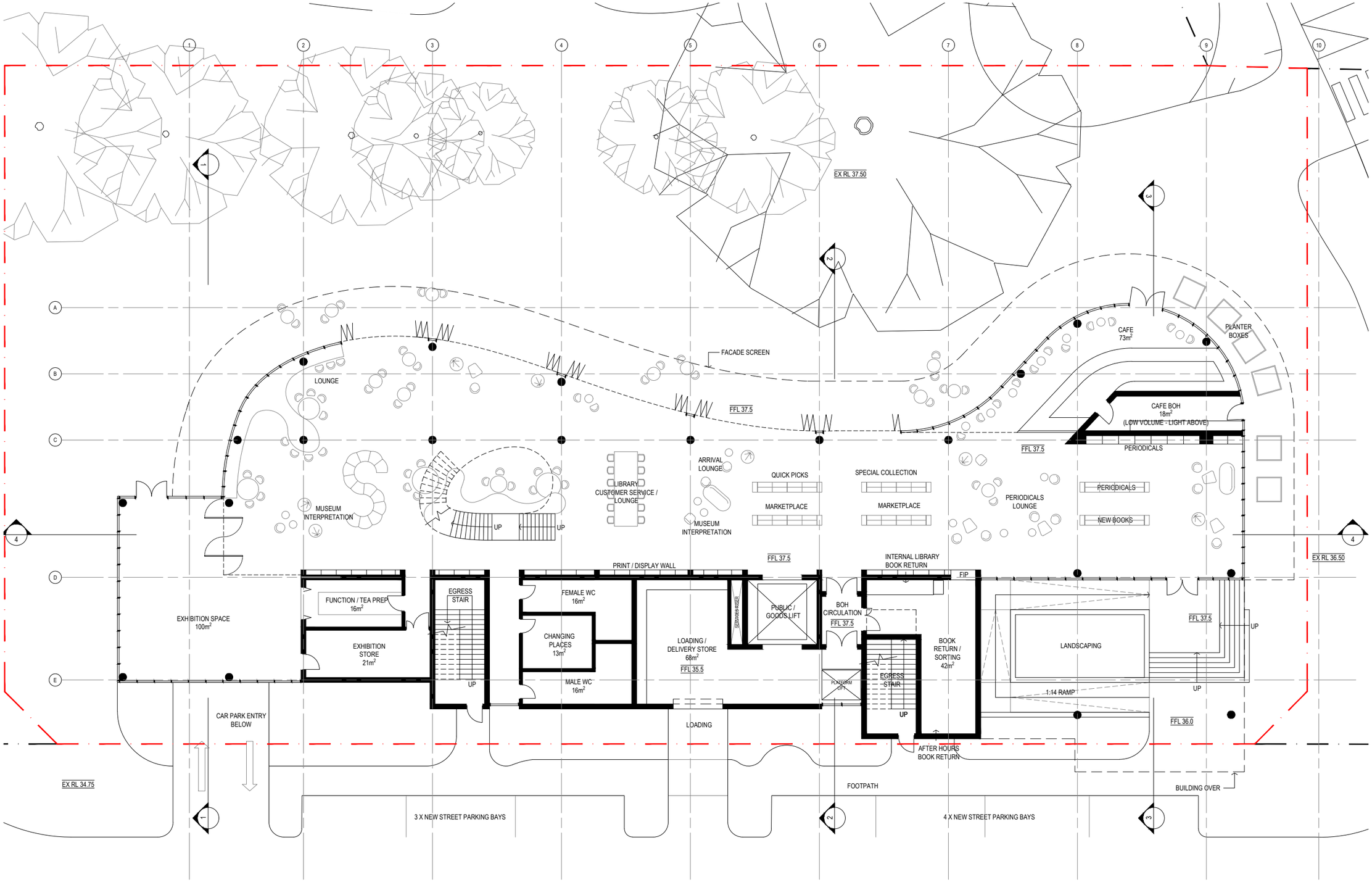


BASEMENT FLOOR PLAN
1:100 @ A1
OPTION 4 - REV A
16.11.2023

Scale 1:100 @ A1
0 1 2 3 4 5 10

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOL
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN



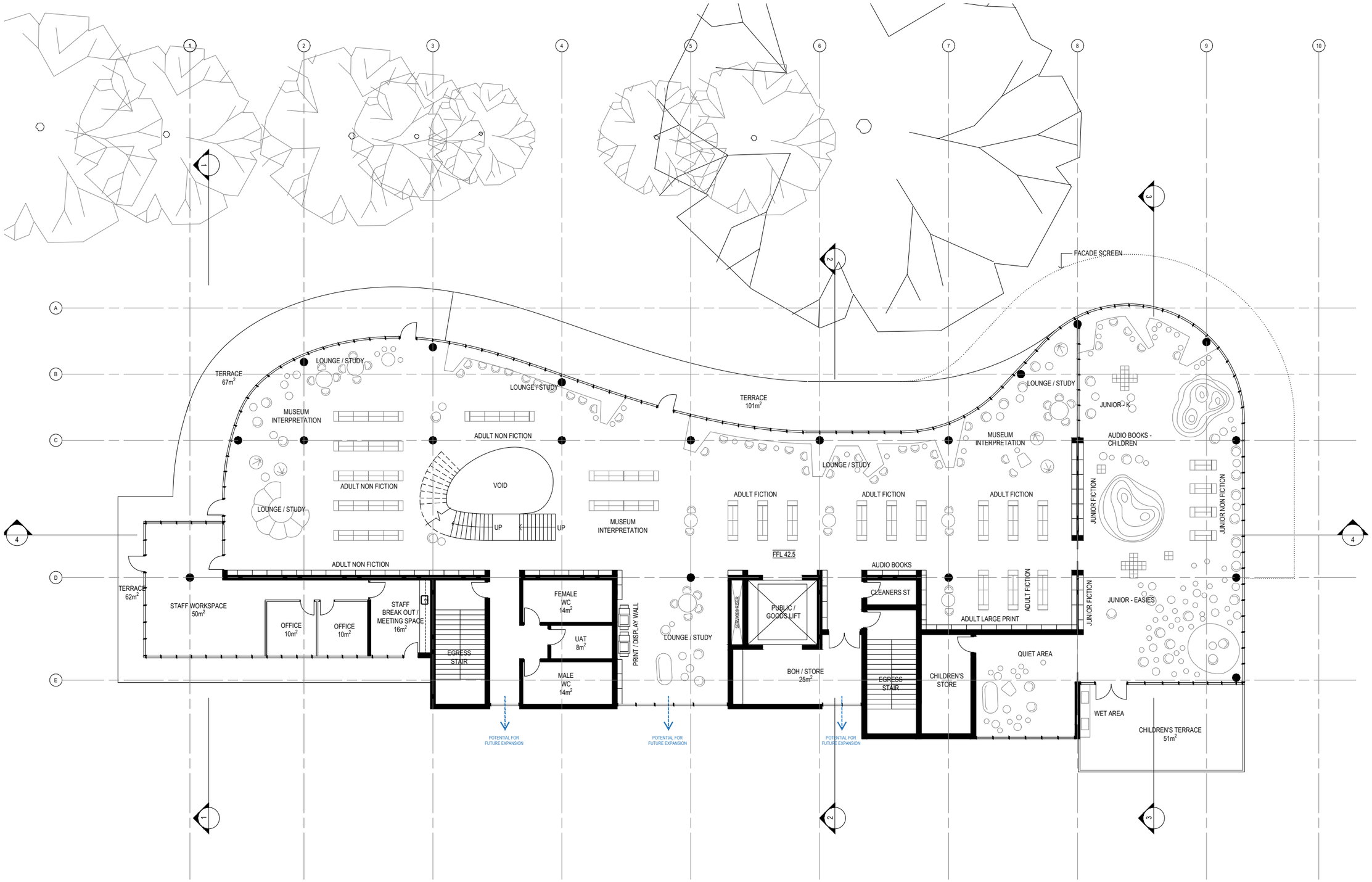
GROUND FLOOR PLAN
1:100 @ A1
OPTION 4 - REV A
16.11.2023

EX RL 34.75

Scale 1:100 @ A1
0 1 2 3 4 5 10

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOL
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

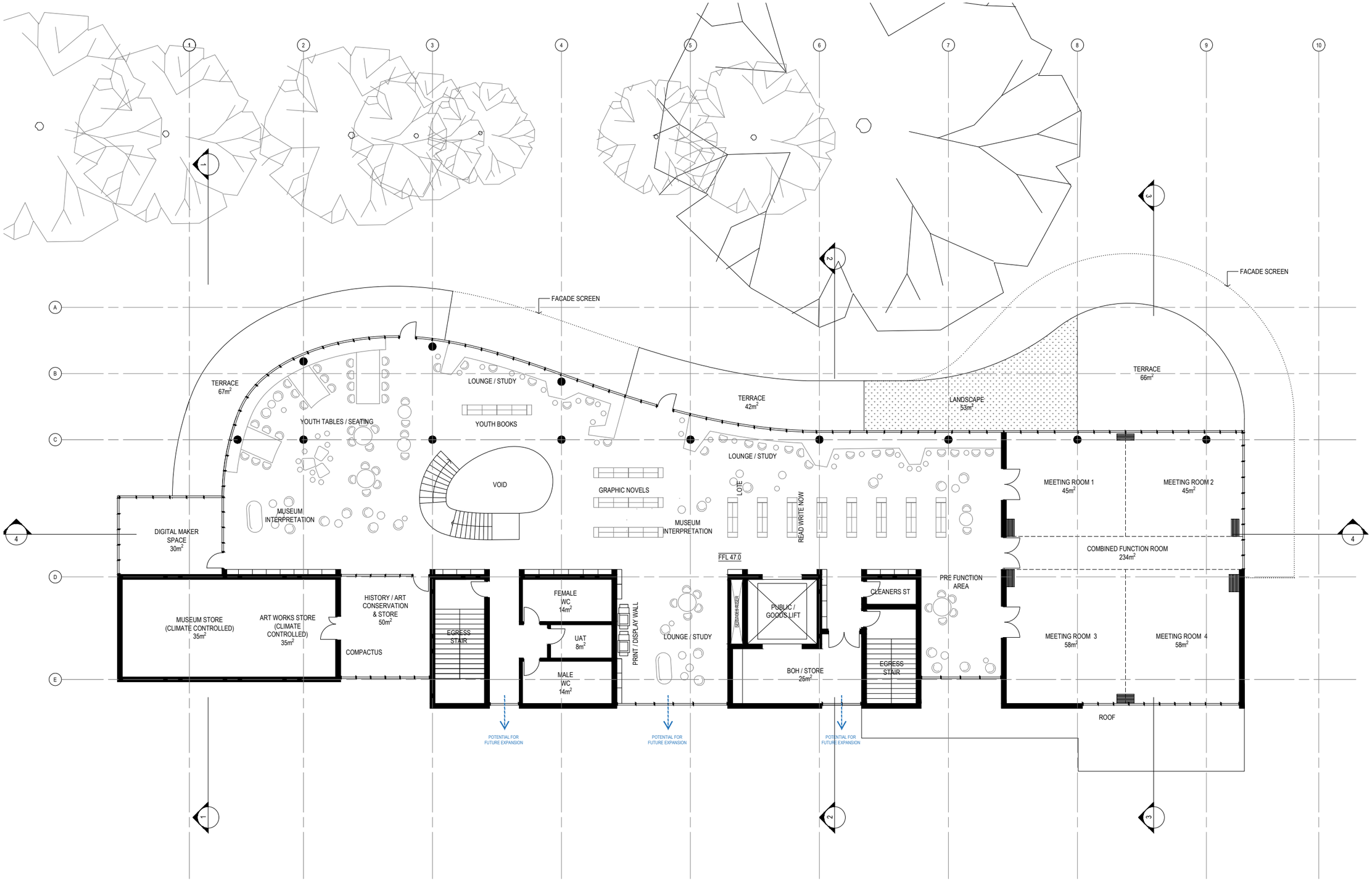


FIRST FLOOR PLAN
1:100 @ A1
OPTION 4 - REV A
16.11.2023

Scale 1:100 @ A1
0 1 2 3 4 5 10

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOL
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

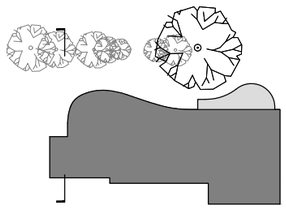


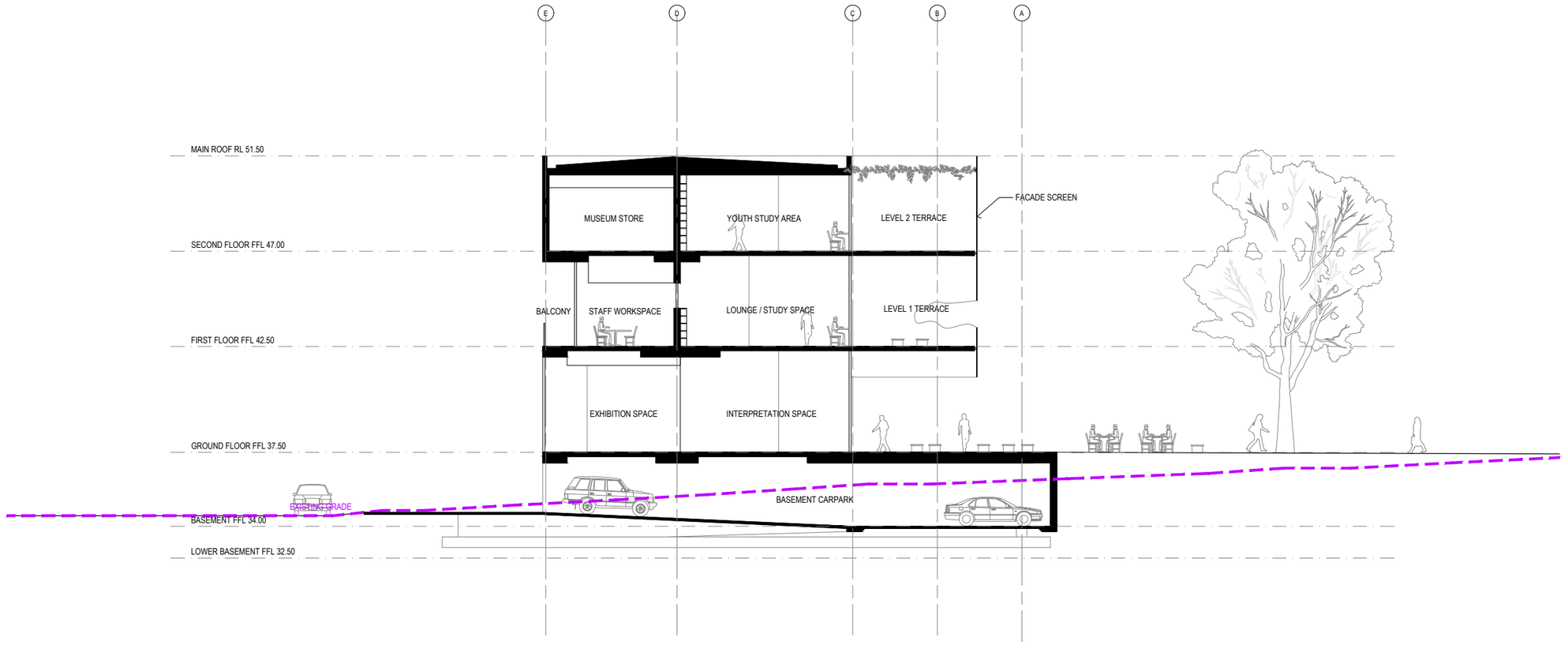
SECOND FLOOR PLAN
1:100 @ A1
OPTION 4 - REV A
16.11.2023

Scale 1:100 @ A1
0 1 2 3 4 5 10

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOL
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

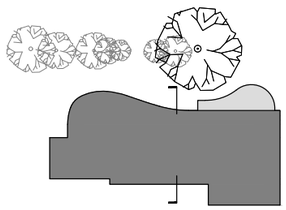


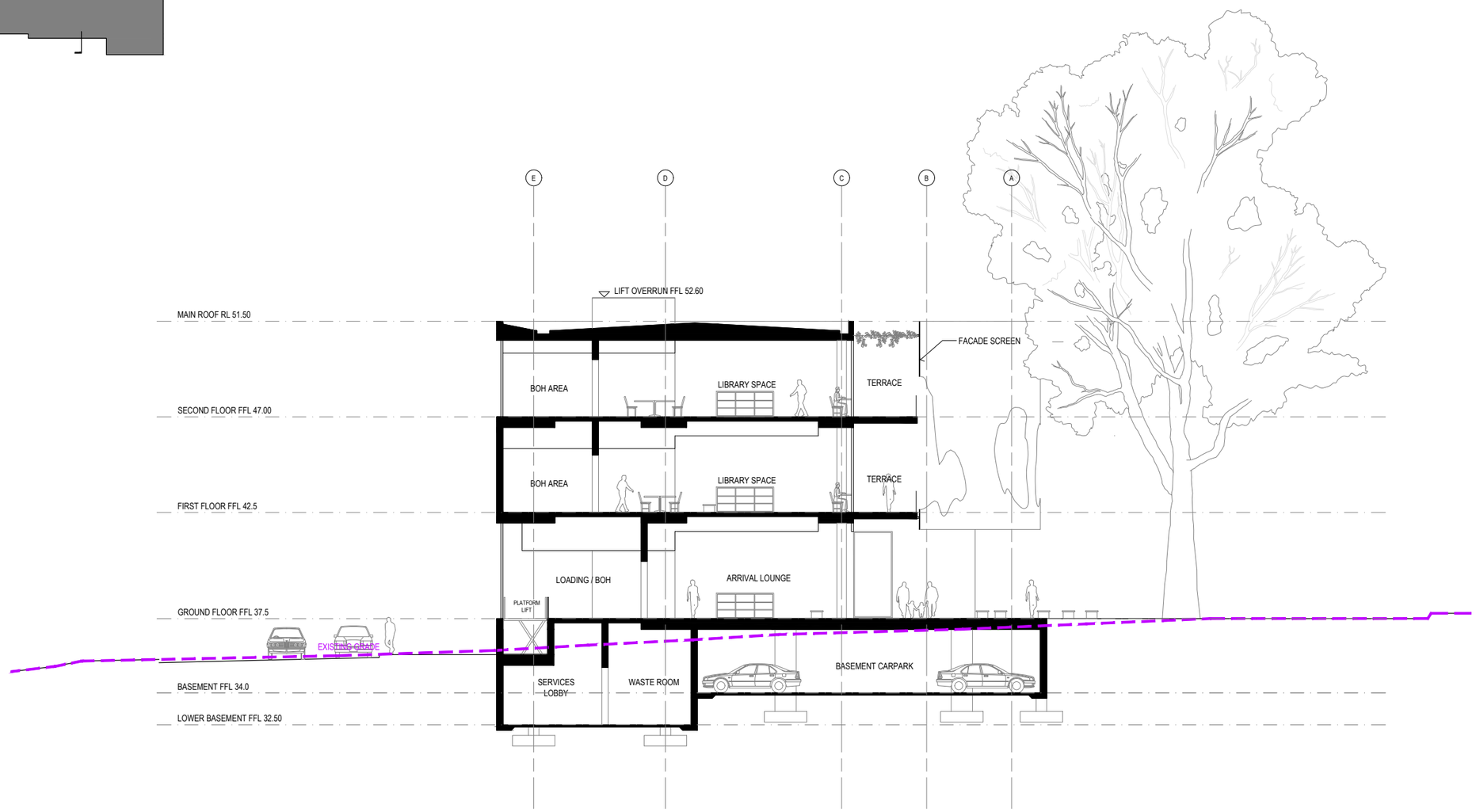


SECTION 1
1:100 @ A1
OPTION 4 - REV A
16.11.2023

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOU
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

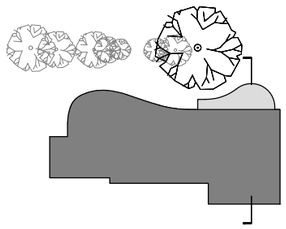


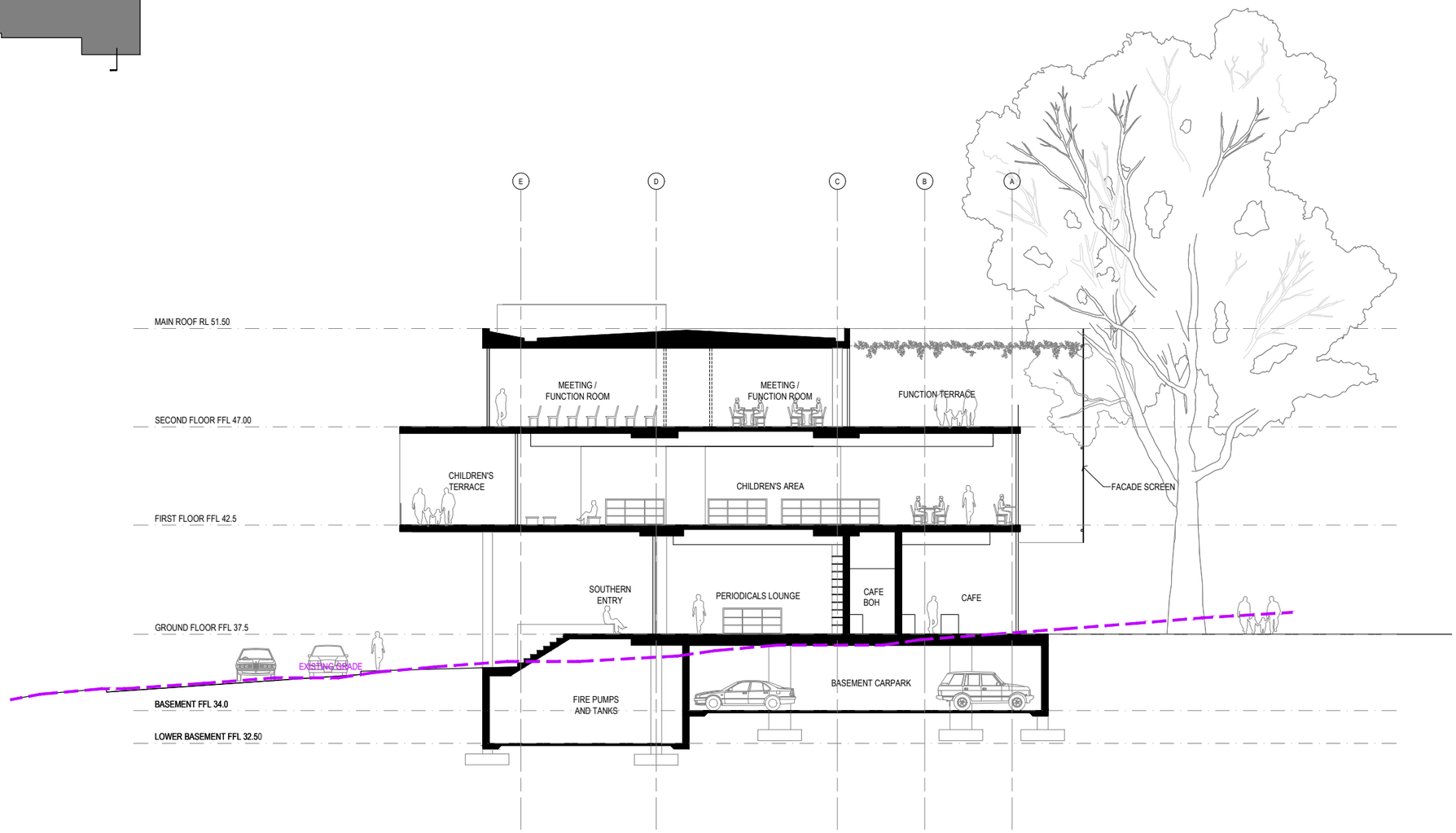


SECTION 2
1:100 @ A1
OPTION 4 - REV A
16.11.2023

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOU
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

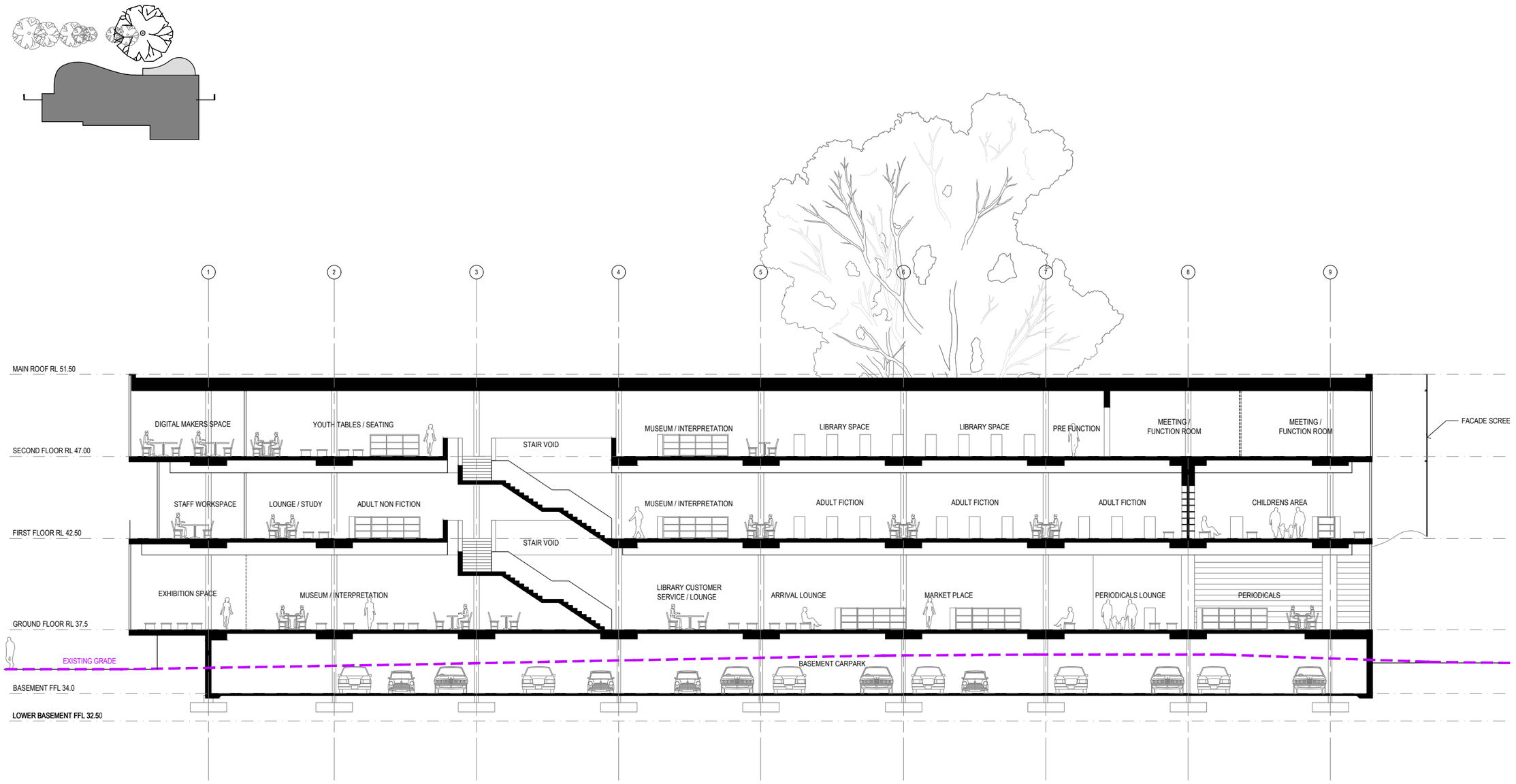




SECTION 3
1:100 @ A1
OPTION 4 - REV A
16.11.2023

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOU
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN



SECTION 4
1:100 @ A1
OPTION 4 - REV A
16.11.2023

MELVILLE LIBRARY & CULTURAL CENTRE

CHRISTOU
ARCHITECTURE / URBAN DESIGN / INTERIOR DESIGN

City of Melville

Library and Cultural Centre

Business Plan

Project Plan

Project no. TBE

Revision: 1.01
Issue Date: 19 June 2015
Document No: TBE

Library & Cultural Centre (Issue date: 19 June 2015)

Table of Contents

1 PROJECT OVERVIEW 3
1.1 Project Background & Rationale 3
1.2 Concise Scope 3
1.3 Project Objectives & Required Outcomes 4
2 SCOPE & CONCEPT PRINCIPLES 4
2.1 Social Benefits 5
2.2 Asset Rationalisation 6
3 CONCEPT DESIGN 6
3.1 Concept Design Options 6
3.2 Accommodation Schedule 7
4 FINANCIAL 8
4.1 Capital Costs 8
4.2 Operational Costs 9
5 FINANCIAL ANALYSIS 11
5.1 Operational Cost Comparison 11
5.2 Cost Benefit Analysis 12
5.3 Cash Flow Analysis 12
6 OTHER CONSIDERATIONS 13
6.1 Repurposing of Existing Assets 13
6.2 Future Utilisation of Existing Assets 13
6.3 Future City of Melville Operational Requirements 13
6.4 Increased Commercial Floor Area 14
6.5 Parking 14
6.6 Child Care Facility 15
7 FUNDING OPPORTUNITIES 15
8 SCHEDULE AND MILESTONES 16
9 STAKEHOLDER MANAGEMENT 16
9.1 Key Stakeholders 16
9.2 Consultation Requirements 17
10 RISK MANAGEMENT 17
11 PROJECT ORGANISATION & RESOURCES 17
11.1 Project Roles & Responsibilities 17
11.2 Resources Required 17
11.3 Project Organisational Structure 18
12 PROJECT PROCESSES 18
12.1 Procurement & Contracting Strategy 18
12.2 Issues Management Process 19
12.3 Project Completion Criteria & Handover Process 19
13 RECOMMENDATIONS 20
14 APPENDIX 1

15 APPENDIX 2
16 APPENDIX 3
17 APPENDIX 4
18 APPENDIX 5

1 PROJECT OVERVIEW

1.1 Project Background & Rationale

The Melville City Centre Structure Plan presents an opportunity for a new City (main) library and cultural centre to replace the existing Civic Square Library.

The City, as a part of the Melville City Centre development in partnership with AMP, intends to procure a new Library and Cultural Centre located on the new Melville City Centre 'main street'. The new civic building will be the central community facility for the City of Melville. It is envisaged to be the active face of the City with the vision to create a hub of culture and activity for the whole of the City to enjoy. A place where people can connect, learn, enjoy and celebrate their identity.

