



<b>Presented to</b>	Ordinary Meeting of Council to be held on 21 November 2023
<b>Related to Item</b>	6.4.1 – Council Policy – Leasing of City Property for the purpose of Sporting, Recreation, Cultural and Community Uses
<b>Submitted by</b>	Director Environment and Infrastructure
<b>Attachments</b>	1. Consultant Brief – RFQ232416

This Advice Note has been prepared in response to a Notice of Motion that will be considered by Council at the 21 November 2023 Ordinary Meeting of Council and effectively addresses the directives outlined in the Notice of Motion and each aspect has been individually considered and responded to, outlining the proposed actions and anticipated outcomes in alignment with the motion's intentions.

**That the Council directs the CEO to:**

- (1) Prepare a draft Charter of Rights for Sporting, Recreation, Cultural and Community Associations which will instruct and guide the Council Policy and terms and conditions of the leases of City Property;**
- (2) Consult with Sporting, Recreation, Cultural and Community Associations in preparing the draft Charter of Rights;**
- (3) Conduct a community consultation process on the draft Charter of Rights as approved by Council.**
- (4) Present the draft Charter of Rights prepared in accordance with paragraph (2) above to Council for preliminary approval to the April 2024 Ordinary Meeting of Council.**

The Notice of Motion directed that a draft Charter of Rights for Sporting, Recreation and Cultural and Community Associations be developed. Officers have responded to the individual items requested below.

**a. Premises that are up to date and fit for purpose.**

Response:

The Active Reserves Infrastructure Strategy (ARIS) was established to identify fit for purpose requirements for active sports infrastructure and to develop a staged renewal/upgrade schedule and cost estimates. The ARIS was developed through a comprehensive consultation process with key user groups and has been used as a key input into clubroom, changeroom and other upgrades (e.g. lighting) to our sporting facilities in the capital works program and long-term financial plan.

The guiding principles developed in the ARIS included:

- Wherever practical, ensuring the resident population of the City has equality of access to active reserve infrastructure.
- The critical outcomes of the plan are based on the needs of the community for recreational and community-based sporting outcomes on active reserves.
- Developing a sound evidence base to identify both perceived and normative need through ongoing engagement with clubs, the community, and key stakeholders.
- Ensuring that, wherever possible, the capacity of existing active reserves and associated infrastructure is maximised having regard to design and operational limitations.
- Ensuring that, wherever possible, the co-location of complementary users is maximised to ensure effective use of limited financial resources.
- Ensuring active reserve infrastructure is planned and delivered in a timely manner which is flexible to changing demographic and development profiles.
- Providing the optimum level of provision relevant to the functionality and use by the City of Melville Community.



The City is also progressively updating and ensuring facilities are fit for purpose through our Building Asset Management Plan including community, cultural and recreational assets. This plan involves audits and condition assessments of all the City's buildings as well as consideration of changes in sporting or other community needs and demographics.

Council endorsed a Cultural Infrastructure Strategy which involved consultation and engagement with arts and cultural groups across the City of Melville. This involved both groups and individuals that lease/hire community spaces and the City's Cultural assets, being libraries, museums, and heritage buildings. This consultation also included the broader community to help guide the plan identifying the needs of cultural infrastructure for the next 20 years.

**b. Maintained and upgraded annually.**

Response:

Upgrading of existing facilities is guided by building audits, condition assessments, community and user needs assessments and changes in trends and demographics. It is not feasible for the City to maintain and upgrade facilities annually as it would be cost prohibitive and impractical from a workload perspective.

In addition, maintenance of some of the leased facilities is the responsibility of the lessee, not the City.

**c. Premises that are completely free from asbestos.**

Response: The City has identified all of City buildings with asbestos containing material (ACM) and developed an asbestos register and asbestos management plan (refer to EMB 10 November 2023 edition for full details on the City's progress regarding this matter).

