

CITY OF ARMADALE

AGENDA

OF COMMUNITY SERVICES COMMITTEE TO BE HELD IN THE COMMITTEE ROOM, ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON TUESDAY, 7 MARCH 2017 AT 7.00PM.

A meal will be served at 6:15 p.m.

PRESENT:

APOLOGIES:

OBSERVERS:

IN ATTENDANCE:

PUBLIC:

“For details of Councillor Membership on this Committee, please refer to the City’s website – www.armadale.wa.gov.au/your_council/councillors.”

DISCLAIMER

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings to be read.

DECLARATION OF MEMBERS' INTERESTS

QUESTION TIME

Public Question Time is allocated for the asking of and responding to questions raised by members of the public.

*Minimum time to be provided – 15 minutes (unless not required)
Policy and Management Practice EM 6 – Public Question Time has been adopted by Council to ensure the orderly conduct of Public Question time and a copy of this procedure can be found at <http://www.armadale.wa.gov.au/PolicyManual>*

It is also available in the public gallery.

The public's cooperation in this regard will be appreciated.

DEPUTATION

CONFIRMATION OF MINUTES

RECOMMEND

Minutes of the Community Services Committee Meeting held on 7 February 2017 be confirmed.

ITEMS REFERRED FROM INFORMATION BULLETIN - #3 - 2017

Report on Outstanding Matters – Community Services Committee

Community Planning
Community Development
Recreation Services Report
Library & Heritage Services Report
Ranger & Emergency Services Report

If any of the items listed above require clarification or a report for a decision of Council, this item to be raised for discussion at this juncture.

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1.1 - ARMADALE ARTIST COLLECTIVE

WARD : MINNAWARRA
FILE No. : M/76/17
DATE : 10 February 2017
REF : GF
RESPONSIBLE : Executive Director
MANAGER : Community Services

In Brief:

- The City has received a sponsorship proposal from the Armadale Arts Collective (AAC). The aim of the proposal is to activate the Jull Street Mall by developing a quality local artist product and gallery/workshop in the Armadale CBD.
- Recommend that Council endorse a sponsorship of \$21,400 in 2017/18 and \$10,680 in 2018/19 to support the Armadale Artist Collective Space.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

- 1.1 A strong sense of community spirit.
- 1.2 Active community life that is safe and healthy.
- 3.4 A desirable destination.

Legislation Implications

Nil

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

The 2016/17 budget has allocated \$180,000 for the activation elements of the Armadale City Centre Activation Plan 2016 – 2018. The Armadale Arts Collective Proposal meets key strategic outcomes identified in this strategy and can be accommodated in the current budget.

Consultation

- MANEX (Executive Management Team)
- Jull Street Traders
- Local Arts Community

BACKGROUND

Council resolved in July 2016 to endorse the Armadale City Centre Activation Plan.

The Activation Plan provides a framework to guide the implementation of initiatives within the Armadale City Centre that can generate key economic and social benefits for the Armadale City Centre and the broader community.

One of the key actions within the Armadale City Centre Activation Plan was to:

- Develop an approach to attract creative industries into the Armadale City Centre; and
- Implement an empty spaces program, which uses vacant premises for art, promoting the City Centre or offering short term or discounted tenancies.

The City has been taking a pro-active approach through its community development business unit to engage with the local arts community and showcase the artistic talent within the City of Armadale. This has resulted in initiatives such as the Armadale Hills Open Studio Arts Trail, Armadale Arts Festival and Public Art Strategy.

This engagement has resulted in the arts community developing the Armadale Arts Collective (AAC), which includes nine local artists who have formed a joint collective to pool their resources for exhibit and sell their work at various markets in the region.

The AAC in collaboration with the City's Cultural Development Officer has developed an Armadale Arts Collective retail proposal in the Jull Street Mall. The aim of the proposal is to activate the Jull Street Mall by developing a quality local artist product and gallery/workshop in the Armadale CBD.

The vision is for the retail space to become a creative community hub; drawing tourists, local arts consumers, artists, creative entrepreneurs and increase the cultural vibrancy in the Jull St Mall.

When this proposal is viewed within the current activation achievements over the last twelve (12) months, the retail space will provide a key cultural anchor at one end of the mall. Some of these achievements have included:

- Improvement of the façade at the 'The Dale' hotel;
- Development application received for 'The Shack', which includes a restaurant and small bar;
- Development application approved for child care premises and two (2) shop premises;
- Installation of Public Art Work;
- Security trail; and
- Ongoing activation events occurring in the mall.

The AAC has also recently secured a \$45,000 sponsorship from the Metropolitan Redevelopment Authority (MRA) over three years and is requesting sponsorship from the City to commence operations.

COMMENT

The AAC has been developing the retail proposal for the past twelve months, in close consultation with the Armadale Arts Community. The purpose of the Armadale Arts Collective retail space will be to:

- Activate the Jull St Mall in Armadale with a cultural commercial facility;
- Support local artists and artisans and encourage greater local economic investment;
- Encourage community wellbeing and connections between residents; and
- Improve the image of the City of Armadale.

The expected outcomes will be

- Create a commercially viable retail outlet for local arts products over two years;
- Generate arts product income for up to 20 local artists;
- Building strong relationships between the City of Armadale and local artists; and
- Promotion of Armadale's cultural activities that will enhance community wellbeing.

The art collective would be led by a principal Coordinator, Charlene O'Brien working in collaboration with a sub-committee of artists who would share the costs and commitments associated with running a retail outlet in Armadale's Jull Street Mall.

The management model of the Armadale Art Collective retail proposal is using a commercial model which generates income through hire of display space, hiring art studio space and tea house revenue.

To support the application the AAC has submitted a Business Plan to the City, which includes financial projections. The City has analysed the projections and engaged external advice to provide a Business Plan Assessment, which found the the project should be viable based on the figures provided.

City of Armadale Support

AAC are requesting the City of Armadale to initially sponsor the startup of this social enterprise (business) to activate the Jull Street Mall and engage the local community in a contemporary cultural initiative.

The City previously hasn't provided direct financial support to a business enterprise or business, but has taken a 'case by case' approach to the support offered. One example of this was the City providing support to attract a cinema to the Armadale City Centre.

Likewise, the Armadale Artist Collective Proposal will activate the Armadale City Centre by providing a cultural commercial facility, which encourages greater local economic investment and community connection.

Due to the high upfront costs to establish the retail premises the AAC are requesting support for the rental costs. AAC are requesting the City to sponsor 50% of the rental costs in the first year and 25% in their second year of operation to enable the business to become financially sustainable.

The intention would be to enter into a sponsorship agreement with the AAC, if Council endorses the sponsorship request. The sponsorship agreement will include the following principles:

- City's relationship with AAC (not party to any lease agreements);
- Operation of sponsorship agreement (term, sponsorship allocation);
- Purpose of sponsorship (agreed outcomes/community benefits);
- Reporting arrangements (bi-annual report);
- Agreement to indemnify;
- Compliance with all laws and standards; and
- Termination if in default.

The MRA sponsorship will support the fit out costs of the retail shop front and ongoing expenses.

There are two potential scenarios for the City of Armadale supporting this mall activation initiative.

1. The Arts Collective is the leasee and there is a sponsorship agreement with the City to ensure agreed outcomes are met.
2. The City of Armadale is the leasee and provides the space to the arts collective at a subsidised/sponsored rate.

Option one is the preferred option.

Potential Location

The proposed site to locate the Armadale Artist Collective is within the old Rainer Gallery building at 225 Jull Street, Armadale.

Financial Impact

The funds to support the Armadale Arts Collective retail shopfront has been allocated within the Jull Street Mall Activation budget.

Year	Budget
2016/17	\$21,400
2017/18	\$10,680
Total	\$32,080

The MRA sponsorship will provide \$20,000 towards fit out costs in 2016/17, \$15,000 rent subsidy in 2017/18 and an additional \$10,000 in 2018/19.

OPTIONS

1. Endorse the sponsorship of the Armadale Arts Collective Retail Space
2. Not Endorse the sponsorship of the Armadale Arts Collective Retail Space

CONCLUSION

The AAC has developed an Armadale Arts Collective Retail Space proposal in the Jull Street Mall and is seeking financial support from the City. The aim of the proposal is to activate the Jull St Mall by developing a quality local artist product and gallery workshop in the Armadale CBD.

The key benefit of the Armadale Art Collective Retail Space includes:

- The City providing leadership in activating the Jull Street Mall;
- The activation of a long term vacant property on the Jull Street Mall;
- Attracting a diversity of customers to the Jull Street Mall;
- Promotion of the Jull Street Mall as a creative destination;
- Developing business development opportunities for local artists;
- Providing an arts workshop space for local programs; and
- Providing co-working opportunities (office spaces) for the creative industry.

RECOMMEND

That Council:

- 1. Endorse a sponsorship of \$21,400 in 2017/18 and \$10,680 in 2018/19 to support the Armadale Artist Collective Retail Space.**
- 2. The sponsorship fund to be allocated from the City's Jull Street Activation Budget.**

ATTACHMENTS

There are no attachments for this report.

****1.2 - TRADERS PERMIT - MARKET OPERATOR - JULL STREET MALL**

WARD : ALL
FILE No. : M/80/17
DATE : 14 February 2017
REF : GF/KD
RESPONSIBLE : Executive Director
MANAGER : Community Services

In Brief:

- This Report seeks approval for a Traders Permit to be issued to Marquee Markets to facilitate a Sunday market in the Jull Street Mall.
- The Report recommends approval of the Traders Permit.

Tabled Items

Officer Interest Declaration

Nil

Strategic Implications

- 3.1 A dynamic and diverse local economy
3.1.1 Market and promote Armadale and its potential to the business and investment communities.

Legislation Implications

Local Government Act 1995

- 3.5. *Legislative power of local governments*
(1) *A local government may make local laws under this Act prescribing all matters that are required or permitted to be prescribed by a local law, or are necessary or convenient to be so prescribed, for it to perform any of its functions under this Act.*
- 6.16 *Imposition of fees and charges*
(1) *A local government may impose* and recover a fee or charge for any goods or services it provides or proposes to provide, other than a service for which a service fee is imposed.*

Council Policy/Local Law Implications

Activities and Trading Thoroughfares and Public Places Local Law.
Council Policy COMD 7 – Jull Street Mall Activities

Budget/Financial Implications

Application Fee of \$50 and a proposed permit fee of \$2,000.

In accordance with section 6.16 of the Local Government Act “*A local government may impose* and recover a fee or charge for any goods or services it provides or proposes to provide, other than a service for which a service fee is imposed.* As the proposed fee is not

currently detailed in the Annual Budget, Council will need to resolve to adopt the proposed fee pursuant to Section 6.16(3)(a) *“Fees and charges are to be imposed when adopting the annual budget but may be – (a) imposed* during a financial year; and (b) amended from time to time during a financial year.”*

Consultation

- Community Services
- Corporate Services
- Marquee Markets

BACKGROUND

Following the adoption of the Jull Street Mall Policy (C27/6/15) the City engaged ‘Local and General Markets’ to develop a weekly market in the Jull Street Mall to operate over the days Thursday to Sunday. Despite their demonstrated understanding of local markets and their extensive database of stallholders they were not able to engage enough interest to commence a successful weekly market; this resulted in them confirming they no longer wanted to operate a Market in the Jull Street Mall.

More recently the City has been liaising with Marquee Markets and has partnered with them to develop a Sunday Markets in the Jull Street Mall from the 5 February – 12 March 2017. Marquee Markets is operated by a local City of Armadale resident. At the time this report was written the markets would have been operating for five weeks with the initial feedback and interest promising that this could be a successfully run weekly event.

DETAILS OF PROPOSAL

The City’s intention for Marquee Markets to take sole responsibility from Sunday 19 March 2017.

Marquee Markets will facilitate and deliver a weekly Market from 9am to 1pm each Sunday. This would include them being responsible for all market operations and the holder of the trader’s permit, if approved by Council.

It is proposed that the annual permit fee of \$2,000 and the \$50 application fee will be paid by the Market Marquees; with the ability for them to on charge to stall holders. The cost of any power and water usage is included in this permit fee.

COMMENT

One of the permitted activities within the Jull Street Mall Activities Policy (C27/6/15) was a street market. The permitted use of ‘Street Market’ required a market organiser to manage all stallholders within the market zone and will operate in accordance with the following criteria:

- a) Market organiser to manage all operations of the market in accordance with operating agreement;
- b) Markets only to operate on days between Thursday to Sunday;
- c) Markets will not interfere with any other approved activity or use in the Mall;
- d) Market Traders shall not obstruct or impede pedestrians using the Mall;
- e) Market Traders shall not obstruct or impede access to adjacent business properties;
- f) Market Trading goods that are likely to detract from the appearance of the mall may be required to be removed; and

- g) Market Trading stalls which detract from the appearance of the mall may be required to be removed or amended.

The City has had numerous discussions with the Marquee Markets to ensure Sunday Markets won't conflict with City run or sponsored events and be able to accommodate additional activities in the mall, such as Perth Kilt Run and Grand Fondo.

As the City found it difficult to engage market operators who are willing to run regular weekly markets in the Jull Street Mall and given past attempts and recent negotiations failing to attract stall holders to participate over multiple days, it is proposed that the markets will initially operate on a Sunday.

Setting of the proposed permit fee has been guided from consultation with a range of market providers and liaison with other local governments on the fees charged.

The proposed operating agreement between the City of Armadale and Marquee Markets will be for a period of twelve (12) months with a review after two (2) months. The permit shall commence on 19 March 2017 and cease on 18 March 2018 subject to:

- Council being satisfied with the Marquee Markets performance and operation of the Markets,
- Marquee Markets complying with any notice requiring a remedy to a breach of the provisions of the Agreement; and
- The Agreement shall be reviewed three (3) months prior to the conclusion of the initial twelve (12) month period.