The new building will be unique, and requires an innovative design response. It is imperative that, as a first principle, the new building can be demonstrated to be financially viable and economically sustainable.

This Business Plan provides a cost-benefit analysis of the development model, together with some 'add-on' scenarios, with the aim of providing sufficient definition for the City of Melville to decide on the way forward.

1.2 Concise Scope

The concise scope of the proposed building is subject to a feasibility analysis, based on the building's ability to provide a commercial return, to be economically sustainable as an outcome of the services it provides, how much the building and services cost to operate and maintain annually and what the social return on investment is (to the community).

The City has undertaken a concept design with a consultant architect, with two different external forms modelled. The concept high-lighted what the building might look like superficially, with some work carried out on internal layout options and areas, however the work undertaken was not based on the outcomes of a formal space planning process nor did it test spatial constraints.

Consequently, on 10 April 2015 a workshop was held to:

- Investigate and understand the relationship between the building and its surroundings.
- Consider the Council's decision regarding the building's proposed functions.
- The relationships between each of the functional spaces and opportunities for efficiencies.

The workshop was attended by:

- City of Melville – L Reid, D Cracknell, A Mudgway and C Day
- Studio 53 – C Maher and N Browne
- CK Design International – C Kugler
- Davis Langdon – M Gibbons
- NS Projects – D Fasher and D Franks

The outcome from the workshop was a mud map indicating the functional spaces and how they relate to one another, together with a yield table providing the areas of each of the functional spaces.

The mud maps and associated yield tables have been further developed following a briefing of the Executive Management Team and a presentation at an Elected Members information session.

1.3 Project Objectives & Required Outcomes

The new Library and Cultural Centre aims to create an active hub of culture and activity for the whole of the City to enjoy. A place where people can connect, learn, enjoy and celebrate their identity – an opportunity to bring arts, culture, heritage and literature together for the community.

The key project objectives and required outcomes are:

- Active and engaging street frontage.
- An iconic facility with its own identity within the larger retail space.
- An exceptional customer experience.
- A central civic hub providing a place of creativity, collaboration, connection, learning, convenience and culture.
- A connection between the facility and Wireless Hill and Leisure Fit Booragoon.
- Community will identify with the space/place – “our place”.
- The facility attracts all users.
- Convenience of a one stop customer encounter.
- The facility is perceived as having “no walls” as the activity blurs the lines between the areas including the café and the piazza.
- The facility blends the active street frontage with sleeved retail, café, and book store.
- The facility houses a convenience beyond the local government services to include co working facilities and leased and hired spaces.
- Innovation creates amazing community experiences through its convergence of the library and museum.
- State of the art technology is integrated throughout the facility.

2 SCOPE & CONCEPT PRINCIPLES

The following functions and services are core to the new Library and Cultural Centre and the hub of culture and activity.

- The City’s main library.
- Municipal/community museum.
- Gallery and exhibition space.
- Flexible meeting spaces / conference room.
- City’s customer service interface.
- Melville volunteer resource centre.
- Community information service.
- Child health clinic.
- Outdoor civic space.
- Commercial café/restaurant.

Other proposed services and functions listed below are under consideration for inclusion in the facility. The proposed services are to maximize the vibrancy, sustainability, economic investment, community convenience and the philosophy of a multi-purpose facility.

- Performance Space /Theatre
- Council Chambers and associated facilities

- Complementary retail or commercial space
- Co-working facility (collaborative work space)
- Community groups/ not for profits

2.1 Social Benefits

The opportunity to create a new community/ cultural facility for the City of Melville community presents numerous social benefits.

The library's value as a place that is a safe, trusted, welcoming and inclusive environment is the most often quoted contribution. Libraries promote acceptance and understanding of others by acting as neutral meeting places accessible to the whole community. The availability of public library collections, information and lifelong learning can address disadvantage by ensuring free and equitable access for all community members; address the needs of specific target groups; contribute to developing, maintaining and improving literacy levels; and preserving the past through local and family history collections. This well known value of the public library will provide the core of this multi purpose facility.

The City of Melville Library and Cultural Centre will be a hub of cultural activities appealing to all. To accompany the library, a converged museum, A Class gallery and a performing arts theatre completes the cultural environment required for a healthy, sustainable community.

The facility will have strong social benefits including a sense of connection, belonging, a safe and trusted, vibrant and accessible place that is inspiring and enriching. This facility will specifically address many of the City's Corporate Plan and Strategic Community Plan objectives.

The theatre is an important part of the facility and a new performing arts theatre ensures the continuing life of the successful Melville Theatre Company which for over three decades has been a part of the cultural make up of Melville.

Community theatre can have a positive and unifying impact on youth, seniors, area businesses and a community's identity. It can provide opportunities to new experiences and knowledge – matching one of the key guiding principles of the Cultural Vitality Plan, life long learning.

Further to the influence on strengthening social fabric, a performing arts space will help activate the new Library Cultural Centre beyond normal library and museum operating hours. Strong activity that could spill out onto the piazza of the building will help attract extra people to the Cultural Centre and surrounding businesses, enriching their lives in the process.

The social value of performing arts and the bridge it can create between diverse groups of people in the community maybe difficult to quantify but past studies have shown it can enrich the community both financially and artistically.

Below is a table that looks at the value of a cultural institution to the community. This can be divided into three categories intrinsic, instrumental and institutional.

Intrinsic Value ***Relates to how culture and the arts makes people feel***	**Instrumental Value** ***Relates to the contribution culture and the arts makes to social outcomes and policy goals***	**Institutional Value** ***Relates to the value that society collectively places on culture both now and for the future***
Enriches community life	Creates employment	Enhances shared experiences
Creates sense of identity	Attracts tourism	Engages people
Encourages a sense of belonging	Improves health and well being	Encourages democratic and well-functioning society
Promotes originality and innovation	Encourages life-long learning	Creates sense of place

Allows for striving for excellence and relevancy to today's world	Incorporates diversity	Boosts long term influence and importance of a cultural city centre to communities
Inspires vibrancy	Attracts new investment	Builds collaboration
Stimulates inquisitiveness and imagination	Allows creative programming where people can take risks with new artistic and learning approaches	Captivates the rise of the creative class

Further information on measuring the public value of arts and cultural experience and facilities can be found in the Department of Culture and the Arts Measuring the Quality of Arts document which is attached at Appendix 5.

2.2 Asset Rationalisation

Rationalising assets and services can reduce operational costs, generate capital receipts for reinvestment, and allow the delivery of more integrated, customer-focused services. It enables improvement of important buildings for the future which can possibly be funded through the release of surplus assets. Making your community facilities more efficient, sustainable and fit-for-purpose can be key to delivering better public services.

The below table provides identification of the assets/facilities which can be considered to potentially rationalise within the Library and Cultural Centre along with new facilities and services which will be provided.

Potential Asset/Facility Rationalisation Targets	New Library and Cultural Centre	Repurposing Opportunity
• Canning Bridge Library. • Civic Square Library. • Melville Theatre Co. • Alfred Cove Child Health Clinic. • Brentwood Child Health Clinic.	• Main Library. • Municipal Museum. • Child Health Clinic. • Customer Service. • Art Gallery. • JP Service. • Melville Volunteer Resource Centre. • Auditorium. • Meeting Rooms & Function Spaces.	• Main Hall - Commercial Opportunity). • Melville Discovery Centre - Increased Office Space. • AH Bracks Library & Melville Rec Centre - commercial Café and Stock Road Senior Citizens functions. • Stock Rd and Canning Bridge Library site – divestment, ground lease, redevelopment.

3 CONCEPT DESIGN

3.1 Concept Design Options

As a result of the various workshops, executive management team briefings and elected member information sessions a base case concept for the Library and Cultural Centre was developed along with three alternative concept options.

Appointed architect, Studio 53, then established a concept design/mud map which provided for the base case and options within a single building footprint. This concept design is attached at Appendix 1.

The base case and alternative options are summarised as follows:

Base Case

The Base Case provides the primary development platform and features all community facilities including:

- Main Library.
- Municipal Museum.
- Child Health Clinic.
- Customer Service.
- Art Gallery.
- JP Service.
- Melville Volunteer Resource Centre.
- Auditorium.
- Meeting Rooms & Function Spaces.

Additionally the Base Case also includes retail and commercial floor areas.

Option 1

Option1 includes all of the facilities and floor areas of the Base Case with the exception of the Auditorium which has been excluded from Option 1.

Option 2

Option 2 includes all of the facilities and floor areas of the Base Case with the exception of the commercial floor areas which have been excluded from Option 2. The retail floor area however remains.

Option 3

Option 3 includes all of the facilities and floor areas of the Base Case with the inclusion of an additional commercial floor area on the third level of the Library and Cultural Centre.

3.2 Accommodation Schedule

Comparative gross floor areas of the concept design base case and options is provided below, a full accommodation schedule is attached at Appendix 2.

Concept Design	Base Case (m²)	Option 1 (Exc Auditorium) (m²)	Option 2 (Exc Commercial) (m²)	Option 3 (Third Floor) (m²)
Community Facilities	2,673	1,952	2,673	2,673
Retail	536	536	536	536
Commercial	910	910	0	1,521
Amenities	277	277	277	326
Plant/Lifts	888	888	888	991
Sub-Total	**5,284**	**4,563**	**4,374**	**6,047**
Other Areas	185	185	185	185
Total	**5,469**	**4,748**	**4,559**	**6,232**

Other areas include ground floor Café Terrace, first floor north verandah and restaurant void.

The above floor areas have been adopted in calculation of rental income attributed to the retail and commercial areas.

4 FINANCIAL

4.1 Capital Costs

Based upon the concept design options David Langdon (quantity surveyors) have prepared cost estimates for the project costs to deliver the Library and Cultural Centre. These cost estimates are summarised in the below table with the full detailed order of costs report attached at Appendix 3.

Item	Base Case ($)	Option 1 ($) (Exc Auditorium)	Option 2 ($) (Exc Commercial)	Option 3 ($) (Third Floor)
Building and Site Works	22,136,808	19,940,608	19,846,604	24,123,218
Design Contingency (10%)	2,213,681	1,994,061	1,984,660	2,412,322
Construction Contingency (10%)	2,435,049	2,193,467	2,183,126	2,653,554
Professional Fees & Disbursements (10%)	2,678,554	2,412,814	2,401,439	2,918,909
Client Management Fees (2.5%)	608,762	548,367	545,782	663,388
Loose Furniture Allowance (Inc Computers)	1,300,000	1,130,000	1,300,000	1,300,000
Public Art (1%)	243,505	219,347	218,313	265,355
Escalation to Tender	1,031,243	928,933	924,554	1,123,780
Escalation to Completion	381,192	343,374	341,755	415,397
Total Project Cost	**33,028,793**	**29,710,970**	**29,746,233**	**35,875,925**
Build Cost $/m² (GFA)	**6,039**	**6,258**	**6,525**	**5,757**

Note: Escalation factors adopted and applied to the costs have been determined current building QS sources with 3.50% to tender and 1.25% to completion. Escalations may vary from these percentages as the project progresses to the implementation phase, but for now are seen as reasonable.

Exclusions:

- Costs are exclusive of GST
- Service infrastructure works other than connection to existing

- Subsoil drainage
- Rock
- Dewatering
- Land costs
- Asbestos
- Temporary car parks
- Diversion of existing services
- Stages construction
- Geotech report not received
- Decanting existing library
- Nominal area of 500m² has been included for landscaping
- ESD allowance has been included in the contingencies
- Fit out of the following areas: café, café kitchen, commercial spaces, retail space & Council Chambers

4.2 Operational Costs

Operational Costs Existing City of Melville Facilities

The City of Melville has provided expenditure reports and operational costs for the existing facilities which are to be relocated within the Library and Cultural Centre. These operational costs are summarise as follows:

Asset	Canning Bridge Library	Melville Theatre Co.	Child HC (x2)	Civic Square Library	Total (Current)
Total Operating Income	$3,500	$0	$0	$5,600	**$9,100**
Total Operating Expenditure	$157,986	$17,920	$20,522	$1,020,665	$1,217,093
Sub-Total Net Operating	**-$154,468**	**-$17,920**	**-$20,522**	**-$1,015,065**	**-$1,207,993**
Capital Replacement	$9,900	$14,400	$3,015	$28,800	$56,115
Total	**-$167,886**	**-$32,320**	**-$23,537**	**- $1,049,465**	**-$1,264,108**

Note:

- Figures exclude GST.
- There may be some minor maintenance items incorporated within the operating expenditure for the current assets.
- The City of Melville's capital maintenance allowance is 0.9% of replacement cost.

In summary in City of Melville's expenditure for the existing community assets totals $1,264,108 per annum.

Library & Cultural Centre

The City of Melville has developed operational expenditure budgets for the Library and Cultural Centre which have been adopted along with a series of assumptions pertaining to rental revenue, maintenance allowances and

Assumptions:

Commercial/Retail Leases

- Commercial office = $300/m² NLA.
- Retail = $425-$450/m² NLA.
- 10% incentive applied to net rents – estimated long term average.
- 2.5% vacancy discount applied to commercial net rents.
- Standard commercial/retail outgoings recoverable from the tenant.

Allowances

- Property management - outsourced for all commercial/retail product.
- Sales and marketing.
- Maintenance & Replacement (excl. asset management) – gross allowance of 2.5% of build cost p.a. escalating.
- Demolition $134,580

Escalation:

- Revenue – 3.5%.
- Cost escalation – 3.5% (capital costs, replacement and maintenance).

Option	Base Case	Option 1 (No Auditorium)	Option 2 (Ex. Commercial)	Option 3 (Add. Floor)
Income:				
Operating Revenue	$77,480	$27,480	$77,480	$77,480
Retail (Incl. Incentives)	$133,795	$133,795	$133,795	$133,795
Commercial (Incl. Incentives)	$272,538	$272,538	$0	$434,238
Total Income	**$483,813**	**$433,813**	**$211,275**	**$645,513**
Expenditure:				
Operating & Asset Manage.	$1,432,393	$1,350,493	$1,437,950	$1,428,818
Maintenance	$669,638	$603,203	$600,360	$729,727
Finance	-	-	-	-
Total Expenditure	**$2,102,031**	**$1,953,696**	**$2,038,310**	**$2,158,545**

Net Op. Surplus/(Deficit)	**-$1,618,218**	**-$1,519,884**	**-$1,827,035**	**-$1,513,032**

Note:

- The Library and Cultural Centre has been budgeted to include additional community facilities and services along with staffing, extended opening times (including Saturday & Sunday), facility and asset management services, plus increases to general building outgoings i.e. utilities, cleaning, etc.
- Income for the Library and Cultural Centre includes existing revenue from the Main Hall of which the majority of users are expected to be captured within the new auditorium.
- No provision for interest on an internal loan is included in the calculations.

5 FINANCIAL ANALYSIS

5.1 Operational Cost Comparison

The below table provides a comparison of the City of Melville's existing operating expenditure with that budgeted for the Library and Cultural Centre.

Option	Base Case	Option 1 (No Auditorium)	Option 2 (Ex. Commercial)	Option 3 (Add. Floor)
LCC Net Operating Deficit	-$1,618,218	-$1,519,884	-$1,827,035	-$1,513,032
Existing Net Operating Deficit	-$1,264,108	-$1,264,108	-$1,264,108	-$1,264,108
Variance (Additional Cost)	**$354,111**	**$255,776**	**$562,927**	**$248,924**

As can be seen in the above table Option 3 provides the slightest increase to the City of Melville's existing net operating expenditure. The reason behind this is that the rental revenue generated from the additional commercial floor area acts as a subsidy to the operating and asset management costs.

It is noted that one of the main cost drivers in the variance between the existing City of Melville facilities and new Library and Cultural Centre is the varying allowance for maintenance and replacement. Whilst the City of Melville provides an existing allowance of 0.9%, 2.5% has been adopted for the Library and Cultural Centre.

Generally industry allowance for modern community/commercial buildings is between 2-2.5% of the replacement cost.

Whilst this 2.5% is at the upper end for a maintenance and replacement allowance, it is our opinion that this allowance will provide for the Library and Cultural Centre to be maintained to a standard commensurate with the intent, design and position of the building.

5.2 Cost Benefit Analysis

The below table provides a breakdown of the unit cost and direct financial return associated with each of the individual concept design options. The Direct Return and Initial Return on Investment figures are specific to the revenue generated with consideration for the additional cost to deliver the option.

Option	Total Project Estimate	Variance to Base Case (i.e. Optional Item Cost)	Direct Return Resulting From Option (Revenue)	Initial Return of Investment from Option Variation
Base Case	$33,028,793	-	-	
Option 1 (Exc Auditorium)	$29,710,970	-$3,317,823	-	-
Option 2 (Exc Commercial)	$29,746,233	-$3,282,560	$256,500	7.8%
Option 3 (Additional Floor)	$35,875,925	$2,847,131	$165,400	5.8%

Whilst the initial return on investment figures are below that commercial assets located in core locations, they are reflective of suburban investment in a depressed office market. It is anticipated that this return on investment will grow over the life of the Library and Cultural Centre as the capital replacement value and rental revenue of the commercial areas matures.

Comparatively the opportunity for the City of Melville to invest in better performing assets appears limited with many of the City's holding located in similar suburban locations.

5.3 Cash Flow Analysis

We have developed cash flow models for each of the Base Case and Options in accordance with the construction costs and budgeted operational costs for the Library and Cultural Centre as detailed in Section 4; cash flows are attached at Appendix 4. These cash flows have been developed to include the previously specified assumptions along with the following:

Assumptions

- Occupation as at Jan 2019.
- Assessment period = 40 years.
- 100% commercial occupancy at practical completion.
- Allowance for DA and JDAP associated application fees.

The below table provides an assessment of the net present value of the annual cash flows for the Library and Cultural Centre of a 40 year period. The net present value is determined by discounting the forecast annual cash flows by the discount rate which takes into account not just the time value of money and opportunity cost of investment but also the risk or uncertainty of future cash flows; the greater the uncertainty of future cash flows, the higher the discount rate.

Community assets are generally discounted at a rate less than that of commercial assets as the income and expenditure of community assets is assumed to be less volatile than that of a commercial asset (ie office building, industrial warehouse).

Discount Rate	Base Case	Option 1 (No Auditorium)	Option 2 (Ex. Commercial)	Option 3 (Add. Floor)
5.00%	-$73,443,652	-$67,786,011	-$75,556,248	-$73,326,271
7.00%	-$57,475,284	-$52,851,540	-$58,189,825	-$58,012,780

With the exception of Option 2, which is comparatively lower because of its lesser construction cost, the Base Case along with Options 2 and 3 all provide similar net present values.

6 OTHER CONSIDERATIONS

6.1 Repurposing of Existing Assets

Rationalisation of the existing City of Melville facilities provides the City with the opportunity to potential repurpose or disposes of superfluous assets.

The site currently occupied by the Melville Theatre Company along with the Canning Bridge Library high profile sites with significant underlying land value which could be unlocked through a strategic review of the asset.

Estimated underlying land value:

Melville Theatre Company: $2.5M

Canning Bridge Library: $2.5M

6.2 Future Utilisation of Existing Assets

It is noted that several of the City of Melville's existing community facilities are dated and in a below average state of repair. Whilst we have not scoped costs, it is anticipated that the cost of compliance for these facilities with the Building Code of Australia will significantly increase into the future as the facilities continue to age.

As such we expect the City's maintenance and replacement costs for the existing facilities to increase in the future.

6.3 Future City of Melville Operational Requirements

Elected members also requested investigation into the potential relocation of City of Melville's staff into the Library and Cultural Centre.

The City has advised this would entail accommodating 237 staff members plus meeting rooms and front of house customer interface areas. As such it is estimated that a floor area of approximately 4,000m² would be required to facilitate the relocation.

The floor plates of the Library and Cultural Centre concept design provide for a floor plate of approximately 1,300 sqm of gross floor area which equates to requirement of a further 3 floors in addition to the commercial area provided under Option 3.

Further, parking requirements associated with the substantial increase in floor area would most likely result in a necessity for basement car parking to be added to the development. Total costs associated with delivery of a Library and Cultural Centre which provides the required floor area and car parking is anticipated at $55M.

Additionally the interim utilisation of this 4,000m² area presents a high vacancy risk to the City of Melville as market demand for commercial area is not anticipated to absorb the supply of an area this large.

It is noted that the commercial floor area situated on the third level of Option 3 provides adequate floor area to accommodate the existing City of Melville Council Chamber and Committee Rooms.

6.4 Increased Commercial Floor Area

During the information sessions Elected Members have requested examination of further commercial areas to be added to the Library and Cultural Centre in addition to that of Option 3.

The primary considerations in assessment of the viability of further increased commercial floor area is the market's ability to absorb this area and the vacancy risk the additional area exposes to the City of Melville.

As such it was been assessed that the Library and Cultural Centre could accommodate an additional full floor of commercial area whilst limiting the City's exposure to vacancy and associated holding costs.

In accordance with the current concept designs a further full floor of commercial would be best accommodated between the 1st and 2nd floors and would provide an additional approximate net area of 1,300m².

In this regard it's estimated that $5.2M would be required to deliver this additional floor exclusive of any cost associated the provision of parking or significant variation to building design.

6.5 Parking

This business case assumes that parking for the Base Case is provided for at a nearby location in close proximity to the Library and Cultural Centre

Despite the availability of public transport, the addition of any further floor area including that of Option 3 will result in an increase on the demand for parking in the precinct surrounding the Library and Cultural Centre.

It is the expectation of tenants occupying the commercial areas that parking will be available either within the development (basement)or in very close proximity.

In this regard it is recommended that a parking strategy be formalised concurrently with any further refinement of the concept design including examination of basement parking opportunities.

6.6 Child Care Facility

The ground floor concept design at Appendix 1, indicates an area identified as Child Care Facility external to the Library and Cultural Centre. This development opportunity has been assessed at a high level to provide an indication of the return to the City of Melville should they elected to proceed with development.

Item	Cost/Return($)
Building Cost – 350sqm @ $2,000/sqm	$700,000
Site Prep & Externals	$150,000
On-Costs – Professional fees, contingencies, etc.	~$130,000
Total Estimated Cost	**~$980,000**
Estimated Revenue – Lease 350sqm @ $300/sqm	**$105,000**
Return on Investment	~10.7%

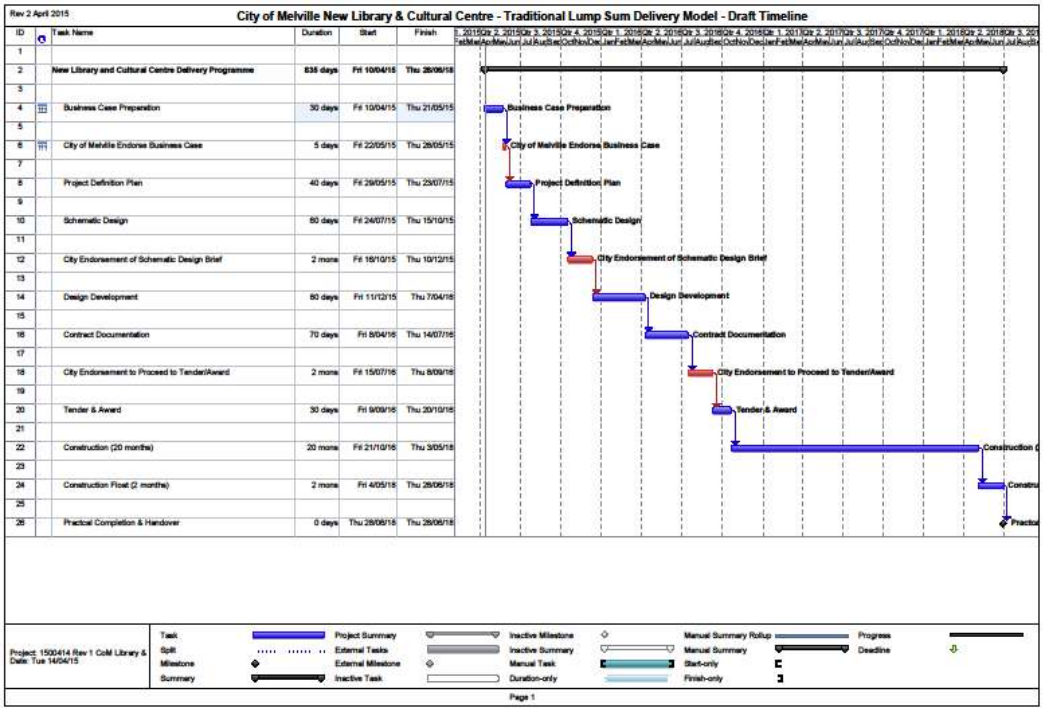
7 FUNDING OPPORTUNITIES

The following sources of funding have been identified for delivery of Option 3 along with the Child Care Facility.

Funding Source	Project Cost	Project Funding
Land & Property Reserve	Option 3 $35.88M Child Care Facility $0.98M	$12.24M
Community Facilities Reserve		$4M
External Developer Contribution		$12.5M
Loan - Internal (L&P Reserve)		$8.12M
Total	**$36.86M**	**$36.86M**
Alternate / Other: • External funding contribution IE Lottery West		

8 SCHEDULE AND MILESTONES

A procurement workshop was held on 23 February 2015 to provide clarity around the procurement process for the new Library and Cultural Centre. The workshop recommended the adoption of a traditional lump sum delivery method. The following schedule is based upon this recommendation.



9 STAKEHOLDER MANAGEMENT

9.1 Key Stakeholders

The key stakeholders are

- City of Melville
- Community
- AMP Capital
- Melville Theatre Company

No broad community engagement has been carried out on the future Library and Cultural Centre to date.

AMP Capital, the owners of Garden City Shopping Centre, engaged consultants to provide market research on the future shopping and City Centre precinct. This consultation was both online and group workshops. The findings indicated a strong support for the library facility as a key community asset in the precinct.

Melville Theatre Company have been consulted on the project and are in support of the future auditorium.

9.2 Consultation Requirements

A Communication and Engagement Plan will be developed as part of the project plan for the facility. Different levels of communication will be used to develop further feasibility of the proposed services and functions.

10 RISK MANAGEMENT

To be developed on approval of the Business Plan.

11 PROJECT ORGANISATION & RESOURCES

11.1 Project Roles & Responsibilities

The following City officials are involved with the development of this business case.

- Leeann Reid – Manager Cultural Services
- Alison Mudgway - Coordinator Library Services
- Cathy Day - Coordinator Cultural Services
- Louis Hitchcock - Executive Manager Legal Services
- Stephen Cope - Director Urban Planning
- Gavin Ponton - Manager Strategic Urban Planning
- Christine Young - Director Community Development
- Todd Cahoon - Manager Health and Lifestyle
- Paul Kellick - Manager Asset Management
- Dean Cracknell - Senior Strategic Urban Planner
- Jeremy Rae - Strategic Land and Property Executive

The following team has been involved in the preparation of the Business Plan.

- Project Manager – NS Projects
- Architect – Studio 53
- Space Planner – CK Design International
- Cost Planner – Davis Langdon
- Business Analyst – Integral Project Creation

11.2 Resources Required

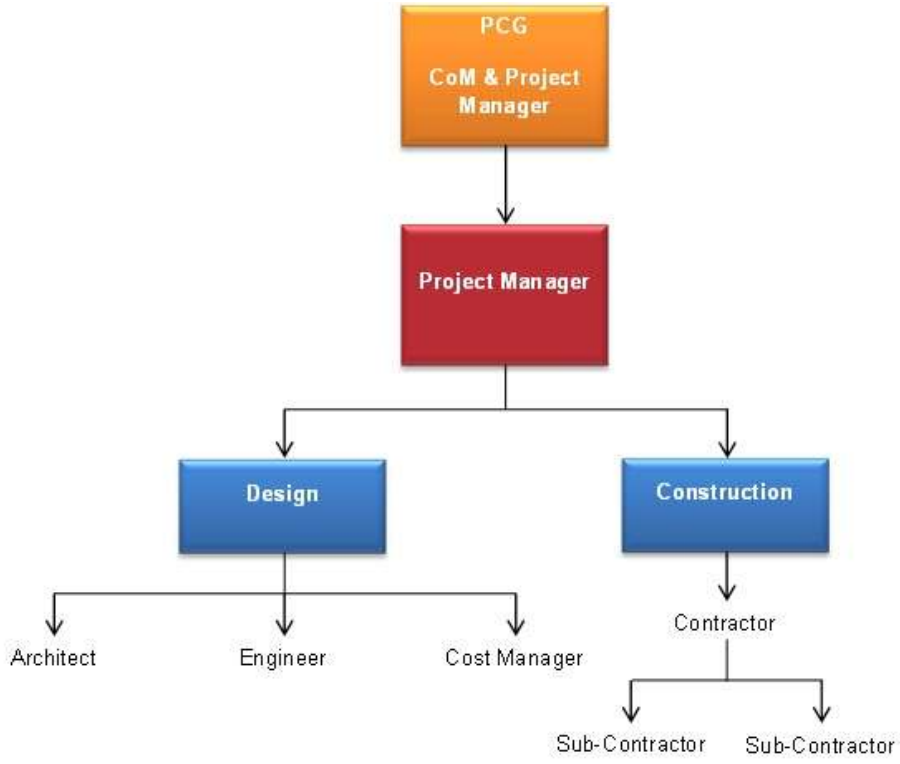
The City's resourcing of the project if approval is granted to proceed with the design would consist of nominated members of the City of Melville executive management team complemented by a Project Manager and a team of design professionals to be appointed by the City, including;

- Architect
- Cost Manager
- Engineering Consultants (Electrical, hydraulic, mechanical, structural etc)
- Building Surveyor

11.3 Project Organisational Structure

The project's organisational structure will consist of a Project Control Group (PCG) with membership comprising representatives from the City and the Project Manager. The role of the PCG is to monitor project progress and to provide any direction and guidance required to the project team.

The Project Manager will be responsible to direct and coordinate the design team and to report to the PCG. The proposed organisational structure is presented below.



12 PROJECT PROCESSES

12.1 Procurement & Contracting Strategy

The preferred procurement methodology was considered in detail, recognised as a key decision that will influence the City's project governance and resourcing requirements, plus heavily influence how it must manage the associated risks to achieve a positive community outcome while balancing the need to comply at all times with local Government procurement guidelines.