Building refurbishments are subject to the removal of asbestos as part of the scope of works. All other Capital Works building refurbishments also include dilapidation inspection reporting which involve re-checks for any possibility of asbestos remnant, or any other forms of hazardous substance. If found, it will then be swiftly rectified with utmost priority by a licensed removalist.

It is not practical and would be cost prohibitive for the City to remove all asbestos from its buildings and facilities. The City is not legally required to remove asbestos but does so if it is accessible and required from a public safety perspective taking into account risk exposure.

**d. Are compliant with the National Building Code.**

Response:

The City's buildings were built to meet the building codes and standards at the time of construction. These codes and standards change over time and when buildings are subject to renewal or upgrades, they are brought in line to comply with the required standards.

Building refurbishments are subject to a Building Permit Application (BA1), prior to works commencing and receives an Occupancy Permit upon Completion. All Capital Works building refurbishments, including Disability Access and Improvement Plan (DAIP) improvements, also comply with statutory regulations including the Building Code of Australia and Australian Standards and are strictly assessed by third-party Building Surveyors. Compliance is granted in the form of issuance of Certificate of Design Compliance.



**e. Have solar or other renewable energy sources and facilities.**

Response:

Solar photovoltaic infrastructure has been installed in a handful of community buildings where they are frequented by Customers in daytime. These buildings include but are not limited to:

- Bull Creek Library and Community Centre
- Willagee Community Centre
- Tompkins Park Function Centre
- Point Walter/Attadale Toy Library
- Leisurefit Melville Recreation Centre
- Leisurefit Booragoon Aquatic Centre (which also has an evacuated tube hot water system).

The City is currently working with Murdoch University on the Zero Emission's Renewable Energy Microgrid Project across all City buildings to identify the costs associated with an optimised solar PV and battery storage system designed to reach net zero emissions. This work is due to be delivered early next financial year. Outcomes of this project and the City's budget will inform the City's plan to expand its renewable energy generation portfolio between 2024-2030. It should be noted that Western Power are working to decarbonize the electricity network by 80% with renewable energy sources by 2030.

**f. Are energy efficient with adequate insulation, LED lighting and energy efficient appliances.**

Response:

All Building refurbishments receive upgraded insulation as part of the compliance with BCA and all lighting upgraded to LED fittings as part of the works. As they are replaced, ground lighting is replaced with more energy efficient LED lighting.

In all other Capital Works building refurbishments, whereby new design layouts are required and new materials are used, the specification always incorporate more sustainable options that are available on the market at that point of time. For instance, with Willagee Library refurbishment that is taking place, it is in the scope to replace existing CFC air-conditioning with a new system that instead, takes in fresh air from the exterior. Other improvements include changing incandescent lamps to LED types; as well as adding thermal insulation and pliable membrane into new double brick wall cavities. New windows will also be tinted to reduce heat accumulation during summer.

In addition, the City is undertaking the following:

- Green Building Council of Australia (Green Star Audits) against a cross section of City Buildings to benchmark these buildings and identify opportunities to improve utility conservation, carbon footprint and resilience against climate change. This is expected to help inform capital upgrades and future builds across the entire portfolio.
- Carbon budgeting to establish site-specific, practical, and achievable actions to improve the building's utility consumption, carbon emissions and resilience. Building user guides are also being written in collaboration with Facility/Site Managers to inform efficient building operation (e.g. demand/load management guide). These will be tailored to new builds once complete.

The City will continue to implement energy efficiency, LED lighting and a range of other sustainability measures in builds taking into account cost benefit analysis.



**g. Have disability access and toilets.**

Response:

All building refurbishments and new builds as part of BCA have upgraded toilet facilities which include compliant UAT, and ambulant disabled toilets for facility users and visitors.

The City also has a Disability Access Inclusion Plan building improvement programme that runs for multiple years. Scope includes audit of the building facilities by a third-party Access Consultant who then provides recommendations on items to be modified in which is then perused by the Projects Team and implemented in-situ. New toilet facilities are also designed to meet UAT requirements.