Marquee Markets is to provide a written report of the Market's activities quarterly including details of the number and type of stalls, type of entertainment used, estimated number of visitors that have attended the Markets and advise of what promotion/advertising activities have occurred during the period.

OPTIONS

Option 1 – Approve the issuing of a Traders Permit to Marquee Markets to operate a Sunday Market in the Jull Street Mall.

Option 2 – Not approve the issuing of a Traders Permit to Marquee Markets.

The local law determines under what circumstances Council may refuse an application.

Clause 6.5(2) of the local law also states:

“The local government may refuse to approve an application for a permit under this Division on any one of more of the following grounds –

- (a) *that the applicant has committed a breach of any provision of this local law or of any written law relevant to the activity in response of which the permit is sought;*
- (b) *the applicant is not a desirable or suitable person to hold a permit;*
- (c) *that –*
 - i. the applicant is an undischarged bankrupt or is in liquidation;*
 - ii. the applicant has entered into any composition or arrangement with creditors;**or*

- iii. *a manager, an administrator, a trustee, a receiver or a receiver and manager have been appointed in relation to any part of the applicants undertakings or property;*
- (d) *such other grounds as the local government may consider to be relevant in the circumstances of the case.”*

In considering the above there does not appear to be any reason why a permit should not be approved.

CONCLUSION

In consideration of the fact that the Council is supportive of reactivating the Jull Street Mall and that if the markets are successful they are likely to attract people to the City centre it is recommended that Council approve the issuing of a traders permit to Marquee Markets to operate a Sunday market in the Jull Street Mall.

RECOMMEND

That Council:

1. Approves, pursuant to the City's *Activities and Trading in Thoroughfares and Public Places Local Law*, a traders permit being issued to Market Marquees for the purpose of operating a Sunday Market:
 - **Dates and Hours of Trading:**
Each Sunday from 19 March 2017 – 18 March 2018
Markets to operate from 9am to 1pm
 - **Application Fee – \$50.00**
 - **Traders Permit Fee (Jull Street Mall Markets) – in accordance with part 2 of the resolution.**
 - **No vehicle access/movements within the Mall area between the hours 9am to 1pm;**
 - **The applicant providing evidence of current public liability insurance for no less than \$20 million;**
 - **Compliance with the *Activities and Trading in Thoroughfares and Public Places Local Law*, the City's Jull Street Mall Activities Policy and any other applicable legislation;**
 - **All litter is to be removed immediately after close of trading and the area is to be left in a clean and tidy state; and**
 - **The City reserving the right to cancel the permit should a substantiated complaint be received.**
 - **The City reserves the right to temporarily suspend the Traders Permit or allocate an alternate day to operate in the event of the Mall being required for a special event.**
2. Pursuant to section 6.16(3)(a) of the Local Government Act 1995 impose* an Annual Traders Permit Fee (Jull Street Mall Markets) of \$2,000.

ABSOLUTE MAJORITY RESOLUTION REQUIRED

ATTACHMENTS

There are no attachments for this report.

2.1 - SEVILLE GROVE LIBRARY - CHAMPION CENTRE FEASIBILITY STUDY

WARD : MINNAWARRA
FILE No. : M/136/17
DATE : 28 February 2017
REF : NK
RESPONSIBLE : Executive Director
MANAGER : Community Services

In Brief:

As part of the ongoing implementation of the Master Planning initiative for 12 locations in the City's established areas, a feasibility study has been undertaken to determine how the Seville Grove Library and Champion Centre can be developed to meet the future needs of the community.

Recommend that Council;

- Endorse the findings of the Seville Grove Library/Champion Centre feasibility study
- Note that concept plans will be developed for the Seville Grove Library and Champion Centre based on the findings of the feasibility study
- Endorse a grant submission to Lotterywest for the Bob Blackburn Community Hub that includes funding for the Seville Grove Library/Champion Centre project as a matter of priority
- Receive further information, including costed concept plans, once the outcome of the grant submission is known to inform the upcoming review of the Corporate Business Plan/Long Term Financial Plan

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

- 1.1 A strong sense of community spirit
- 1.2 Active community life that is safe and healthy
- 1.3 The community has the services and facilities it needs
- 2.2 Attractive and functional public spaces
- 2.3 Well managed infrastructure

Legislation Implications

Any works associated with the projects would be required to be undertaken in accordance with the Building Code of Australia and any other relevant legislation.

Council Policy/Local Law Implications

- ENG 13 Asset Management Vision
ENG 14 Landscaping

Budget/Financial Implications

The Master Planning initiative has identified 12 community infrastructure projects spanning 25 years for Master Planned sites in the City’s established areas. These projects currently sit outside the LTFP (Long Term Financial Plan) and require consideration as part of the annual reviews of the LTFP. It is anticipated that the 12 projects will be funded through a combination of external funding, loans and to an extent through existing provisions in the City’s *Asset Management Program*.

Each of the 12 projects is to be the subject of further analysis to determine a more detailed scope of works and how each may be funded. The Seville Grove Library/Champion Centre project is the first of the 12 for which this more detailed work has been undertaken.

Indicative financial estimates of each of the projects were developed as part of the Master Planning initiative and reported to Council in November 2016 (C42/11/16). In the case of the Seville Grove Library/Champion Centre project these estimates are:

Elements

- Library repurposing
- Champion Centre Upgrade
- Aboriginal Artwork
- Integrated Car parking

Indicative Capital Cost	\$2,358,000
Anticipated External Funds	\$1,000,000
Municipal Funds - Loan	\$1,358,000

The anticipated recurrent costs of the project based on the indicative capital costs are **\$284,000** per year for the first 10 years, which includes operational and renewal costs as well as the cost of servicing the loan and then **\$109,700** thereafter to continue to meet the ongoing operational and renewal costs once the loan has been paid.

These figures are indicative and represent a relatively conservative forecast regarding external funds. Should a greater proportion of the funds required be sourced externally, the recurrent loan payments over the initial period would reduce.

As a matter of course, the City provides updates to external funding agencies on future projects. In February 2017, as part of this process an opportunity has presented itself for the City to submit a capital grant application for consideration by the Lotterywest Board in May 2017. This means submitting an Expression of Interest for the project in March 2017 to ensure the submission can be included in Lotterywest’s May Board meeting agenda. As a result of the work undertaken as part of the Master Planning initiative and the feasibility study that is the subject of this report, the Seville Grove Library/Champion Centre project was identified by Lotterywest as a project of considerable interest for a grant submission.

Discussion is underway with Lotterywest about a potential grant submission and what the composite elements could be. While the detail is yet to be finalised it is most likely that the financial outcome, if successful would be significantly more favourable than the indicative financial model suggests. If the grant was successful the project would need to commence in 2017/18.

Consultation

- City Departments
- Councillor Workshop on 13 February 2017
- Lotterywest

BACKGROUND

In 2015/16 Council undertook a master-planning exercise for the Bob Blackburn Reserve with the Bob Blackburn Master Plan endorsed by Council in May 2016 (C20/5/16). The Bob Blackburn Master Plan is one of 12 developed for identified Community Hubs located throughout the City to determine what changes should be made to enable the facilities and activity areas on each of the reserves to better service current and future needs of local and broader communities.

In November 2016 Council considered a report that consolidated all of the work undertaken as part of the Master Planning initiative and how the identified works could be implemented over time (C42/11/16).

A key project identified through the Bob Blackburn Master Planning was to undertake a feasibility study to inform one of the major Master Plan projects which relates to the future of the Seville Grove Library and the Champion Centre.

In 2016 the City's Library Strategy and Development Plan was reviewed and endorsed by Council in July (C26/7/16). In part, the Strategy and Development Plan identified the future expansion of the City's library services in alignment with projected population growth. The Development Plan also raised the question of the sustainability of a library service at Seville Grove in light of proposed new services in Harrisdale and in Wungong Urban. Critical dates are 2021 when a Harrisdale library service is proposed and 2025 when a Wungong Urban library service is proposed.

In considering the Library Strategy Council decided that consideration should be given to options for a library service to remain in the Seville Grove area in conjunction with research being undertaken for the Bob Blackburn Community Hub. The relevant part of the decision relating to the Seville Grove Library in the July 2016 report was;

(C26/7/16)

2. *Seville Grove*

a) Options for the Seville Grove Library remaining as is, or being included with other developments associated with the Bob Blackburn Community Hub viz. the Champion Centre and/or the Aquatic Centre, be considered and be the subject of a further report to Council

The desire to retain the Seville Grove library in its current location was also expressed by Councillors in attendance at the workshop on 13 February 2017. While not a decision making forum, the ideas generated at the workshop provided valuable input for the feasibility study.

In October 2016 Council endorsed its Advocacy Strategy for the purpose of focussing effort on securing funding, services and infrastructure to address priority needs in the area (CS88/10/16). In addition to endorsing a range of significant infrastructure priorities, Council decided that the Strategy should also advocate for Community and Human Services relevant to local needs.

Accordingly, the Champion Centre project as identified in the Bob Blackburn Master Plan was included as part of the City's Advocacy Strategy for the dual purposes of attracting services to the area and importantly for creating a Community Service Hub from which multiple organisations work together to support local families. To quote from the Advocacy Strategy;

“The City of Armadale faces some significant challenges with higher than average rates of intergenerational disadvantage leading to increased family violence; youth crime, health including mental health issues, chronic disease and unemployment.

This places stress on overstretched services in the welfare, justice and health sectors as well as severely limiting the potential for families to thrive and participate more fully in community life.”

The Advocacy Strategy states that some of the ways Community and Human Services can be enhanced in the City are through;

- *An integrated model of Service Delivery comprising a physical hub and a programmatic approach involving relevant organisations to provide a holistic response to children and young people*
- *Strategic alignment with other networks including the Armadale Family Support Network*
- *Processes for the early identification of at-risk children and young people*
- *Improved information sharing protocols”*

This does not mean that the City takes on responsibility for more direct service delivery. However the City can, as it has done historically, play a key role in facilitating a more coordinated approach between community based agencies and to provide community focussed facilities from which programs and activities can operate.

DETAILS OF PROPOSAL

This report presents the Seville Grove Library – Champion Centre Feasibility Study (as attached) for Council's consideration. The report also outlines the opportunity to source significant external funds that may enable the related upgrade project for the Seville Grove Library and Champion Centre to be included in the Corporate Business Plan/Long Term Financial Plan earlier than would otherwise have been the case.

The Study contains three sets of findings, related to;

1. The Seville Grove Library
2. The Champion Centre
3. How the facilities relate to each other and to other facilities on Bob Blackburn Reserve

The Study includes the following:

- Demographic and social research
- Community and sector feedback
- Comparison of good practice principles and external experiences
- Alignment with the City's updated *Library Strategy and Development Plan*
- Alignment with the Bob Blackburn Reserve Master Plan
- Findings

ANALYSIS

The Bob Blackburn Reserve serves the immediate suburbs of: Seville Grove, Armadale North, Kelmscott West, Camillo and Champion Lakes and wider communities of interest through opportunities provided at the Armadale Aquatic Centre, the Champion Centre programs and the resident sporting and community organisations. The combined population of the suburbs that make up the immediate catchment area in 2016 was 29,741 people which is forecast to increase to 39,000 by 2036.

The following main characteristics of the catchment population emerged when compared with the City of Armadale and Greater Perth:

- Lower percentage of high income households
- Lower SEIFA (Social Economic Indexes For Areas) score (indicating higher levels of disadvantage)
- Higher percentage of unemployment
- Higher percentage of single parent families
- Higher percentage of housing stress
- Lower educational attainment
- Higher percentage of youth disengagement

There is also a higher percentage of Aboriginal and Torres Strait Islander people living in the catchment area when compared with the City and the greater Perth area.

The demographic characteristics of the area indicate a need for services, programs and activities to support families and encourage higher levels of literacy, education and employment. These are focus areas for a number of organisations operating in the catchment area with many linked to, or operating from the Champion Centre and the library.

Community and sector stakeholders were invited to provide feedback via focus groups, surveys, interviews and a series of informal discussions. Through the engagement process, the following main themes emerged;

Seville Grove Library:

- The Seville Grove Library's services are valued, in particular the IT area
- There is high demand for community access computers, particularly to assist with job seeking
- Demand exists for additional meeting and activity spaces
- Ease of accessibility to the Library due to ample, on-site parking

Champion Centre:

- The Champion Centre is a unique and valued community facility with increasing demand for the activities and programs that operate from the Centre
- The outdoor space around the Centre is underutilised but is seen as a significant asset
- The importance of any proposed reconfiguration to accommodate better community interaction and encourage collaboration between the many organisations using the centre as a base for facilitating activities and programs.

The study draws on some useful information provided by peak bodies related to good practice design for community facilities. The study is also informed by national and international case studies relating to the provision of multi-purpose community facilities in areas with similar population characteristics and need as those in the Bob Blackburn catchment. In this regard valuable learnings are provided by examples in the City of Whittlesea in Victoria and the province of Ontario, Canada.

Findings

1. Seville Grove Library

Council has indicated that it would like the Seville Grove Library to continue to operate from the Bob Blackburn Reserve in the long term as one of five libraries in the City. (The others being Armadale, Kelmscott, Harrisdale and Wungong Urban). The financial implications of operating 5 libraries need to be considered in upcoming reviews of the City’s Long Term Financial Plan. A significant consideration is the State Government’s ongoing reduction in funding and resources for libraries.

The study recommends reviewing the Library Strategy and Development Plan in 2021 at the time the Harrisdale service is established to assist in determining how the City’s library services should be provided in the longer term.