A series of meetings were held with key internal City stakeholders and the Executive Management Team to agree on criteria that will influence the procurement decision, identify the options available, and determine a preferred way forward.

Ultimately it was agreed that a traditional procurement approach offers the highest likelihood of delivering a facility that meets the City's long term functional requirements while minimising management cost inputs.

An analytical process was used as a framework to assess and determine the preferred procurement methodology. The process considered the City's organisational capacity to deliver built form projects in general then the characteristics of the project itself. These aspects were then considered on a risk management basis against a number of possible procurement options.

Discussion points highlighted, included:

• The library cultural centre will be a unique facility designed to serve the related functions of the City of Melville and its community. It will be a multi-function facility that is not typical of traditional libraries and cannot be directly 'copied' from an existing example. Therefore the City Officer's would like to retain maximum control over the design outcomes.

• The City will be required to meet deadlines set with AMP; how will the City be able to ensure these timelines are met. Programme management is a key aspect of all procurement methodologies and the City will need to manage those deadlines accordingly.

• Design and construct procurement was considered to have a lower cost risk as the contractor is procured earlier and manages much of the design, however the City would prefer to have control over the costs and the associated design elements rather than have a contractor attempt to reduce quality to achieve a cost cap.

12.2 Issues Management Process

To be determined.

12.3 Project Completion Criteria & Handover Process

To be determined.

13 RECOMMENDATIONS

The following provides a summary of key findings and recommendations for consideration of Council:

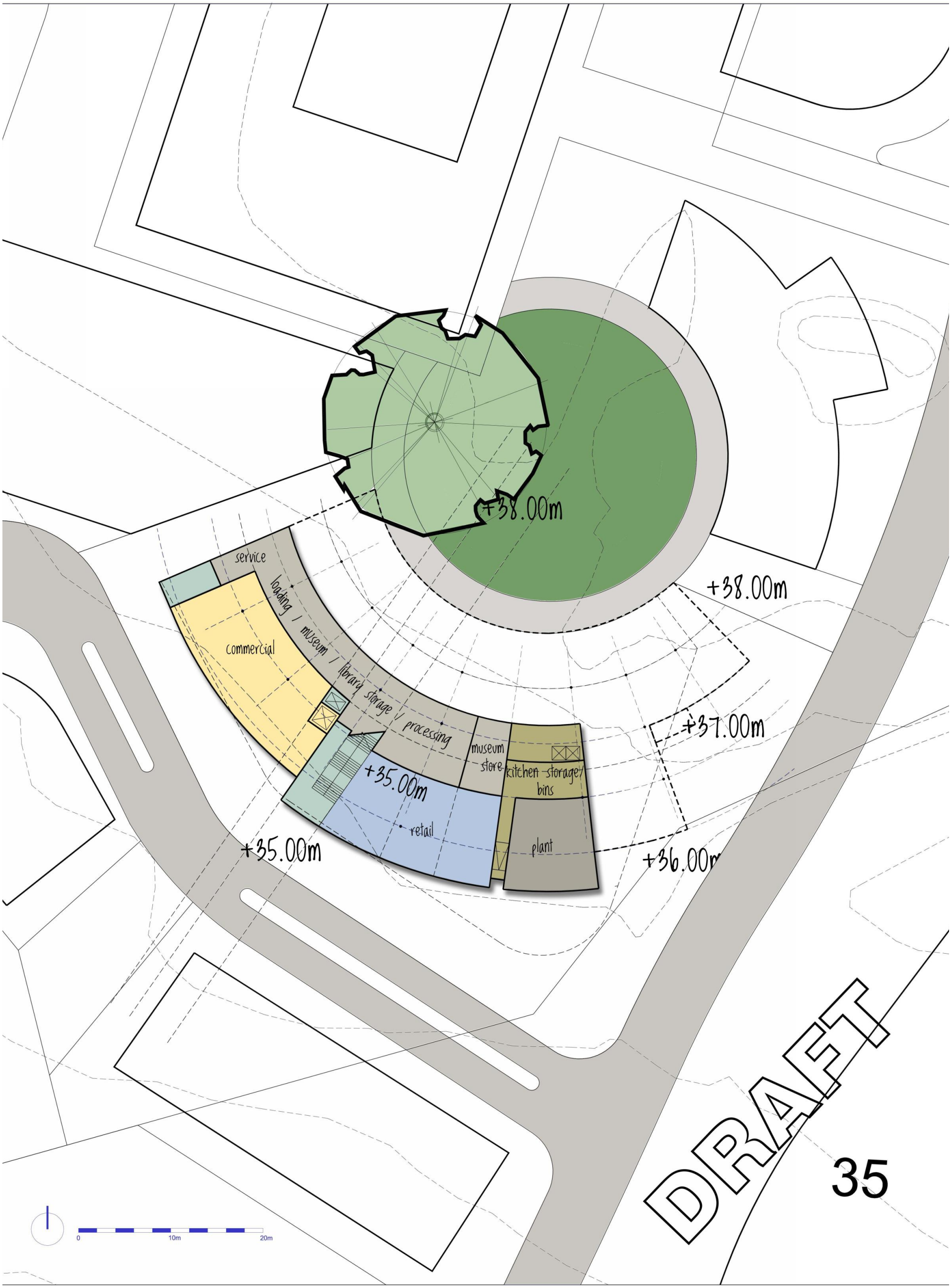
- Option 3 provides the best financial outcome for the City of Melville with Option 3 providing the smallest impact to the existing net operating expenditure whilst also generating the largest revenue stream for the City.

- It is recommended that Design Concept Option 3 (Additional Commercial Floor Area) be adopted by Council along with the capital and operations expenditure budgets attributed to this Option.

- The forecast return from development of the Child Care Facility is attractive for that of suburban investment property. It is recommended that Council adopt the Child Care Facility within the Concept Design and make allowances for the facility in the next design phase.

14 APPENDIX 1

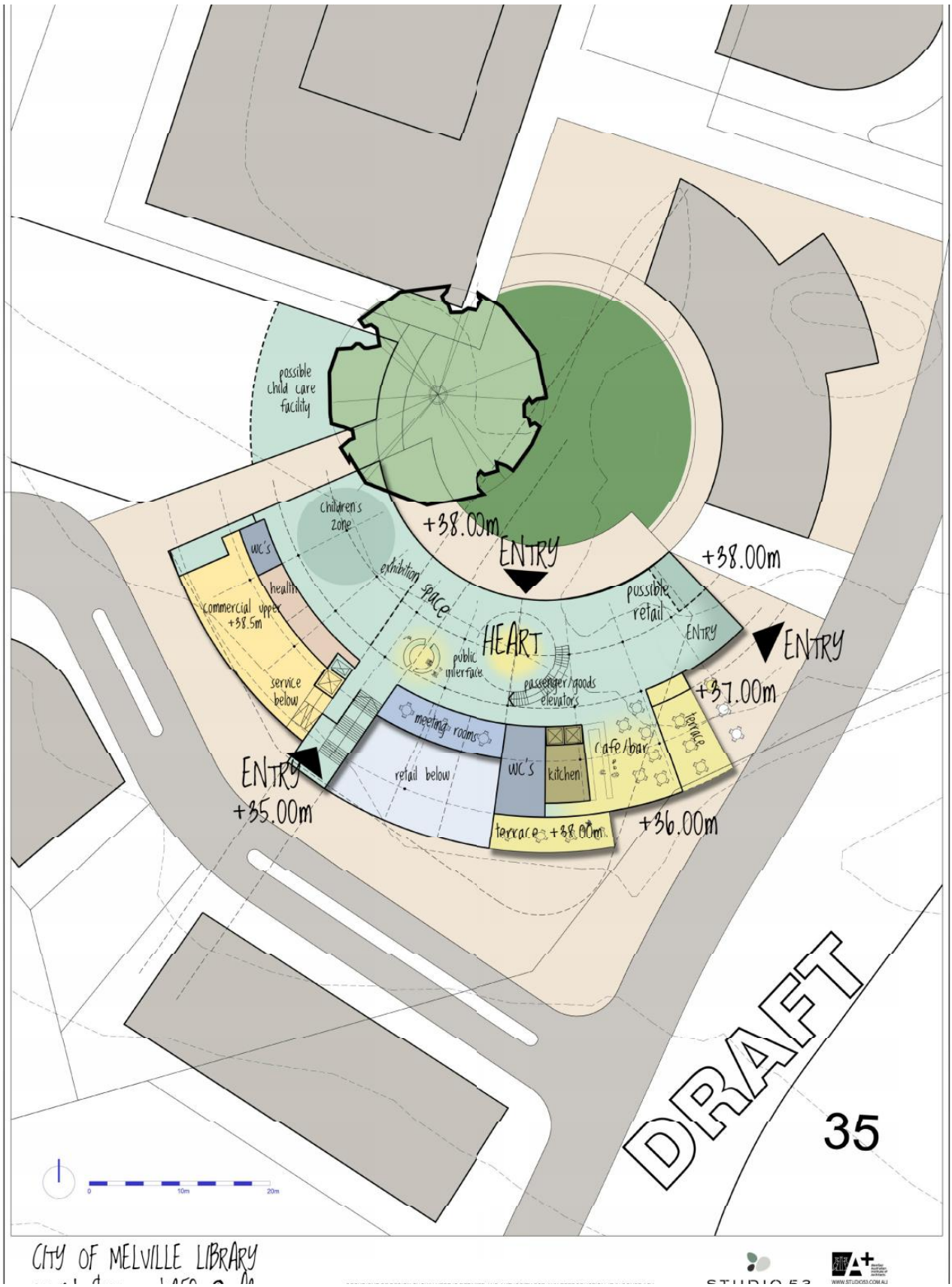
Studio 53 - Concept Design

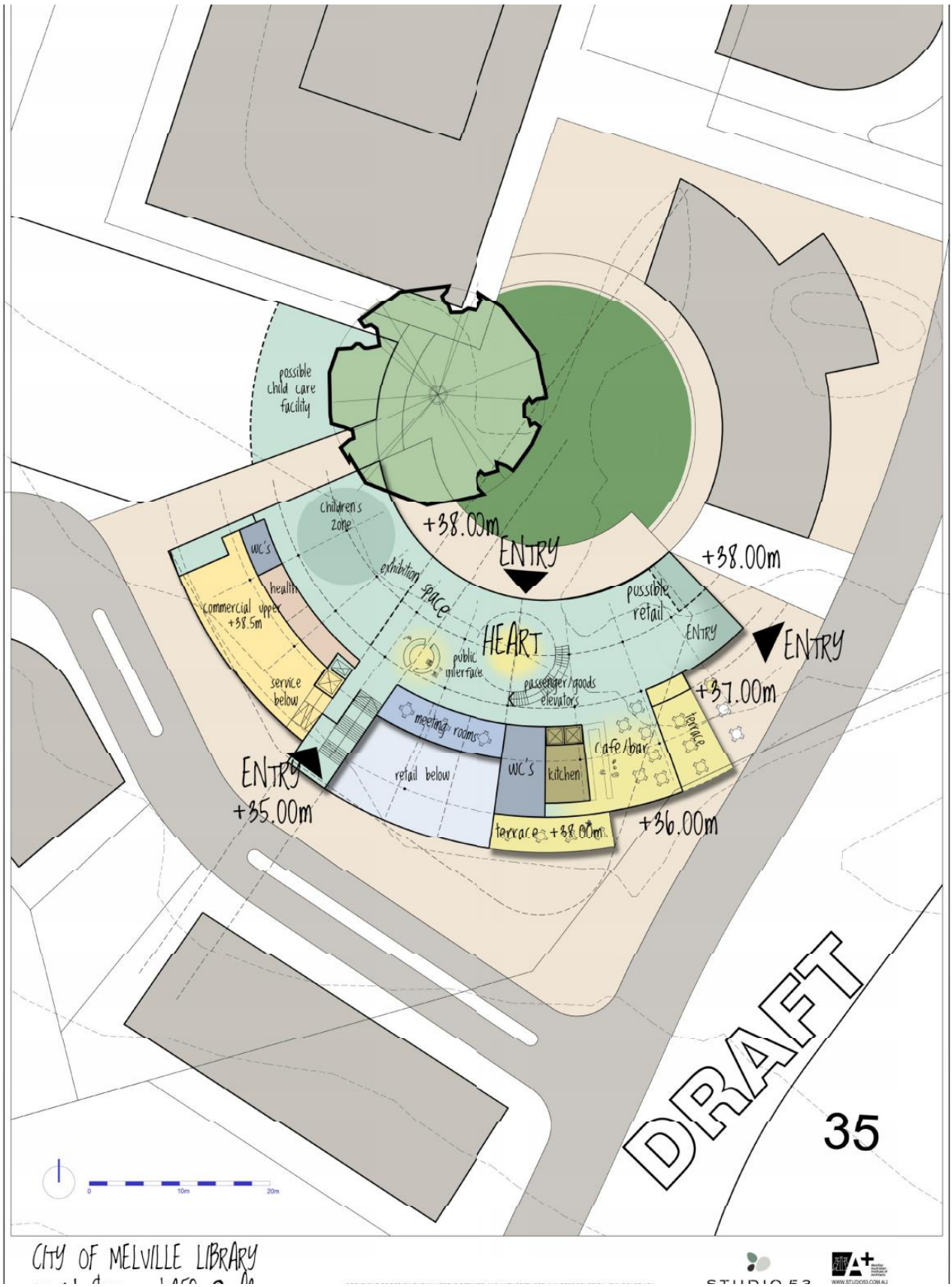


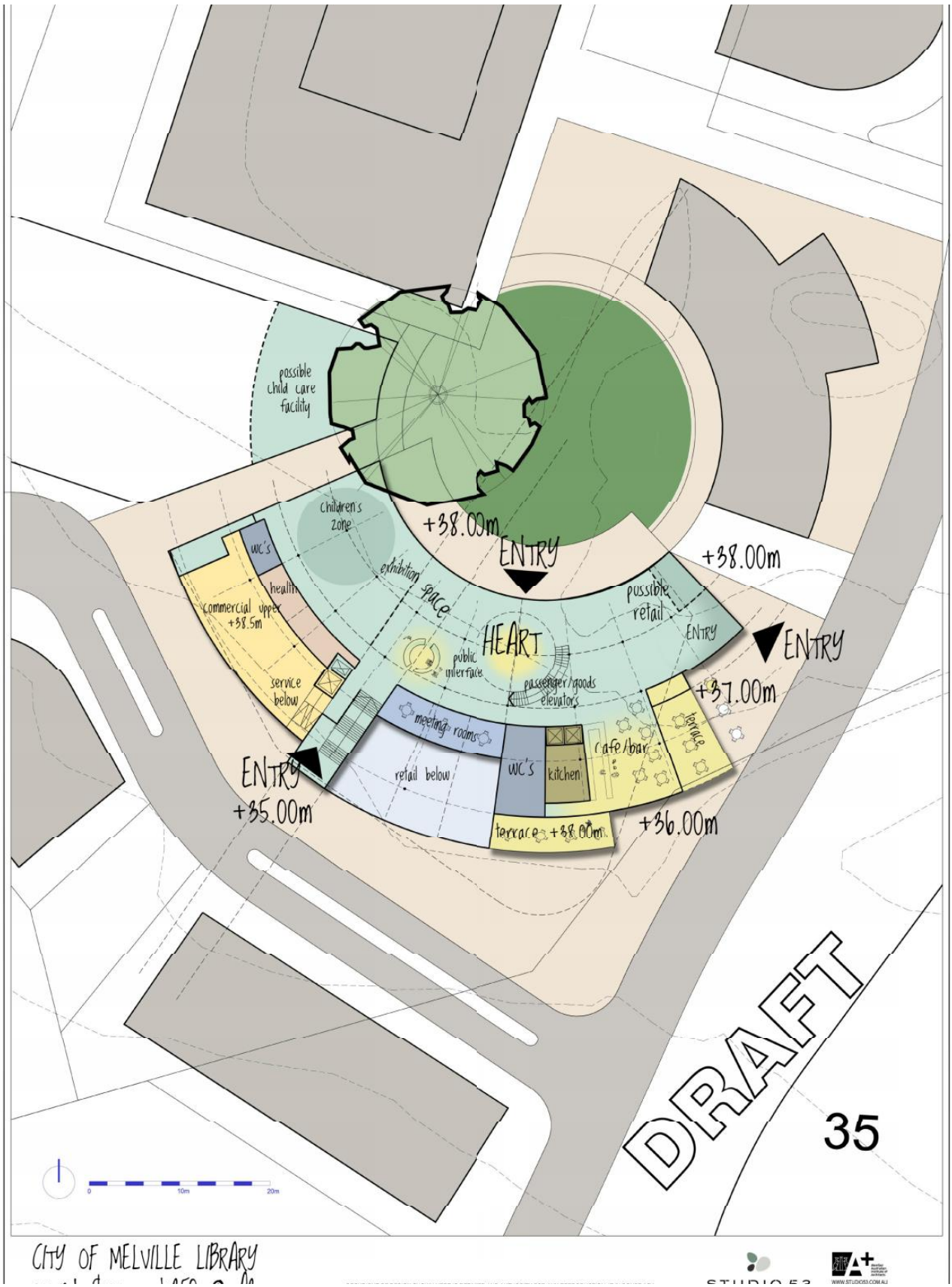
CITY OF MELVILLE LIBRARY
lower ground floor - 1:250 @ A2

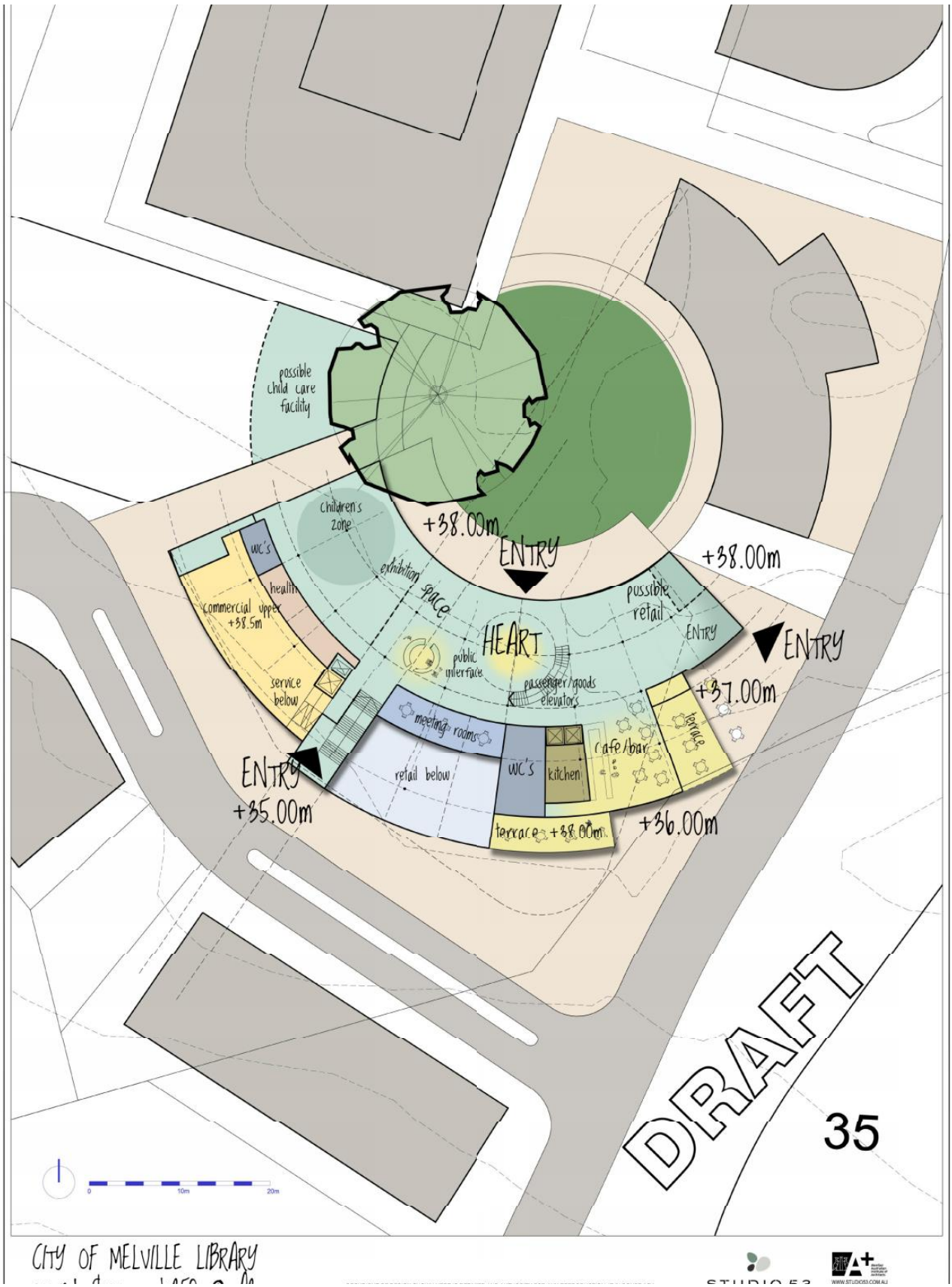
COPYRIGHT OF DESIGN SHOWN HERE IS RETAINED AND AUTHORITY FOR ANY REPRODUCTION. IF IN DOUBT ASK.
FOLLOW WRITTEN DIMENSIONS ONLY. DO NOT SCALE OFF. DO NOT KEEP SUPERSEDED DRAWINGS ON SITE.

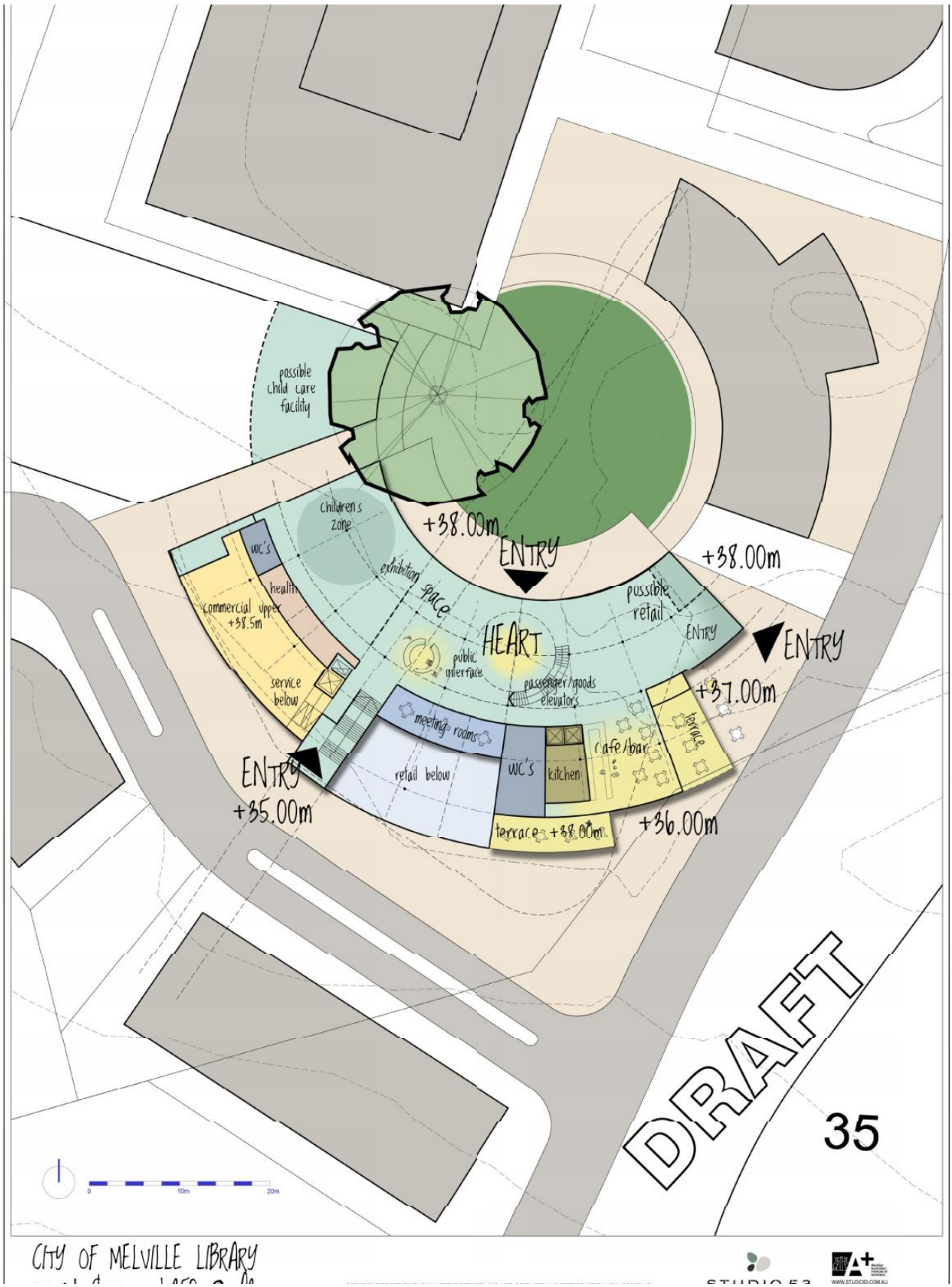
STUDIO 53
ARCHITECTURE | INTERIOR DESIGN | MASTERPLANNING
Member Australian Institute of Architects
WWW.STUDIO53.COM.AU
98 COLIN ST, WEST PERTH, WA 6005
O : 08 9321 2441 | M : 0413 018 554


possible child care facility
children's zone
+38.00m
ENTRY
+38.00m
wc's
health
commercial upper +38.5m
exhibition space
HEART
possible retail
ENTRY
ENTRY
public interfaces
passenger/goods elevators
+37.00m
service below
meeting rooms
terrace
cafe/bar
ENTRY
+35.00m
retail below
wc's
kitchen
terrace +38.00m
+36.00m
DRAFT
35
0
10m
20m
CITY OF MELVILLE LIBRARY


possible child care facility
children's zone
+38.00m
ENTRY
+38.00m
wc's
health
commercial upper +38.5m
exhibition space
HEART
possible retail
ENTRY
ENTRY
public interfaces
passenger/goods elevators
+37.00m
service below
meeting rooms
terrace
cafe/bar
ENTRY
+35.00m
retail below
wc's
kitchen
terrace +38.00m
+36.00m
DRAFT
35
0
10m
20m
CITY OF MELVILLE LIBRARY


possible child care facility
children's zone
+38.00m
ENTRY
+38.00m
wc's
health
commercial upper +38.5m
service below
exhibition space
HEART
public interfaces
possible retail
ENTRY
ENTRY
+37.00m
passenger/goods elevators
terrace
meeting rooms
retail below
wc's
kitchen
cafe/bar
ENTRY
+35.00m
terrace +38.00m
+36.00m
DRAFT
35
0
10m
20m
CITY OF MELVILLE LIBRARY


possible child care facility
children's zone
+38.00m
ENTRY
+38.00m
wc's
health
commercial upper +38.5m
service below
exhibition space
HEART
public interfaces
possible retail
ENTRY
ENTRY
+37.00m
passenger/goods elevators
meeting rooms
retail below
wc's
kitchen
cafe/bar
terrace
ENTRY
+35.00m
terrace +38.00m
+36.00m
DRAFT
35
0
10m
20m
CITY OF MELVILLE LIBRARY


possible child care facility
children's zone
+38.00m
ENTRY
+38.00m
wc's
health
commercial upper +38.5m
exhibition space
HEART
possible retail
ENTRY
ENTRY
public interfaces
passenger/goods elevators
+37.00m
service below
meeting rooms
terrace
cafe/bar
ENTRY
+35.00m
retail below
wc's
kitchen
terrace +38.00m
+36.00m
DRAFT
35
0
10m
20m
CITY OF MELVILLE LIBRARY

15 APPENDIX 2

Accommodation Schedule – Library and Cultural Centre

CITY OF MELVILLE LIBRARY

INITIAL SPACE ANALYSIS AND GFA AREAS – 190515		BASE PLAN OPTION
LOWER GROUND FLOOR:		
COMMERCIAL	193 m2	
RETAIL	174 m2	
PLANT	91 m2	
GOODS LIFT	32 m2	
KITCHEN STORES	50 m2	
SERVICE CORRIDOR	267 m2	
LIFT	11 m2	
ENTRY STAIR	55 m2	
TOTAL:	873 m2	873 m2
GROUND FLOOR:		
COMMERCIAL (UPPER LEV)	165 m2	
WC'S MAIN	50 m2	
WC'S (CHILDRENS)	16 m2	
CHILD HEALTH	40 m2	
MEETING ROOMS	56 m2	
CAFE KITCHEN/LIFT	38 m2	
CAFE TENANCY FOH	99 m2	
LIBRARY/ MUSUEM FLOOR	787 m2	
LIFT CORE	11 m2	
	1262 m2	1262 m2
FIRST FLOOR:		
STAFF	175 m2	
STORE	10 m2	
GALLERY / FUNCTION SP.	250 m2	
WC'S	33 m2	
PLATE UP	19 m2	
SOUND RECORDING	33 m2	
GOODS LIFT	17 m2	
LIBRARY/ MUSUEM FLOOR	819 m2	
	1356 m2	1356 m2
TOTAL:		3491 m2
OTHER AREAS:		
GROUND: CAFE TERRACE	60 m2	
FIRST: NORTH VERANDAH	35 m2	
RESTAURANT VOID	90 m2	
SECOND (THEATRE) FLOOR: BOTH OPTIONS		
LOBBY/ FOYER/CIRCULATION	210 m2	
PLATE UP	42 m2	
AUDITORIUM	273 m2	
BACK STAGE / ROBE / DRESS.	238 m2	
WC'S	74 m2	
COMMERCIAL	552 m2	
LIFT	17 m2	
	1406 m2	1406 m2
THIRD FLOOR: BASE OPTION		
PLANT ENCLOSURE	370 m2	
GOODS LIFT	17 m2	
	387 m2	387 m2
THIRD FLOOR: OPTION 1A (ADDITIONAL COMMERCIAL LEVEL)		
WC'S	49 m2	
COMMERCIAL	611 m2	
PLANT ENCLOSURE	473 m2	
GOODS LIFT	17 m2	
	1150 m2	1150 m2

16 APPENDIX 3

Davis Langdon - Order of Costs

Davis Langdon
An AECOM Company

City of Melville Library
City of Melville
22nd May 2015

Commercial-in-Confidence

Order of Costs

Base Case, Option 1 Option 2 & Option 3



Order of Costs

Base Case, Option 1 Option 2 & Option 3

Client: City of Melville

ABN: 81152433900

Prepared by

Davis Langdon Australia Pty Ltd
GPO Building, Level 6, 3 Forrest Place, Perth WA 6000, GPO Box B59, Perth WA 6849, Australia
T +61 8 6208 0000 F +61 8 6208 0999 www.davislangdon.com
ABN 40 008 657 289

22nd May 2015

Job No.: 60342069

Davis Langdon in Australia and New Zealand is certified to the latest version of ISO9001, ISO14001, AS/NZS4801 and OHSAS18001.