**h. Have adequate change rooms and toilets to meet the increase in numbers of girls and women participating in every sport.**

Response:

All Clubroom refurbishments and new builds following the Changeroom Standard drafted by the City in 2018, have fully gender-neutral change rooms which supply equal numbers of facilities to both male and female. The gender neutral Changeroom Upgrade program identified in the ARIS has also been accelerated to try and meet the growing number of girls and women participating in sports.

**i. Are consistently future proofed to meet growth and trends.**

Response:

As indicated above, the ARIS and the Cultural Infrastructure Strategy took into account future needs in proposing upgrades to the City's active sports facilities and cultural facilities. To be well informed about future requirements for the sporting, recreation, cultural and community areas, the City is currently sourcing an external consultant to investigate and document a Social Infrastructure Strategy to identify other types of social and community infrastructure priorities needed for the future. To consider community infrastructure priorities holistically there is a need to review a suite of other informing documents including the current ARIS, Building Asset Management Plan, DAIP Audit Improvements and Cultural Infrastructure Strategy. This combined information will contribute to a future looking overarching Community Infrastructure Plan which will consider all Community Infrastructure planning to be presented to Council next year for consideration.

**j. Stakeholder and Community Engagement**

Response:

To engage with all relevant stakeholders to provide input to the development of a Charter of Rights, the City would require the support of an external community engagement consultant at a cost of between \$30,000 - \$40,000 in addition to staff time estimated to be approx. \$10,000 - \$15,000 for a project of this scale. To enable opportunities for participation of all interested stakeholders would require 8-10 weeks from project planning to implementation and evaluation. The City had also communicated to sporting club stakeholders that there will be stakeholder and public engagement on the draft Sporting and Community Leasing and Licensing Policy once Council had endorsed the draft. The City generally recommends not consulting with the community during mid to late December and early in January which likely to cause a delay in having a report ready for the April Council meeting.

**k. Financial Implications**

Response:

Information about the financial and human resource implications or other implications of potentially accelerating programmes of work such as asbestos removal, disability access upgrades and change room upgrades is unknown at this time. This would therefore need to be financially modelled and considered as part of the long term financial plan review and Council's existing priorities.



City of  
**Melville**

# **Appendix 1**

## **Consultant Brief**

### **RFQ232416 Social Infrastructure Strategy**

# City of Melville Social Infrastructure Strategy 2024 - 2044

## 1.1 Introduction

The City of Melville (the 'City') is seeking to engage a suitably qualified and experienced consultant to develop and deliver our Social Infrastructure Strategy. Services may be provided by a single consultant, or alternatively by a principal consultant who engages and manages sub consultants.

The successful consultancy will preferably have a strong presence and base in Perth, Western Australia and will have relevant experience and skills aligned to the City's upcoming strategy project.

Upon appointment, the City of Melville will meet with the consultancy to plan the delivery of the project to ensure timeframes are realistic for all parties. It is important to note that the strategy document (once finalised) will be a public document as Officers will be seeking Council adoption of the strategy and its associated recommendations that will guide the provision of community infrastructure for the next 20 years.

## 1.2 Background

The City of Melville (the City) is a Metropolitan Local Government with a current population of approximately 106,845. The City of Melville services the localities of Alfred Cove, Applecross, Ardross, Attadale, Bateman, Bicton, Booragoon, Brentwood, Bull Creek, Kardinya, Leeming, Melville, Mount Pleasant, Murdoch, Myaree, Palmyra, Willagee, and Winthrop.

The City of Melville is located eight kilometres from the Perth Central Business District, in an area of 52,720 square kilometres. The City is divided into six wards, connected by over 1,200km of local, arterial, and major roads. City residents enjoy 210 parks and reserves comprising 600 hectares of public open space (11.4% of total area), together with 300 hectares of bushland.

Social infrastructure that is functional and well located is essential for healthy, connected communities. The City's multipurpose community centres, spaces and halls provide opportunities for people to connect over structured and semi-structured activities and mutual interests; contribute assets and skills to their community through volunteering; access services and support; and build connections with the broader community.