With regard to the exact location of the Library on the Bob Blackburn Reserve, the study has identified that the library should continue to operate from the building it currently occupies rather than collocate with either the Champion Centre or Aquatic Centre. The main points for and against each location are:

Facility	For	Against
Seville Grove Library	Access & Parking No additional space required Significantly lower upgrade costs	Stand alone may reduce potential patronage
Champion Centre	Creating a multi-use facility Potential increased patronage	While there are synergies between the Library and Champion centre it is seen as desirable for each to have its own identity and for the core functions of each to remain separate Additional space and associated construction funds required

Aquatic Centre	Creating a multi-use facility Potential increased patronage	Access at peak times Additional space and associated construction funding required. Given the constraints of the site the only option would be a second floor which would be the most expensive of the three options
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Findings relating to the Seville Grove Library

- Continue to operate the Seville Grove Library from the current facility
- Modernise the interior of the library to a more contemporary design
- Enhance the community activity areas and community access computer areas
- Use the evidence collated as part of this study along with other research to inform relevant City strategies and advocate for programs, activities and funding appropriate to the needs of the area
- Review the Library Strategy and Development Plan in 2021 to assist in guiding the ongoing provision of library services in the City

2. Champion Centre

As a facility for the City and other organisations to provide support to families, and in particular to Aboriginal families, the Champion Centre is well located. A unique element of the way the Champion Centre operates is in the significant number of external organisations that operate from the centre to facilitate community based activities and support programs. The findings of this study focus on developing well-functioning community spaces as well as encouraging collaboration and information sharing between organisations to achieve more effective community outcomes.

Findings related to the Champion Centre

Currently identified in the Master Plan Implementation report in years 6 – 10 (2022 – 2026). The project could be implemented sooner subject to additional external funds becoming available.

- Improve the internal design, including possible extensions to the building to enable more efficient community access spaces
- Design internal spaces including administration spaces from which external organisations can provide support programs in a way that encourages collaboration. For example, shared spaces and open plan ‘hot-desking’ areas
- Ensure there is a strong focus on developing functional and appealing outdoor spaces to increase the areas that can be used for activities and programs

Timeline - ongoing

- Use the evidence collated as part of this study along with other research to inform relevant City strategies and advocate for programs, activities and funding appropriate to the needs of the area

3. How the facilities relate to each other and to other facilities on Bob Blackburn Reserve

Bob Blackburn Reserve comprises stand-alone facilities, open spaces and bushland used for leisure, recreation and sport; and to access community activity and support programs. The facilities on the reserve are the Armadale Aquatic Centre, Champion Centre, Seville Grove Library, the Bob Blackburn Sports Pavilion, the Armadale Community Family Centre and the Mundarda Community Child Care Centre. The findings of this study aim to encourage more interdependency between the facilities through physical and operational connectedness.

Findings – The relationship of the facilities with others on Bob Blackburn Reserve

Timeline – ongoing

- Create a functional and appealing outdoor space between the Champion Centre and Seville Grove library designed for users of both facilities, including the opportunity that the planned community garden presents in assisting to achieve this outcome
- Relocate the entrance of the Seville Grove library to the north eastern side of the building
- Ensure the designs for the Champion Centre and Library provide easy and functional access to outdoor spaces
- Where practical, create formal and informal pathways to enhance access between the various facilities on the reserve, using seating and other elements to increase functionality and appeal
- Establish clear procedures to promote the use of meeting/activity and administration spaces in each of the facilities between the organisations resident on Bob Blackburn Reserve such as through electronic newsletters compiled and distributed by the City
- Develop a simple marketing plan to promote Bob Blackburn Reserve and its component parts and the opportunities they present for community use

OPTIONS

Option 1

- Endorse the findings of the Feasibility Study
- Endorse the submission of a grant application to Lotterywest as a matter of priority
- Receive further information once the outcome of the grant submission is known in order to inform the next review of the Corporate Business Plan/Long Term Financial Plan

Comment

This is the recommended option. There is good interest from Lotterywest in the project and without pre-empting an outcome; Council should have a degree of confidence that the effort of submitting a grant at such short notice would be worthwhile.

Preliminary discussions with Lotterywest have focused on the considerable research and consultation undertaken during the initial Master Planning of Bob Blackburn Reserve and the subsequent feasibility study for the Seville Grove Library and Champion Centre. The completion of this body of work means the task of completing a grant submission is all but complete. In essence the project is nearly 'shovel ready'.

Option 2

Endorse the findings of the feasibility study but not the submission of a funding application

Comment

This option is not recommended. While grant submissions can be made at any time, a significant opportunity has presented at this time that may enable the upgrade project to be included in the City's Corporate Business Plan far earlier than anticipated.

Option 3

Not endorse the findings of the Feasibility Study and request additional information

Comment

This option is not recommended. Council may feel however, there are further questions to be answered before endorsing a plan for the future of the Seville Grove Library and Champion Centre.

CONCLUSION

The Seville Grove Library/Champion Centre Feasibility Study is a significant body of work that builds on the initial work of the overall Master Planning initiative and the work undertaken on the facilities and spaces located on the Bob Blackburn reserve. The study identifies how the two facilities could be developed into the future and outlines an opportunity to introduce the project into the Long Term Financial Plan earlier than anticipated and potentially with a reduced demand on Municipal funds.

RECOMMEND

That Council:

1. Endorse the findings of the Seville Grove Library – Champion Centre Feasibility Study as follows;

a) Seville Grove Library

- i. Continue to operate the Seville Grove library service from the facility it currently occupies**
- ii. Modernise the interior of the library to a more contemporary design**
- iii. Enhance the community activity areas and community access computer areas**
- iv. Review the City's Library Strategy and Development Plan in 2021 to assist in guiding the provision of the City's library services into the future**

b) Champion Centre

- i. Improve the internal design, including possible extensions to the building to enable more efficient community activity spaces**
- ii. Design internal spaces including administration spaces from which external organisations can provide support programs in a**

- way that encourages collaboration, for example shared spaces and ‘hot-desking’ areas
- iii. Ensure there is a strong focus on developing functional and appealing outdoor spaces to increase the areas that can be used for activities and programs
- c) How the facilities relate to each other and to other facilities on Bob Blackburn Reserve
- i. Create a functional and appealing outdoor space between the Champion Centre and Seville Grove library designed for users of both facilities, including the opportunity that the planned community garden presents in assisting to achieve this outcome
 - ii. Relocate the entrance of the Seville Grove library to the north eastern side of the building
 - iii. Ensure the designs for the Champion Centre and library provide easy and functional access to outdoor spaces
 - iv. Where practical, create formal and informal pathways to enhance access between the various facilities on the reserve, using seating and other elements to increase functionality and appeal
 - v. Establish clear procedures to promote the use of meeting/activity and administration spaces in each of the facilities between the organisations resident on Bob Blackburn Reserve such as through electronic newsletters compiled and distributed by the City
 - vi. Develop a simple marketing plan to promote Bob Blackburn Reserve and its component parts and the opportunities they present for community use
2. Note that concept plans will be developed for the Seville Grove Library and Champion Centre based on the findings of the feasibility study
 3. Endorse a grant submission to Lotterywest for the Bob Blackburn Community Hub that includes funding for the Seville Grove Library/Champion Centre project as a matter of priority
 4. Receive further information, including costed concept plans, once the outcome of the grant submission is known to inform the upcoming review of the Corporate Business Plan/Long Term Financial Plan

ATTACHMENTS

1. Seville Grove Library - Champion Centre Feasibility Study

****3.1 - AUTHORISED OFFICER**

WARD : ALL
FILE No. : M/128/17
DATE : 24 February 2017
REF : JH/BW
RESPONSIBLE : Executive Manager
MANAGER : Community Services

In Brief:

- The appointment of an “Authorised Person” for the purpose of administering various Acts, Regulations and Local Laws relating to Ranger Services.
- Recommend that Mr Thomas Vassallo be appointed as an “Authorised Person”

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

- 1.1.2.2 Facilitate bush fire awareness and emergency preparedness.
- 1.3.2.3 Deliver initiatives that respond to local law enforcement and legislative compliance.
- 1.3.3.1 Contribute to cooperative regional emergency management.

Legislation Implications

Section 9.10(1) Local Government Act 1995
Section 450 Local Government (Miscellaneous Provisions) Act 1960
Section 11(1) (3) Dog Act 1976 and Regulations
Section 48 Cat Act 2011 and Regulations
Section 38(3) Control of Vehicles (Off-Road Areas) Act 1978
Bush Fire Act 1954 and Regulations
Section 38(1) Bush Fires Act 1954
Section 26(1) Litter Act 1979 – 1981
Section 20 (1) Criminal Procedures Act 2004

Council Policy/Local Law Implications

Local Laws Relating to Dogs
Local Laws Relating to Parking and Parking Facilities
Local Government Property Local Law
Activities and Trading in Thoroughfares and Public Places Local Law
Local Laws Relating to Trading In Public Places
Environment, Animals and Nuisance Local Laws
Livestock in Public Places and Wandering at Large Local Law 2015

Budget/Financial Implications

Nil

Consultation

Nil

DETAILS OF PROPOSAL

From time to time it is necessary for Ranger Services to employ casual or temporary Rangers whilst permanent staff are on annual leave, or there is a need to temporarily fill a position due to some other circumstance.

Due to a temporary internal staff change, it has become necessary to acquire the services of a part time relief Ranger, Mr. Thomas Vassallo.

It is envisaged that Mr. Thomas Vassallo will be employed at the City for a period of approximately five (5) months from Wednesday 15 March 2017. To enable Mr. Thomas Vassallo to undertake the responsibilities and duties performed by a Ranger it is a requirement that Council shall, in writing, appoint him to exercise on behalf of the Local Government the powers conferred on an "Authorised Person" for the purpose of enforcing various Acts and Local Laws.

Accordingly, it is recommended that Council appoint the person herein named as an Authorised Person. Authorisation will be withdrawn automatically when the person herein named as an "Authorised Person" ceases employment with the City.

COMMENT

The recommended appointment of Mr Thomas Vassallo as an Authorised Officer is consistent with his position role description and will serve to facilitate and assist in the orderly business and performance of the Ranger and Emergency Services.

RECOMMEND

That Mr. Thomas Vassallo be appointed as "Authorised Persons" for the City of Armadale to exercise powers under:

- **Part XX of the Local Government (Miscellaneous Provisions) Act 1960**
- **Part 9 Division 2 of the Local Government Act 1995**
- **Section 9.13 & 9.15 of the Local Government Act 1995**
- **Section 20(1) Criminal Procedures Act 2004**
- **Dog Act 1976 and Regulations**
- **Cat Act 2011 and Regulations**
- **Control of Vehicles (Off Road Areas) Act 1978 and Regulations**
- **Bush Fires Act 1954 and Regulations**
- **Section 38 (1) Bush Fire Act 1954**
- **Section 59(3) Bush Fires Act 1954**
- **Litter Act 1979 and Regulations**
- **Local Government (Parking for Disabled Persons) Regulations 1988**
- **Local Law Relating to Dogs**
- **Local Law Relating to Parking and Parking Facilities**
- **Livestock in Public Places and Wandering at Large Local Law 2015**

- **Local Government Property Local Law**
- **Activities and Trading in Thoroughfares and Public Places Local Law**
- **Environment, Animals and Nuisance Local Law**

This authorisation will be withdrawn automatically when the person herein named as an “Authorised Person” ceases employment with the City.

ABSOLUTE MAJORITY RESOLUTION REQUIRED

ATTACHMENTS

There are no attachments for this report.

COUNCILLORS' ITEMS

Nil

EXECUTIVE DIRECTOR COMMUNITY SERVICES REPORT

Nil

MEETING DECLARED CLOSED AT _____

COMMUNITY SERVICES COMMITTEE		
SUMMARY OF ATTACHMENTS		
7 MARCH 2017		
ATT NO.	SUBJECT	PAGE
2.1 SEVILLE GROVE LIBRARY - CHAMPION CENTRE FEASIBILITY STUDY		
2.1.1	Seville Grove Library - Champion Centre Feasibility Study	28



Feasibility Study Report: Seville Grove Library and Champion Centre



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Feasibility Study Report: Seville Grove Library and Champion Centre

February 2017

Part 1 - Executive Summary

In 2015/16 Council undertook a master-planning exercise for the Bob Blackburn Reserve. The purpose of the master planning was to determine what changes should be made to enable the facilities and activity areas on the reserve to better service current and future need of the local and broader community. A key project identified through the master planning process was a feasibility study to inform the future of the Seville Grove Library and the Champion Centre.

In 2016 the City's *Library Strategy and Development Plan* was reviewed and endorsed by Council. In part, the Strategy and Development Plan identified the future expansion of the City's library services in alignment with projected population growth. Critical dates are 2021 when a Harrisdale library service is proposed and 2025 when a Wungong Urban library service is proposed. The Strategy and Development Plan recommended that further work be undertaken to identify options for the Seville Grove Library to remain as is or be incorporated into future developments as part of the Champion Centre or Aquatic Centre.

The purpose of this feasibility Study is to provide Council with information to assist future decisions regarding both the Seville Grove Library and the Champion Centre.

The Study contains three sets of findings, related to;

1. The Seville Grove Library
2. The Champion Centre
3. How the facilities relate to each other and to other facilities on Bob Blackburn Reserve

The Study includes the following:

- Demographic and social research
- Community and sector feedback
- Comparison of good practice principles and external experiences
- Alignment with the City's updated *Library Strategy and Development Plan*
- Alignment with the Bob Blackburn Reserve Master Plan
- Findings

The Bob Blackburn Reserve serves the immediate suburbs of: Seville Grove, Armadale North, Kelmscott West, Camillo and Champion Lakes and wider communities of interest through opportunities provided at the Armadale Aquatic Centre, the Champion Centre programs and the resident sporting and community organisations. The combined population

of the suburbs that make up the immediate catchment area in 2016 was 29,741 people which is forecast to increase to 39,000 by 2036.

The following main characteristics of the catchment population emerged when compared with the City of Armadale and Greater Perth:

- Lower percentage of high income households
- Lower SEIFA score (indicating higher levels of disadvantage)
- Higher percentage of unemployment
- Higher percentage of single parent families
- Higher percentage of housing stress
- Lower educational attainment
- Higher percentage of youth disengagement
(See attached demographic snapshot)

There is also a higher percentage of Aboriginal and Torres Strait Islander people living in the catchment area when compared with the City and the greater Perth area.