© Davis Langdon Australia Pty Ltd (Davis Langdon). All rights reserved.

The Report and the information within it is confidential and may be privileged. If you have received the Report in error please notify Davis Langdon immediately. You should not copy it for any purpose, or disclose its contents to any other person. The Report is qualified in its entirety by and should be considered in the light of Davis Langdon's Terms of Engagement and the following:

1) The Report is provided solely for your use and benefit unless expressly permitted and then only in connection with the purpose in respect of which the Report is provided. Unless required by law, you shall not provide the Report to any third party without Davis Langdon's prior written consent, which Davis Langdon may at its discretion grant, withhold or grant subject to conditions. Possession of the Report does not carry with it the right to commercially reproduce, publish, sale, hire, lend, redistribute, abstract, excerpt or summarise the Report or to use the name of Davis Langdon in any manner without first obtaining the prior written consent of Davis Langdon.

2) Davis Langdon has used its reasonable endeavours to ensure that the data contained in the Report reflects the most accurate and timely information available to it and is based on information that was current as of the date of the Report.

3) The Report is based on estimates, assumptions and other information developed by Davis Langdon from its independent research effort, general knowledge of the industry and consultations with you, your employees and your representatives. No warranty or representation is made by Davis Langdon that any of the projected values or results contained in the Report will actually be achieved. In addition, the Report is based upon information that was obtained on or before the date in which the Report was prepared. Circumstances and events may occur following the date on which such information was obtained that are beyond our control and which may affect the findings or projections contained in the Report. We may not be held responsible for such circumstances or events and specifically disclaim any responsibility therefore.

4) Davis Langdon has relied on information provided by you and by third parties (Information Providers) to produce the Report and arrive at its conclusions. Davis Langdon has not verified information provided by Information Providers (unless specifically noted otherwise) and we assume no responsibility and make no representations with respect to the adequacy, accuracy or completeness of such information. No responsibility is assumed for inaccuracies in reporting by Information Providers including, without limitation, by your employees or your representatives or for inaccuracies in any other data source whether provided in writing or orally used in preparing or presenting the Report.

5) In no event, regardless of whether Davis Langdon's consent has been provided, shall Davis Langdon assume any liability or responsibility to any third party to whom the Report is disclosed or otherwise made available.

6) The conclusions in the Report must be viewed in the context of the entire Report including, without limitation, any assumptions made and disclaimers provided. The conclusions in this Report must not be excised from the body of the Report under any circumstances.

7) Without the prior written consent of Davis Langdon, the Report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it might be relied upon to any degree by any person other than you.

8) All intellectual property rights (including, but not limited to copyright, database rights and trade marks rights) in the Report including any forecasts, drawings, spreadsheets, plans or other materials provided are the property of Davis Langdon. You may use and copy such materials for your own internal use only.

Quality Information

Document Order of Costs

Ref 60342069

Date 22nd May 2015

Prepared by IM

Reviewed by MG

Revision History

Revision	Revision Date	Details	Authorised	
			Name/Position	Signature
	24-April-2015		Marc Gibbons Associate Director	
2	28-Apr-2015		Marc Gibbons Associate Director	
3	22-May-2015	Additional Floor	Marc Gibbons Associate Director	

Davis Langdon
An AECOM Company

City of Melville Library
Order of Cost Estimate - Detailed Breakdown -

BASE CASE

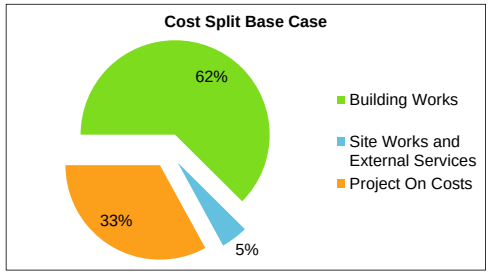
Davis Langdon
An AECOM Company

City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
Cost Summary - Base Case					
Building Works	5,450	GFA*	$ 3,784	20,621,008	62%
Site Works and External Services				1,515,800	5%
				22,136,808	
Project On Costs					
Design Contingency (10%)			10%	2,213,681	
Construction Contingency (10%)			10%	2,435,049	
Professional Fees and Disbursements (10%)			10%	2,678,554	
Client Management Fees (2.5%)			2.50%	608,762	
Loose Furniture Allowance (Inc. Computers) As advised by Client			6%	1,300,000	
Public Art (1%)			1%	243,505	
Escalation to Tender (Assuming Start Date of Jan 2017 equating to 16 months or 3.50% escalation)			3.50%	1,031,243	
Escalation to Completion (Assuming 24 month construction period equating to 1.25% escalation)			1.25%	381,192	
Total Project Cost				33,028,793	100%

Notes:
The above figures are based on Drawings (Mud Maps) and Clarifications issued by Studio 53 on the 20th May 2015
*GFA is a combination of FECA (Fully Enclosed Covered Area) & UCA (Unenclosed Covered Area)

EXCLUSIONS:

> Service infrastructure works other than connection to existing
> Subsoil Drainage
> Contaminated soils
> Rock
> Dewatering
> Land costs
> Asbestos
> GST
> Temporary Car Parks
> Diversion of existing services
> Staged Construction
> Geotech report not received
> Decanting existing library
> Nominal area of 500mtr2 has been included for landscaping
> ESD allowance has been included in the design contingencies
> Fitout of the following areas: Café, Café Kitchen, Commercail Spaces, Retail Space & Council Chambers



CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.0	**BUILDING WORKS SUMMARY**					
	Library, Art Gallery/Museum - Base Case	5450	GFA	$ 3,783.88	20,621,008	
	Total Building Works				**20,621,008**	93%
1.1	**BUILDING WORKS BREAKDOWN**					
1.1.1	**Substructure**					
	Excavation to reduce levels; average depth 600mm, including offsite disposal	1598	m2	15.00	23,977.05	
	Excavation to lower ground floor, including offsite disposal	871	m3	45.00	39,195.00	
	Ground slab; 300 thick reinforced concrete placed on hardcore bed	480	m3	425.00	203,804.93	
	Strip Footings; 1500 wide x 300 thick reinforced concrete strip footings including formwork, complete	105	m3	425.00	44,561.25	
	Pad Footings; 1500 x 1500 x 300 reinforced concrete pad footings including formwork, complete	23	no	375.00	8,625.00	
	Suspended Slab to basement; 300 thick reinforced concrete including formwork, complete	210	m3	500.00	105,000.00	
	Retaining walls; 250 thick reinforced concrete retaining walls including formwork, waterproofing, complete	300	m2	550.00	165,000.00	
	Services Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete	192	m2	475.00	91,200.00	
	Lift Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete	174	m2	475.00	82,650.00	
	Piled foundations, assume 600mm dia, 15m deep (quantity assumed, no information provided)	25	no	7,200.00	180,000.00	
	Allowance for lift pits, excavation, waterproofing and insulation	1	Item	40,000.00	40,000.00	
	Sub-Total				**984,013.23**	4%
1.1.2	**Frame & Upper Floors**					
	Suspended Slab to upper floors; 250 thick reinforced concrete including formwork, complete	800	m3	500.00	399,942.50	
	500 x 500 Insitu concrete columns; including reinforcement, formworks, complete;	51	m3	475.00	24,225.00	
	Insitu concrete beams; including reinforcement, formworks, complete; Allowance	1	Item	60,000.00	60,000.00	
	Structural Steel frame; Allowance	1	Item	300,000.00	300,000.00	
	Sub-Total				**784,167.50**	4%
1.1.3	**Roof**					
	Allowance for roof system including framing, insulation, plumbing etc. complete	1350	m2	600.00	810,000.00	
	Allowance for plant room walls to roof (louvre walls)	275	m2	350.00	96,250.00	
	Allowance for circular Sky Light, complete	1	Item	48,000.00	48,000.00	
	Sub-Total				**954,250.00**	4%
1.1.4	**External Walls, Windows & Doors**					
	Glazed curtain wall including framing system complete	1496	m2	2,000.00	2,992,000.00	
	Pre-cast Concrete Panels; 150 thick reinforced precast concrete panels, complete	1390	m2	350.00	486,500.00	
	Cladding System; Cladding including secondary steel fixed to concrete panels, insulation, membrane, complete	1390	m2	200.00	278,000.00	
	Bi-Parting doors (Assume 5No)	5	no	10,000.00	50,000.00	
	Allowance for exit doors, roller door complete	1	Item	35,000.00	35,000.00	
	Sub-Total				**3,841,500.00**	17%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.5	**Internal Walls (Structural)**					
	Masonry; 140 thick solid core load bearing wall, fair faced finish with rolled joints, complete	2214	m2	155.00	343,170.00	
	Sub-Total				**343,170.00**	2%
1.1.6	**Internal Partitions & Doors**					
	Internal glazed partitions, full height, safety glazing including powder coated aluminium frame	200	m2	1,500.00	300,000.00	
	Acoustic plasterboard partition walls around the void to the "Heart" of the building, including framing and insulation complete	160	m2	180.00	28,800.00	
	Plasterboard partition walls, including framing and insulation complete	688	m2	145.00	99,760.00	
	Allowance for internal doors and door hardware	1	Item	100,000.00	100,000.00	
	Allowance for operable walls (3No operable walls to function space, 2No to meeting Rooms) including support framing and tracks complete	1	Item	85,000.00	85,000.00	
	Sub-Total				**613,560.00**	3%
1.1.7	**Wall Finishes**					
	Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	2252	m2	100.00	225,200.00	
	Acoustic Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	532	m2	150.00	79,800.00	
	Ceramic wall tiles (Toilets & Kitchen)	640	m2	100.00	64,000.00	
	Glass face render	1020	m2	45.00	45,900.00	
	Paint	4050	m2	20.00	81,000.00	
	Allowance for Architectural feature walls	1	Item	200,000.00	200,000.00	
	Sub-Total				**695,900.00**	3%
1.1.8	**Floor Finishes**					
	Carpet Tiles	2616	m2	80.00	209,280.00	
	Stone Tiles	1040	m2	270.00	280,800.00	
	Ceramic tiles	170	m2	120.00	20,400.00	
	Sheet vinyl flooring	87	m2	80.00	6,960.00	
	Sprung Dance floor complete	255	m2	350.00	89,250.00	
	Extra over for sealer coat to plant room floors and retail unit	610	m2	30.00	18,300.00	
	Entrance matting and matwell items	1	Item	20,000.00	20,000.00	
	Sub-Total				**644,990.00**	3%
1.1.9	**Ceiling Finishes**					
	Plaster board ceilings including suspension system and paint finish	3267	m2	100.00	326,700.00	
	Acoustic ceiling including suspension system and paint finish	706	m2	145.00	102,370.00	
	Allowance for timber/metal feature ceilings	1	Item	150,000.00	150,000.00	
	Sub-Total				**579,070.00**	3%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.10	**Transportation System & Stairs**					
	Allowance for 2No passenger lifts & 2No Goods Lifts, 4 Stops, including internal fitout and all plant and equipment complete	1	Item	500,000.00	500,000.00	
	Allowance for high quality curved staircase to building heart rising 2 floors including balustrade, finishes etc. complete (1No)	1	Item	70,000.00	70,000.00	
	Allowance for high quality staircase rising 1 floor from Lower Ground to Ground Floor including balustrade, finishes etc. complete (1No)	1	Item	25,000.00	25,000.00	
	Allowance for access ladder to plant room deck	1	Item	15,000.00	15,000.00	
	Allowance for precast concrete escape stairs, including balustrade complete (3No floors)	1	Item	30,000.00	30,000.00	
	Sub-Total				**640,000.00**	3%
1.1.11	**Fixed Furniture & Fittings**					
	Allowance Library, Gallery & Museum fitout (Inc. Library Sorting Machine & Grand Piano)	1	Item	1,730,000.00	1,730,000.00	
	Allowance Auditorum fitout (Ex AV, Note Electrical)	1	Item	230,000.00	230,000.00	
	Allowance for Office & Meeting Spaces fitout	1	Item	120,000.00	120,000.00	
	Allowance for Reception/Customer service areas fitout	1	Item	50,000.00	50,000.00	
	Allowance for Storage Area's fitout (Including Museum & Gallery Storage units i.e sliding artwork storage racks)	1	Item	125,000.00	125,000.00	
	Allowance for Amenities & Plate Up fitout	1	Item	50,000.00	50,000.00	
	Allowance for Child Health fitout	1	Item	35,000.00	35,000.00	
	Allowance for Window Treatments	1	Item	150,000.00	150,000.00	
	Allowance for Acoustic Treatment to Sound Recording Studio	1	Item	40,000.00	40,000.00	
	Allowance for Kitchen Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Café & Bar Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Commercial Space Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Council Chamber Fitout - EXCLUDED	0	Item	-	-	
	Sub-Total				**2,530,000.00**	11%
1.1.12	**Hydraulics**					
	Allowance for Hydraulic Services	1	Item	480,000.00	480,000.00	
	Allowance for Sanitary Fixtures	1	Item	40,000.00	40,000.00	
	Allowance for Builders Work In Connect	1	Item	26,000.00	26,000.00	
	Sub-Total				**546,000.00**	2%
1.1.13	**Electrical**					
	Allowance for Lighting & Power (Inc Stage Lighting to Auditorum)	1	Item	1,370,000.00	1,370,000.00	
	Allowance for Communications	1	Item	340,000.00	340,000.00	
	Allowance for AV (Inc. Auditorium, Music Studio & Key Tech Pieces)	1	Item	645,000.00	645,000.00	
	Allowance for Builders Work In Connect	1	Item	117,750.00	117,750.00	
	Sub-Total				**2,472,750.00**	11%
1.1.14	**Mechanical**					
	Allowance for Mechanical Services & Ventilation (Including Class A Gallery)	1	Item	2,540,000.00	2,540,000.00	
	Allowance for Builders Work In Connect	1	Item	127,000.00	127,000.00	
	Sub-Total				**2,667,000.00**	12%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.15	**Fire Protection** Allowance for Fire protection	1	Item	450,000.00	450,000.00	
	Sub-Total				**450,000.00**	2%
	Building Works				**18,746,371**	
	Prelims on above (10%)				1,874,637	8%
	Total Building Works				**20,621,008**	

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY**					
	Library, Art Gallery/Museum Site Works & External Services - Base Case				1,515,800.00	
	Total Site Works				**1,515,800.00**	7%
2.1	**SITE WORKS BREAKDOWN**					
2.1.1	**Site Preparation**					
	Demolish existing bitumen surfacing	1200	m2	15.00	18,000.00	
	General site clearance, removal of existing scrub and vegetation	500	m2	10.00	5,000.00	
	Allowance for balanced cut and fill to achieve levels, remove excess fill off site	600	m3	50.00	30,000.00	
	Subtotal				**53,000.00**	0%
2.1.2	**Landscaping & Improvements**					
	Allowance for hard landscaping	300	m2	250.00	75,000.00	
	Allowance for soft landscaping including irrigation	1	Item	150,000.00	150,000.00	
	Allowance for landscape furniture	1	Item	100,000.00	100,000.00	
	Allowance for water play area	1	Item	300,000.00	300,000.00	
	Subtotal				**625,000.00**	3%
2.2	**EXTERNAL SERVICES**					
2.2.1	**Stormwater**					
	Civil stormwater drainage to new buildings	1	Item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	0.5%
2.2.2	**Sewer**					
	Civil Sewer drainage to new buildings including connect to existing	1	Item	100,000.00	**100,000.00**	
	Subtotal				**100,000.00**	0%
2.2.3	**Water Supply**					
	Water mains installation including headwork's	1	item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	0%
2.2.4	**Gas**					
	Gas mains installation	1	item	50,000.00	50,000.00	
	Subtotal				**50,000.00**	0.2%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY** CONTINUED					
2.2.5	**Fire Protection**					
	Fire protection allowance	1	item	75,000.00	75,000.00	
	Subtotal				**75,000.00**	0.3%
					-	
2.2.6	**Light and Power**					
	Headwork's allowance	1	Item	75,000.00	75,000.00	
	LV electrical mains installation (buildings)	1	Item	75,000.00	75,000.00	
	Allowance for connection to existing supply including mains switchboards etc.	1	Item	25,000.00	25,000.00	
	Street lighting	1	Item	50,000.00	50,000.00	
	PA System and Projector Screen	1	Item	50,000.00	50,000.00	
	Subtotal				**275,000.00**	1%
	Site works and External Services				**1,378,000.00**	
	Prelims on above (10%)				137,800.00	1%
	Total Site Works and External Services				**1,515,800.00**	

END OF SECTION

Davis Langdon
An AECOM Company

City of Melville Library
Order of Cost Estimate - Detailed Breakdown -

Option No. 1

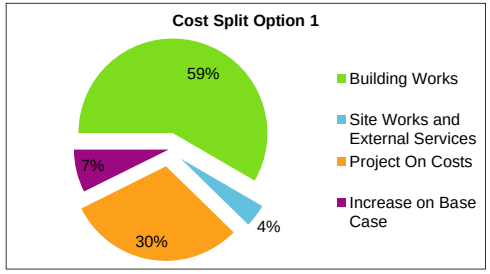
Davis Langdon
An AECOM Company

City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
Cost Summary - Option 1					
Building Works	6,086	GFA*	$ 3,715	22,607,418	63%
Site Works and External Services				1,515,800	4%
				24,123,218	
Project On Costs					
Design Contingency (10%)			10%	2,412,322	
Construction Contingency (10%)			10%	2,653,554	
Professional Fees and Disbursements (10%)			10%	2,918,909	
Client Management Fees (2.5%)			2.50%	663,388	
Loose Furniture Allowance (Inc. Computers) As advised by Client			5%	1,300,000	
Public Art (1%)			1%	265,355	
Escalation to Tender (Assuming Start Date of Jan 2017 equating to 16 months or 3.50% escalation)			3.50%	1,123,780	
Escalation to Completion (Assuming 24 month construction period equating to 1.25% escalation)			1.25%	415,397	
Total Project Cost				35,875,925	100%
Potential Increase On Base Case Building Works	636	GFA*		$ 1,986,410	
Potential Increase On Base Total Project Costs				$ 2,847,131	

Notes:
The above figures are based on Drawings (Mud Maps) and Clarifications issued by Studio 53 on the 20th May 2015
This option is based on an additional floor (3rd Floor) with additonal commercial space
*GFA is a combination of FECA (Fully Enclosed Covered Area) & UCA (Unenclosed Covered Area)

EXCLUSIONS:

> Service infrastructure works other than connection to existing
> Subsoil Drainage
> Contaminated soils
> Rock
> Dewatering
> Land costs
> Asbestos
> GST
> Temporary Car Parks
> Diversion of existing services
> Staged Construction
> Geotech report not received
> Decanting existing library
> Nominal area of 500mtr2 has been included for landscaping
> ESD allowance has been included in the design contingencies
> Fitout of the following areas: Café, Café Kitchen, Commercail Spaces, Retail Space & Council Chambers



CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate		Quantity	Unit	Rate	Total ($)	% of Total Cost
1.0	**BUILDING WORKS SUMMARY**						
	Library, Art Gallery/Museum - Option 1		6086	GFA	$ 3,714.84	22,607,418	
		Total Building Works				**22,607,418**	94%
1.1	**BUILDING WORKS BREAKDOWN**						
1.1.1	**Substructure**						
	Excavation to reduce levels; average depth 600mm, including offsite disposal		1598	m2	15.00	23,977.05	
	Excavation to lower ground floor, including offsite disposal		871	m3	45.00	39,195.00	
	Ground slab; 300 thick reinforced concrete placed on hardcore bed		480	m3	425.00	203,804.93	
	Strip Footings; 1500 wide x 300 thick reinforced concrete strip footings including formwork, complete		105	m3	425.00	44,561.25	
	Pad Footings; 1500 x 1500 x 300 reinforced concrete pad footings including formwork, complete		23	no	375.00	8,625.00	
	Suspended Slab to basement; 300 thick reinforced concrete including formwork, complete		210	m3	500.00	105,000.00	
	Retaining walls; 250 thick reinforced concrete retaining walls including formwork, waterproofing, complete		300	m2	550.00	165,000.00	
	Services Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete		192	m2	475.00	91,200.00	
	Lift Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete		232	m2	475.00	110,200.00	
	Piled foundations, assume 600mm dia, 15m deep (quantity assumed, no information provided)		25	no	7,200.00	180,000.00	
	Allowance for lift pits, excavation, waterproofing and insulation		1	Item	40,000.00	40,000.00	
		Sub-Total				**1,011,563.23**	4%
1.1.2	**Frame & Upper Floors**						
	Suspended Slab to upper floors; 250 thick reinforced concrete including formwork, complete		957	m3	500.00	478,692.50	
	500 x 500 Insitu concrete columns; including reinforcement, formworks, complete;		74	m3	475.00	34,912.50	
	Insitu concrete beams; including reinforcement, formworks, complete; Allowance		1	Item	80,000.00	80,000.00	
	Structural Steel frame; Allowance		1	Item	350,000.00	350,000.00	
		Sub-Total				**943,605.00**	4%
1.1.3	**Roof**						
	Allowance for roof system including framing, insulation, plumbing etc. complete		1350	m2	600.00	810,000.00	
	Allowance for circular Sky Light, complete		1	Item	48,000.00	48,000.00	
		Sub-Total				**858,000.00**	4%
1.1.4	**External Walls, Windows & Doors**						
	Glazed curtain wall including framing system complete		1728	m2	2,000.00	3,456,000.00	
	Pre-cast Concrete Panels; 150 thick reinforced precast concrete panels, complete		2090	m2	350.00	731,500.00	
	Cladding System; Cladding including secondary steel fixed to concrete panels, insulation, membrane, complete		2090	m2	200.00	418,000.00	
	Bi-Parting doors (Assume 5No)		5	no	10,000.00	50,000.00	
	Allowance for exit doors, roller door complete		1	Item	35,000.00	35,000.00	
		Sub-Total				**4,690,500.00**	19%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.5	**Internal Walls (Structural)**					
	Masonry; 140 thick solid core load bearing wall, fair faced finish with rolled joints, complete	2214	m2	155.00	343,170.00	
	Sub-Total				**343,170.00**	1%
1.1.6	**Internal Partitions & Doors**					
	Internal glazed partitions, full height, safety glazing including powder coated aluminium frame	200	m2	1,500.00	300,000.00	
	Acoustic plasterboard partition walls around the void to the "Heart" of the building, including framing and insulation complete	400	m2	180.00	72,000.00	
	Plasterboard partition walls, including framing and insulation complete	880	m2	145.00	127,600.00	
	Allowance for internal doors and door hardware	1	Item	100,000.00	100,000.00	
	Allowance for operable walls (3No operable walls to function space, 2No to meeting Rooms) including support framing and tracks complete	1	Item	85,000.00	85,000.00	
	Sub-Total				**684,600.00**	3%
1.1.7	**Wall Finishes**					
	Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	2252	m2	100.00	225,200.00	
	Acoustic Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	292	m2	150.00	43,800.00	
	Ceramic wall tiles (Toilets & Kitchen)	640	m2	100.00	64,000.00	
	Glass face render	1020	m2	45.00	45,900.00	
	Paint	4050	m2	20.00	81,000.00	
	Allowance for Architectural feature walls	1	Item	200,000.00	200,000.00	
	Sub-Total				**659,900.00**	3%
1.1.8	**Floor Finishes**					
	Carpet Tiles	3222	m2	80.00	257,760.00	
	Stone Tiles	1040	m2	270.00	280,800.00	
	Ceramic tiles	217	m2	120.00	26,040.00	
	Sheet vinyl flooring	87	m2	80.00	6,960.00	
	Sprung Dance floor complete	255	m2	350.00	89,250.00	
	Extra over for sealer coat to plant room floors and retail unit	946	m2	30.00	28,380.00	
	Entrance matting and matwell items	1	Item	20,000.00	20,000.00	
	Sub-Total				**709,190.00**	3%
1.1.9	**Ceiling Finishes**					
	Plaster board ceilings including suspension system and paint finish	3873	m2	100.00	387,300.00	
	Acoustic ceiling including suspension system and paint finish	706	m2	145.00	102,370.00	
	Allowance for timber/metal feature ceilings	1	Item	150,000.00	150,000.00	
	Sub-Total				**639,670.00**	3%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.10	**Transportation System & Stairs**					
	Allowance for 2No passenger lifts & 2No Goods Lifts, 4 Stops, including internal fitout and all plant and equipment complete	1	Item	560,000.00	560,000.00	
	Allowance for high quality curved staircase to building heart rising 2 floors including balustrade, finishes etc. complete (1No)	1	Item	70,000.00	70,000.00	
	Allowance for high quality staircase rising 1 floor from Lower Ground to Ground Floor including balustrade, finishes etc. complete (1No)	1	Item	25,000.00	25,000.00	
	Allowance for precast concrete escape stairs, including balustrade complete (4No floors)	1	Item	37,500.00	37,500.00	
	Sub-Total				**692,500.00**	3%
1.1.11	**Fixed Furniture & Fittings**					
	Allowance Library, Gallery & Museum fitout (Inc. Library Sorting Machine & Grand Piano)	1	Item	1,730,000.00	1,730,000.00	
	Allowance Auditorum fitout (Ex AV, Note Electrical)	1	Item	230,000.00	230,000.00	
	Allowance for Office & Meeting Spaces fitout	1	Item	120,000.00	120,000.00	
	Allowance for Reception/Customer service areas fitout	1	Item	50,000.00	50,000.00	
	Allowance for Storage Area's fitout (Including Museum & Gallery Storage units i.e sliding artwork storage racks)	1	Item	125,000.00	125,000.00	
	Allowance for Amenities & Plate Up fitout	1	Item	50,000.00	50,000.00	
	Allowance for Child Health fitout	1	Item	35,000.00	35,000.00	
	Allowance for Window Treatments	1	Item	200,000.00	200,000.00	
	Allowance for Acoustic Treatment to Sound Recording Studio	1	Item	40,000.00	40,000.00	
	Allowance for Kitchen Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Café & Bar Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Commercial Space Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Council Chamber Fitout - EXCLUDED	0	Item	-	-	
	Sub-Total				**2,580,000.00**	11%
1.1.12	**Hydraulics**					
	Allowance for Hydraulic Services	1	Item	530,000.00	530,000.00	
	Allowance for Sanitary Fixtures	1	Item	55,000.00	55,000.00	
	Allowance for Builders Work In Connect	1	Item	29,250.00	29,250.00	
	Sub-Total				**614,250.00**	3%
1.1.13	**Electrical**					
	Allowance for Lighting & Power (Inc Stage Lighting to Auditorum)	1	Item	1,520,000.00	1,520,000.00	
	Allowance for Communications	1	Item	390,000.00	390,000.00	
	Allowance for AV (Inc. Auditorium, Music Studio & Key Tech Pieces)	1	Item	645,000.00	645,000.00	
	Allowance for Builders Work In Connect	1	Item	127,750.00	127,750.00	
	Sub-Total				**2,682,750.00**	11%
1.1.14	**Mechanical**					
	Allowance for Mechanical Services & Ventilation (Including Class A Gallery)	1	Item	2,850,000.00	2,850,000.00	
	Allowance for Builders Work In Connect	1	Item	142,500.00	142,500.00	
	Sub-Total				**2,992,500.00**	12%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.15	**Fire Protection** Allowance for Fire protection	1	Item	450,000.00	450,000.00	
	Sub-Total				**450,000.00**	2%
	Building Works				**20,552,198**	
	Prelims on above (10%)				2,055,220	9%
	Total Building Works				**22,607,418**	

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY**					
	Library, Art Gallery/Museum Site Works & External Services - Option 1				1,515,800.00	
	Total Site Works				**1,515,800.00**	6%
2.1	**SITE WORKS BREAKDOWN**					
2.1.1	**Site Preparation**					
	Demolish existing bitumen surfacing	1200	m2	15.00	18,000.00	
	General site clearance, removal of existing scrub and vegetation	500	m2	10.00	5,000.00	
	Allowance for balanced cut and fill to achieve levels, remove excess fill off site	600	m3	50.00	30,000.00	
	Subtotal				**53,000.00**	0%
2.1.2	**Landscaping & Improvements**					
	Allowance for hard landscaping	300	m2	250.00	75,000.00	
	Allowance for soft landscaping including irrigation	1	Item	150,000.00	150,000.00	
	Allowance for landscape furniture	1	Item	100,000.00	100,000.00	
	Allowance for water play area	1	Item	300,000.00	300,000.00	
	Subtotal				**625,000.00**	3%
2.2	**EXTERNAL SERVICES**					
2.2.1	**Stormwater**					
	Civil stormwater drainage to new buildings	1	Item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	0.4%
2.2.2	**Sewer**					
	Civil Sewer drainage to new buildings including connect to existing	1	Item	100,000.00	**100,000.00**	
	Subtotal				**100,000.00**	0%
2.2.3	**Water Supply**					
	Water mains installation including headwork's	1	item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	0%
2.2.4	**Gas**					
	Gas mains installation	1	item	50,000.00	50,000.00	
	Subtotal				**50,000.00**	0.2%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY** CONTINUED					
2.2.5	**Fire Protection**					
	Fire protection allowance	1	item	75,000.00	75,000.00	
	Subtotal				**75,000.00**	0.3%
					-	
2.2.6	**Light and Power**					
	Headwork's allowance	1	Item	75,000.00	75,000.00	
	LV electrical mains installation (buildings)	1	Item	75,000.00	75,000.00	
	Allowance for connection to existing supply including mains switchboards etc.	1	Item	25,000.00	25,000.00	
	Street lighting	1	Item	50,000.00	50,000.00	
	PA System and Projector Screen	1	Item	50,000.00	50,000.00	
	Subtotal				**275,000.00**	1%
	Site works and External Services				**1,378,000.00**	
	Prelims on above (10%)				137,800.00	1%
	Total Site Works and External Services				**1,515,800.00**	