The City manages five community centres/spaces: Blue Gum Community Centre, Bull Creek Community Centre, Canning Bridge Community Space, Kadidjiny Park Hall, and Willagee Community Centre. These centres host arts, sports and cultural groups, adult learning, playgroups, as well as direct service provision. The City also owns community buildings such as family centres, community halls, Scout halls and Guide halls that are managed by not-for-profit organisations on behalf of the City. These spaces also form the social infrastructure that is the subject of this project.

Through this project the City wishes to have strategic guidance for current and future provision of social infrastructure within the City of Melville and to ensure resources are effectively and efficiently used. The strategy will include a proposed schedule/cost plan of priority investment / focus areas and will be presented to the Council for consideration.



The need for this strategy is driven by the following:

- The lack of a guiding strategy that prioritises the upgrade of existing, or the development of well-located new social infrastructure across the City.
- Management licenses on a number of community buildings are held by organisations with varying levels of capacity, resulting in inconsistencies in accessibility for the community.
- Some organisations have had management licences for many years, generating a sense of ownership beyond the boundaries of the agreement.
- There is inconsistency in costs for organisations, with some on management licences paying a small administrative fee, some paying peppercorn rent, and others on commercial rent arrangements.
- Community Hubs Policy objectives: To ensure a consistent approach to Neighbourhood Development to gain the greatest community benefit through the facilitation or provision of:
  - Appropriately located community facilities owned by the City.
  - Services to support and develop community groups and.
  - Facilities consolidated into identified community hubs – which aim to provide:
    - effective and efficient service coordination and delivery;
    - place making and place activation;
    - community building - a localised approach to the delivery of services;
    - financial sustainable community assets.

The City also has an Infrastructure Strategy which provides high level guidance on the provision of local, district and regional level community facilities within the City based on input from the Strategic Community and Corporate plans as well as other internal stakeholders. The Social Infrastructure Strategy will explore requirements in more detail and provide a clean plan along with operating models and costs for future investment.

### Community Infrastructure

In addition, the City would like to develop a Community Infrastructure Strategy that will be an overarching document, integrating the Social, Cultural and Active Reserve Infrastructure Strategies along with other community use City buildings. This document will combine the strategies and goals of specific infrastructure needs, to highlight opportunities for colocation, and the creation of community hubs, taking into account community interests, current and future needs, and existing buildings and land.

Both documents are underpinned by the following principles:

- Services are collocated in multifunctional hubs to activate our neighbourhoods
- Community infrastructure is accessible
- Community facilities are welcoming spaces where diversity is embraced
- Neighbourhoods have equitable access to facilities

## **1.3 Scope of Project**

### **1.3.1 Project 1: Social Infrastructure Strategy**

This project is the development of the City of Melville's Social Infrastructure Strategy 2024 - 2044. Social infrastructure is defined as City owned buildings that house activities or services that contribute to the social and community fabric of the City of Melville.

These include community centres and halls, scout and guide halls, special purpose buildings

such as senior's centres and playgroup spaces. Excluded from this project are cultural and sporting infrastructure, and City buildings housing businesses.

The consultant will provide recommendations based on evidence, research, and best practice to guide the City of Melville on:

- prioritising current community assets for retention and renewal;
- current and future needs analysis ;
- the identification of neighbourhood hubs that can guide delivery of new community infrastructure projects;
- a best practice model for the management of community infrastructure.

The project will include the following phases:

### 1. Stakeholder Engagement

Collaborate with the City to design and deliver stakeholder engagement in accordance with the City's Stakeholder Engagement Policy and IAP2 principles.