The demographic characteristics of the area indicate a need for services, programs and activities to support families and encourage higher levels of literacy, education and employment. These are focus areas for a number of organisations operating in the catchment area with many linked to or operating from the Champion Centre and the library.

Community and sector stakeholders were invited to provide feedback via focus groups, surveys, interviews and a series of informal discussions. Through the engagement process, the following main themes emerged;

Seville Grove Library:

- The Seville Grove Library's services are valued, in particular the IT area
- There is high demand for community access computers, particularly to assist with job seeking
- Demand exists for additional meeting and activity spaces
- Ease of accessibility to the Library due to ample, on-site parking

Champion Centre:

- The Champion Centre is a unique and valued community facility with increasing demand for the activities and programs that operate from the Centre
- The outdoor space around the Centre is underutilised but is seen as a significant asset
- The importance of any proposed reconfiguration to accommodate better community interaction and encourage collaboration between the many organisations using the centre as a base for facilitating activities and programs.

This study draws on some useful information provided by peak bodies related to good practice design for community facilities. The study is also informed by national and international case studies relating to the provision of multi-purpose community facilities in areas with similar population characteristics and need as those in the Bob Blackburn catchment. In this regard valuable learnings are provided by examples in the City of Whittlesea in Victoria and the province of Ontario, Canada.

The direction recommended in this study is consistent with the leadership role the City plays in advocating and facilitating partnerships for the delivery of programs in places where they are needed, and in the provision of facilities from which those partnerships can develop and programs delivered.

Findings

Seville Grove Library

Council has indicated that it would like the Seville Grove Library to continue to operate from the Bob Blackburn Reserve in the long term as one of five libraries in the City. (The others being Armadale, Kelmscott, Harrisdale and Wungong Urban). The financial implications of operating 5 libraries need to be considered in upcoming reviews of the City's Long Term Financial Plan. A significant consideration is the state government's ongoing reduction in funding and resources for libraries.

This study recommends reviewing the Library Strategy and Development Plan in 2021 at the time the Harrisdale service is established to determine how the City's library services should be provided in the longer term.

With regard to the exact location of the Library on the Bob Blackburn Reserve, this study has identified that the library should continue to operate from the building it currently occupies rather than collocate with either the Champion Centre or Aquatic Centre. The main points for and against each location are;

Facility	For	Against
Seville Grove Library	Access & Parking No additional space required Significantly lower upgrade costs	Stand alone may reduce potential patronage
Champion Centre	Creating a multi-use facility Potential increased patronage	While there are synergies between the Library and Champion centre it is seen as desirable for each to have its own identity and for the core functions of each to remain separate Additional space and associated construction funds required
Aquatic Centre	Creating a multi-use facility Potential increased patronage	Access at peak times Additional space and associated construction funding required. Given the constraints of the site the only option would be a second floor which would be the most expensive of the three options

Findings

- Continue to operate the Seville Grove Library from the current facility
- Modernise the interior of the library to a more contemporary design

- Enhance the community activity areas and community access computer areas
- Use the evidence collated as part of this study along with other research to inform relevant City strategies and advocate for programs, activities and funding appropriate to the needs of the area
- Review the Library Strategy and Development Plan in 2021 to assist in guiding the ongoing provision of library services in the City

Champion Centre

As a facility for the City and other organisations to provide support to families, and in particular to Aboriginal families, the Champion Centre is well located. A unique element of the way the Champion Centre operates is in the significant number of external organisations that operate from the centre to facilitate community based activities and support programs. The findings of this study focus on developing well-functioning community spaces as well as encouraging collaboration and information sharing between organisations to achieve more effective community outcomes.

Findings

Currently identified in the Master Plan Implementation report in years 6 – 10 (2022 – 2026). The project could be brought forward subject to additional external funds becoming available.

- Improve the internal design, including possible extensions to the building to enable more efficient community access spaces
- Design internal spaces including administration spaces from which external organisations can provide support programs in a way that encourages collaboration. For example, shared spaces and open plan 'hot-desking' areas
- Ensure there is a strong focus on developing functional and appealing outdoor spaces to increase the areas that can be used for activities and programs

Timeline - ongoing

- Use the evidence collated as part of this study along with other research to inform relevant City strategies and advocate for programs, activities and funding appropriate to the needs of the area

How the facilities relate to each other and to other facilities on Bob Blackburn Reserve

Bob Blackburn Reserve comprises stand-alone facilities, open spaces and bushland used for leisure, recreation and sport; and to access community activity and support programs. The facilities on the reserve are the Armadale Aquatic Centre, Champion Centre, Seville Grove Library, the Bob Blackburn Sports Pavilion, the Armadale Community Family Centre and the Mundarda Community Child Care Centre. The findings of this study aim to encourage more interdependency between the facilities through physical and operational connectedness.

Findings

Timeline – ongoing

- Create a functional and appealing outdoor space between the Champion Centre and Seville Grove library designed for users of both facilities, including the opportunity that the planned community garden presents in assisting to achieve this outcome
- Relocate the entrance of the Seville Grove library to the north eastern side of the building
- Ensure the designs for the Champion Centre and Library provide easy and functional access to outdoor spaces
- Where practical, create formal and informal pathways to enhance access between the various facilities on the reserve, using seating and other elements to increase functionality and appeal
- Establish clear procedures to promote the use of meeting/activity and administration spaces in each of the facilities between the organisations resident on Bob Blackburn Reserve such as through electronic newsletters compiled and distributed by the City
- Develop a simple marketing plan to promote Bob Blackburn Reserve and its component parts and the opportunities they present for community use

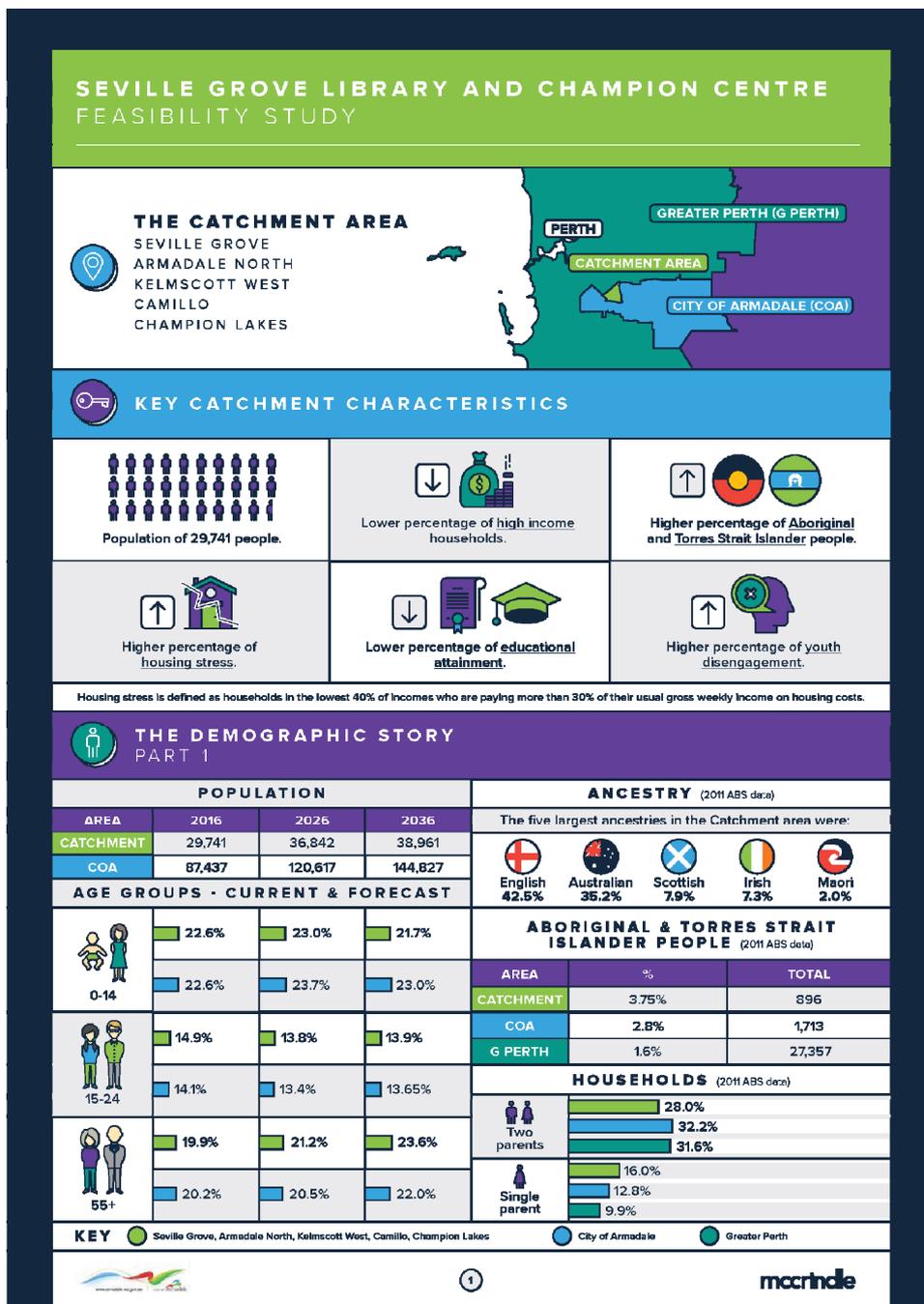
Financial Implications

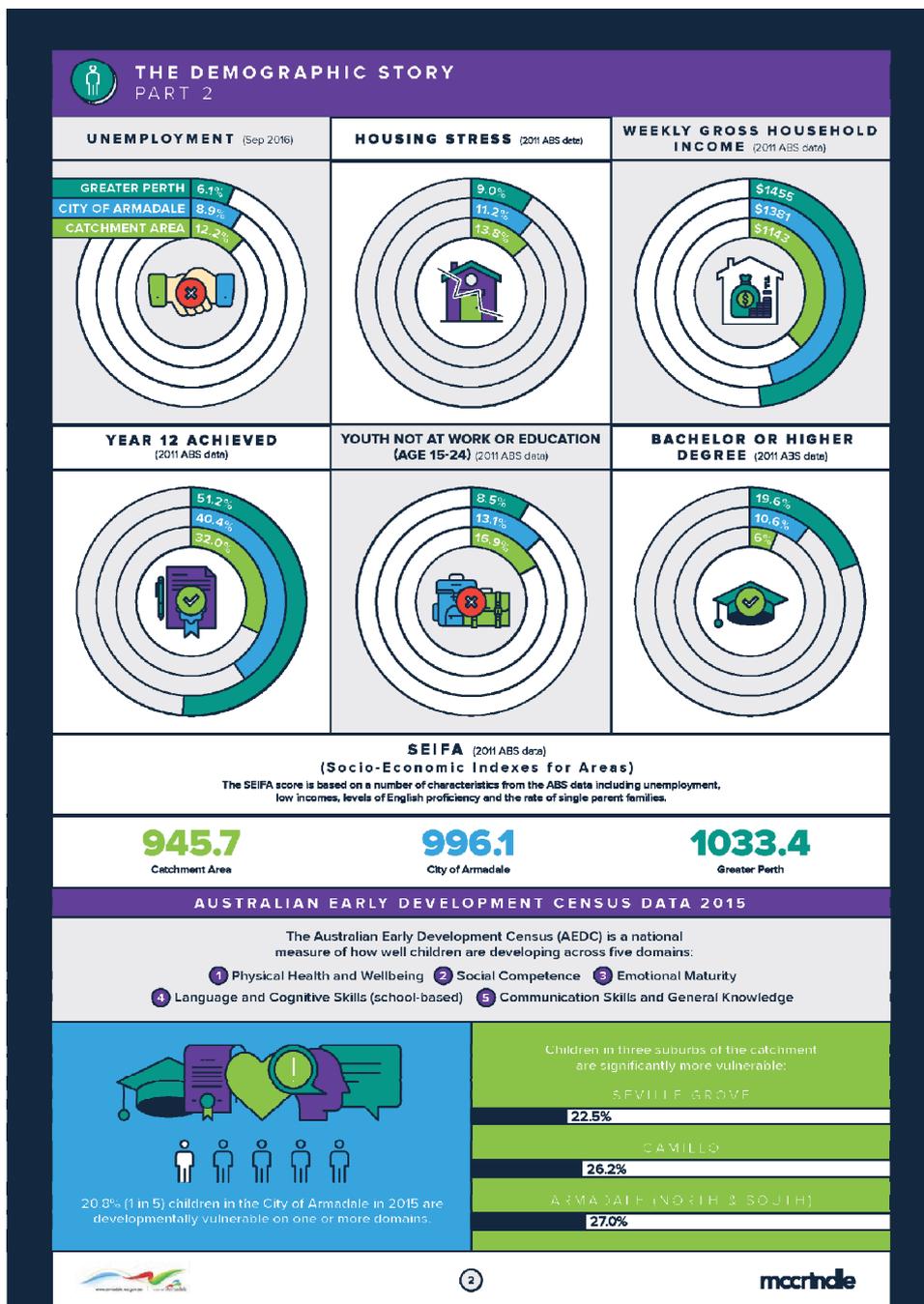
The Master Plan Implementation Report endorsed by Council in November included indicative costs for the Champion Centre upgrade and library repurposing as follows;

Indicative Cost	\$2,358,000
Anticipated External Funds	\$1,000,000
Muni Funds – Loan	\$1,358,000

These costs were based on a 300sqm extension of the Champion Centre and a standard refit rate for the existing library. The project currently sits outside the Long Term Financial Plan and requires consideration as part of the annual reviews of the LTFP. As with the other Master Plan projects, it is anticipated that the Seville Grove Library/Champion Centre project will be funded through a combination of external funding, loans and to an extent through existing provisions in the City's *Asset Management Program*. The project is envisaged, at this stage for years 6 – 10 or 2022 – 2027 although it is noted that the project could be introduced earlier than anticipated should more significant external funds become available.