END OF SECTION

Davis Langdon
An AECOM Company

City of Melville Library
Order of Cost Estimate - Detailed Breakdown

OPTION No.2

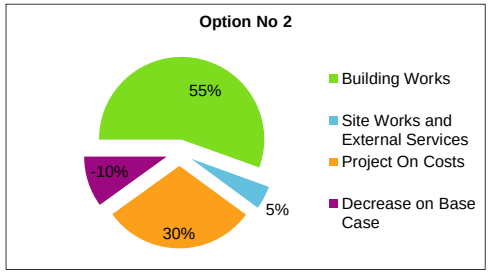
Davis Langdon
An AECOM Company

City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
Cost Summary - Option No 2					
Building Works	4,527	GFA*	$ 4,049	18,330,804	62%
Site Works and External Services				1,515,800	5%
				19,846,604	
Project On Costs					
Design Contingency (10%)			10%	1,984,660	
Construction Contingency (10%)			10%	2,183,126	
Professional Fees and Disbursements (10%)			10%	2,401,439	
Client Management Fees (2.5%)			2.50%	545,782	
Loose Furniture Allowance (Inc. Computers) As advised by Client			7%	1,300,000	
Public Art (1%)			1%	218,313	
Escalation to Tender (Assuming Start Date of Jan 2017 equating to 16 months or 3.50% escalation)			3.50%	924,554	
Escalation to Completion (Assuming 24 month construction period equating to 1.25% escalation)			1.25%	341,755	
Total Project Cost				29,746,233	100%
Potential Decrease On Base Case Building Works	- 923	GFA*		-$ 2,290,204	
Potential Decrease On Base Total Project Costs				-$ 3,282,560	

Notes:
The above figures are based on Drawings (Mud Maps) and Clarifications issued by Studio 53 on the 20th May 2015
This option is based on the removal of all commercial space
*GFA is a combination of FECA (Fully Enclosed Covered Area) & UCA (Unenclosed Covered Area)

EXCLUSIONS:

> Service infrastructure works other than connection to existing
> Subsoil Drainage
> Contaminated soils
> Rock
> Dewatering
> Land costs
> Asbestos
> GST
> Temporary Car Parks
> Diversion of existing services
> Staged Construction
> Geotech report not received
> Decanting existing library
> Nominal area of 500mtr2 has been included for landscaping
> ESD allowance has been included in the design contingencies
> Fitout of the following areas: Café, Café Kitchen, Commercail Spaces, Retail Space & Council Chambers



CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.0	**BUILDING WORKS SUMMARY**					
	Library, Art Gallery/Museum - Option 2	4527	GFA	$ 4,049.49	18,330,804	
	Total Building Works				**18,330,804**	92%
1.1	**BUILDING WORKS BREAKDOWN**					
1.1.1	**Substructure**					
	Excavation to reduce levels; average depth 600mm, including offsite disposal	1400	m2	15.00	21,000.00	
	Excavation to lower ground floor, including offsite disposal	871	m3	45.00	39,195.00	
	Ground slab; 300 thick reinforced concrete placed on hardcore bed	420	m3	425.00	178,500.00	
	Strip Footings; 1500 wide x 300 thick reinforced concrete strip footings including formwork, complete	77	m3	425.00	32,512.50	
	Pad Footings; 1500 x 1500 x 300 reinforced concrete pad footings including formwork, complete	23	no	375.00	8,625.00	
	Suspended Slab to basement; 300 thick reinforced concrete including formwork, complete	210	m3	500.00	105,000.00	
	Retaining walls; 250 thick reinforced concrete retaining walls including formwork, waterproofing, complete	300	m2	550.00	165,000.00	
	Services Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete	192	m2	475.00	91,200.00	
	Lift Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete	174	m2	475.00	82,650.00	
	Piled foundations, assume 600mm dia, 15m deep (quantity assumed, no information provided)	25	no	7,200.00	180,000.00	
	Allowance for lift pits, excavation, waterproofing and insulation	1	Item	40,000.00	40,000.00	
	Sub-Total				**943,682.50**	5%
1.1.2	**Frame & Upper Floors**					
	Suspended Slab to upper floors; 250 thick reinforced concrete including formwork, complete	658	m3	500.00	329,192.50	
	500 x 500 Insitu concrete columns; including reinforcement, formworks, complete;	38	m3	475.00	17,812.50	
	Insitu concrete beams; including reinforcement, formworks, complete; Allowance	1	Item	45,000.00	45,000.00	
	Structural Steel frame; Allowance	1	Item	250,000.00	250,000.00	
	Sub-Total				**642,005.00**	3%
1.1.3	**Roof**					
	Allowance for roof system including framing, insulation, plumbing etc. complete	1350	m2	600.00	810,000.00	
	Allowance for circular Sky Light, complete	1	Item	48,000.00	48,000.00	
	Sub-Total				**858,000.00**	4%
1.1.4	**External Walls, Windows & Doors**					
	Glazed curtain wall including framing system complete	1256	m2	2,000.00	2,512,000.00	
	Pre-cast Concrete Panels; 150 thick reinforced precast concrete panels, complete	1164	m2	350.00	407,400.00	
	Cladding System; Cladding including secondary steel fixed to concrete panels, insulation, membrane, complete	1164	m2	200.00	232,800.00	
	Louver panel wall to plant rooms	120	m2	500.00	60,000.00	
	Bi-Parting doors (Assume 5No)	5	no	10,000.00	50,000.00	
	Allowance for exit doors, roller door complete	1	Item	35,000.00	35,000.00	
	Sub-Total				**3,297,200.00**	17%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.5	**Internal Walls (Structural)**					
	Masonry; 140 thick solid core load bearing wall, fair faced finish with rolled joints, complete	2214	m2	155.00	343,170.00	
	Sub-Total				**343,170.00**	2%
1.1.6	**Internal Partitions & Doors**					
	Internal glazed partitions, full height, safety glazing including powder coated aluminium frame	80	m2	1,500.00	120,000.00	
	Acoustic plasterboard partition walls around the void to the "Heart" of the building, including framing and insulation complete	160	m2	180.00	28,800.00	
	Plasterboard partition walls, including framing and insulation complete	512	m2	145.00	74,240.00	
	Allowance for internal doors and door hardware	1	Item	100,000.00	100,000.00	
	Allowance for operable walls (3No operable walls to function space, 2No to meeting Rooms) including support framing and tracks complete	1	Item	85,000.00	85,000.00	
	Sub-Total				**408,040.00**	2%
1.1.7	**Wall Finishes**					
	Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	2252	m2	100.00	225,200.00	
	Acoustic Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	532	m2	150.00	79,800.00	
	Ceramic wall tiles (Toilets & Kitchen)	640	m2	100.00	64,000.00	
	Glass face render	800	m2	45.00	36,000.00	
	Paint	4050	m2	20.00	81,000.00	
	Allowance for Architectural feature walls	1	Item	200,000.00	200,000.00	
	Sub-Total				**686,000.00**	3%
1.1.8	**Floor Finishes**					
	Carpet Tiles	1988	m2	80.00	159,040.00	
	Stone Tiles	1040	m2	270.00	280,800.00	
	Ceramic tiles	170	m2	120.00	20,400.00	
	Sheet vinyl flooring	87	m2	80.00	6,960.00	
	Sprung Dance floor complete	255	m2	350.00	89,250.00	
	Extra over for sealer coat to plant room floors and retail unit	610	m2	30.00	18,300.00	
	Entrance matting and matwell items	1	Item	20,000.00	20,000.00	
	Sub-Total				**594,750.00**	3%
1.1.9	**Ceiling Finishes**					
	Plaster board ceilings including suspension system and paint finish	2639	m2	100.00	263,900.00	
	Acoustic ceiling including suspension system and paint finish	706	m2	145.00	102,370.00	
	Allowance for timber/metal feature ceilings	1	Item	150,000.00	150,000.00	
	Sub-Total				**516,270.00**	3%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.10	**Transportation System & Stairs**					
	Allowance for 2No passenger lifts & 2No Goods Lifts, 4 Stops, including internal fitout and all plant and equipment complete	1	Item	500,000.00	500,000.00	
	Allowance for high quality curved staircase to building heart rising 2 floors including balustrade, finishes etc. complete (1No)	1	Item	70,000.00	70,000.00	
	Allowance for high quality staircase rising 1 floor from Lower Ground to Ground Floor including balustrade, finishes etc. complete (1No)	1	Item	25,000.00	25,000.00	
	Allowance for access ladder to plant room deck	1	Item	15,000.00	15,000.00	
	Allowance for precast concrete escape stairs, including balustrade complete (3No floors)	1	Item	30,000.00	30,000.00	
	Sub-Total				**640,000.00**	3%
1.1.11	**Fixed Furniture & Fittings**					
	Allowance Library, Gallery & Museum fitout (Inc. Library Sorting Machine & Grand Piano)	1	Item	1,730,000.00	1,730,000.00	
	Allowance Auditorum fitout (Ex AV, Note Electrical)	1	Item	230,000.00	230,000.00	
	Allowance for Office & Meeting Spaces fitout	1	Item	120,000.00	120,000.00	
	Allowance for Reception/Customer service areas fitout	1	Item	50,000.00	50,000.00	
	Allowance for Storage Area's fitout (Including Museum & Gallery Storage units i.e sliding artwork storage racks)	1	Item	125,000.00	125,000.00	
	Allowance for Amenities & Plate Up fitout	1	Item	50,000.00	50,000.00	
	Allowance for Child Health fitout	1	Item	35,000.00	35,000.00	
	Allowance for Window Treatments	1	Item	150,000.00	150,000.00	
	Allowance for Acoustic Treatment to Sound Recording Studio	1	Item	40,000.00	40,000.00	
	Allowance for Kitchen Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Café & Bar Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Commercial Space Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Council Chamber Fitout - EXCLUDED	0	Item	-	-	
	Sub-Total				**2,530,000.00**	13%
1.1.12	**Hydraulics**					
	Allowance for Hydraulic Services	1	Item	390,000.00	390,000.00	
	Allowance for Sanitary Fixtures	1	Item	40,000.00	40,000.00	
	Allowance for Builders Work In Connect	1	Item	21,500.00	21,500.00	
	Sub-Total				**451,500.00**	2%
1.1.13	**Electrical**					
	Allowance for Lighting & Power (Inc Stage Lighting to Auditorum)	1	Item	1,150,000.00	1,150,000.00	
	Allowance for Communications	1	Item	280,000.00	280,000.00	
	Allowance for AV (Inc. Auditorium, Music Studio & Key Tech Pieces)	1	Item	645,000.00	645,000.00	
	Allowance for Builders Work In Connect	1	Item	103,750.00	103,750.00	
	Sub-Total				**2,178,750.00**	11%
1.1.14	**Mechanical**					
	Allowance for Mechanical Services & Ventilation (Including Class A Gallery)	1	Item	2,100,000.00	2,100,000.00	
	Allowance for Builders Work In Connect	1	Item	105,000.00	105,000.00	
	Sub-Total				**2,205,000.00**	11%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.15	**Fire Protection** Allowance for Fire protection	1	Item	370,000.00	370,000.00	
	Sub-Total				**370,000.00**	2%
	Building Works				**16,664,368**	
	Prelims on above (10%)				1,666,437	8%
	Total Building Works				**18,330,804**	

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY**					
	Library, Art Gallery/Museum Site Works & External Services - Option 2				1,515,800.00	
	Total Site Works				**1,515,800.00**	8%
2.1	**SITE WORKS BREAKDOWN**					
2.1.1	**Site Preparation**					
	Demolish existing bitumen surfacing	1200	m2	15.00	18,000.00	
	General site clearance, removal of existing scrub and vegetation	500	m2	10.00	5,000.00	
	Allowance for balanced cut and fill to achieve levels, remove excess fill off site	600	m3	50.00	30,000.00	
	Subtotal				**53,000.00**	0%
2.1.2	**Landscaping & Improvements**					
	Allowance for hard landscaping	300	m2	250.00	75,000.00	
	Allowance for soft landscaping including irrigation	1	Item	150,000.00	150,000.00	
	Allowance for landscape furniture	1	Item	100,000.00	100,000.00	
	Allowance for water play area	1	Item	300,000.00	300,000.00	
	Subtotal				**625,000.00**	3%
2.2	**EXTERNAL SERVICES**					
2.2.1	**Stormwater**					
	Civil stormwater drainage to new buildings	1	Item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	0.5%
2.2.2	**Sewer**					
	Civil Sewer drainage to new buildings including connect to existing	1	Item	100,000.00	**100,000.00**	
	Subtotal				**100,000.00**	1%
2.2.3	**Water Supply**					
	Water mains installation including headwork's	1	item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	1%
2.2.4	**Gas**					
	Gas mains installation	1	item	50,000.00	50,000.00	
	Subtotal				**50,000.00**	0.3%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY** CONTINUED					
2.2.5	**Fire Protection**					
	Fire protection allowance	1	item	75,000.00	75,000.00	
	Subtotal				**75,000.00**	0.4%
					-	
2.2.6	**Light and Power**					
	Headwork's allowance	1	Item	75,000.00	75,000.00	
	LV electrical mains installation (buildings)	1	Item	75,000.00	75,000.00	
	Allowance for connection to existing supply including mains switchboards etc.	1	Item	25,000.00	25,000.00	
	Street lighting	1	Item	50,000.00	50,000.00	
	PA System and Projector Screen	1	Item	50,000.00	50,000.00	
	Subtotal				**275,000.00**	1%
	Site works and External Services				**1,378,000.00**	
	Prelims on above (10%)				137,800.00	1%
	Total Site Works and External Services				**1,515,800.00**	

END OF SECTION

Davis Langdon
An AECOM Company

City of Melville Library
Order of Cost Estimate - Detailed Breakdown

OPTION No.3

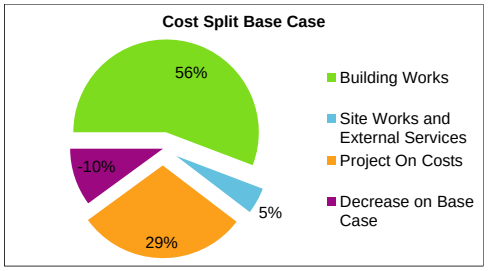
Davis Langdon
An AECOM Company

City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
Cost Summary - Option 3					
Building Works	4,738	GFA*	$ 3,888	18,424,808	62%
Site Works and External Services				1,515,800	5%
				19,940,608	
Project On Costs					
Design Contingency (10%)			10%	1,994,061	
Construction Contingency (10%)			10%	2,193,467	
Professional Fees and Disbursements (10%)			10%	2,412,814	
Client Management Fees (2.5%)			2.50%	548,367	
Loose Furniture Allowance (Inc. Computers) As advised by Client			6%	1,130,000	
Public Art (1%)			1%	219,347	
Escalation to Tender (Assuming Start Date of Jan 2017 equating to 16 months or 3.50% escalation)			3.50%	928,933	
Escalation to Completion (Assuming 24 month construction period equating to 1.25% escalation)			1.25%	343,374	
Total Project Cost				29,710,970	100%
Potential Decrease On Base Case Building Works	- 711	GFA*		-$ 2,196,200	
Potential Decrease On Base Total Project Costs				-$ 3,317,823	

Notes:
The above figures are based on Drawings (Mud Maps) and Clarifications issued by Studio 53 on the 20th May 2015
This option is taking the base case and removing the auditorium and associated spaces
*GFA is a combination of FECA (Fully Enclosed Covered Area) & UCA (Unenclosed Covered Area)

EXCLUSIONS:

> Service infrastructure works other than connection to existing
> Subsoil Drainage
> Contaminated soils
> Rock
> Dewatering
> Land costs
> Asbestos
> GST
> Temporary Car Parks
> Diversion of existing services
> Staged Construction
> Geotech report not received
> Decanting existing library
> Nominal area of 500mtr2 has been included for landscaping
> ESD allowance has been included in the design contingencies
> Fitout of the following areas: Café, Café Kitchen, Commercail Spaces, Retail Space & Council Chambers



CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.0	**BUILDING WORKS SUMMARY**					
	Library, Art Gallery/Museum - Option 3	4738	GFA	$ 3,888.36	18,424,808	
	Total Building Works				**18,424,808**	92%
1.1	**BUILDING WORKS BREAKDOWN**					
1.1.1	**Substructure**					
	Excavation to reduce levels; average depth 600mm, including offsite disposal	1598	m2	15.00	23,977.05	
	Excavation to lower ground floor, including offsite disposal	871	m3	45.00	39,195.00	
	Ground slab; 300 thick reinforced concrete placed on hardcore bed	480	m3	425.00	203,804.93	
	Strip Footings; 1500 wide x 300 thick reinforced concrete strip footings including formwork, complete	105	m3	425.00	44,561.25	
	Pad Footings; 1500 x 1500 x 300 reinforced concrete pad footings including formwork, complete	23	no	375.00	8,625.00	
	Suspended Slab to basement; 300 thick reinforced concrete including formwork, complete	210	m3	500.00	105,000.00	
	Retaining walls; 250 thick reinforced concrete retaining walls including formwork, waterproofing, complete	300	m2	550.00	165,000.00	
	Services Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete	192	m2	475.00	91,200.00	
	Lift Shaft Walls; 250 thick reinforced concrete including formwork, waterproofing, complete	174	m2	475.00	82,650.00	
	Piled foundations, assume 600mm dia, 15m deep (quantity assumed, no information provided)	25	no	7,200.00	180,000.00	
	Allowance for lift pits, excavation, waterproofing and insulation	1	Item	40,000.00	40,000.00	
	Sub-Total				**984,013.23**	5%
1.1.2	**Frame & Upper Floors**					
	Suspended Slab to upper floors; 250 thick reinforced concrete including formwork, complete	707	m3	500.00	353,692.50	
	500 x 500 Insitu concrete columns; including reinforcement, formworks, complete;	51	m3	475.00	24,225.00	
	Insitu concrete beams; including reinforcement, formworks, complete; Allowance	1	Item	60,000.00	60,000.00	
	Structural Steel frame; Allowance	1	Item	275,000.00	275,000.00	
	Sub-Total				**712,917.50**	4%
1.1.3	**Roof**					
	Allowance for roof system including framing, insulation, plumbing etc. complete	1350	m2	600.00	810,000.00	
	Allowance for circular Sky Light, complete	1	Item	48,000.00	48,000.00	
	Sub-Total				**858,000.00**	4%
1.1.4	**External Walls, Windows & Doors**					
	Glazed curtain wall including framing system complete	1496	m2	2,000.00	2,992,000.00	
	Pre-cast Concrete Panels; 150 thick reinforced precast concrete panels, complete	1045	m2	350.00	365,750.00	
	Cladding System; Cladding including secondary steel fixed to concrete panels, insulation, membrane, complete	1045	m2	200.00	209,000.00	
	Bi-Parting doors (Assume 5No)	5	no	10,000.00	50,000.00	
	Allowance for exit doors, roller door complete	1	Item	35,000.00	35,000.00	
	Sub-Total				**3,651,750.00**	18%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.5	**Internal Walls (Structural)**					
	Masonry; 140 thick solid core load bearing wall, fair faced finish with rolled joints, complete	2079	m2	155.00	322,245.00	
	Sub-Total				**322,245.00**	2%
1.1.6	**Internal Partitions & Doors**					
	Internal glazed partitions, full height, safety glazing including powder coated aluminium frame	200	m2	1,500.00	300,000.00	
	Acoustic plasterboard partition walls around the void to the "Heart" of the building, including framing and insulation complete	160	m2	180.00	28,800.00	
	Plasterboard partition walls, including framing and insulation complete	688	m2	145.00	99,760.00	
	Allowance for internal doors and door hardware	1	Item	100,000.00	100,000.00	
	Allowance for operable walls (3No operable walls to function space, 2No to meeting Rooms) including support framing and tracks complete	1	Item	85,000.00	85,000.00	
	Sub-Total				**613,560.00**	3%
1.1.7	**Wall Finishes**					
	Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	1812	m2	100.00	181,200.00	
	Acoustic Plasterboard Sheeting; fixed to concrete/masonry wall including framing and insulation complete	252	m2	150.00	37,800.00	
	Ceramic wall tiles (Toilets & Kitchen)	640	m2	100.00	64,000.00	
	Glass face render	1020	m2	45.00	45,900.00	
	Paint	3750	m2	20.00	75,000.00	
	Allowance for Architectural feature walls	1	Item	200,000.00	200,000.00	
	Sub-Total				**603,900.00**	3%
1.1.8	**Floor Finishes**					
	Carpet Tiles	2616	m2	80.00	209,280.00	
	Stone Tiles	1040	m2	270.00	280,800.00	
	Ceramic tiles	170	m2	120.00	20,400.00	
	Sheet vinyl flooring	87	m2	80.00	6,960.00	
	Extra over for sealer coat to plant room floors and retail unit	610	m2	30.00	18,300.00	
	Entrance matting and matwell items	1	Item	20,000.00	20,000.00	
	Sub-Total				**555,740.00**	3%
1.1.9	**Ceiling Finishes**					
	Plaster board ceilings including suspension system and paint finish	3267	m2	100.00	326,700.00	
	Allowance for timber/metal feature ceilings	1	Item	150,000.00	150,000.00	
	Sub-Total				**476,700.00**	2%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.10	**Transportation System & Stairs**					
	Allowance for 2No passenger lifts & 2No Goods Lifts, 4 Stops, including internal fitout and all plant and equipment complete	1	Item	500,000.00	500,000.00	
	Allowance for high quality curved staircase to building heart rising 2 floors including balustrade, finishes etc. complete (1No)	1	Item	70,000.00	70,000.00	
	Allowance for high quality staircase rising 1 floor from Lower Ground to Ground Floor including balustrade, finishes etc. complete (1No)	1	Item	25,000.00	25,000.00	
	Allowance for access ladder to plant room deck	1	Item	15,000.00	15,000.00	
	Allowance for precast concrete escape stairs, including balustrade complete (3No floors)	1	Item	30,000.00	30,000.00	
	Sub-Total				**640,000.00**	3%
1.1.11	**Fixed Furniture & Fittings**					
	Allowance Library, Gallery & Museum fitout (Inc. Library Sorting Machine & Grand Piano)	1	Item	1,730,000.00	1,730,000.00	
	Allowance for Office & Meeting Spaces fitout	1	Item	120,000.00	120,000.00	
	Allowance for Reception/Customer service areas fitout	1	Item	50,000.00	50,000.00	
	Allowance for Storage Area's fitout (Including Museum & Gallery Storage units i.e sliding artwork storage racks)	1	Item	125,000.00	125,000.00	
	Allowance for Amenities & Plate Up fitout	1	Item	50,000.00	50,000.00	
	Allowance for Child Health fitout	1	Item	35,000.00	35,000.00	
	Allowance for Window Treatments	1	Item	150,000.00	150,000.00	
	Allowance for Acoustic Treatment to Sound Recording Studio	1	Item	40,000.00	40,000.00	
	Allowance for Kitchen Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Café & Bar Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Commercial Space Fitout - EXCLUDED	0	Item	-	-	
	Allowance for Council Chamber Fitout - EXCLUDED	0	Item	-	-	
	Sub-Total				**2,300,000.00**	12%
1.1.12	**Hydraulics**					
	Allowance for Hydraulic Services	1	Item	410,000.00	410,000.00	
	Allowance for Sanitary Fixtures	1	Item	40,000.00	40,000.00	
	Allowance for Builders Work In Connect	1	Item	22,500.00	22,500.00	
	Sub-Total				**472,500.00**	2%
1.1.13	**Electrical**					
	Allowance for Lighting & Power (Inc Stage Lighting to Auditorum)	1	Item	1,200,000.00	1,200,000.00	
	Allowance for Communications	1	Item	300,000.00	300,000.00	
	Allowance for AV (Inc. Music Studio & Key Tech Pieces)	1	Item	270,000.00	270,000.00	
	Allowance for Builders Work In Connect	1	Item	88,500.00	88,500.00	
	Sub-Total				**1,858,500.00**	9%
1.1.14	**Mechanical**					
	Allowance for Mechanical Services & Ventilation (Including Class A Gallery)	1	Item	2,200,000.00	2,200,000.00	
	Allowance for Builders Work In Connect	1	Item	110,000.00	110,000.00	
	Sub-Total				**2,310,000.00**	12%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
1.1	**BUILDING WORKS BREAKDOWN** CONTINUED					
1.1.15	**Fire Protection** Allowance for Fire protection	1	Item	390,000.00	390,000.00	
	Sub-Total				**390,000.00**	2%
	Building Works				**16,749,826**	
	Prelims on above (10%)				1,674,983	8%
	Total Building Works				**18,424,808**	

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY**					
	Library, Art Gallery/Museum Site Works & External Services - Option 3				1,515,800.00	
	Total Site Works				**1,515,800.00**	8%
2.1	**SITE WORKS BREAKDOWN**					
2.1.1	**Site Preparation**					
	Demolish existing bitumen surfacing	1200	m2	15.00	18,000.00	
	General site clearance, removal of existing scrub and vegetation	500	m2	10.00	5,000.00	
	Allowance for balanced cut and fill to achieve levels, remove excess fill off site	600	m3	50.00	30,000.00	
	Subtotal				**53,000.00**	0%
2.1.2	**Landscaping & Improvements**					
	Allowance for hard landscaping	300	m2	250.00	75,000.00	
	Allowance for soft landscaping including irrigation	1	Item	150,000.00	150,000.00	
	Allowance for landscape furniture	1	Item	100,000.00	100,000.00	
	Allowance for water play area	1	Item	300,000.00	300,000.00	
	Subtotal				**625,000.00**	3%
2.2	**EXTERNAL SERVICES**					
2.2.1	**Stormwater**					
	Civil stormwater drainage to new buildings	1	Item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	0.5%
2.2.2	**Sewer**					
	Civil Sewer drainage to new buildings including connect to existing	1	Item	100,000.00	**100,000.00**	
	Subtotal				**100,000.00**	1%
2.2.3	**Water Supply**					
	Water mains installation including headwork's	1	item	100,000.00	100,000.00	
	Subtotal				**100,000.00**	1%
2.2.4	**Gas**					
	Gas mains installation	1	item	50,000.00	50,000.00	
	Subtotal				**50,000.00**	0.3%

CONTINUED ON NEXT PAGE >>>>

Davis Langdon
An AECOM Company

	City of Melville Library Order of Cost Estimate	Quantity	Unit	Rate	Total ($)	% of Total Cost
2.0	**SITE WORKS SUMMARY** CONTINUED					
2.2.5	**Fire Protection**					
	Fire protection allowance	1	item	75,000.00	75,000.00	
	Subtotal				**75,000.00**	0.4%
					-	
2.2.6	**Light and Power**					
	Headwork's allowance	1	Item	75,000.00	75,000.00	
	LV electrical mains installation (buildings)	1	Item	75,000.00	75,000.00	
	Allowance for connection to existing supply including mains switchboards etc.	1	Item	25,000.00	25,000.00	
	Street lighting	1	Item	50,000.00	50,000.00	
	PA System and Projector Screen	1	Item	50,000.00	50,000.00	
	Subtotal				**275,000.00**	1%
	Site works and External Services				**1,378,000.00**	
	Prelims on above (10%)				137,800.00	1%
	Total Site Works and External Services				**1,515,800.00**	

END OF SECTION

17 APPENDIX 4

Base Case and Option Cash Flows

CITY OF MELVILLE
Melville City Centre Land **Base Case** **Summary** 14-036

Item	Period 1 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	D & T 1 Jun-15	Construction 2 Jun-16	3 Jun-17	Operation 4 Jun-18	5 Jun-19	6 Jun-20	7 Jun-21	8 Jun-22
INCOME											
Operating Income		77,480	6,383,809	0	0	0	84,664	87,204	89,821	92,515	95,291
Commercial Income		406,333	32,542,460	0	0	0	431,078	444,274	457,867	471,866	486,286
TOTAL INCOME		**483,813**	**38,926,269**	**0**	**0**	**0**	**515,743**	**531,479**	**547,687**	**564,382**	**581,577**
EXPENDITURE											
Acquisition / Sunk Costs		100,000	100,000	100,000	0	0	0	0	0	0	0
Construction Costs		33,163,373	33,178,004	0	16,514,397	16,514,397	149,211	0	0	0	0
Fitout & Equipment		0	0	0	0	0	0	0	0	0	0
Professional Fees		0	0	0	0	0	0	0	0	0	0
Contingency		0	0	0	0	0	0	0	0	0	0
Sales, Marketing & Leasing		49,755	39,589	0	0	0	39,589	0	0	0	0
Operating Costs		1,432,393	134,542,813	0	0	0	1,580,551	1,643,371	1,700,895	1,760,433	1,822,054
Maintenance Costs		669,638	57,602,638	0	0	0	0	74,244	153,685	159,064	411,578
Finance Costs		0	0	0	0	0	0	0	0	0	0
Development Costs		40,753	40,753	40,753	0	0	0	0	0	0	0
TOTAL EXPENDITURE		**35,455,912**	**225,503,797**	**140,753**	**16,514,397**	**16,514,397**	**1,769,351**	**1,717,615**	**1,854,581**	**1,919,497**	**2,233,633**
NET SURPLUS (DEFICIT)			**-186,577,528**	**-140,753**	**-16,514,397**	**-16,514,397**	**-1,253,608**	**-1,186,137**	**-1,306,893**	**-1,355,115**	**-1,652,056**
CUMULATIVE				**-140,753**	**-16,655,150**	**-33,169,546**	**-34,423,154**	**-35,609,291**	**-36,916,184**	**-38,271,300**	**-39,923,355**