Engagement Task	Consultant	City of Melville
Stakeholder analysis (internal and external)	X	X
Engagement plan including purpose, objective, method of delivery, measures, risk management and key messaging	X	
Design of engagement tools	X	
Delivery of engagement plan		X
Data analysis, engagement evaluation and report	X	
Report back to community on findings (close the loop)	X	X

### 2. Community Infrastructure Planning

- a. Literature review of City strategies relevant to social infrastructure such as Age Friendly Melville, Reconciliation Action Plan, Directions From Young People; as well as infrastructure plans such as the Active Reserve Infrastructure Strategy and Cultural Infrastructure Strategy, situating this project within the broader context under the overall banner of community infrastructure.
- b. Map and provide a snapshot of current social infrastructure:
  - i. Bookings/activities
  - ii. Number of community groups using the spaces
  - iii. Strengths and weaknesses of current infrastructure
  - iv. Accessibility of location
  - v. Building condition



- c. Research and describe the benefit that social infrastructure has on local communities
- d. Undertake population forecasting to predict future population growth and social infrastructure needs, for example quantity, location, function (multi-purpose or targeted use).
- e. Following on from above, undertake a current and future needs analysis for social infrastructure, identifying gaps.
- f. Provide benchmarking against other LGAs on social infrastructure provision.
- g. Working within the context of the Community Hubs Policy, and stakeholder engagement results, identify which hubs or activity centres should be prioritised as areas for community spaces.
- h. Identify opportunities for partnering with government, community organisations or developers to meet future demand for community services and infrastructure.
- i. Consider implications/improvements for existing key Council/Operational Policies in relation to the recommended Social Infrastructure Strategy, ie, provide comment on required documentation to support the Strategy.
- j. Determination of future social infrastructure requirements and recommendations.
- k. Map of proposed locations of new or changed/ relocated facilities and assets.
- l. Prioritise works / projects and provide a 20yr plan of when works / upgrades should ideally occur.
- m. Costs associated with delivery of the Strategy.
- n. Identification of potential capital funding opportunities and partnerships.

### **3. Leases and licenses**

- a. Investigate the efficiency and equity of the current model of leases and licenses held by external groups managing City owned buildings.
- b. Investigation into other LGA models of management.
- c. Provide financial modelling to reflect a continuation of current leases and licences and other sustainable options.
- d. Provide a model of management for City buildings based on best practice, financial sustainability and equitable access.

### **4. Deliverables**

- a. Detailed report outlining process, research findings, engagement report, outcomes, recommendations.
- b. Develop separate graphically designed summary report for marketing and communications purposes.
- c. Cost projections including capital costs, operations and maintenance costs over the lifetime of the assets.

The following list of 27 buildings will be in scope:

<b>City run community buildings</b>	
Blue Gum Community Centre	33 Moolyteen Road, Brentwood
Bull Creek Community Centre (includes Chorus Inc)	Cnr Hassell Cres & Leichhardt St, Bull Creek
Canning Bridge Community Space	1/63 Kishorn Road, Mount Pleasant
Kadidjiny Park Hall	70/72 Curtis Rd, Melville
Willagee Community Centre (includes Willagee Child Health Clinic)	41 Winnacott St (cnr Archibald St), Willagee
<b>Leased City owned buildings</b>	
Booragoon Occasional Child Care Centre	529 Marmion Street Booragoon
Kulungah Myah Family Centre	136 le Souef Drive Kardinya
Blue Gum early Learning and Childcare Centre	33 Moolyteen Road Mount Pleasant
Melville Guide Hall	Cnr Stock & Kitchener Rds, Melville
Attadale Scout Hall	21a Lawlor Road Attadale
Bateman/Winthrop Scout Hall	27 Sicklemore Street Booragoon
Bullcreek/Leeming Scout Hall	Bull Creek Drive Bull Creek
Willagee Scout Hall	90 Garling Street Willagee
Baden Powell Scout Hall	41A McCallum Crescent ARDROSS
Waylen Bay Scouts	The Strand Applecross
Palmyra Kindy	43 Zenobia Street, Palmyra
Leeming Family Centre	55 Farrington Rad, Leeming
<b>City buildings under a management license</b>	
Attadale Playgroup	1 Carroll Drive Bicton
Brentwood Child Health Clinic	33 Moolyteen Rd Brentwood
Bicton Child Health Clinics	294 Canning Hwy, Bicton