Work is currently underway to develop costed concepts for each facility. Work is also underway to identify external funding sources for the Champion Centre and Library upgrades, and also for other elements of the Bob Blackburn Master Plan. It is quite possible that funds in addition to the forecast \$1,000,000 can be sourced for the overall 'Bob Blackburn Community Hub' including for projects that have already been budgeted. This would have a positive effect on the City's financial position and could assist in introducing the Champion Centre/Seville Grove Library project for inclusion in the Long Term Financial Plan.





Part 2 - Context

Introduction

The Seville Grove Library and the Champion Centre are two facilities located in the Bob Blackburn Reserve in Seville Grove, at respectively 78 and 76 Champion Drive. Both are located in the north east corner of the Reserve adjacent to the Champion Drive Shopping Centre. The Bob Blackburn Reserve site also includes the Armadale Aquatic Centre, the Bob Blackburn Sports Pavilion, the Armadale Community Family Centre, the Mundarda Community Child Care Centre, adjacent sporting fields and a large area of significant bushland.

The Feasibility Study of the Seville Grove Library and the Champion Centre is one of 12 key projects identified as a result of a master planning exercise on 12 community facility hubs across the City of Armadale. In June 2016, Council endorsed the Master Plans of this precinct, with a key action to follow of undertaking the Study, which commenced in October 2016.

The Study sought to identify how both facilities may:

- Provide suitable spaces to meet the current and future needs for service delivery in the area
- Operate in an integrated manner i.e. a community hub, with other facilities in the immediate vicinity
- Offer flexibility of use over time

The catchment area forming the focus of the Study is indicated in the following maps:

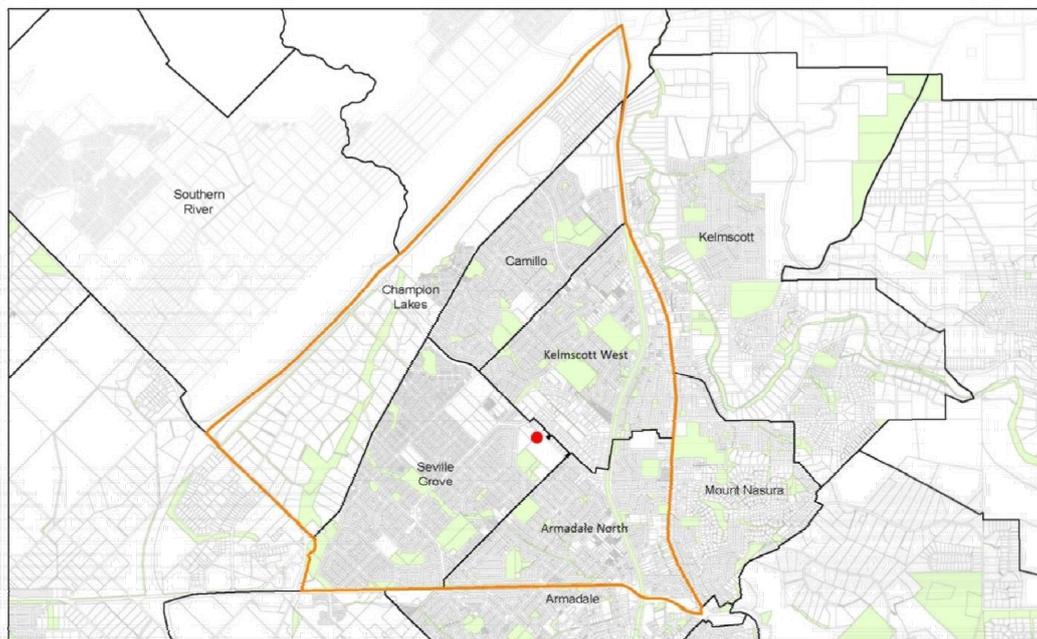
- The facilities in relation to the Bob Blackburn Reserve and surrounding neighbourhoods
- The suburbs in the immediate vicinity of the facilities
- The City of Armadale in relation to Greater Perth



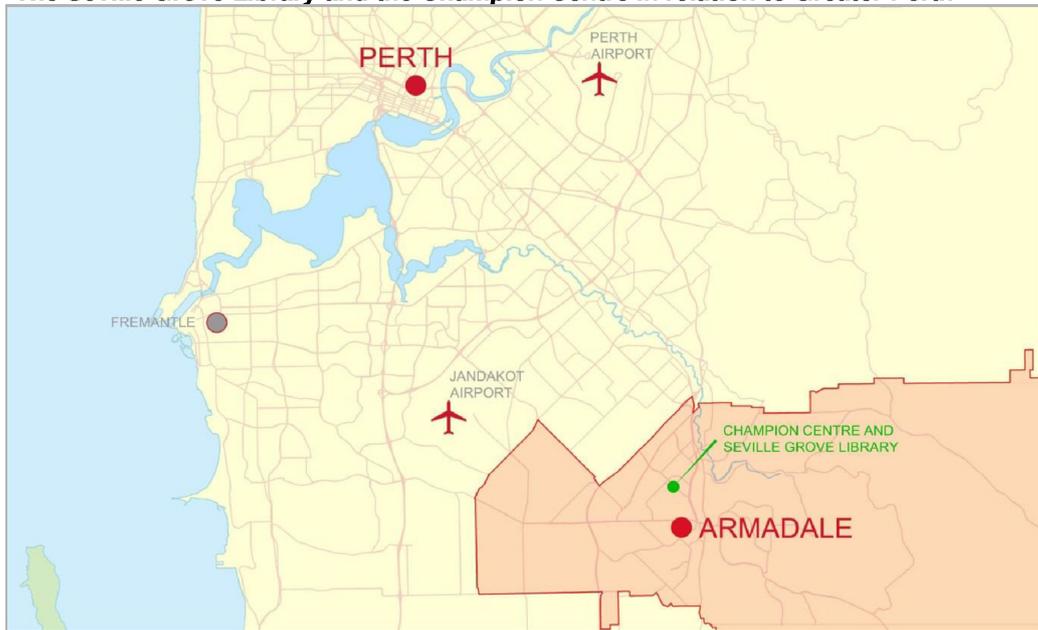
The Seville Grove Library and Champion Centre in the Bob Blackburn Reserve



The suburbs surrounding the Seville Grove Library and Champion Centre



The Seville Grove Library and the Champion Centre in relation to Greater Perth



Review of the Demographic Data

The Feasibility Study commenced with a review of the key demographic data sets of the catchment area which comprise the five suburbs surrounding the facilities – Seville Grove, Armadale North, Kelmscott West, Camillo and Champion Lakes. The demographic data of each suburb has been aggregated as one catchment area, as presented in the attached infographic. The catchment area is compared to the City of Armadale overall and Greater Perth.

Data source and type

Data source	Data type
2011 Australian Bureau of Statistics Census via Profile id (demographic product available on the City's website)	<ul style="list-style-type: none"> Households SEIFA Household income Unemployment Youth unemployment Youth disengagement Year 12 achievement Housing stress Bachelor or higher degree Aboriginal and Torres Strait Islander population Ancestry
Forecast id (demographic product available on the City's website)	<ul style="list-style-type: none"> Population – 2016, 2026 and 2036 Age groups – 2016, 2026 and 2036
<p>Australian Early Development Census (AEDC) 2015 data.</p> <p><i>The Australian Early Development Census (AEDC) is a national measure of how well children aged 0 – 5 are developing across five domains:</i></p> <ul style="list-style-type: none"> <i>Physical Health and Wellbeing</i> <i>Social Competence</i> <i>Emotional Maturity</i> <i>Language and Cognitive Skills (school-based)</i> <i>Communication Skills and General Knowledge.</i> 	<p>Children developmentally vulnerable on one or more domains of the AEDC and Children developmentally vulnerable on two or more domains of the AEDC</p>

Demographic and socio-economic data

Data	Year	Catchment area	City of Armadale	Greater Perth
Population				
	2016	29,471	87,437	2.1M
	2026	36,842	120,617	2.5M
	2036	38,961	144,827	3.5M

Age groups				
0-14	2016	22.6%	22.6%	N/A
	2026	23%	23.7%	N/A
	2036	21.7%	23.6%	N/A
15-24	2016	14.9%	14.1%	N/A
	2026	13.8%	13.4%	N/A
	2036	13.9%	13.6%	N/A
55+	2016	19.9%	20.2%	N/A
55+	2026	21.2%	20.5%	N/A
55+	2036	23.6%	22%	N/A
Households				
Two parents	2011	28%	32.2%	31.6%
One parent	2011	15.9%	12.8%	9.9%
SEIFA¹	2011	945.7	996.1	1033.4
Median weekly gross income	2011	\$1143	\$1381	\$1455
Unemployment	2011	7.4%	5.4%	4.9%
Unemployment	2016	12.2%	8.9%	6.09%
Youth unemployment	2011	11.9%	10.9%	10.2%
Youth disengagement	2011	16.9%	13.1%	8.5%
Housing stress²	2011	13.7%	11.2%	9%
Year 12 achievement	2011	32%	40.4%	51.2%
ATSI population	2011	3.7%	2.8%	1.6%
Ancestry				
English	2011	42.5%	43.7%	37.6%
Australian	2011	35.2%	34%	30.1%
Irish	2011	7.3%	7.6%	8.3%
Scottish	2011	7.9%	8.3%	8.3%
Maori	2011	2%	1.3%	1%

¹ SEIFA stands for Socio-Economic Indexes for Areas which is based on a number of characteristics from the Census such as unemployment, low incomes, high number of people with poor English proficiency, a high rate of single parent families etc. A lower score means more disadvantaged.

² Housing Stress is defined as per the National Centre for Social and Economic Modelling model as households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs.

Australian Early Development Census 2015 data

Community	Developmentally Vulnerable on ONE or more domains of the AEDC	Developmentally Vulnerable on TWO or more domains of the AEDC	Single Parent Under 25	Unemployed	Parent completed Year 12
<i>Australia</i>	22.0	11.1	N/A	N/A	N/A
<i>WA</i>	21.3	10.5	N/A	N/A	N/A
<i>Armadale</i>	20.8	11.6	N/A	N/A	N/A
Camillo	26.2	18.0	2.9	7	35.6
Seville Grove	22.5	14.4	2.2	4.8	43.7
Armadale	27.0	16.8	4.5	9	36.5
Kelmscott*	18.1	7.9	3.2	5.8	44.3

**Kelmscott East, not included in the catchment area, has a different demographic to Kelmscott West, reflected by their respective SEIFA score of 1034.2 and 919.7 and catchment characteristics. The AEDC measure of Kelmscott as a whole may not reflect the developmental vulnerability experienced by children residing in Kelmscott West.*

Analysis of the data indicates that the catchment area has the following characteristics:

- Lower median household income
- Lower SEIFA score
- Higher percentage of unemployment
- Higher percentage of single parent families
- Higher percentage of housing stress
- Lower educational attainment
- Higher percentage of youth disengagement
- Higher percentage of Aboriginal and Torres Strait Islander people
- In three of the five suburbs in the catchment, children aged 0 – 5 are more developmentally vulnerable on one or more domains of the AEDC and two or more domains of the AEDC³

³ Camillo, Armadale (north and south) and Seville Grove have higher percentages of child developmental vulnerability than in the COA and WA. There were not enough children in Champion Lakes for data collection, and Kelmscott West and East have different demographics reflected by their respective SEIFA score of 1034.2 and 919.7 and catchment characteristics. The AEDC measure of Kelmscott as a whole may not reflect the developmental vulnerability experienced by children residing in Kelmscott West. Therefore only three suburbs have been captured as relevant for the Feasibility Study.

Insights

The response

The catchment characteristics indicate that a range of programs and activities are required to address complex and generationally entrenched issues experienced by families and other community members. Typical initiatives may include parenting support, personal and financial counselling, training and employment programs and youth programs.

Along with the availability of effective programs, good practice principles show that ensuring people have appropriate access to these is vital. Appropriate access relative to the needs of the community includes co-locating organisations to deliver multifaceted services from one location, ensuring the facility design is conducive to this way of working and creating spaces that are immediately welcoming and functional.

Statistical and anecdotal information from organisations located in the catchment included:

Emergency Relief

According to Crossways Community Services located in Kelmscott West, one parent families is the primary cohort requesting food and vouchers through the organisation's Emergency Relief service.

Grandparents raising children in Armadale

According to Wanslea's Grandcare program based at the Seville Grove Library, 56 families from the City of Armadale access support. This is 9.52% of the 588 families across Perth accessing support from this program.

Community Dimensions Table of 20 data (Seville Grove and Armadale)

Community Dimensions is a children and families (pre-birth to 12 years) collective impact initiative led by Communicare and chaired by the City. To understand the issues families are experiencing, a Table of 20 (T20) was coordinated comprising five community members, five not for profit organisations, five government organisations and five businesses. Three were held in various locations across the City focusing on different catchments. The suburbs of Seville Grove and Armadale were the focus of the T20 held at the Champion Centre.

The following key themes were identified in the context of data sets of the Australian Early Development Census 2015 results; statistics on Domestic Violence and children in state government care; and statistics on the prevalence of alcohol and other drugs:

Key themes from the Community Dimensions community engagement (Table of 20)

Australian Early Development Census	Domestic Violence and children in care	Alcohol and other drugs
Isolation of families: intergenerational, survival mode- trauma	Early intervention needed	Stats don't show the whole picture – underreporting
Lack of social	Agencies focusing on	Coping mechanism – trauma,

connectedness	tertiary response	underlying issues
Focus on meeting basic needs which takes away from child development	Low communication skills – may be impacted by social media	Isolation – alcohol is used to reduce social isolation
	We're failing with increased numbers of children in care	Increased prevalence of Foetal Alcohol Syndrome Disorder
	Lack of coping skills – intergenerational trauma	

Data gathered about young people in detention

Save the Children Australia (SCA) is one of the service providers leasing accommodation at the Champion Centre. SCA staff report that many of the children, families and young people who access their programs are predominantly from across the City of Armadale (compared to the south east corridor of Perth), referred from the WA Police, primary and secondary schools and other service providers. The data collected from SCA to inform their programs for children and young people includes rates of youth incarceration and young people identified by the WA Police as prolific priority offenders. This includes data specific to children and young people residing in the City of Armadale, as indicated below.