CITY OF MELVILLE
Melville City Centre Land

	9	10	11	12	13	14	15	16	17	18	19	20
	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
INCOME												
Operating Income	98,149	101,094	104,127	107,250	110,468	113,782	117,195	120,711	124,333	128,063	131,905	135,862
Commercial Income	499,738	515,036	530,793	547,023	563,739	579,333	597,068	615,334	634,149	653,528	671,606	692,165
TOTAL INCOME	**597,887**	**616,130**	**634,919**	**654,273**	**674,207**	**693,115**	**714,263**	**736,046**	**758,482**	**781,591**	**803,510**	**828,027**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales, Marketing & Leasing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	1,913,321	1,951,844	2,020,165	2,090,878	2,164,066	2,270,886	2,318,217	2,399,363	2,483,349	2,570,275	2,695,466	2,753,361
Maintenance Costs	851,967	881,786	912,648	944,591	977,652	1,011,870	1,047,285	1,083,940	1,121,878	1,161,144	1,201,784	1,243,846
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**2,765,288**	**2,833,630**	**2,932,814**	**3,035,469**	**3,141,718**	**3,282,756**	**3,365,503**	**3,483,303**	**3,605,227**	**3,731,419**	**3,897,249**	**3,997,207**
NET SURPLUS (DEFICIT)	**-2,167,401**	**-2,217,500**	**-2,297,894**	**-2,381,196**	**-2,467,511**	**-2,589,641**	**-2,651,239**	**-2,747,258**	**-2,846,745**	**-2,949,828**	**-3,093,739**	**-3,169,180**
CUMULATIVE	**-42,090,757**	**-44,308,257**	**-46,606,151**	**-48,987,347**	**-51,454,858**	**-54,044,499**	**-56,695,738**	**-59,442,996**	**-62,289,741**	**-65,239,569**	**-68,333,308**	**-71,502,488**

CITY OF MELVILLE
Melville City Centre Land

	21	22	23	24	25	26	27	28	29	30	31	32
	Jun-35	Jun-36	Jun-37	Jun-38	Jun-39	Jun-40	Jun-41	Jun-42	Jun-43	Jun-44	Jun-45	Jun-46
INCOME												
Operating Income	139,937	144,136	148,460	152,913	157,501	162,226	167,093	172,105	177,269	182,587	188,064	193,706
Commercial Income	713,341	735,153	757,618	778,575	802,409	826,958	852,243	878,287	902,582	930,212	958,671	987,984
TOTAL INCOME	**853,279**	**879,288**	**906,078**	**931,489**	**959,910**	**989,184**	**1,019,336**	**1,050,393**	**1,079,851**	**1,112,799**	**1,146,735**	**1,181,690**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales, Marketing & Leasing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	2,849,738	2,949,488	3,052,730	3,199,622	3,270,182	3,384,649	3,503,123	3,625,744	3,798,273	3,884,012	4,019,965	4,160,676
Maintenance Costs	1,287,381	1,332,439	1,379,074	1,427,342	1,477,299	1,529,005	1,582,520	1,637,908	1,695,235	1,754,568	1,815,978	1,879,537
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**4,137,119**	**4,281,927**	**4,431,805**	**4,626,964**	**4,747,481**	**4,913,654**	**5,085,643**	**5,263,652**	**5,493,507**	**5,638,579**	**5,835,942**	**6,040,213**
NET SURPLUS (DEFICIT)	**-3,283,840**	**-3,402,639**	**-3,525,727**	**-3,695,475**	**-3,787,571**	**-3,924,470**	**-4,066,306**	**-4,213,259**	**-4,413,657**	**-4,525,781**	**-4,689,207**	**-4,858,523**
CUMULATIVE	**-74,786,328**	**-78,188,967**	**-81,714,693**	**-85,410,169**	**-89,197,740**	**-93,122,209**	**-97,188,516**	**-101,401,775**	**-105,815,431**	**-110,341,212**	**-115,030,419**	**-119,888,942**

CITY OF MELVILLE
Melville City Centre Land

	33	34	35	36	37	38	39	40	41	42	43	TOTAL
	Jun-47	Jun-48	Jun-49	Jun-50	Jun-51	Jun-52	Jun-53	Jun-54	Jun-55	Jun-56	Jun-57	
INCOME												
Operating Income	199,517	205,503	211,668	218,018	224,559	231,295	238,234	245,381	252,743	260,325	268,135	6,383,809
Commercial Income	1,018,176	1,046,340	1,078,371	1,111,362	1,145,344	1,180,345	1,212,995	1,250,127	1,288,374	1,327,767	1,368,343	32,542,460
TOTAL INCOME	**1,217,693**	**1,251,843**	**1,290,039**	**1,329,380**	**1,369,902**	**1,411,640**	**1,451,229**	**1,495,508**	**1,541,116**	**1,588,092**	**1,636,478**	**38,926,269**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	100,000
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	33,178,004
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales, Marketing & Leasing	0	0	0	0	0	0	0	0	0	0	0	39,589
Operating Costs	4,306,313	4,509,133	4,613,059	4,774,530	4,941,654	5,114,627	5,353,239	5,478,949	5,670,729	5,869,222	6,074,662	134,542,813
Maintenance Costs	1,945,321	2,013,407	2,083,876	2,156,812	2,232,300	2,310,431	2,391,296	2,474,991	2,561,616	2,651,273	2,744,067	57,602,638
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	40,753
TOTAL EXPENDITURE	**6,251,634**	**6,522,540**	**6,696,935**	**6,931,342**	**7,173,954**	**7,425,058**	**7,744,535**	**7,953,940**	**8,232,345**	**8,520,494**	**8,818,729**	**225,503,797**
NET SURPLUS (DEFICIT)	**-5,033,941**	**-5,270,697**	**-5,406,896**	**-5,601,962**	**-5,804,051**	**-6,013,418**	**-6,293,306**	**-6,458,432**	**-6,691,229**	**-6,932,402**	**-7,182,252**	**-186,577,528**
CUMULATIVE	**-124,922,883**	**-130,193,580**	**-135,600,477**	**-141,202,438**	**-147,006,490**	**-153,019,907**	**-159,313,214**	**-165,771,645**	**-172,462,874**	**-179,395,276**	**-186,577,528**	

CITY OF MELVILLE Melville City Centre Land	Option 1	Summary	14-036								
Item	Period 1 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	D & T	Construction		Operation				
				1	2	3	4	5	6	7	8
				Jun-15	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22
INCOME											
Operating Income		27,480	2,242,024	0	0	0	29,735	30,627	31,545	32,492	33,467
Meeting Room - Childrens Area		406,333	32,542,460	0	0	0	431,078	444,274	457,867	471,866	486,286
TOTAL INCOME		**433,813**	**34,784,485**	**0**	**0**	**0**	**460,813**	**474,901**	**489,412**	**504,358**	**519,753**
EXPENDITURE											
Acquisition / Sunk Costs		100,000	100,000	100,000	0	0	0	0	0	0	0
Construction Costs		29,845,550	29,860,181	0	14,855,485	14,855,485	0	0	0	0	0
Fitout & Equipment		0	0	0	0	0	0	0	0	0	0
Professional Fees		0	0	0	0	0	0	0	0	0	0
Contingency		0	0	0	0	0	0	0	0	0	0
Sales & Marketing		49,755	39,589	0	0	0	39,589	0	0	0	0
Operating Costs		1,350,493	126,788,431	0	0	0	1,489,747	1,549,347	1,603,537	1,659,623	1,717,670
Maintenance Costs		603,203	51,887,861	0	0	0	0	66,878	138,438	143,283	370,745
Finance Costs		0	0	0	0	0	0	0	0	0	0
Development Costs		40,753	40,753	40,753	0	0	0	0	0	0	0
TOTAL EXPENDITURE		**31,989,754**	**208,716,815**	**140,753**	**14,855,485**	**14,855,485**	**1,529,336**	**1,616,226**	**1,741,975**	**1,802,906**	**2,088,415**
NET SURPLUS (DEFICIT)			**-173,932,331**	**-140,753**	**-14,855,485**	**-14,855,485**	**-1,068,523**	**-1,141,325**	**-1,252,563**	**-1,298,548**	**-1,568,662**
CUMULATIVE				**-140,753**	**-14,996,238**	**-29,851,723**	**-30,920,246**	**-32,061,571**	**-33,314,134**	**-34,612,681**	**-36,181,344**

CITY OF MELVILLE
Melville City Centre Land

	9	10	11	12	13	14	15	16	17	18	19	20
	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
INCOME												
Operating Income	34,471	35,505	36,570	37,667	38,797	39,961	41,160	42,394	43,666	44,976	46,325	47,715
Meeting Room - Childrens Area	499,738	515,036	530,793	547,023	563,739	579,333	597,068	615,334	634,149	653,528	671,606	692,165
TOTAL INCOME	**534,208**	**550,540**	**567,363**	**584,689**	**602,536**	**619,294**	**638,227**	**657,729**	**677,815**	**698,504**	**717,931**	**739,880**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	1,805,236	1,839,927	1,904,281	1,970,886	2,039,821	2,142,238	2,185,010	2,261,435	2,340,534	2,422,399	2,542,351	2,594,822
Maintenance Costs	767,443	794,304	822,104	850,878	880,659	911,482	943,384	976,402	1,010,576	1,045,946	1,082,554	1,120,444
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**2,572,679**	**2,634,230**	**2,726,385**	**2,821,764**	**2,920,480**	**3,053,720**	**3,128,394**	**3,237,837**	**3,351,110**	**3,468,346**	**3,624,905**	**3,715,265**
NET SURPLUS (DEFICIT)	**-2,038,471**	**-2,083,690**	**-2,159,023**	**-2,237,075**	**-2,317,944**	**-2,434,426**	**-2,490,166**	**-2,580,108**	**-2,673,295**	**-2,769,841**	**-2,906,974**	**-2,975,385**
CUMULATIVE	**-38,219,814**	**-40,303,504**	**-42,462,527**	**-44,699,601**	**-47,017,545**	**-49,451,971**	**-51,942,137**	**-54,522,246**	**-57,195,540**	**-59,965,381**	**-62,872,355**	**-65,847,740**

CITY OF MELVILLE
Melville City Centre Land

	21	22	23	24	25	26	27	28	29	30	31	32
	Jun-35	Jun-36	Jun-37	Jun-38	Jun-39	Jun-40	Jun-41	Jun-42	Jun-43	Jun-44	Jun-45	Jun-46
INCOME												
Operating Income	49,147	50,621	52,140	53,704	55,315	56,975	58,684	60,444	62,258	64,125	66,049	68,031
Meeting Room - Childrens Area	713,341	735,153	757,618	778,575	802,409	826,958	852,243	878,287	902,582	930,212	958,671	987,984
TOTAL INCOME	**762,488**	**785,774**	**809,758**	**832,279**	**857,724**	**883,932**	**910,927**	**938,732**	**964,840**	**994,337**	**1,024,720**	**1,056,014**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	2,685,582	2,779,518	2,876,739	3,017,398	3,081,504	3,189,289	3,300,845	3,416,303	3,581,416	3,659,477	3,787,481	3,919,962
Maintenance Costs	1,159,659	1,200,247	1,242,256	1,285,735	1,330,736	1,377,312	1,425,517	1,475,411	1,527,050	1,580,497	1,635,814	1,693,068
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**3,845,242**	**3,979,765**	**4,118,995**	**4,303,133**	**4,412,240**	**4,566,601**	**4,726,362**	**4,891,714**	**5,108,466**	**5,239,974**	**5,423,295**	**5,613,030**
NET SURPLUS (DEFICIT)	**-3,082,754**	**-3,193,991**	**-3,309,237**	**-3,470,854**	**-3,554,516**	**-3,682,668**	**-3,815,435**	**-3,952,982**	**-4,143,627**	**-4,245,637**	**-4,398,575**	**-4,557,016**
CUMULATIVE	**-68,930,494**	**-72,124,485**	**-75,433,723**	**-78,904,576**	**-82,459,092**	**-86,141,760**	**-89,957,195**	**-93,910,177**	**-98,053,804**	**-102,299,440**	**-106,698,015**	**-111,255,031**

CITY OF MELVILLE
Melville City Centre Land

	33	34	35	36	37	38	39	40	41	42	43	TOTAL
	Jun-47	Jun-48	Jun-49	Jun-50	Jun-51	Jun-52	Jun-53	Jun-54	Jun-55	Jun-56	Jun-57	
INCOME												
Operating Income	70,071	72,174	74,339	76,569	78,866	81,232	83,669	86,179	88,764	91,427	94,170	2,242,024
Meeting Room - Childrens Area	1,018,176	1,046,340	1,078,371	1,111,362	1,145,344	1,180,345	1,212,995	1,250,127	1,288,374	1,327,767	1,368,343	32,542,460
TOTAL INCOME	**1,088,247**	**1,118,513**	**1,152,709**	**1,187,931**	**1,224,210**	**1,261,577**	**1,296,664**	**1,336,306**	**1,377,138**	**1,419,195**	**1,462,513**	**34,784,485**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	100,000
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	29,710,970
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	39,589
Operating Costs	4,057,078	4,251,076	4,345,867	4,497,882	4,655,215	4,818,051	5,046,169	5,161,013	5,341,543	5,528,389	5,721,771	126,788,431
Maintenance Costs	1,752,325	1,813,656	1,877,134	1,942,834	2,010,833	2,081,212	2,154,055	2,229,447	2,307,477	2,388,239	2,471,827	51,887,861
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	40,753
TOTAL EXPENDITURE	**5,809,403**	**6,064,732**	**6,223,001**	**6,440,716**	**6,666,048**	**6,899,263**	**7,200,223**	**7,390,459**	**7,649,020**	**7,916,628**	**8,193,599**	**208,567,604**
NET SURPLUS (DEFICIT)	**-4,721,156**	**-4,946,219**	**-5,070,292**	**-5,252,785**	**-5,441,838**	**-5,637,687**	**-5,903,560**	**-6,054,153**	**-6,271,882**	**-6,497,433**	**-6,731,085**	**-173,783,120**
CUMULATIVE	**-115,976,186**	**-120,922,405**	**-125,992,697**	**-131,245,481**	**-136,687,319**	**-142,325,006**	**-148,228,566**	**-154,282,719**	**-160,554,601**	**-167,052,034**	**-173,783,120**	

CITY OF MELVILLE Melville City Centre Land	Option 2	Summary	14-036								
Item	Period 1 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	D & T	Construction		Operation				
				1	2	3	4	5	6	7	8
				Jun-15	Jun-16	Jun-17	Jun-18	Jun-19	Jun-20	Jun-21	Jun-22
INCOME											
Operating Income		77,480	6,383,809	0	0	0	84,664	87,204	89,821	92,515	95,291
Meeting Room - Childrens Area		133,795	10,715,368	0	0	0	141,943	146,288	150,763	155,373	160,121
TOTAL INCOME		**211,275**	**17,099,177**	**0**	**0**	**0**	**226,607**	**233,492**	**240,584**	**247,888**	**255,412**
EXPENDITURE											
Acquisition / Sunk Costs		100,000	100,000	100,000	0	0	0	0	0	0	0
Construction Costs		29,880,813	29,895,444	0	14,873,117	14,873,117	0	0	0	0	0
Fitout & Equipment		0	0	0	0	0	0	0	0	0	0
Professional Fees		0	0	0	0	0	0	0	0	0	0
Contingency		0	0	0	0	0	0	0	0	0	0
Sales & Marketing		16,383	13,036	0	0	0	13,036	0	0	0	0
Operating Costs		1,437,950	134,815,133	0	0	0	1,586,713	1,649,707	1,707,409	1,767,130	1,828,940
Maintenance Costs		600,360	51,643,249	0	0	0	0	66,563	137,785	142,608	368,998
Finance Costs		0	0	0	0	0	0	0	0	0	0
Development Costs		40,753	40,753	40,753	0	0	0	0	0	0	0
TOTAL EXPENDITURE		**32,076,259**	**216,507,614**	**140,753**	**14,873,117**	**14,873,117**	**1,599,748**	**1,716,270**	**1,845,195**	**1,909,738**	**2,197,938**
NET SURPLUS (DEFICIT)			**-199,408,438**	**-140,753**	**-14,873,117**	**-14,873,117**	**-1,373,141**	**-1,482,778**	**-1,604,611**	**-1,661,850**	**-1,942,526**
CUMULATIVE				**-140,753**	**-15,013,870**	**-29,886,986**	**-31,260,127**	**-32,742,905**	**-34,347,515**	**-36,009,365**	**-37,951,891**

CITY OF MELVILLE
Melville City Centre Land

	9	10	11	12	13	14	15	16	17	18	19	20
	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
INCOME												
Operating Income	98,149	101,094	104,127	107,250	110,468	113,782	117,195	120,711	124,333	128,063	131,905	135,862
Meeting Room - Childrens Area	164,550	169,588	174,776	180,120	185,624	190,759	196,599	202,613	208,808	215,190	221,142	227,912
TOTAL INCOME	**262,700**	**270,681**	**278,903**	**287,370**	**296,092**	**304,541**	**313,794**	**323,325**	**333,141**	**343,252**	**353,046**	**363,773**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	1,905,317	1,959,122	2,027,648	2,098,571	2,171,976	2,261,532	2,326,577	2,407,957	2,492,184	2,579,357	2,684,531	2,762,959
Maintenance Costs	763,825	790,559	818,229	846,867	876,507	907,185	938,936	971,799	1,005,812	1,041,015	1,077,451	1,115,162
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**2,669,142**	**2,749,681**	**2,845,877**	**2,945,438**	**3,048,483**	**3,168,716**	**3,265,513**	**3,379,756**	**3,497,996**	**3,620,373**	**3,761,982**	**3,878,121**
NET SURPLUS (DEFICIT)	**-2,406,443**	**-2,479,000**	**-2,566,974**	**-2,658,068**	**-2,752,390**	**-2,864,175**	**-2,951,719**	**-3,056,431**	**-3,164,855**	**-3,277,120**	**-3,408,936**	**-3,514,347**
CUMULATIVE	**-40,358,334**	**-42,837,334**	**-45,404,308**	**-48,062,376**	**-50,814,766**	**-53,678,941**	**-56,630,661**	**-59,687,092**	**-62,851,947**	**-66,129,067**	**-69,538,003**	**-73,052,351**

CITY OF MELVILLE
Melville City Centre Land

	21	22	23	24	25	26	27	28	29	30	31	32
	Jun-35	Jun-36	Jun-37	Jun-38	Jun-39	Jun-40	Jun-41	Jun-42	Jun-43	Jun-44	Jun-45	Jun-46
INCOME												
Operating Income	139,937	144,136	148,460	152,913	157,501	162,226	167,093	172,105	177,269	182,587	188,064	193,706
Meeting Room - Childrens Area	234,884	242,066	249,464	256,364	264,212	272,295	280,621	289,197	297,196	306,294	315,665	325,317
TOTAL INCOME	**374,822**	**386,202**	**397,923**	**409,278**	**421,713**	**434,521**	**447,714**	**461,302**	**474,465**	**488,881**	**503,729**	**519,023**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	2,859,604	2,959,631	3,063,156	3,186,839	3,281,198	3,395,973	3,514,762	3,637,708	3,783,328	3,896,651	4,032,956	4,174,029
Maintenance Costs	1,154,192	1,194,589	1,236,400	1,279,674	1,324,462	1,370,819	1,418,797	1,468,455	1,519,851	1,573,046	1,628,102	1,685,086
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**4,013,797**	**4,154,220**	**4,299,556**	**4,466,513**	**4,605,660**	**4,766,791**	**4,933,560**	**5,106,163**	**5,303,179**	**5,469,697**	**5,661,058**	**5,859,115**
NET SURPLUS (DEFICIT)	**-3,638,975**	**-3,768,018**	**-3,901,632**	**-4,057,235**	**-4,183,948**	**-4,332,270**	**-4,485,846**	**-4,644,860**	**-4,828,714**	**-4,980,816**	**-5,157,329**	**-5,340,092**
CUMULATIVE	**-76,691,325**	**-80,459,343**	**-84,360,976**	**-88,418,211**	**-92,602,159**	**-96,934,429**	**-101,420,274**	**-106,065,135**	**-110,893,849**	**-115,874,665**	**-121,031,994**	**-126,372,086**

CITY OF MELVILLE
Melville City Centre Land

	33	34	35	36	37	38	39	40	41	42	43	TOTAL
	Jun-47	Jun-48	Jun-49	Jun-50	Jun-51	Jun-52	Jun-53	Jun-54	Jun-55	Jun-56	Jun-57	
INCOME												
Operating Income	199,517	205,503	211,668	218,018	224,559	231,295	238,234	245,381	252,743	260,325	268,135	6,383,809
Meeting Room - Childrens Area	335,258	344,532	355,079	365,942	377,131	388,656	399,407	411,634	424,227	437,199	450,559	10,715,368
TOTAL INCOME	**534,776**	**550,035**	**566,747**	**583,960**	**601,690**	**619,952**	**637,641**	**657,015**	**676,970**	**697,524**	**718,694**	**17,099,177**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	100,000
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	29,746,233
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	13,036
Operating Costs	4,320,037	4,491,657	4,627,556	4,789,430	4,956,966	5,130,364	5,332,801	5,495,570	5,687,810	5,886,775	6,092,701	134,815,133
Maintenance Costs	1,744,064	1,805,106	1,868,285	1,933,675	2,001,354	2,071,401	2,143,900	2,218,936	2,296,599	2,376,980	2,460,174	51,643,249
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	40,753
TOTAL EXPENDITURE	**6,064,101**	**6,296,763**	**6,495,841**	**6,723,104**	**6,958,320**	**7,201,765**	**7,476,701**	**7,714,506**	**7,984,409**	**8,263,755**	**8,552,876**	**216,358,403**
NET SURPLUS (DEFICIT)	**-5,529,326**	**-5,746,728**	**-5,929,094**	**-6,139,144**	**-6,356,630**	**-6,581,813**	**-6,839,060**	**-7,057,492**	**-7,307,439**	**-7,566,232**	**-7,834,182**	**-199,259,226**
CUMULATIVE	**-131,901,412**	**-137,648,140**	**-143,577,234**	**-149,716,378**	**-156,073,008**	**-162,654,822**	**-169,493,882**	**-176,551,373**	**-183,858,813**	**-191,425,044**	**-199,259,226**	

CITY OF MELVILLE Melville City Centre Land	Option 3	Summary	14-036								
Item	Period 1 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	D & T 1 Jun-15	Construction 2 Jun-16	3 Jun-17	Operation 4 Jun-18	5 Jun-19	6 Jun-20	7 Jun-21	8 Jun-22
INCOME											
Operating Income		77,480	6,383,809	0	0	0	84,664	87,204	89,821	92,515	95,291
Meeting Room - Childrens Area		568,033	45,492,731	0	0	0	602,626	621,073	640,075	659,646	679,804
TOTAL INCOME		**645,513**	**51,876,540**	**0**	**0**	**0**	**687,290**	**708,278**	**729,895**	**752,161**	**775,095**
EXPENDITURE											
Acquisition / Sunk Costs		100,000	100,000	100,000	0	0	0	0	0	0	0
Construction Costs		36,010,505	36,025,136	0	17,937,963	17,937,963	149,211	0	0	0	0
Fitout & Equipment		0	0	0	0	0	0	0	0	0	0
Professional Fees		0	0	0	0	0	0	0	0	0	0
Contingency		0	0	0	0	0	0	0	0	0	0
Sales & Marketing		69,555	55,343	0	0	0	55,343	0	0	0	0
Operating Costs		1,428,818	134,232,721	0	0	0	1,576,587	1,639,227	1,696,563	1,755,904	1,817,321
Maintenance Costs		729,727	62,771,515	0	0	0	0	80,906	167,476	173,337	448,511
Finance Costs		0	0	0	0	0	0	0	0	0	0
Development Costs		40,753	40,753	40,753	0	0	0	0	0	0	0
TOTAL EXPENDITURE		**38,379,358**	**233,225,469**	**140,753**	**17,937,963**	**17,937,963**	**1,781,142**	**1,720,133**	**1,864,038**	**1,929,241**	**2,265,832**
NET SURPLUS (DEFICIT)			**-181,348,929**	**-140,753**	**-17,937,963**	**-17,937,963**	**-1,093,852**	**-1,011,855**	**-1,134,143**	**-1,177,080**	**-1,490,737**
CUMULATIVE				**-140,753**	**-18,078,716**	**-36,016,678**	**-37,110,530**	**-38,122,385**	**-39,256,528**	**-40,433,609**	**-41,924,346**

CITY OF MELVILLE
Melville City Centre Land

	9	10	11	12	13	14	15	16	17	18	19	20
	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
INCOME												
Operating Income	98,149	101,094	104,127	107,250	110,468	113,782	117,195	120,711	124,333	128,063	131,905	135,862
Meeting Room - Childrens Area	698,608	719,994	742,022	764,710	788,079	809,879	834,671	860,207	886,509	913,600	938,871	967,612
TOTAL INCOME	**796,758**	**821,088**	**846,148**	**871,961**	**898,547**	**923,661**	**951,866**	**980,918**	**1,010,841**	**1,041,662**	**1,070,776**	**1,103,474**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	1,917,324	1,946,676	2,014,766	2,085,238	2,158,176	2,275,109	2,311,794	2,392,657	2,476,348	2,562,967	2,699,866	2,745,402
Maintenance Costs	928,417	960,912	994,543	1,029,352	1,065,380	1,102,668	1,141,262	1,181,206	1,222,548	1,265,337	1,309,624	1,355,461
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**2,845,741**	**2,907,587**	**3,009,309**	**3,114,591**	**3,223,556**	**3,377,777**	**3,453,056**	**3,573,863**	**3,698,896**	**3,828,304**	**4,009,489**	**4,100,862**
NET SURPLUS (DEFICIT)	**-2,048,983**	**-2,086,499**	**-2,163,161**	**-2,242,630**	**-2,325,008**	**-2,454,117**	**-2,501,190**	**-2,592,945**	**-2,688,055**	**-2,786,642**	**-2,938,714**	**-2,997,388**
CUMULATIVE	**-43,973,329**	**-46,059,828**	**-48,222,989**	**-50,465,619**	**-52,790,627**	**-55,244,744**	**-57,745,934**	**-60,338,878**	**-63,026,933**	**-65,813,575**	**-68,752,289**	**-71,749,677**

CITY OF MELVILLE
Melville City Centre Land

	21	22	23	24	25	26	27	28	29	30	31	32
	Jun-35	Jun-36	Jun-37	Jun-38	Jun-39	Jun-40	Jun-41	Jun-42	Jun-43	Jun-44	Jun-45	Jun-46
INCOME												
Operating Income	139,937	144,136	148,460	152,913	157,501	162,226	167,093	172,105	177,269	182,587	188,064	193,706
Meeting Room - Childrens Area	997,215	1,027,707	1,059,113	1,088,409	1,121,728	1,156,046	1,191,394	1,227,802	1,261,764	1,300,390	1,340,174	1,381,152
TOTAL INCOME	**1,137,153**	**1,171,842**	**1,207,572**	**1,241,322**	**1,279,229**	**1,318,272**	**1,358,486**	**1,399,907**	**1,439,033**	**1,482,976**	**1,528,238**	**1,574,858**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	0
Operating Costs	2,841,432	2,940,823	3,043,690	3,204,134	3,260,346	3,374,390	3,492,425	3,614,588	3,802,804	3,871,885	4,007,323	4,147,499
Maintenance Costs	1,402,902	1,452,003	1,502,823	1,555,422	1,609,862	1,666,207	1,724,524	1,784,883	1,847,354	1,912,011	1,978,932	2,048,194
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	**4,244,334**	**4,392,826**	**4,546,513**	**4,759,556**	**4,870,208**	**5,040,598**	**5,216,949**	**5,399,471**	**5,650,158**	**5,783,896**	**5,986,254**	**6,195,693**
NET SURPLUS (DEFICIT)	**-3,107,181**	**-3,220,984**	**-3,338,941**	**-3,518,234**	**-3,590,979**	**-3,722,326**	**-3,858,463**	**-3,999,564**	**-4,211,125**	**-4,300,920**	**-4,458,016**	**-4,620,835**
CUMULATIVE	**-74,856,859**	**-78,077,842**	**-81,416,784**	**-84,935,017**	**-88,525,996**	**-92,248,322**	**-96,106,785**	**-100,106,349**	**-104,317,474**	**-108,618,394**	**-113,076,410**	**-117,697,245**

CITY OF MELVILLE
Melville City Centre Land

	33	34	35	36	37	38	39	40	41	42	43	TOTAL
	Jun-47	Jun-48	Jun-49	Jun-50	Jun-51	Jun-52	Jun-53	Jun-54	Jun-55	Jun-56	Jun-57	
INCOME												
Operating Income	199,517	205,503	211,668	218,018	224,559	231,295	238,234	245,381	252,743	260,325	268,135	6,383,809
Meeting Room - Childrens Area	1,423,359	1,462,731	1,507,508	1,553,629	1,601,133	1,650,063	1,695,706	1,747,615	1,801,082	1,856,152	1,912,875	45,492,731
TOTAL INCOME	**1,622,876**	**1,668,234**	**1,719,176**	**1,771,647**	**1,825,692**	**1,881,358**	**1,933,940**	**1,992,996**	**2,053,824**	**2,116,477**	**2,181,010**	**51,876,540**
EXPENDITURE												
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	100,000
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	36,025,136
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Sales & Marketing	0	0	0	0	0	0	0	0	0	0	0	55,343
Operating Costs	4,292,578	4,513,556	4,598,141	4,758,986	4,925,457	5,097,752	5,357,381	5,460,635	5,651,652	5,849,352	6,053,968	134,232,721
Maintenance Costs	2,119,881	2,194,077	2,270,869	2,350,350	2,432,612	2,517,754	2,605,875	2,697,081	2,791,478	2,889,180	2,990,301	62,771,515
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	40,753
TOTAL EXPENDITURE	**6,412,459**	**6,707,633**	**6,869,011**	**7,109,335**	**7,358,069**	**7,615,505**	**7,963,256**	**8,157,715**	**8,443,130**	**8,738,532**	**9,044,269**	**233,225,469**
NET SURPLUS (DEFICIT)	**-4,789,583**	**-5,039,399**	**-5,149,834**	**-5,337,688**	**-5,532,377**	**-5,734,147**	**-6,029,316**	**-6,164,719**	**-6,389,306**	**-6,622,055**	**-6,863,259**	**-181,348,929**
CUMULATIVE	**-122,486,828**	**-127,526,227**	**-132,676,062**	**-138,013,750**	**-143,546,127**	**-149,280,274**	**-155,309,590**	**-161,474,309**	**-167,863,615**	**-174,485,670**	**-181,348,929**	

18 APPENDIX 5

Department of Culture and the Arts – Measuring the Quality of the Arts

Government of **Western Australia**
Department of **Culture and the Arts**

Public Value Measurement Framework

Measuring the Quality of the Arts



Department of Culture and the Arts

Gordon Stephenson House
140 William Street
Perth WA 6000

Telephone: +61 8 6552 7300
Toll Free (country WA callers only): 1800 199 090
TTY users phone 133 677 then ask for 08 6552 7300
Speak and Listen users phone 1300 555 727 then ask for 08 6552 7300
Internet relay users connect to the NRS www.iprelay.com.au/call/index.aspx
then ask for 08 6552 7300

Email: info@dca.wa.gov.au
Website: www.dca.wa.gov.au

ISBN: 9708-0-9923559-2-0

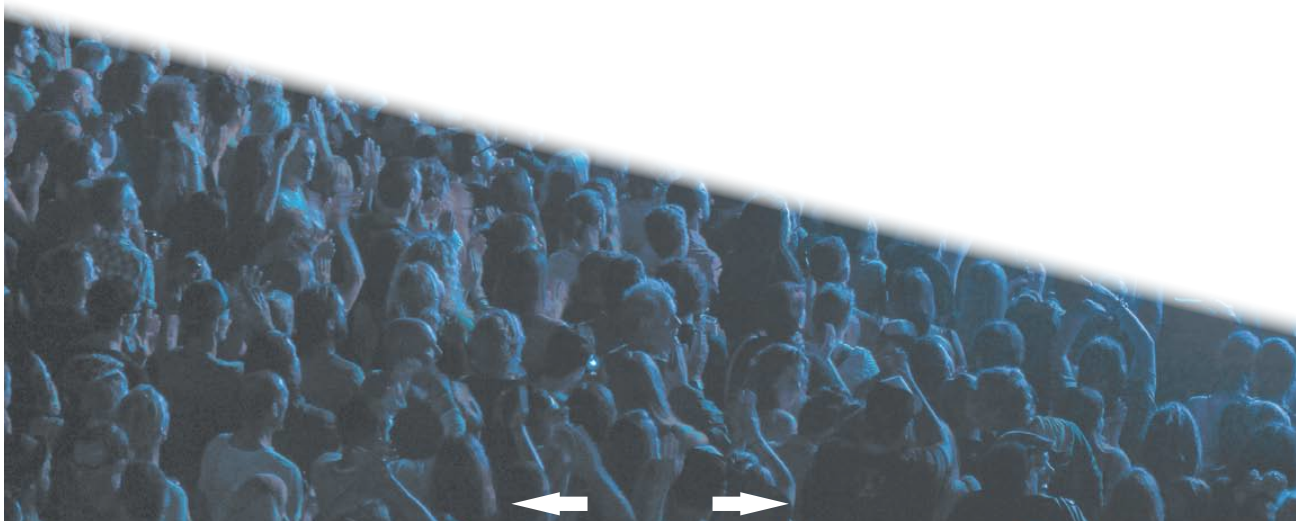
Written and produced by the Department of Culture and the Arts, in collaboration with John Knell, Intelligence Agency Ltd, UK.