Kids are Kids (former kindy site)	26 Parry Avenue Bateman
Kardinya Community Centre	51 Williamson Road Kardinya
Melville Cares	21, 23, 27 Hammad Street, Palmyra
Men's Shed	1/12 Hayden Ct, Myaree
Southern Districts (Seniors and Melville Cares)	1 Archibald Street Willagee
Mandala Hall	13 Mandala Crescent Bateman
Leeming Heights Community Hall	18F Westall Terrace, Leeming

### 1.3.2 Project 2: Community Infrastructure Strategy

This project is the development of the City of Melville's Community Infrastructure Strategy 2024 - 2044. Community infrastructure includes all facilities included in the Social Infrastructure Strategy, Active Reserve Infrastructure Strategy, and Cultural Infrastructure Strategy, with the addition of Piney Lakes Environmental Education Centre, Civic Centre public meeting rooms, and Point Walter Golf Course. Excluded from this project are Point Walter Recreation and Conference Centre and City buildings housing businesses engaged in land leases.

The consultant will provide recommendations based on evidence, research and best practice to guide the City of Melville on:

- future needs;
- the identification of neighbourhood hubs that can guide delivery of community hubs suited to colocation of services and users;
- opportunities for economies of scale in merging aligned goals.

The project will include the following elements:

## 1. Stakeholder Engagement

Collaborate with the City to design and deliver stakeholder engagement in accordance with the City's Stakeholder Engagement Policy and IAP2 principles.

Engagement Task	Consultant	City of Melville
Stakeholder analysis (internal and external)	X	X
Engagement plan including purpose, objective, method of delivery, measures, risk management and key messaging	X	
Design of engagement tools	X	
Delivery of engagement plan	X	X
Data analysis, engagement evaluation	X	

and report		
Report back to community on findings (close the loop)	X	X

## 2. Community Infrastructure Planning

- a. Literature review of City strategies relevant to community infrastructure such as the Active Reserve Infrastructure Strategy and Cultural Infrastructure Strategy.
- b. Research and describe the role of local government in the provision of community infrastructure.
- c. Audit and map current community infrastructure.
- d. Present above as floor space, comparing it with best practice benchmarking for community infrastructure.
- e. Working within the context of the Community Hubs Policy, and stakeholder engagement results, identify which hubs or activity centres should be prioritised as areas for community spaces and associated activity.
- f. Identify opportunities for partnering with government, community organisations or developers to meet future demand for community services and infrastructure.
- g. Consider implications/improvements for existing key Council/Operational Policies in relation to the recommended Community Infrastructure Strategy, ie, provide comment on required documentation to support the Strategy.
- h. Determination of future community infrastructure requirements and recommendations based in the City's existing buildings.
- i. Mapping, overlaying the priorities associated with the Social, Active Reserve and Cultural Infrastructure Strategies and other included facilities.
- j. Identify opportunities for colocation of services/facilities.
- k. Prioritise works / projects and provide a 20yr plan of when works / upgrades should occur.
- l. Costs associated with delivery of the Strategy.
- m. Identification of potential capital funding opportunities and partnerships.

## 3. Deliverables

- a. Detailed report outlining process, research findings, engagement report. outcomes, recommendations.
- b. Develop separate graphically designed summary report for marketing and communications purposes.
- c. Cost projections including capital costs, operations, and maintenance costs over the lifetime of the assets.

It is expected that both projects will take approximately 12 months.

#### **1.4 Meetings and Frequency**

- Regularly meet with the project team or members from the project team, every 3 weeks, on average either in person or virtually.
- Allow 2 x Meetings of Council (1 x Elected Members Information Session/Workshops and 1 x Agenda Briefing Forum).
- Meetings / sessions / workshops / presentations with stakeholder groups and community should be specifically addressed in Methodology – Stakeholder Engagement Plan.