Young people from Armadale in detention

During October 2015 – September 2016 young people in the City of Armadale were responsible for an estimated 8,316 days in detention at a cost of **\$6.8Million** (based on disaggregated DCS data and information provided in the Office of Custodial Services report, April 2015).

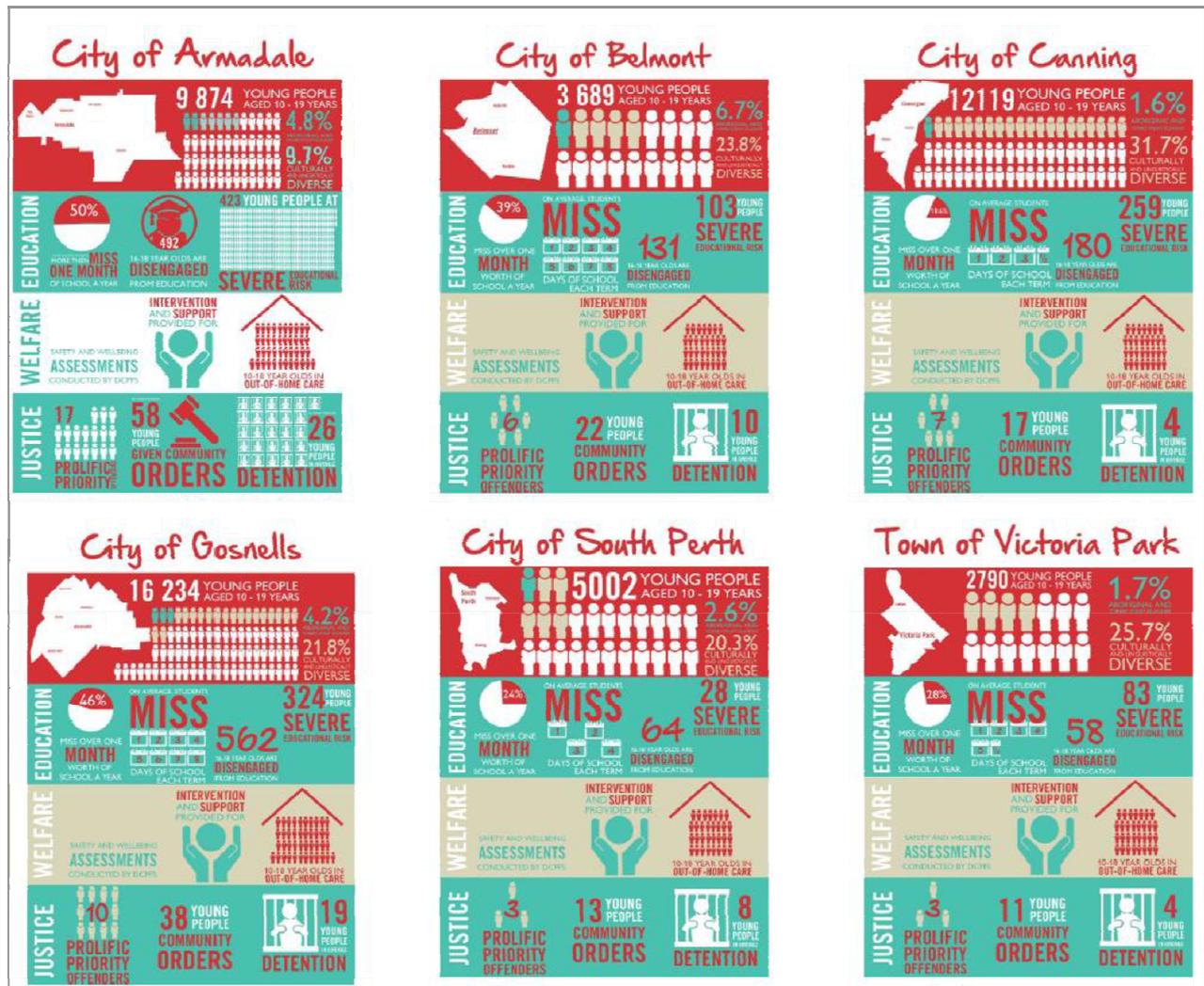
Young people in Armadale identified by WA Police as prolific priority offenders

During 2014/15, five Armadale-based young people identified as prolific priority offenders by WA Police (WAPOL) were persons of interest and/or convicted for **133** offences, with one of these young offenders (**12 years of age**) responsible for **81** of these offences on his own.

This is at a projected average cost of **\$2,637** per offence or **\$350,721** in one year. (Information supplied by WAPOL). This is in addition to custodial costs mentioned above. This is just a snapshot of youth offending. There are currently 17 young people in the Armadale region identified as prolific priority offenders. It is proposed that these figures could conservatively be tripled to estimate the cost of youth offending to WAPOL in the Armadale district.

These statistics do not reflect the scale of violence against community members. This is just for five offenders and only for the occasions they have been apprehended.

South East Corridor Local Government areas (produced by Save the Children Australia)



Coordination of the data and the purpose of its collection

The purpose of undertaking a data review and analysis is to provide the community context in which these facilities operate. The statistics translate to the lives and experiences of community members in the immediate vicinity of both the Seville Grove Library and the Champion Centre which can determine how they use the facilities. The City of Armadale is well placed to take a lead role in collating relevant data for the purpose of informing and progressing projects to benefit residents, exemplified by this Study.

Informing the City's Library Strategy and Development Plan 2016

An update on the City's *Library Strategy and Development Plan (2012)* was presented to Council in July 2016 comprising options for future library service provision across the City, including implications for the Seville Grove Library.

Originally, the 2012 Plan had the following recommendations as adopted by Council in February 2013:

Recommendation 5:

That Council agree to retaining the Seville Grove Library in its current location in the immediate future, responding to future population growth and expansion needs of the community hub in which the library is situated prior to determining long term options for the Library.

Recommendation 6:

That Council agree to the principle of a future lease for a library in the vicinity of the Harrisdale District Centre (in the expectation that the library would be relocated from Seville Grove) to serve the residents of Piara Waters and Harrisdale localities, to be operative by 2021.

The rationale behind Recommendation 6 is that due to the rapid population growth of the suburbs of Harrisdale and Piara Waters⁴, it has been recognised as per the *Library Strategic and Development Plan Update* report (C27/6/16) that residents expect a public library service in the vicinity. This is a necessary consideration as the City's existing three libraries do not have the capacity to meet the needs of this rapidly growing population.

The *Library Strategy and Development Plan Update Report* in 2016 advised that based on the population forecast that the optimum number of libraries is four. The four libraries would be most appropriately located in Armadale, Kelmscott, Harrisdale and Haynes. The Update Report further advised that a continued presence of a core library function (a shop front/digital hub) at the existing Seville Grove Library within a smaller physical space and reduced staff structure would present a more financially viable option. The Library building and service would serve as an important element of a hub in the Bob Blackburn Reserve including the Champion Centre, Aquatic Centre, Bob Blackburn oval and pavilion and the Champion Drive Shopping Centre.

With these considerations in mind, Council determined the following as part of the 2016 review (C26/7//16):

Seville Grove

- a. *Options for Seville Grove Library remaining as is, or being included with other developments associated with the Bob Blackburn Community Hub viz. the Champion Centre and/or the Aquatic Centre, be considered and be subject of a further report to Council.*

⁴ An aggregated number of 6639 people in Harrisdale and Piara Waters in 2011 will increase to 34,804 people forecast in 2036.

Comparisons with like experiences and good practice principles

An important element to the Study is the consideration of similar experiences and good practice principles. Due to the efficacy of the One Stop Shop concept implemented at the Champion Centre, the experiences cited are based on integrated service provision, or the 'community hub' model. With the Study including the option of the Seville Grove Library being part of a hub model, the consideration of these principles and experiences apply equally to the Library.

Two examples of the application of good practice principles to the provision of a community hub are the City of Whittlesea's *Epping Community Hub* and the province of Ontario, Canada's *Community Hubs Framework*.

Good practice principles for community facilities are detailed in a literature review entitled *Providing family friendly service systems (including physical space)* (From Weeks, W. (2004). *Creating attractive services which citizens want to attend*. Australian Social Work).

City of Whittlesea's Epping Community Hub

The City of Whittlesea is a rapidly growing local government in Victoria, with its current population of 209,118 expected to grow to 353,910 by 2037. The City of Whittlesea shares some similarities with the City of Armadale, with challenges including high rates of domestic violence, high rates of youth disengagement and socio-economic disadvantage. Based on a Human Services Needs Analysis conducted in 2013 and a review of existing strategic evidence, the City identified the key issues:

- Residents access to services is limited **by location**
- A lack of **adequate public and community transport**
- Agencies reported they could **improve capacity** to meet growing demands with more staff, more space, improved transport and increased outreach capacity

After creating the vision titled *Creating a connected and inclusive community that shapes its own future*, an opportunity arose for the City of Whittlesea to purchase of a Centrelink building. The City then commenced an Expression of Interest process for agencies to be part of the Hub and for a lead agency to operate the newly named Epping Community Hub. The not for profit service provider Brotherhood of St Laurence was appointed to operate the Hub in collaboration with the City to achieve the goals of Council for the Hub:

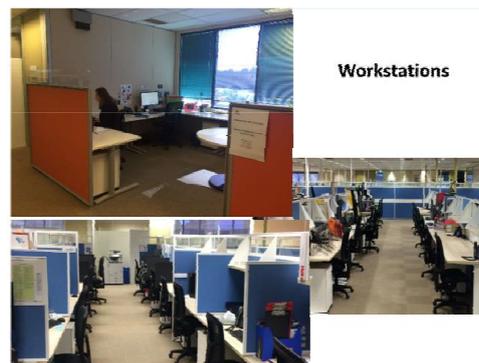
- To facilitate the expansion of much needed service provision to the municipality
- For service providers to explore best practice and innovative operational and service delivery models
- Strengthen Council's partnerships with service providers
- Maximising organisational efficiencies
- For new services providers to test the municipality
- To bring together the strengths of multiple organisations
- Create new opportunities for agencies and community members to work together
- To improve service delivery and outcomes for the community

The Epping Community Services Hub



The Epping Community Hub opened in May 2016. It comprises 15 non-government organisations with over 100 staff providing many services including:

- Disability support
- Counselling support (drug & alcohol, family and youth)
- Aged Care services
- Education and employment programs
- Aboriginal and Torres Strait Islander people and multicultural support services
- Crime prevention programs
- Humanitarian entrant support
- Housing support
- Community meeting rooms and activity spaces
- Social enterprise (Community Café)



Community engagement

- Homelessness services
- Emergency relief and loans
- Employment services
- Mental health and disability services
- General information
- Referrals
- 282 meetings/consultations (442 hours)

Ontario, Canada's Community Hubs Framework

In recognition of the leadership role expected of government agencies, the Premier of Ontario brought together nine people from a cross section of community, local government, health and education to comprise the Premier's Community Hubs Framework Advisory Group. The purpose of the Group was to develop a framework to adapt existing properties to become community hubs. The Group gathered data from over 350 organisations and held over 70 meetings with internal and external stakeholders. The data revealed the challenges were categorized as follows:

1. Planning
2. Integrated Service Delivery
3. Community Infrastructure

The opportunities explored were framed into key recommendations:

- Government lead of community hubs
- Foster integrated service delivery
- Develop a strategy for public properties
- Remove barriers and create incentives
- Support Integrated and long term planning
- Ensure financially sustainable Community Hubs
- Increase local capacity
- Evaluate and monitor outcomes

According to the group's research, the benefits of community hubs are many. These include social return on investment, which is a combination of social, financial and environmental value. Many community hubs feature a community food service, health and social services, employment services, communal space and staff trained to offer info outside of their particular area of expertise (for example, library staff providing information on other services).

The following information and pictures depict examples of community hubs in Ontario.



London Family Centre Service System (City of London, Ontario)

Service providers can offer support to families, under one roof, and in an integrated manner. Here, families not only have easy access to resources and information, they also benefit from parenting and early learning programs, education and child care, public health and wellness, and recreation services. While all Family Centres share the core function of community development and engagement, each centre has also been successful in tailoring its services and programs to reflect its local character and uniqueness.



The Strathroy-Caradoc Library (Municipality of Strathroy-Caradoc, Ontario)

This serves as an information, learning and leisure hub for residents, but it also provides office space to Service Canada, Middlesex social services, and may be booked by other community agencies as needed.



Timmins Native Friendship Centre is an example of a repurposed existing school building into affordable housing units, commercial units (for cost recovery) and space for organisations and programs.

Literature Review: Providing family friendly service systems (including physical space)

Weeks (2004) reviews the literature on the importance of the physical environment in service delivery and proposes the following nine principles:

- **Accessibility:** includes geographical (refers to locations which are readily reached through proximity to public transport), physical (refers to the capacity to enter the

building eg with a pram or wheelchair) and psychological (refers to an absence of features which might stimulate stigma or a sense of fear about the entry)

- **A 'neutral' doorway:** an entry which is not-stigmatising. The overall principle refers to the physical way a service is presented and located within the community.
- **Cultural diversity**
- **A welcoming entry:** a 'neutral doorway' in one step in a welcoming entry however overall a welcoming entry refers to the full experience of entry: ease of access, presentation of the waiting room and practices of reception.
- **The provision of information** that is readily available (eg in a waiting area).
- **Availability of outdoor space:** finding beautiful and peaceful outdoor areas can promote a sense of wellbeing and welcoming
- **Safety:** one entry gate and door is necessary, and reception staff may require a buzzer to alert others in the event of an unsafe situation.
- **Community and group work space:** meeting spaces, open space for activity sessions, community meetings and lunches, and space in which to run groups
- **Co-location of services:** co location of interrelated services for service users

When considering the Whittlesea and Ontario experiences in relation to the development of a community hub, the key shared principles are:

- Coordinate integrated service provision for improved community outcomes
- Consider the importance of a government role in the lead of community hubs
- Maximise the efficiency of organisations and the financial viability of the hub
- Increase the local community's capacity

The literature review focuses on the optimum community access to the services at the community hub through physical design. The review also points to the co-location of services as an important aspect of an effective service system.