This publication is current at August 2014.

© Department of Culture and the Arts WA. All rights reserved.

About DCA

The Department of Culture and the Arts (DCA) guides the delivery of culture and arts for Western Australia through the provision of policy development, coordination and support services to the Culture and Arts portfolio. DCA also supports the culture and the arts sector.



Contents

Foreword..... 4

1. Introduction..... 5

2. Operationalising the Public Value Measurement Framework.... 6

3. The metrics..... 10

4. The system - CultureCounts..... 13

5. International interest and involvement..... 17

6. Implementing a new system..... 20

Foreword



Western Australia is rightly proud of the many ways in which our cultural activities enrich our lives and enhance our shared experience. The Department of Culture and the Arts (DCA) is charged with the responsibility of helping to nurture and support WA's arts, cultural and creative industry who make our cultural life so rich and distinctive.

Our challenge as public investors, willingly shared by our arts and cultural partners, is to be able to provide a clear public account of the quality, reach, impact and value of the arts and cultural sector in WA.

Over the last three years we have been working closely with our project partners and industry to develop new and better ways to capture, measure and explain the value of the cultural activities we support. Our aim from the outset has been to produce data and insights that not only tell a better story, for both Government and the public, of the full value of arts and cultural activities to the public, but which is also regarded as relevant, credible and useful to artists and cultural practitioners across the State to plan and develop their practice.

This report explains how we have actively involved the arts and cultural sector in WA in meeting these ambitions, as they have worked with us to shape how we can best measure the quality and full value of the work they do. A project that began in WA has now extended internationally with our approach attracting significant interest from other countries, creating additional insight and support for the model we present in this report.

We are confident that the resulting metrics that we are now in position to put in place with our funded organisations will provide a credible and compelling account of the value of the arts, and will secure the confidence of the West Australian public, and of all public and private investors seeking to ensure the State's creative talent flourishes now and in the future.



Duncan Ord
Director General
Department of Culture and the Arts

1. Introduction

In March 2010, the Department of Culture and the Arts (DCA) launched 'Creating Value; An Arts and Culture Sector Policy Framework' and began a new conversation with the arts and culture sector in Western Australia, national and international arts agencies, the research community and government partners about how collectively we can deliver the best possible value for all through the support of cultural and arts experiences.

'Creating Value' emphasised the delivery of this public value as the driving principle of DCA's work and by extension the outcomes of its investments through the 'Creating Value' policy.

Following sector consultation in October 2011[1], DCA developed a 'Public Value Measurement Framework' (PVMF) to better understand and measure the public value it creates through its investments in arts and culture, and its role as a development agency for the sector. For DCA, public value is the cultural, social and economic benefits created by arts and culture for the Western Australian community. DCA contracted Pracsys Economics (WA) and the Intelligence Agency Ltd (UK) to undertake this ground-breaking research.

Extensive consultation and benchmarking was undertaken and in May 2012, DCA released its initial report[2] exploring the concept of the PVMF, including the challenges of creating such a system. This work resulted in the development of a new logic model that placed the full range of value created by the arts in a whole of government policy context, but with clear opportunities for the artists and the public to contribute. The report outlined the recommended logic framework model, its component parts and the views of the national and international stakeholders consulted.

Since that time, DCA and its project partners have been working to create a system that would collect, measure and analyse the value range implied by the new logic model. This report is a summary of that work and the progress DCA has made in developing a new way of defining, measuring and capturing the public value of the arts.

[1] DCA, Sector Development, <www.dca.wa.gov.au/DCA-Initiatives/sector-development/measuring-public-value-seminar/>.

[2] DCA, 'Public Value Measurement Framework: Valuing and Investing in the Arts – Towards a New Approach', 2012.

2. Operationalising the Public Value Measurement Framework

At the core of the PVMF is the logic model (Figure 1), which considers the full value of arts and cultural experiences as part of the government cultural funding process.

This model has been updated from the one detailed in the initial report to better outline the three areas of impact (Instrumental, Intrinsic and Institutional) and how they contribute to delivering public value.

This draws on the cultural value work of John Holden for Demos in the UK[3], which provides a strong anchor point in outlining the three areas of value that the PVMF logic model focuses on:

Intrinsic value relates to the value of culture to individuals, centred on how experiencing arts and culture affects us in an emotional sense. How individuals value culture is subjective and involves making judgements about quality based on how it makes us feel. This can include our feelings of connection to the artwork and our own personal subjective opinions of its quality based on the way it makes us feel.

Instrumental value is a more objective measurement and relates to the contribution that culture makes to specific economic and social outcomes or policy goals, such as creating employment, attracting tourism, increasing educational outcomes, benefiting health and wellbeing, etc. Instrumental value can be seen as delivering both direct and indirect value. Direct value derives from economic and social benefits measures such as income generated and levels of public engagement. In-direct value is often measured through a combination of broader social and economic impact assessment approaches.

Institutional value relates to the value that society collectively places on culture, now and for future generations. Holden describes institutional value as the contribution of culture to producing a democratic and well-functioning society[4]. This value area includes both use and non-use value, often captured through contingent valuation and social return on investment approaches.

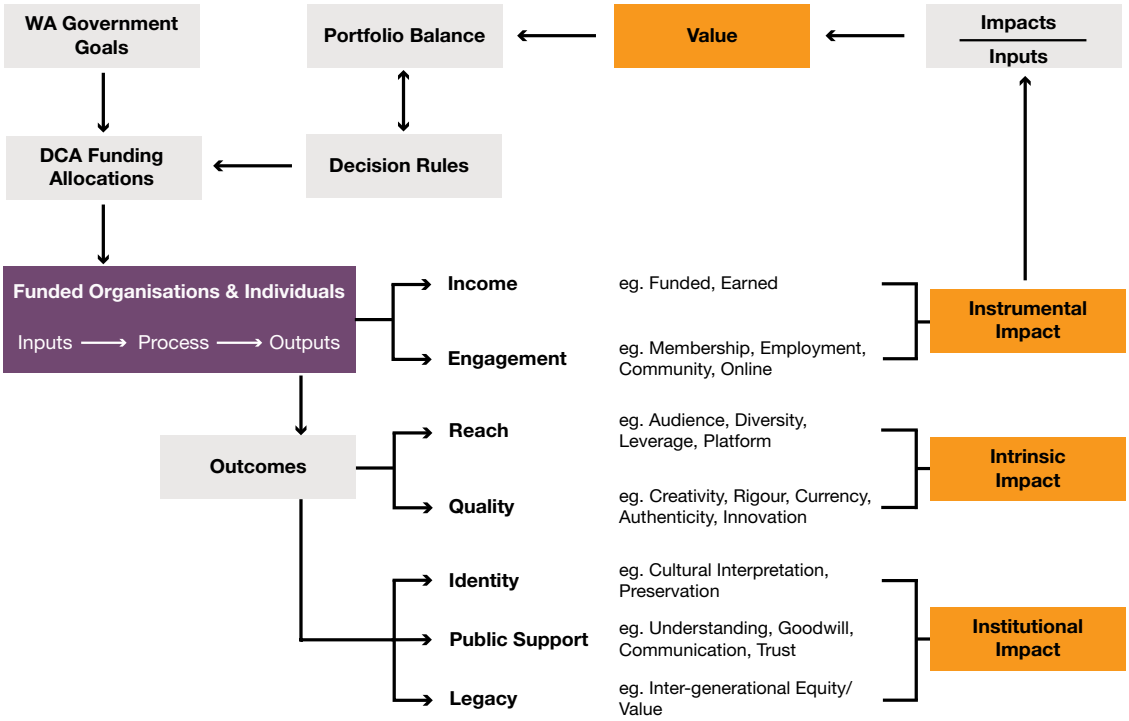
[3] Holden, J, 'Cultural Value and the Crisis of Legitimacy - Why culture needs a democratic mandate', DEMOS, 2006.

[4] Holden, J, 'How we value arts and culture', Asia Pacific Journal of Arts & Cultural Management, Vol 6, No 2, 2009.

To operationalise the PVMF, DCA focused the first phase of work on understanding and developing ways to measure the intrinsic value of the arts and cultural experiences – that is, the quality and reach of the work created - as it is the intrinsic value that is considered to be the most challenging to quantify for both government and the sector.

Work on measuring the instrumental and institutional impacts of arts and culture will become the focus of the next stage of development of the PVMF.

Figure 1: DCA's PVMF Logic Model





In developing a workable system DCA, with its project partners, sought to:

- Create a standardised and aggregatable intrinsic value metric system acceptable to all stakeholders;
- Incorporate self (practitioner), peer (critic or artistic peer) and public feedback across the standardised intrinsic metrics;
- Use contemporary data and communication technologies which would provide the possibility of low cost, real time reporting against the intrinsic metrics;
- Ensure that the metrics were conceived to be a holistic value platform that enables large-scale public input to the overall public value framework;
- Examine whether intrinsic metric inputs as well as instrumental data inputs could be automated through a single digital platform; and
- Create a system that can deliver comprehensive value analysis and reporting on a continuous basis, with data from artists, peers and the public; and combining it with traditional monitoring data on attendances, funding, box office and secondary demographics of audiences and relevant communities of interest.

DCA's approach to creating public value through the PVMF has been informed by a number of key principles that are vital to its relevance and credibility to the arts and cultural sector, the public and other public and private investors:

- Alignment with public value theory;
- Co-creation of standardised intrinsic value metrics; and
- Creation of a learning system.



DCA commissioned reviews of its policy framework and the key literatures on public and cultural value and subjected its model to early and continuous peer review[5].

The aim has been to ensure that DCA's creative ambitions, policy frameworks and desire to demonstrate public value through its investments could be fully reflected in a credible PVMF model.

While the reviews and research indicated a consensus about the importance of measuring the value of arts and cultural activity, no arts funder or public agency had managed to operationalise a rigorous, coherent and standardised approach to measurement across all potential value measures, but particularly in relation to intrinsic value and the quality of the arts.

DCA worked across the sector in WA to identify what aspects of the quality and reach of their work could and should be measured. This was the first time that DCA had directly involved artists and organisations in defining what quality aspects of their practice and business should be measured.

The co-creation of the metrics respects that artists are best-placed to know what they want people to experience from their work so that any data collected not only reflects the true value of the art, but is also useful for the artists expected to collect and use the data.

The final principle was that the system needed to enable learning across the sector. A significant weakness of existing metric or assessment systems is the lack of standardisation of quality metrics and that data gathered lacks the capacity to be compared before and after the arts or cultural activity, which would facilitate learning. This is because there is no systematic checking of what the artist (as themselves or applicant to a funding system) and peers think after the output is produced.

These three principles have guided DCA's work to date.

[5] Chappell, M & Knell, J, 'PVMF: Issues Paper 2: Benchmarking', 2011;
DCA, 'Public Value Measurement Framework: Valuing and Investing in the Arts – Towards a New Approach', 2012;
Carnwarth, J & Brown, A, international review of cultural experience measurement for Arts Council England – 'Understanding the Value and Impacts of Cultural Experiences: A Literature Review', 2014.

3. The metrics

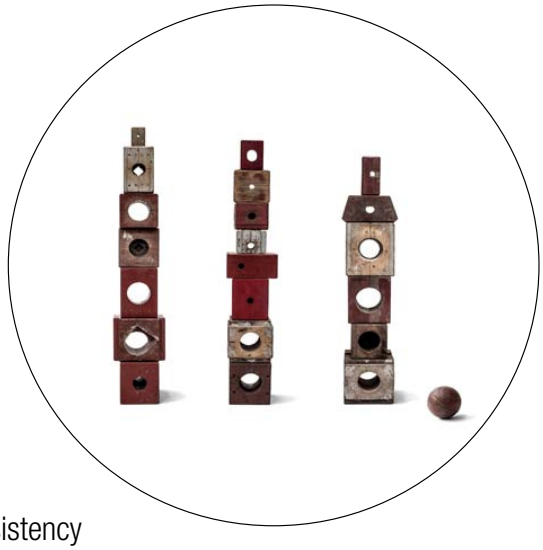
Through co-creation of standard metrics with the arts and cultural sector in WA, DCA was able to produce a framework that sensitively reflected artists' understanding of how best to foster and measure artistic quality, which could work effectively in different settings and across different art forms.

Quality

Dimension	Definition
Inquisitiveness	The extent to which the work promotes curiosity in artist and audience
Imagination	The extent to which the work explores new possibilities or views
Originality	The extent to which the work breaks new ground (modes of practice or content)
Risk	The extent to which the artist is fearless and negotiates new artistic approaches
Rigour	The extent to which the work has undergone thorough research and development
Currency	The timeliness of creative idea in relation to contemporary events
Authenticity	The extent to which the work respects cultural tradition or is unique to WA
Innovation	The extent to which the work is able to realise creative ideas to real world outcomes
Excellence	The extent to which the work is widely regarded as best of its type in the world

Reach

Dimension	Definition
Diversity	The extent to which the work engages a broad cross section of society
Connection	The quality of the connection of the work with communities of interest
Number	Number of people in communities of interest who directly engage with the work
Leverage	The ability of the work to attract investment from a range of non-DCA sources
Platform	The capacity of the work to have long term influence and importance to communities of interest and practice
Collaboration	The extent to which the work connects with communities of practice



The metrics:

- Allow the measurement of what artists do in a way that reflects their artistic ambitions and intentions;
- Create better alignment between the data artists need to inform their own creative programming and audience development activity and the data needed for public accountability purposes;
- Create a measurement and evaluation system that could diminish the reporting demands on them as funded clients, whilst increasing the quality and consistency of the evidence base; and
- Build a stronger shared understanding of the sector's collective aims and ambitions.

The work of DCA and its project partners was picked up by arts organisations in Manchester, England, where Pracsys Economics and the Intelligence Agency worked with 13 organisations in Manchester to co-create quality metrics.

Adopting a blank sheet of paper approach, the Manchester Metrics group independently established a set of dimensions of which eight were essentially core to artists in Manchester and Western Australia. This lent weight to the theory that artists could standardise elements of the quality of their work. More information about the Manchester Metrics Pilot is detailed in section 5 of this report.

DCA and its project partners aim to work with a set of core quality dimensions, but to remain open to subsequent refinement and development as the metrics are tested across different artforms, locations and settings.

These core quality dimensions are based on the original definitions outlined on page 10 or have been negotiated (i.e. Captivation) and are paired with their respective statements, which are the survey questions directed at the self, peer, and/or public.

Core Dimension	Statement (survey question)	Self	Peer	Public
Relevance (Currency)	It had something to say about today's world	✓	✓	✓
Captivation	It was absorbing and held my attention	✓	✓	✓
Originality	It was ground-breaking	✓	✓	
Distinctiveness (Originality)	It was different from things I've experienced before			✓
Excellence - global	It was amongst the best of its type in the world	✓	✓	
Excellence - national	It was amongst the best of its type in Australia	✓	✓	✓
Risk	The artists/curators really challenged themselves with this	✓	✓	✓
Rigour	It seemed well thought through and put together	✓	✓	✓

In the longer term it may be feasible to develop a small number of artform and sub-artform level standardised metrics particularly for the artist and their peers use. For example, dance professionals could work together to develop shared quality metrics that directly relate to the experience of a dance performance[6].

This approach would create flexibility for cultural organisations in choosing how they evaluate a particular work and enable effective benchmarking in artform and sub-artform level, while still allowing for consistency and comparability over time and across companies through the core metric set.

[6] See Bunting, C & Knell, J, 'Measuring Quality in the Cultural Sector: The Manchester Metrics Pilot: Findings and Lessons Learned', 2014, for a more detailed discussion of future metric development options that could exploit the full potential of the CultureCounts system.

4. The system - CultureCounts

Once the metrics were created, the next challenge was to develop a digital application and web portal to collect and measure standardised metrics from audiences, organisations, peers and funders.

That system, CultureCounts, was developed by DCA's project partners to capture feedback on the quality of an arts or cultural experience.

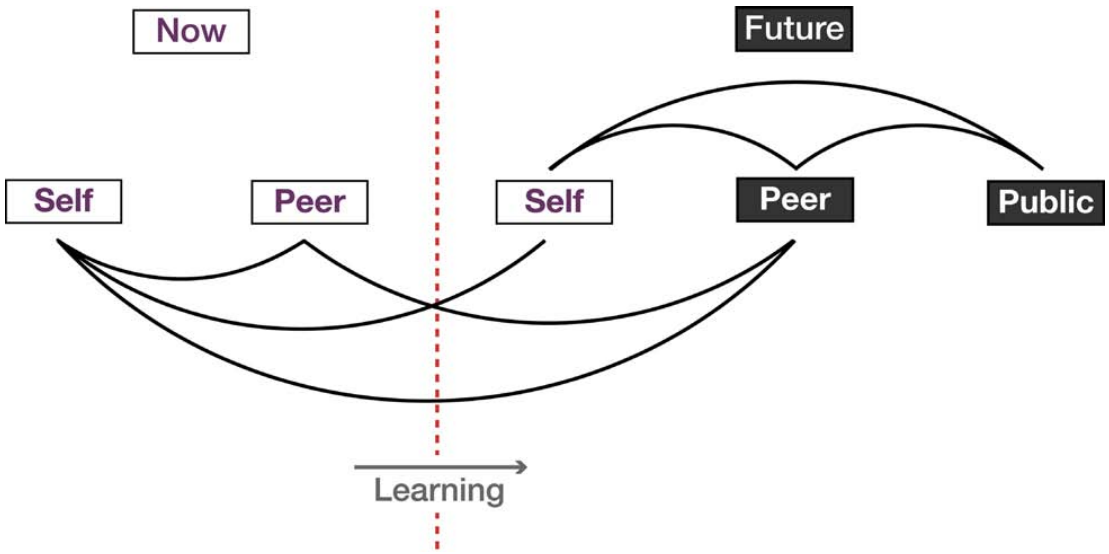
Using the learning system approach (Figure 2), CultureCounts allows for both the artists and peers to establish a pre-activity assessment then compare a post activity response that includes the public on exactly the same criteria.

The analysis of their 'before' and 'after' judgments on a particular piece of work gives cultural organisations, their peers and potentially funders or investors the opportunity to learn how the output was different from their expectation, equipping them to make better judgments in the future.

By factoring in large-scale public data against the same metric dimensions it becomes possible to generate five sets of observations between self, peer and public before and/or after an event.

It is intended that the number of observations will therefore grow quickly once CultureCounts is introduced, providing a rich source of public value data in a vibrant learning system process for all involved.

Figure 2: The PVMF Learning System

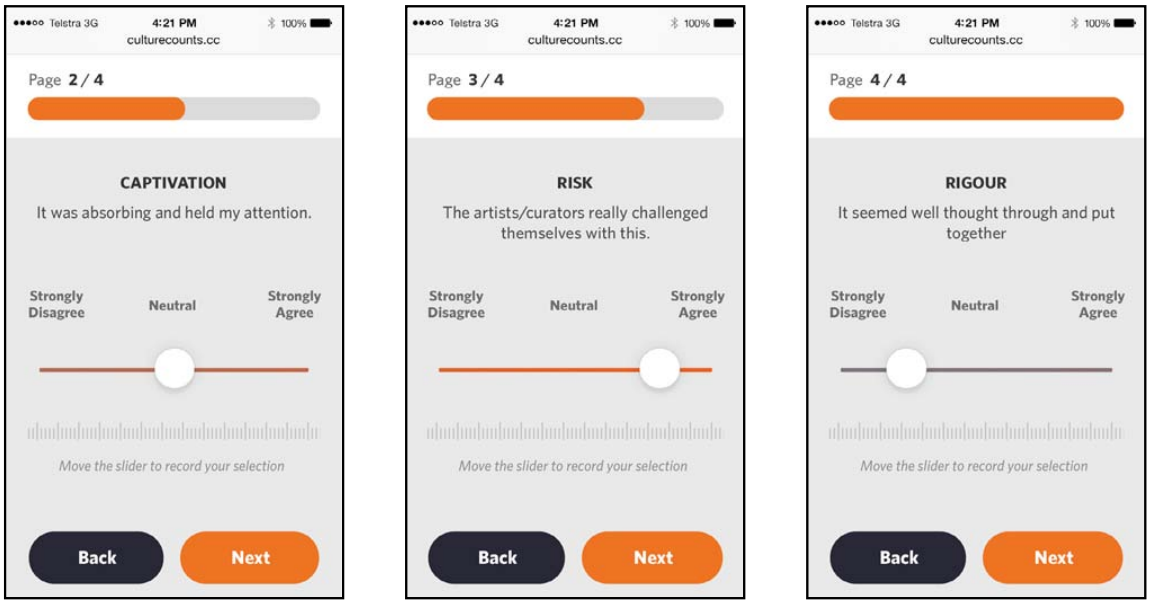


CultureCounts can be used on a mobile device or on a computer. Quality is assessed by asking respondents to rate the piece of work or event against a number of quality dimensions. As well as rating the event against the quality dimensions, CultureCounts can collect useful optional data on gender, age and postcode and integrate real time instrumental data, like attendance and event costs, to allow instant comparisons to relative quality. CultureCounts also allows for bespoke questions additional to the metrics offering the additional feature of a very flexible general survey tool.

Self and peer assessment is carried out both before and after an event to explore how perceptions shift and the extent to which the event matches up to expectations.

Public assessment takes place during or just after the event itself and captures 'real-time' feedback on how the audience is responding to the work. A selection of screenshots from CultureCounts can be seen in Figure 3 to show how the questions will appear to members of the public in WA.

Figure 3: Screenshots of the metric interface on a mobile device



Note the appearance of CultureCounts may change due to ongoing development and refinement of the system.

DCA will make CultureCounts available free to its funded organisations who will be able to use their data from the CultureCounts system to better understand how their work is perceived and experienced by audiences and their peers. Initially in WA, DCA will collate the data on behalf of each funded organisation before enabling organisations to input and analyse the data themselves.



The data produced by CultureCounts can be presented in reports to inform the artistic and business decisions of an artist or organisation.

CultureCounts' value is in the ability to aggregate information and identify variations and trends simply, within a single system.

Artists, curators and other arts organisations locally, nationally and internationally, will be able to subscribe to CultureCounts.

For arts and cultural organisations, CultureCounts will provide them with:

- The analytical value of the insights created by using standardised metrics that allow for the triangulation of self, peer and public feedback. CultureCounts is a sophisticated measurement tool to capture and assess the artistic intentions and merits of a particular piece of work and the complicated dynamics of audience response;

- The ability to connect more directly with key communities (peers, the public and specific communities of interest) and use technology platforms to create a rich real-time dialogue around the quality of what they do and to generate large scale data relevant to artists' creative intentions and practices;

- The availability of immediate feedback on artists' work as well as the system providing the basis for long-term comparisons of quality and reach outcomes, enabling them to embed data in both strategic planning and day-to-day decision making;

- The ability to build up a bank of peer reviewers who can offer feedback and insight on the quality of their cultural product and experiences. Testers to date suggest that cultural peers should embrace the expectation that they take part in widespread peer review rather like the system of academic peer review that operates across higher education;

- The ability to combine intrinsic and instrumental impacts in a single measurement system; and

- The ability to run public value metrics alongside traditional market research initiatives.

DCA's project partners have continued the further development of CultureCounts in the United Kingdom where the tool has been tested extensively with very positive feedback from those involved.



The adoption and use of CultureCounts in different countries creates a new and unique opportunity to create a globally recognised standardised approach to the benchmarking of quality for arts organisations and funders.

This has the potential to significantly change the way in which arts and culture is created, delivered and consumed.

For the public, CultureCounts creates a rigorous, universal feedback mechanism that will give West Australians a much greater opportunity to provide feedback on the quality of their cultural experiences.

Further development could see social media features embedded in CultureCounts which would allow the public the opportunity to compare their views and opinions with other audience members and participants, share images and to take part in ongoing conversations online.

The long term aim is to ensure that the act of giving feedback adds to the value of a cultural experience because it creates an immersive opportunity for people to reflect on and make sense of a performance or exhibition and to be offered easy routes to find out more about the piece, those involved and similar pieces of work.

Further enhancements might include individual giving and crowd sourced funding options through functionality in the app-based portal supporting the system.

5. International interest and involvement

When DCA began this process in 2011, it was exploring a new pilot approach to the measurement of the public value created by the arts and cultural sector.

Some three years later the work originated by DCA and the WA cultural sector is now attracting international attention and support. The vital importance of these developments is that there is a growing international community working on the development and refinement of this common approach to quality measurement and wider intrinsic value measurement.

There are now three countries using standardised core quality metrics from their artists, peers and the public through CultureCounts.

The Manchester Metrics Pilot was effectively a rigorous control-test on whether the system and the core quality metrics developed in WA was a credible approach to adopt. In generating their quality metrics, the Manchester group did not review either existing metrics used by UK funders or the emerging metric set produced in WA, but embarked on the same process of co-creating the quality dimensions with their sector.

It is significant that the key outcomes and metric statements they generated to capture the quality of cultural product/experience mapped closely to the metric set produced by DCA and their cultural partners in WA as this establishes the basis of standardisation and therefore benchmarking and comparison.

In the Manchester Metrics Pilot, the testing revealed the triangulation of feedback from self, peer and public respondents provided rich insights into the quality of the cultural product and experience. The artistic intention of the cultural organisation and the interpretative context of peers and assessors are key parts of the reflection process allowing cultural organisations the opportunity to reflect on their ‘before’ and ‘after’ judgments of the cultural event.



John Summers, CEO of the UK's longest established professional orchestra Hallé Symphony Orchestra, provided the following comment on their test event (Verdi Bicentenary Concert) in the Manchester Metrics Pilot:

> "Against the new criteria we thought it should have scored highly against 'Presentation', 'Captivation' and 'Rigour.' We felt that our peers and public would judge us well on doing something that was world class in execution, imaginatively thought through and fit for the city and concert hall which is our home… What the ratings show us is that the peers, in particular, didn't quite 'get' the challenge in what we presented, but we were pleased to receive a high rating for 'Distinctiveness'… The most value for us in the process was the outcome against expectation – as the approach develops we think this should lead to better and more targeted planning by the Halle."

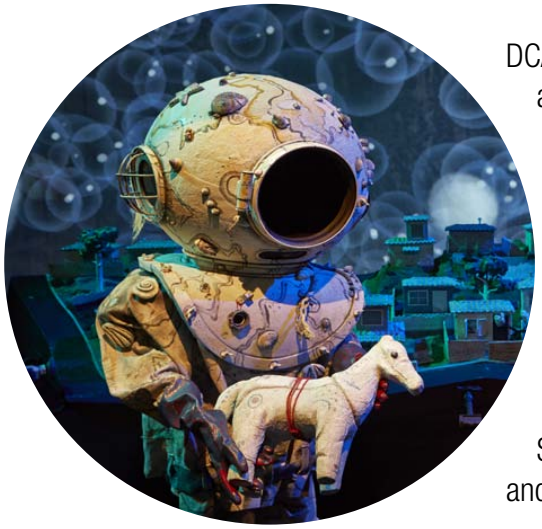
Arts Council England has produced a video and report of their pilot which explains in detail the process and outcomes, which can be viewed by searching 'Quality Metrics Pilot' on their website artscouncil.org.uk.

The work of the Manchester pilot has already helped DCA refine its understanding of the core metric set and given insights into how best to implement and roll out the system with cultural partners in WA.

The National Endowment for Science, Technology and the Arts (NESTA), Arts Council England, and the Arts and Humanities Research Council in the UK recently awarded the Manchester consortium of cultural organisations, DCA's project partners and Manchester University (their academic evaluative partner) a grant of over half a million Australian dollars under their 'Digital R&D Fund (Big Data)' initiative to undertake further development and testing work using the quality metrics.

A number of leading UK cultural institutions and organisations are involved in this phase of the trial including:

- Royal Opera House, www.roh.org.uk/
- Royal Shakespeare Company, www.rsc.org.uk/
- Matthew Bourne, new-adventures.net/matthew-bourne
- Unicorn Theatre, www.unicorntheatre.com/



DCA is a named peer review partner on this initiative and the shared intention is that DCA and our project partners in the UK and elsewhere will work closely together to share new insights and necessary developments of the system in the years ahead, maximising the ongoing public value of this approach.

CultureCounts was used to evaluate the cultural program of the Commonwealth Games in Glasgow, Scotland using the same quality dimensions used in WA and Manchester.

DCA has since been invited to Remix New York 2014 where there is interest from American organisations on the CultureCounts system and the value framework.

It is reassuring for DCA that its public value approach has already received extensive peer review and development inputs from other cultural ecologies and their professional communities.

DCA welcomes this openness of process in both the development approach and in stimulating the vibrant and evidence-based dialogue needed about how best to create an insightful and credible data culture that will enable a much richer public dialogue and understanding of cultural products and experiences and the wider public value created by the arts and cultural sector.

6. Implementing a new system

Over the next 12 months, DCA will be working with its funded arts organisations in WA to facilitate the use of the CultureCounts system through its Public Value Pilot.

This will be a phased process with DCA taking the lead role in introducing them to the system, its features and data reporting options and offering them the opportunity to use the system to generate feedback on arts and cultural events of their choice.

The Public Value Pilot will allow DCA to better understand the type of information that can be collected through CultureCounts and how this information can be used to explain the value of culture and the arts. The Pilot will also help DCA and its project partner, Pracys Economics, to refine and further develop CultureCounts so that it best meets the needs of arts organisations, artists, funders and audiences.

Consistent with DCA's approach so far, it will work collaboratively with the sector in WA to explore the use and interpretation of their data. DCA expects the new data insights will influence the strategy, professional practice and creative and commercial innovation of the sector.

This will allow a much more informed dialogue between DCA and those it supports about its shared intentions, creative aims and about the quality of cultural leadership and cultural experiences across Western Australia.

Moreover, the national and international interest in the CultureCounts system confirms DCA's instincts that it has the potential to provide, for the first time, a standardised means of benchmarking public value for arts organisations and funders. As it is on a single digital platform, metrics can be benchmarked locally, nationally and internationally offering new and exciting ways of reporting on cultural and public value creation.

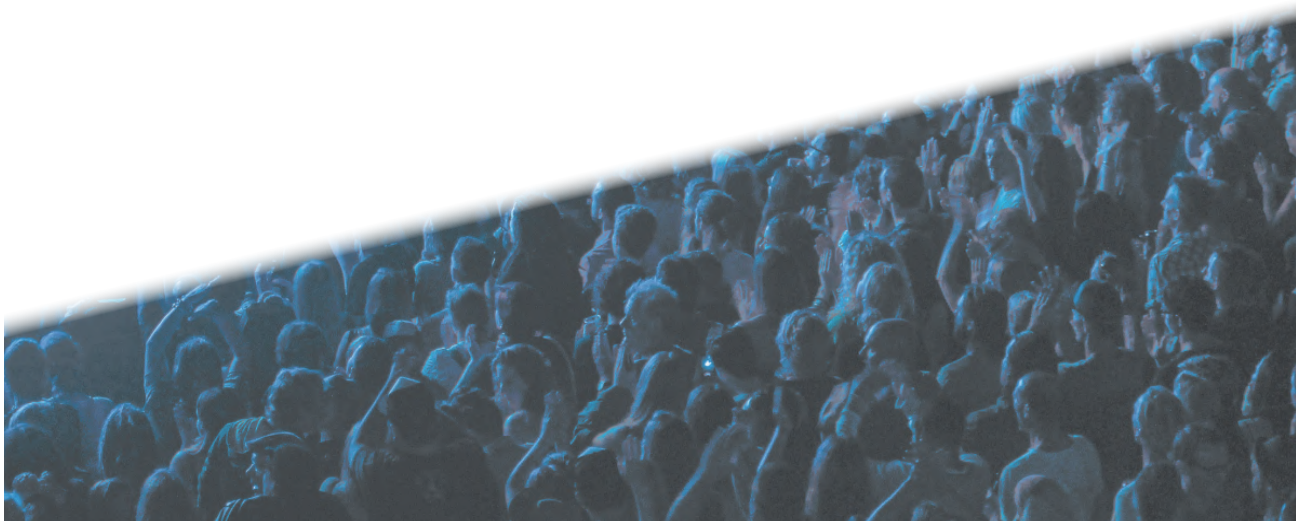
While there is much interest and potential around the work that has been done to date on the PVMF and CultureCounts this project is still essentially an ongoing business improvement project. As the project is being further developed and the system implemented in WA, DCA will continue to collaborate with its cultural partners in WA, nationally and across the world to ensure that this work best reflects and responds to the needs of the arts and cultural sector.

Openness and transparency will remain at the heart of DCA's development approach to CultureCounts and the further development of the remaining components of the PVMF.

DCA's aspiration is that the PVMF and CultureCounts will become a widely recognised framework and system for the arts and cultural sector to better understand, capture and measure cultural and wider public value, with the potential to influence the strategy, professional practice, and creative and commercial innovation of the whole cultural sector.

Image credits

Front cover	The John Butler Trio at Fremantle Arts Centre. Photo by David Craddock.
Inside covers	Audience at The John Butler Trio's concert at Fremantle Arts Centre. Photo by David Craddock.
Page 8	'REFLECT' by Sue Peacock. Photo by Christophe Canato.
Page 9	'The Embrace' by Pilar Mata Dupont. Photo by the artist.
Page 11	'Totems' by Eva Fernandez; Paper Cotton Leather Flowers Wood exhibition, 2013. Photo by the artist.
Page 15	Dalisa Pigram in 'Gudirr Gudirr'. Photo by Ponch Hawkes.
Page 16	Decibel performing 'Amber Fresh' at Pretty Things. Photo by Brad Serls.
Page 18	Pauline Whyman, Helen Morse in 'Signs of Life' by Tim Winton. Black Swan State Theatre Company. Photo by Gary Marsh.
Page 19	'Tales from Outer Suburbia' by Spare Parts Puppet Theatre. Photo by Jessica Wyld.
Back cover	Jonathan Buckels and Rhiannon Newton. 'FUSE' by STRUT Dance. Photo by Eva Fernandez.





Sustainability Policy

Policy Type: Council Policy **Policy Owner: Director Environment and Infrastructure**	**Policy No. CP- 057** **Last Review Date: 22 19 March 2024**

Policy Objectives

The Council is committed to abide by the requirements of the Local Government Act 1995 (WA) and recognises its responsibility to demonstrate leadership and work with community by delivering governance excellence leading towards an integrated environmentally, socially and economically sustainable future.

The Local Government Act 1995 (WA) Section 3.1(1A) states:
Without limiting subsection (1), the general function of a local government must be performed having regard to the following —

(a) the need —

(i) to promote the economic, social and environmental sustainability of the district; and

(ii) to plan for, and to plan for mitigating, risks associated with climate change; and

(iii) in making decisions, to consider potential longterm consequences and impacts on future generations;

The objectives of this policy are to:

- provide a clear statement of Council's intent to make City of Melville a sustainable organisation (the City) and a sustainable community with the City to exercise leadership on sustainable development;
- provide guidance to City Officers on the information to be provided to the Council, that highlights the associated sustainability aspects, for decision making;
- acknowledge that sustainability is an ongoing strategic and operational objective and to provide a commitment to ensure sustainability consideration across City's functions ; and
- embedding sustainability aspects and considerations in City's existing and new frameworks, projects, plans, products and services and developing sustainability focused programs.

Policy Scope

This policy is applicable to the City of Melville, Council, corporate and community. This policy is applied for all of the City's functions, operations, procurement, products and services.

Definitions / Abbreviations Used In Policy

Sustainability means
To meet the needs of current and future generations through integration of environmental protection, and adaptation, social advancement and economic prosperity, ensuring excellence in governance whilst also achieving value for money outcomes.

Externality means
The unintentional consequences (positive or negative) of an activity affecting others than those directly involved in the activity.

Policy Statement

The Council defines Sustainability with respect to the City as follows:

Delivering to the needs and aspirations of current and future generations through integration of environmental protection and adaptation, social advancement and economic prosperity, ensuring excellence in governance whilst also achieving value for money outcomes.

The Council recognises that pursuing sustainability is a continuing process and therefore supports its integration with the city's approach towards continual improvement. The Council acknowledges the different roles that City plays in the community and its responsibility to demonstrate leadership, therefore accepts it as the City's responsibility to promote and support sustainable development across the community through focused programs, education and enabling services. The City will consider all positive or negative externalities when budgeting and decision making.

The City will:

- maintain and strengthen the approach of sustainability considerations across its strategic frameworks, planning and operations ensuring community well-being.
- identify and monitor indicators across business strategies, informing plans and operations that reflect the City's performance on sustainability and set targets across these indicators for short and long term.
- utilise the Organisational Environment Sustainability Initiatives Reserve funds to support sustainability initiatives that provide additional benefits through associated externalities. Use of the fund should clearly link back to achieving the short and medium term actions outlined in the adopted Climate Action Plans.
- establish new and improve existing plans, programs, products, and services to ensure provision of sustainable development in the community and across the City's operations and assets.
- proactively engage the staff and the community in upskilling and innovation by enabling programs that provide ecosystem to nurture for future needs and use of technology to drive sustainability.
- strengthen the City's adaptation and resilience efforts and engender them as critical aspects to all the city's future plans, assets and service.
- engage with other governments and businesses to explore opportunities and strengthen their performance on sustainability subjects.
- strengthen its monitoring, and verification systems to ensure performance and proactive management as and when required.
- establish and maintain sustainability reporting framework for the City (internationally benchmarked) to disclose its performance.

References that may be applicable to this Policy

Legislative Requirements:	Local Government Act 1995
Procedures, Process Maps, Work Instructions:	N/A

Other Plans, Frameworks, Documents Applicable to Policy:	N/A
Delegated Authority No:	N/A

ORIGIN/AUTHORITY		**Item No.**
Ordinary Council Meeting	11/12/2018	C18/5658
Reviews		
Ordinary Council Meeting	Insert date of meeting	Insert Item No.

Changes to this document can only be made by the Responsible Officer via a System Improvement Request
Printed version is uncontrolled and valid only at the time of printing

©Copyright 2009 City of Melville

Climate Action Policy

Policy Type: Council Policy **Policy Owner: Director Environment and Infrastructure**	**Policy No. CP- 120** **Last Review Date: 19 March 2024**

Policy Objectives

- To demonstrate the City's leadership on Climate Action including climate change mitigation and adaptation.
- To guide the City of Melville on prioritising Climate Change considerations across the organisation and in the region as an integrated approach and core business activity.
- To prioritise carbon neutral considerations in all aspects of the City's business practices in alignment with the Climate Emergency declaration by the City of Melville.
- To focus on appropriately achieving carbon neutrality and net zero targets through a data driven scientific approach and rigorous assessment, ensuring best value outcomes that are sustainable, without compromising the level of service provided to the Melville community.
- To promote a proactive approach on greenhouse gas emissions reduction across the City's supply chain.

Policy Scope

This policy applies to all services, programs, projects, facilities and strategic and operationalfactors which the City has control or where the City may exert influence (e.g. community behaviour; advocating to other levels of government).

The policy will influence most of the City's strategies, plans and decisions for work undertaken by the City and by decisions of Council.

Definitions / Abbreviations Used In Policy

Greenhouse Gas (GHG) emissions: *A greenhouse gas is a gas that absorbs and emits radiant energy within the thermal infrared range, causing the greenhouse effect. The primary greenhouse gases in Earth's atmosphere are carbon dioxide, methane, nitrous oxide, and ozone.*
Marginal Cost of Abatement: M*arginal abatement cost measures the cost of reducing one more unit of pollution.*
Life Cycle Assessment: *Life cycle assessment or LCA is a methodology for assessing aspects and impacts associated with all the stages of the life of a commercial product, process, or service.*
Climate Change Mitigation: *Climate change mitigation consists of actions to limit global warming and its related effects by reduction in emissions of greenhouse gases as well as activities that reduce their concentration in the atmosphere.*

Climate Change Adaptation: *Climate change adaptation is the process of adjusting to current orexpected climate change and its effects.*
Carbon Neutral: *Carbon neutrality is a state of net-zero carbon dioxide equivalent greenhousegas emissions.*

Policy Statement

The City of Melville will provide robust leadership on Sustainability with a stronger focus on ClimateAction in accordance with the Council's Climate Emergency declaration made in June 2021, with a target to achieve carbon neutrality by 2030 for the organisation and by 2050 for the geographic region.

The City will:

1. Conduct Life Cycle Assessments for best value sustainable decisions by undertaking holistic sustainability assessments for any project, service or decision, considering associated aspects, impacts and externalities across its lifecycle. Ensuring assessments evaluate sustainability across the spectrum of social, economic, environmental and financial aspects, including potential opportunities and risks with a strong focus on climate change aspects and impacts.

2. Develop and maintain a Greenhouse Gas (GHG) direct emissions inventory incorporating emissions related to the City's operation and across the geographic region that will be disclosed transparently for community access on the City's website.

3. Prioritising climate change mitigation and adaptation projects, decisions and practices that are economically sustainable across its lifecycle. Establishing appropriate business models and partnerships that demonstrate best value return on green investments by the City to ensure the projects are sustainable on a long term basis considering marginal cost of abatement as key criteria for the prioritisation and implementation of projects.

4. Avoid and minimise GHG emissions by introducing a strongly weighted criterion to consider Carbon Neutral or lowest carbon options in decision making, project design and procurement undertaken by the City of Melville including appropriate options analysis to select projects or combinations of projects with the best combined values (in terms of life time financial value and GHG emissions).

   Service delivery by the City will transition to Carbon Neutral at the earliest possible timeframe, before the targeted date set for 2030 if possible, without impacting on the quality of service delivery or customer service standards.

   All City assets, infrastructure, facilities and their maintenance will transition to Carbon Neutral orCarbon Negative at the earliest possible timeframe before the targeted date set for 2030. Appropriate business models and partnerships for shared assets will be explored with various

stakeholders, including the community, to ensure assets can be sustainably funded and resourced for continuing efforts in climate change mitigation and adaptation.

5. Offset GHG emissions after exhausting options to avoid and minimise emissions by carbon emission reduction projects within the City organisation or geographical region as far as practicable. Such a carbon emission reduction project should take into consideration the functional needs, value and its potential to achieve carbon neutrality combining it as an offset with the low carbon options selected in decision making, project design and procurement undertaken by the City.

   The associated offsets created by this local project within the Melville geographic region should be demonstrated beneficial for the local community from economic and environmental perspective across its life cycle. Such projects may include options such as bio-sequestration (plantations, wetlands, protecting vegetation, etc.), renewable energy generation or other technologies as appropriate.

   The City will actively seek opportunities to partner, increase local participation and drive a local market mechanism to support local carbon offsets through its operations and in partnership withthe community.

6. Establish a stronger monitoring, reporting and verification system by developing a robust monitoring, reporting and verification mechanism for carbon accounting and other sustainability parameters across all activities of the City and the geographical region in accordance with international standards.

7. Support innovation by recognising that an effective response to climate change demands flexibility and a commitment to innovation, behaviour change and new ways of thinking. The Cityaccepts this responsibility and is committed to being innovative, including working in partnershipwith other groups and organisations to investigate new technologies, business models and best practices in emissions management.

8. Encourage community and stakeholder participation by committing to the continuation of the process of ongoing, purposeful, participatory, inclusive and accessible community partnerships, empowering community to take action on climate change and supporting resilience where possible. The City will encourage and support community led initiatives aiming to work towards carbon neutrality through shared learning and its leadership.

9. Allocate appropriate level of resources that will support the organisation and the community for:
   (i) Ensuring the outcome of this policy is appropriately achieved,
   (ii) Striving to be sustainable in delivering our services and activities, and
   (iii) Achieving carbon neutrality by 2030 or before the target dates if feasible and further excelbeyond the target dates as defined for carbon neutrality where possible.

References that may be applicable to this Policy

Legislative Requirements:	Local Government Act 1995
Procedures, Process Maps, Work Instructions:	N/A

Other Plans, Frameworks, Documents Applicable to Policy:	N/A
Delegated Authority No:	N/A

ORIGIN/AUTHORITY		**Item No.**
Special Meeting of the Council	04/04/2022	C22/5896
Reviews		
Ordinary Council Meeting	Insert date of meeting	Insert Item No.

Changes to this document can only be made by the Responsible Officer via a System Improvement Request
Printed version is uncontrolled and valid only at the time of printing

©Copyright 2009 City of Melville

Resource Recovery and Waste Minimisation Policy

Policy Type: Council Policy **Policy Owner: Manager Resource Recovery & Fleet Services**	**Policy No. CP-036** **Last Review Date: 19 March 2024**

Policy Objectives

To provide guidance and direction to the City for the best practice waste management and the maximisation of resource recovery, whilst also providing a value for money service to our residents.

Policy Scope

To provide a statement on the City's position regarding resource recovery and waste management and to guide the operations and the development of future strategies to achieve environmentally and socially responsible waste management and resource recovery outcomes.

Definitions / Abbreviations Used In Policy

Southern Metropolitan Regional Council (SMRC), trading as Resource Recovery Group (RRG).

Western Australian Local Government Association (WALGA)

Department of Water and Environmental Regulation (DWER)

Policy Statement

The City of Melville is committed to the State Government's Waste Avoidance and Resource Recovery Strategy 2030 and the establishment of targets for waste diversion from landfill, now termed material recovery targets, of 70% by 2025 and 75% by 2030.

A significant strategy to help the City meet and seek to exceed these targets is the City's membership of and partnership with the RRG, WALGA, DWER and other local governments and their resource recovery and waste minimisation programs. In addition to the State Government target, the City seeks to continuously improve its performance in a range of best practice waste management activities on behalf of residents and ratepayers.

The City of Melville is committed to reducing our impacts on climate change by the development and support of recycling and resource recovery strategies in support of sustainable and

responsible management of domestic waste. The City's approach also contributes positively towards its Carbon Neutral targets by 2030 (organisation) and 2050 (City-wide).

The City introduced a 3-bin Food Organics and Garden Organics (FOGO) system in 2019 which places the City of Melville as one of the leading Local Governments in waste management throughout Western Australia.

The City will comply with the following objectives:

- Conservation and efficient use of resources.
- Providing safe and efficient waste management and resource recovery.
- Continually improve services to maximise resource recovery and encourage active community participation in waste management.
- Compliance with regulatory requirements.

Within our operations, the City will:

- Recognise the needs of the community by providing best practice services for the management of all domestic waste generated.
- Work in partnership with the RRG, WALGA, DWER and other local governments to provide targeted waste education programs and material for the City's residents.
- Ensure all the waste collected from our residents and businesses is disposed or processed in licensed facilities in compliance with the DWER requirements.
- Provide a cost effective, diverse, and sustainable waste collection service to encourage maximum participation in recycling and resource recovery.
- Support a waste management hierarchy as follows:
    - Avoidance
    - Reduce
    - Re-use
    - Reprocessing/Repair
    - Recycling
    - Energy Recovery
    - Disposal

Support the Circular Economy concept and waste management hierarchy in our operations and waste management activities in the community by:

- Supporting the local processing of recyclable material in Australia, and in accordance with Council of Australian Government (COAG) recycling commitments and the establishment of local recycling industries and markets in the region.
- Constantly seeking out innovative and modern technologies to assist the Policy scope.

References that may be applicable to this Policy

Legislative Requirements:	Waste and Resource Recovery Act 2007

City of Melville

Procedures, Process Maps, Work Instructions:	N/A
Other Plans, Frameworks, Documents Applicable to Policy:	Climate Action Policy CP-120
Delegated Authority No:	N/A

ORIGIN/AUTHORITY

ITEM NO.

Corporate & Community Services Committee	Formerly Health Policy 17

REVIEWS

Corporate & Community Services Committee	04/12/2001	A01/1018
Community & Technical Services Committee	03/08/2004	C04/5013
Community & Technical Services Committee	07/07/2005	C05/5008
Ordinary Meeting of Council	16/03/2010	T10/3115
Ordinary Meeting of Council	20/12/2011	T11/3281
Ordinary Meeting of Council	10/12/2013	T13/3441
Ordinary Meeting of Council	17/11/2015	T15/3673
Ordinary Meeting of Council	21/11/2017	T17/3769
Ordinary Meeting of Council	17/03/2020	T20/3842
Ordinary Meeting of Council	19/04/2022	T22/3965

Changes to this document can only be made by the Responsible Officer via a System Improvement Request
Printed version is uncontrolled and valid only at the time of printing

©Copyright 2009 City of Melville

Neighbour Dispute Mediation Policy

Policy Type: Council Policy **Policy Owner: Director Planning**	**Policy No. CP- 122** **Last Review Date: 19 March 2024**

Policy Objectives

- To define the City's role in facilitating neighbour dispute resolution through independent mediation; and
- To outline circumstances where it may be appropriate for Council to invite neighbours to attend mediation conducted by a qualified professional mediator at the cost of the City.

Policy Scope

This policy outlines the circumstances where it may be appropriate for Council to invite neighbours to attend mediation to help facilitate an amicable outcome to a dispute, with the help of a qualified professional mediator. The policy covers the following:

- Steps that an individual can take to reduce the risk of inadvertently creating neighbour conflict.
- Guidance on how someone might want to approach their neighbour where an issue has occurred or is occurring, and to do so in a way that is as constructive as possible.
- Advice on managing disputes with a neighbour.
- The mediation process, when its appropriate to utilise it and the services that exist.
- Information on the options available when a dispute has not been resolved by mediation.

Policy Statement

1. Who does the policy apply to?

The policy applies to all neighbours in the City who are unable to resolve issues in a constructive and neighbourly way.

2. Matters suitable for Mediation

This policy is intended for assisting in the resolution of Council-related issues and includes but is not limited to residential, commercial and industrial disputes.

Examples of issues that can be mediated include:

- Dividing fences
- Encroaching roots and branches
- Amenity issues from noise and odour

©Copyright 2009 City of Melville

- Privacy issues
- Non-compliant developments
- Property damage
- Construction issues
- Building encroachments

The use of mediation is not intended to replace the City's role in enforcing compliance and making decisions on Council-related matters. It is however acknowledged that in some instances, a mediated response may be able to achieve a mutually beneficial outcome in a more time and cost-effective manner. Mediation may also be suitable in resolving disputes where the City's ability to intervene is limited, such as when the matter falls outside of the regulatory process. A mediated option provides the neighbours with an opportunity to develop their own solutions and may avoid disputes escalating into civil legal proceedings.

3. Steps to take to reduce the risk of creating neighbour conflict

Building positive relationships with your neighbours can enhance your sense of security, foster a sense of belonging and make your house and community feel more welcoming. The City offers some tips on how to get to know your neighbours and how to manage issues should they arise.

- **Introduce Yourself** - you may be new to the neighbourhood, or perhaps new neighbours may have just moved in, or you may have never had the chance to talk to your neighbours, so introduce yourself.
- **Consider Your Neighbours Lifestyle** - get to know your neighbours, for example, what sort of work they do and the hours they work. If we are more aware of our neighbour's lifestyles, problems can often be avoided before they are created. Similarly, let them know if you have specific circumstances in your household.
- **Communicate with Your Neighbours** - take time to get in touch with your neighbours regularly and keep the lines of communication open. Maybe have an arrangement with them to keep an eye on each other's homes while you're away and pick up mail from the letterbox.
- **When You Have a Great Neighbour** - If your neighbour done something thoughtful for you or if they are just great neighbours, let them know.
- **Notifying Your Neighbours** –Let your neighbour know if you have seen something at their home that they might not be aware of, for example, a broken reticulation nozzle, a light left on at the property, or perhaps vegetation that obstructs the view of local drivers.

Some of the most common disputes between neighbours involve issues with shared walls, air conditioner noise, noise from other residential equipment such as musical instruments or power tools, pet behaviour, parking etiquette, parties, rubbish bins being left out, diving fences and trees on private property.

For further information on reducing the risk of creating neighbour conflict, see the City's webpage on 'Getting to Know Your Neighbour and Managing Disputes'.

Changes to this document can only be made by the Responsible Officer via a System Improvement Request
Printed version is uncontrolled and valid only at the time of printing

©Copyright 2009 City of Melville

4. How to approach your neighbour where an issue has occurred or is occurring.

Where possible it's always advisable that you attempt to discuss matters directly with your neighbour to try and reach a resolution. When talking to neighbours, it is advisable to take the following steps:

- Approach your neighbour, or person with whom you have a grievance, in a polite and respectful manner.
- Explain why the problem is created and ask the person for their assistance in resolving the matter.
- Allow the person time to make changes to the way in which they do things.
- If the person was receptive to your concerns but after a reasonable amount of time the problem has not been resolved to your satisfaction, approach them again, as they may think that they have resolved it. Allow them additional time to change their actions.
- If the problem hasn't been resolved and is suitable for mediation, approach the City.

5. The Mediation Process

What is mediation?

Mediation is a structured process in which an independent person (known as the mediator) assists parties to identify and assess options and try to negotiate an agreement to resolve their dispute. The focus of mediation is always on the future relationship between the parties without attaching blame to either party.

How does mediation work?

Mediators are experienced and professionally qualified. They don't give advice or make decisions for the parties. Their role is to help the parties to calmly focus on the issues in dispute, gain an understanding of the other party's point of view, and put forward options in an effort to reach an amicable outcome. If mediation is successful, the result is written down in the parties' own words.

Who provides mediation?

There are a range of options for mediation services, including the Citizens Advice Bureau and the University of Western Australia.

Funding

In most cases, the cost involved in using a mediation service would need to be borne by the relevant parties involved. The City acknowledges however that in some cases resolving an issue through mediation may avoid the need for the City to otherwise intervene, either via enforcement or in the assessment of an application. If this is likely to be the case, the City may consider sponsoring the cost of mediation for up to three sessions. Note that any financial contribution by the City will be subject to availability within the City's mediation budget, and ultimately at the discretion of the CEO.

Changes to this document can only be made by the Responsible Officer via a System Improvement Request
Printed version is uncontrolled and valid only at the time of printing

©Copyright 2009 City of Melville

Where mediation is not eligible for sponsorship, the City may still be able to assist in coordinating mediation where communication between two parties is proving difficult. This could involve endeavouring to contact parties to gauge their interest in mediating the matter, as well as liaising with the relevant mediation service provider.

How do I proceed with mediation?

Since this policy only applies to Council-related matters, it's expected that for an issue to have been escalated to formal mediation it will have first been the subject of one or more discussions with officers at the City. Should that officer consider that the matter is suitable for mediation, they will provide the interested party with a mediation referral form. This form will ask for:

- The customers name, address and contact details;
- A brief overview of the dispute / issue; and
- Details of any action taken by the neighbours to resolve the issue.

In determining whether mediation is necessary, officers shall take into consideration the nature of the issues raised by neighbours, any history of compliance issues on the respective sites, and whether there are reasonable arguments on both sides (i.e. where the merits of the case and specific impacts could both reasonably be argued).

The City cannot compel neighbours to participate in mediation. If the City is unable to get in contact with one of the relevant parties, or they are uninterested in attending mediation, the affected party will be notified, and where relevant, the matter will be progressed in accordance with relevant City policies and legislation.

A resolution via mediation does not remove the need for matters to be approved by the City. Where mediation has resulted in an agreed outcome, the matter will be determined considering the outcome of the mediation as well as the statutory obligations of the City.

Where mediation has previously occurred, unless the current matter is significantly different to the previously mediated matter, further mediation may not be offered.

What happens if we cannot reach agreement in mediation?

If an agreement is not reached in mediation, depending on the matter, you can seek legal advice and undertake court proceedings to have the dispute resolved legally. The Perth Magistrates Court is available to resolve civil matters, for example, dividing fence matters.

References that may be applicable to this Policy

Legislative Requirements: (to be completed)
Procedures, Process Maps, Work Instructions: (to be completed)
Other Plans, Frameworks, Documents Applicable to Policy: (to be completed)
Delegated Authority No: (to be completed)

ORIGIN/AUTHORITY		**Item No.**
Insert name of Council Meeting	Insert date of meeting	Insert Item No.
Reviews		
Insert name of Council Meeting	Insert date of meeting	Insert Item No.

Changes to this document can only be made by the Responsible Officer via a System Improvement Request
Printed version is uncontrolled and valid only at the time of printing

©Copyright 2009 City of Melville

City of Melville Mediation Referral Form

Council Policy CP-122 Neighbour Dispute Mediation outlines the role of the City in helping to coordinate multiple parties who are interested in using a professional mediation service to try and resolve intractable issues, or where resolving an issue has become difficult because of breakdowns in communication. This form is intended to provide the City with information necessary to determine the suitability of mediation, reach out to the relevant parties to determine their willingness to mediate, and where appropriate coordinate with a professional mediation service provider.

Date:

Your Information

Name	
Address	
Phone Number	
Email	

Have you previously spoken with anyone at the City about this issue?

Yes ☐ No ☐

If yes, can you provide the name of this person/s?

The City will need to determine whether the other party involved in the issue/dispute is willing to attend mediation. Please provide any contact information you can about the other party involved in the dispute.

Name	
Address	
Phone Number	
Email	

General Enquiries **Tel:** 1300 635 845 | 9364 0666 **Email:** melinfo@melville.wa.gov.au **www:** melvillecity.com.au
Street Address: 10 Almondbury Road, Booragoon WA 6154 **Postal Address:** Locked Bag 1, Booragoon WA 6954
National Relay Service **Tel:** 133 677 (TTY) 1300 555 727 (speech relay) **www:** relayservice.com.au

ABN 81 152 433 900

Please provide a brief overview of the dispute/issue

What, if any, actions have been taken to resolve the dispute (include any involvement of third parties)?

Is there any other relevant information?

General Enquiries **Tel:** 1300 635 845 | 9364 0666 **Email:** melinfo@melville.wa.gov.au **www:** melvillecity.com.au
Street Address: 10 Almondbury Road, Booragoon WA 6154 **Postal Address:** Locked Bag 1, Booragoon WA 6954
National Relay Service **Tel:** 133 677 (TTY) 1300 555 727 (speech relay) **www:** relayservice.com.au

ABN 81 152 433 900