Part 3 - The Seville Grove Library

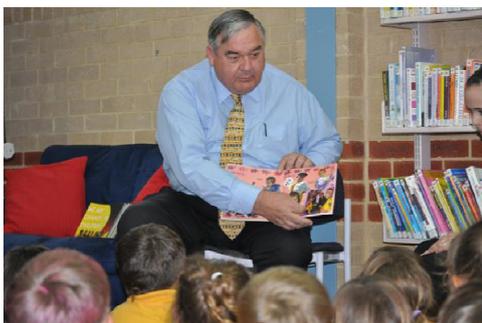


The Seville Grove Library – background

The Seville Grove Library is one of three libraries in the City of Armadale. It offers a range of range of services, programs, public computer area and a regularly utilised meeting room. As with many managed facilities, the Seville Grove Library staff are the key to creating an inviting welcoming space to all community members.

The Library opened in 1990 as the Westfield Library. It was 500m² with a leased portion of 120m² at the front of the building with separate entrance and its own toilet facilities originally leased as a video store. The adjacent shopping Centre did not exist at the time of construction.

The original design was such that the front leased portion could be incorporated into the library at a future date, and/or another 'module' of 120m² could be built at the rear of the building.



The video store ceased trading around 2000 and the front portion of the building was incorporated into the library. A 60m² area was retained as a meeting space – it retained the separate entrance with its own facilities as it is today. The remaining 60m² is currently the IT section of the library. From 1 July 2008 the name changed to the Seville Grove Library and at that time the building was re-carpeted and the internal layout changed with new

issue desk installed off the work room. The rear extension indicated on the plans was never built.

The Seville Grove Library – present operation

The Seville Grove Library is a community facility that continues to offer services, programs and activities, with the IT area at the front of the building particularly well utilised by community members.

The staff at the Library are integral to the community's access to the services as they provide assistance, information and increasingly referrals to other required programs.

The Seville Grove Library services include:

- General book/CD loans
- Family Reading Centre
- Story time
- Public computers with internet access



The following table provides a usage comparison between Seville Grove Library, the Armadale Library and the Kelmscott Library by comparing membership, loan items and general visits (2015/2016 financial year):

Library	Size (Metre square)	Membership	Monthly visits	Monthly issues
Seville Grove	625	4975 (16%)	4864 (16%)	7263 (26%)
Armadale	1100	19,526 (65%)	19,903 (65%)	13,537 (49%)
Kelmscott	500	5685 (19%)	5913 (19%)	7027 (25%)

Usage wise, Armadale Library can be attributed with 50% of visitors and loans, with and the Kelmscott and Seville Grove Libraries share the remaining 50%. Kelmscott Library's usage

is marginally higher, but 25% each is a close enough percentage on which to attribute operational costs.

Indicative expenses for the Seville Grove Library for the financial year of 2016/2017⁵

Expense amount	Expense
\$475,000	Salaries and associated costs
\$33,000	Other library operating costs
\$78,500	Library Administration budget – Seville Grove Library allocation
Total: \$586,500	

Number and location of libraries:

- The number and location of public libraries in any local government is subject to local needs, population diversity and spread, and natural barriers to access.
- The newly adopted Australian Library and Information Association Guidelines, Standards and Outcome Measures for Australian Public Libraries is not prescriptive on this, rather providing guidelines related to outcome measures for individual communities.
- The average per-head per library of 14 metropolitan local governments is 31,114.
- The City of Armadale is currently under the average at 26,963.
- By 2036 the per-head per library figure with three, four or five libraries will be:

Year	Projected Population (forecast.id)	Number of libraries	Per head per library
2021	106,357	3	35,452
2026	120,616	4	30,154
2036	144,826	4	36,206
		5	28,962

Assuming that the state's population will grow but the number of public libraries won't increase commensurate with that growth, the average figure will increase probably closer to the city's four-library configuration.

Implications for resources:

- The number of libraries in the local government authority impacts on the division of the State Government expenditure for stock purchase.
- This is allocated to local governments on a per capita basis and the local government determines how this will be allocated among its libraries.
- The more libraries a local government has, the fewer new items can be allocated to each library.
- The State Government's financial contribution to the purchase of stock for public libraries is reducing by \$1,578,000 collectively in the 16/17 and 17/18 budgets.
- The City's dollar reduction in 16/17 and 17/18 is \$37,000 per annum.
- This will result in approximately 3,300 volumes less in the two year period.

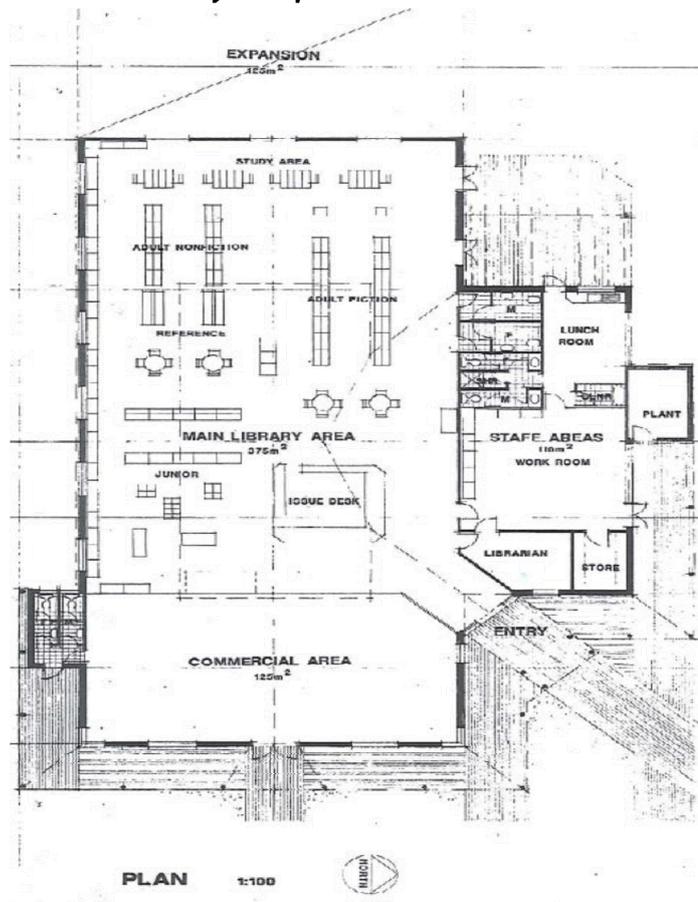
⁵ The operational costs of the 3 libraries are not separated within the budget as the library system is treated as a whole.

- The City's current stock figure is below the recommended national standard.
- The City's current allocation to the library budget for resources is \$115,000 (this includes hard copy, periodical and newspaper and digital resources).
- Two additional libraries in Harrisdale and Haynes will require an initial allocation of some \$100,000 each for stock purchase. This amount would purchase less than 5,000 volumes on today's average prices.
- An increase in the ongoing budgetary allocation for resources of some 50% will be required to ensure adequate new stock inputs.
- The current Seville Grove library stock is 27,000. The bulk of this would need to remain in the Seville Grove library as long as the service is maintained.
- The stock from the existing three libraries will need to be relocated to stock new libraries.

Implications for staffing and other operational costs for a reconfigured Library:

- Retaining a library at Seville Grove would require a minimum of 3FTE estimated at \$250,000 per annum inclusive of on-costs.
- General library operational costs (insurance, printing, stationery, minor equipment, events and programs etc.) estimated at \$30,000 per annum.
- Library specific IT costs require further research to determine but are roughly estimated at \$20,000 per annum.

Seville Grove Library floor plan



Community engagement – Seville Grove Library

Community and sector stakeholders were invited to a range of opportunities to provide feedback about the current and future purpose of the Seville Grove Library. These included:

- focus groups x 2
- informal discussions x 2
- individual in-depth interviews x 7
- surveys x 51 (total number of surveys focused on the Library collected at the Library, received by post, received via Survey Monkey and the youth survey)

The following questions were raised in each engagement methodology:

The Seville Grove Library

1. What are the strengths of the Seville Grove Library?
2. What could be changed to improve the Seville Grove Library?

Seville Grove Library Community Engagement

Engagement type	Attendees
Focus group at the Library: Armadale Early Years Network	14 attended: <ul style="list-style-type: none"> • Organisations members of the Armadale Early Years Network • Communicare • Department of Human Services (Centrelink) • Armadale Community Family Centre • CLAN WA • Playgroup WA • Parkerville Children and Youth Care • WACOSS • Telethon Institute
Focus Group at the Library: Businesses ⁶	Two attended: <ul style="list-style-type: none"> • Businesses from the Champion Drive Shopping Centre • Australia Post x 2 • Staff member from Seville Grove Library
Informal discussion at the Library: Grandcare Group (participants completed surveys)	20 attended: Grandparents involved in support group based at the Library for those who have primary care for grandchildren
Informal discussion at the Library: Parents (participants completed surveys)	Five attended: Parents at the Library's Storytime program with their children

⁶ While four businesses had initially expressed an interest to attend the focus group for the shopping centre, only two staff from Australia Post attended. The discussion focused on questions about how the facilities impact on business and any suggested improvements. They suggested a continuation of programs for families.

Analysis of community feedback – focus groups, surveys and informal discussions

The focus groups were held at the meeting at the Seville Grove Library with one officer facilitating and one officer taking notes. The facilitator asked the each of the two questions and guided the conversation to the purpose of the Study. Notes were taken on every response and re-distributed back to the group to ensure comments had been recorded correctly.

Wanslea's Grandcare Support Group expressed a preference to provide their responses via a survey form, as did the parents group. There were informal comments that were captured but the majority of the feedback was gathered using the survey form.

The primary themes of the discussions

The first question regarding the strengths of the Library drew a range of responses, but the primary themes are:

- Seville Grove Library is an important community facility
- Seville Grove Library IT area is important as many people use the computers to search for employment

The second question's primary responses regarding improvements or changes to the facility comprised:

- Library to retain and/or expand IT area and offer training, employment and cultural education programs

The surveys

Collection point	Number
Seville Grove Library	29
Champion Centre	51
Posted	7
Survey Monkey	16
Young people	22
Total	125

The feedback contained in the surveys were varied and related to both physical attributes of both facilities and the services and programs offered. For the purpose of the Study, the comments relating to the physical space will be included for analysis. However the surveys will be retained to inform current and future programs (if the comments about potential programs impact on the physical design required, they will also be included).

The two main themes resulting from the surveys in relation to physical design of the Seville Grove Library are:

- The Seville Grove Library is an important community facility
- Put a connecting path from the Library to the Shopping Centre
- Easy parking is a positive

Snapshot of in-depth interviews with organisations – both the Seville Grove Library and the Champion Centre

Organisation	Comments
Crossways Community Services	Include a training and employment component at the redeveloped centre. Based on the holistic client centred model at Crossways, support each person accessing the programs through a range of services according to their situation.
WA Police	Co-located model at the redeveloped centre. Need the right services and programs to attract families. Community hub aspect important, not just services. IT area a good idea, also need a trade workshop to run TAFE courses in welding, construction etc.
Department of Child Protection & Family Support	A focus on accredited training and employment is needed particularly in the area of trades within the redeveloped centre. Important to operate a 'One Stop Shop' so people are supported with services such as counselling to break the cycle of disadvantage and crime. Relationship building is key so that people are supported through the process of changing their lives.
Communicare	Focus on the Library 'shop front' as being a 'Knowledge /Information Centre' and utilizing space at the back for employment initiatives (IT area for job seeking etc). Physical redevelopment linking the Library and Champion Centre could include courtyards, Aboriginal artwork and seating, plus increased car parking accessible to Bob Blackburn Pavilion to alleviate congested parking at the Armadale Community Family Centre.
Save the Children	Create a youth hub/one stop shop of relevant services including staff from Save the Children Australia programs, Headspace, Ignite Basketball, Hope Community Services, YMCA, Centrelink, Juvenile Justice Officers, WA Police, and hot desks for metro wide services that don't currently have a base in Armadale.
Parkerville Children and Youth Care	Community hub, focus on employment programs – effective referrals can be made through the extensive network of organisations in the area.
Armadale Community Family Centre	Young people and their families need ongoing support with life issues. Important to aim at the whole child through their stages and ages, not stopping programs once the child is not classified as a child anymore (ie 12 years old). A neutral space is needed for families where they can drop in at any time and spend time together or with others in a safe, home-like environment. The physical redevelopment could have common areas like courtyards and gardens but not necessarily joining the buildings together.

Analysis

The analysis aspect for the Seville Grove Library as a discreet facility combines:

- The demographic story of the catchment area
- The key themes identified by the community

- Alignment with the City's strategic direction (the endorsed Master Plan and the recommendations in the Library Strategic and Development Plan update)

The **demographic story** of the communities residing in the suburbs of Seville Grove, Armadale North, Kelmscott West, Camillo and Champion Lakes indicate a relatively high level of disadvantage.

These communities require increased services in the areas of parenting/early childhood, training and employment and youth. The Seville Grove Library is well placed in the catchment as a local hub for services, which also mitigates public transport issues and general accessibility.

Community engagement in the catchment area confirms that the existing services at the Seville Grove Library are valued, but that there is an increasing demand for particular services and spaces. These include access to public computers and associated programs, with more space needed for other services, meeting spaces and cultural education.

With regards to the **design implications** for the Seville Grove Library, the elements of the Study can be categorised into three streams:

- Library services
- Digital /IT services
- Community meeting/cultural education programs, training and meeting spaces

Findings for the Seville Grove Library

Council has indicated that it would like the Seville Grove Library to continue to operate from the Bob Blackburn Reserve in the long term as one of five libraries in the City. (The others being Armadale, Kelmscott, Harrisdale and Wungong Urban). The financial implications of operating 5 libraries need to be considered in upcoming reviews of the City's Long Term Financial Plan. A significant consideration is the state government's ongoing reduction in funding and resources for libraries.

This study recommends reviewing the Library Strategy and Development Plan in 2021 at the time the Harrisdale service is established to determine how the City's library services should be provided in the longer term.

With regard to the exact location of the Library on the Bob Blackburn Reserve, this study has identified that the library should continue to operate from the building it currently occupies rather than collocate with either the Champion Centre or Aquatic Centre. The main points for and against each location are;

Facility	For	Against
Seville Grove Library	Access & Parking No additional space required Significantly lower upgrade costs	Stand alone may reduce potential patronage

Champion Centre	Creating a multi-use facility Potential increased patronage	While there are synergies between the Library and Champion centre it is seen as desirable for each to have its own identity and for the core functions of each to remain separate Additional space and associated construction funds required
Aquatic Centre	Creating a multi-use facility Potential increased patronage	Access at peak times Additional space and associated construction funding required. Given the constraints of the site the only option would be a second floor which would be the most expensive of the three options

Findings

- Continue to operate the Seville Grove Library from the current facility
- Modernise the interior of the library to a more contemporary design
- Enhance the community activity areas and community access computer areas
- Use the evidence collated as part of this study along with other research to inform relevant City strategies and advocate for programs, activities and funding appropriate to the needs of the area
- Review the Library Strategy and Development Plan in 2021 to assist in guiding the ongoing provision of library services in the City

Part 4 - The Champion Centre



The Champion Centre – background

From the beginning of its development, the Champion Centre has striven to be a vibrant community centre for all people, with a particular focus on supporting members of the Aboriginal and Torres Strait Islander community.

The Champion Centre's value and sound reputation in the community, both with Aboriginal and non-Aboriginal people, has always been because of the people working at the facility. This includes both the teams of staff from external organisations based at the Centre and the officers the City has employed. The officers are local Noongars who operate the Centre according to the aspirations, interests and needs of the Aboriginal community. The staff regularly draw on the insights of the local Elders and also have first-hand knowledge and experience of living in the Armadale community. Along with funding salaries, the City's role is to provide and maintain the building.

The Centre was built in 1982 as a recreation centre and managed by the PCYC until the City took over the management of the Champion Centre in 2008.

The City originally received funds from the Federal Government to operate the Aboriginal Family Support Service based at a premise on Orchard Road prior to the Armadale Central Shopping Centre development. Whilst under the management of the City, the Federal Government transitioned the Aboriginal Family Support Service's funding into the newly named Aboriginal Parenting Support Service.

In 2007, the City released the management of the Aboriginal Parenting Support Service to Waminda Aboriginal Corporation along with the funding contract from the Federal Government. However after Waminda and its premise closed, the Federal Government requested that the City resume management of the Aboriginal Parenting Support Service. With the service requiring accommodation, in 2008 the City resumed management of both

the recreation centre and the federally funded Aboriginal Parenting Support Service. The centre was then named the Champion Centre.

In 2010 the WA Aboriginal Affairs Coordinating Committee (AACC) comprising the Director Generals of the Department for Child Protection (DCP), Departments of Education, Housing, Health, Indigenous Affairs (DIA), Premier and Cabinet, Treasury and Finance, and Regional Development and Lands, approached the City of Armadale to deliver a One Stop Shop. Representatives from DCP, Housing, Education, Police, DIA and Health operated from the centre one day a week to improve access to services through colocation, information-sharing and collaboration with other users of the centre.

The One Stop Shop hosted a forum titled "*Working Together: Smarter not Harder*" which brought together 150 people representing 80 government, non-government and community sector organisations, to forge linkages throughout the sector and gain a commitment to working collaboratively to address disadvantage for Aboriginal families.



The forum opened a dialogue and led to strengthening of sector relationships which has continued. Together with the work resulting from the One Stop Shop Pilot Project, the forum has resulted in the development of ongoing partnerships and initiatives including the Driver Training program which up until 2015 provided free assistance for Aboriginal people to gain their learner's permit. Driver Training was facilitated by the WA Police's Aboriginal

Police Liaison Officers in collaboration with other One Stop Shop partners which assist participants and their families to develop additional skills such as resume writing and providing opportunities for health checks. More than 550 people participated in this much valued program annually, helping them to gain their license which is essential in obtaining employment.

The Champion Centre – present operation

The Champion Centre continues to be a welcoming community centre with a culturally appropriate setting for the provision of services and programs for Aboriginal and Torres Strait Islander people. The perspective of a local Aboriginal Elder and Aboriginal and Torres Strait Islander Advisory Group member, Albert MacNamara, is that the Champion Centre is a place for 'two-way learning' between Aboriginal and non-Aboriginal cultures.

The Champion Centre accommodates permanent tenants, regular hirers and hot-deskers in a variety of spaces, shared desks, meeting rooms, counselling rooms, a health clinic, children's activity room, lounges, and a commercial kitchen. The Centre provides a welcoming safe space, free tea/coffee and an environment where young and old learn from each other.

Regular services at the Champion Centre include:

- Child & Adolescent Community Health (Aboriginal Health Unit, Dept of Health)

- Counselling x 2 (Aboriginal Alcohol and Drug Service and Richmond Wellbeing)
- Women's Healthy Lifestyle Program (Dept of Health)
- Aboriginal Mental Health Senior First Aid (Muggin Aboriginal Corporation)
- Playgroups x 3 (Save the Children Australia, Play in the Park and Dept for Child Protection & Family Support)
- HIPPY program (Communicare)
- ARCHE Health Medical Assessments & Supports (Health Department)
- Moorditj Djena's Van & Health Assessments (Health Department)
- Second Bite Program (Coles, Aldi, volunteers)
- Armadale Home Help
- Centrelink
- Outcare
- Armadale Family Support Network
- Certificate II in Leadership, Life Skills, Health and Wellbeing (South Metropolitan TAFE)
- Regular hirers and casual bookings at the Centre: 52 bookings per month (2016)

Reflecting this integrated service provision, the Champion Centre was recently the Winner of the Premier's Award 2016 for: *The Champion Centre – Our Way of Working*. The application detailed how the Champion Centre operates as a one-stop-shop; helping local people access the services they need; building capacity; and bringing together services in one convenient location. It stated how this approach increases family access to agencies by



meeting the needs identified by them and allows the organisations that are already in Armadale to work together in maximising their effectiveness.

The City receives funding through the Department of Prime Minister and Cabinet (the Indigenous Advancement Strategy's Children and Schooling stream) for the Champion Centre's children's programs, with \$400,000 over 2.5 years commencing in July 2015 and concluding in December 2017. The funded

children's programs comprise two part time officers and program expenses.

The expenses for the Champion Centre for the financial year of 2016/2017

Expense amount	Expense
\$356,570	Salaries and associated costs
\$105,100	Programs and projects (including vehicle operation)
Total: \$461,670	
Revenue amount	Revenue source
\$180,000	Department of Prime Minister and Cabinet
\$281,170	COA

	<ul style="list-style-type: none"> • Headspace Armadale • Grovelands Primary School • Communicare • Save the Children Australia
Informal discussion at the Centre: Community members	Ten attended: Community members, primarily parents, who attend programs at the Centre
Informal discussion at the Centre: Craft group (participants completed surveys)	Eight attended: Older people who meet as a craft group weekly at the Centre
Informal engagement activity: Young people (participants completed surveys)	22 attended: Young people participating in Save the Children Australia's <i>One Step Closer</i> program based at the Bob Blackburn Pavilion
Focus group: Aboriginal and Torres Strait Islander Elders	Four attended: The Elders are also members of the Marmum Mia Mia Aboriginal Corporation and the Aboriginal and Torres Strait Islander Advisory Group
Phone interview: South Metropolitan TAFE	Toni Reiss from the South Metropolitan TAFE

Analysis of community feedback – focus groups, surveys and informal discussions

The focus group and informal discussions were held at the Champion Centre with one officer facilitating and one officer taking notes. The facilitator asked the each of the two questions and guided the conversation to the purpose of the Study. Notes were taken on every response and re-distributed back to the group to ensure comments had been recorded correctly.

The first question regarding the strengths of the Centre drew a range of responses, but the primary themes are:

- Champion Centre is a valued community facility
- The staff provide a welcoming environment and access to services and programs/activities

The second question's primary responses regarding improvements or changes to the facility comprised:

- Importance of well-designed outdoor space – meeting spots, covered play areas for children and scope to integrate library activities such as early literacy programs
- Private/second entry points for families in trauma accessing services
- Café as a training conduit and meeting place for all – foster social connections
- Large kitchen and dining area
- Join the facilities with a good outdoor space
- Central communal area – light and with an indoor garden
- Child friendly spaces and crèche area

The feedback contained in the surveys were varied and related to both physical attributes of both facilities and the services and programs offered. For the purpose of the Study, the comments relating to the physical space will be included for analysis. However the surveys

will be retained to inform current and future programs (if the comments about potential programs impact on the physical design required, they will also be included).

Survey responses

Champion Centre
Air conditioning in main hall
Studio and gallery art space
Make main hall more private if accessing services
More space for more activities
Shade sail over sandpit
Dining room
Outdoor play equipment, natural spaces for children
Separate staff offices from the main area

Analysis

The analysis aspect for the Champion Centre as a discreet facility combines:

- The demographic story of the catchment area
- The key themes identified by the community
- Potential implications for the design

The **demographic story** of the communities residing in the suburbs of Seville Grove, Armadale North, Kelmscott West, Camillo and Champion Lakes indicate a relatively high level of disadvantage.

These communities require increased services in the areas of parenting/early childhood, training and employment and youth. The Champion Centre is well placed in the catchment as a local hub for services, which also mitigates public transport issues and general accessibility.

Community engagement in the catchment area confirms that the existing services at the Champion Centre are valued, but that there is an increasing demand for particular services and spaces. These include enhancing the outdoor space for a range of functions and the need for appropriate access to a range of service providers at the Centre.

With regards to the **design implications** for the Champion Centre, the elements of the Study can be categorised into three streams:

- Interface with community
- Provision of service delivery spaces for organisations
- Connection to natural outdoor spaces

Findings for the Champion Centre

As a facility for the City and other organisations to provide support to families, and in particular to Aboriginal families, the Champion Centre is well located. A unique element of the way the Champion Centre operates is in the significant number of external organisations that operate from the centre to facilitate community based activities and support programs. The findings of this study focus on developing well-functioning community spaces as well as encouraging collaboration and information sharing between organisations to achieve more effective community outcomes.

Findings

Currently identified in the Master Plan Implementation report in years 6 – 10 (2022 – 2026). The project could be brought forward subject to additional external funds becoming available.

- Improve the internal design, including possible extensions to the building to enable more efficient community access spaces
- Design internal spaces including administration spaces from which external organisations can provide support programs in a way that encourages collaboration. For example, shared spaces and open plan 'hot-desking' areas
- Ensure there is a strong focus on developing functional and appealing outdoor spaces to increase the areas that can be used for activities and programs

Timeline - ongoing

- Use the evidence collated as part of this study along with other research to inform relevant City strategies and advocate for programs, activities and funding appropriate to the needs of the area

Part 5 - Analysis of the facilities' connections with the Bob Blackburn Reserve

The Seville Grove Library and the Champion Centre form part of a larger hub area on the Bob Blackburn Reserve comprising the Armadale Regional Aquatic and Leisure Centre, the Bob Blackburn Pavilion, the Armadale Community Family Centre and the Mundarda Child Care Centre. The Champion Drive Shopping Centre is also generates an influx of people accessing the precinct. There is scope to capitalise on the grouping of these facilities to maximise benefits to the community by proactively seeking to link them via programs, utilising communal outdoor spaces and having a strategic view of the hiring of indoor spaces.

Good practice principles and experiences indicate that the best way to provide a range of required services from a community hub perspective is to foster strong partnerships resulting in integrated service provision and efficacy of the services provided. It also recommends that the government at the appropriate level to take a key role in leading the development and operation of the hub.

Findings for connectivity with other facilities

Bob Blackburn Reserve comprises stand-alone facilities, open spaces and bushland used for leisure, recreation and sport; and to access community activity and support programs. The facilities on the reserve are the Armadale Aquatic Centre, Champion Centre, Seville Grove Library, the Bob Blackburn Sports Pavilion, the Armadale Community Family Centre and the Mundarda Community Child Care Centre. The findings of this study aim to encourage more interdependency between the facilities through physical and operational connectedness.

Findings

Timeline – ongoing

- Create a functional and appealing outdoor space between the Champion Centre and Seville Grove library designed for users of both facilities, including the opportunity that the planned community garden presents in assisting to achieve this outcome
- Relocate the entrance of the Seville Grove library to the north eastern side of the building
- Ensure the designs for the Champion Centre and Library provide easy and functional access to outdoor spaces
- Where practical, create formal and informal pathways to enhance access between the various facilities on the reserve, using seating and other elements to increase functionality and appeal
- Establish clear procedures to promote the use of meeting/activity and administration spaces in each of the facilities between the organisations resident on Bob Blackburn Reserve such as through electronic newsletters compiled and distributed by the City
- Develop a simple marketing plan to promote Bob Blackburn Reserve and its component parts and the opportunities they present for community use

Financial Implications

The Master Plan Implementation Report endorsed by Council in November included indicative costs for the Champion Centre upgrade and library repurposing as follows;

Indicative Cost	\$2,358,000
Anticipated External Funds	\$1,000,000
Muni Funds – Loan	\$1,358,000

These costs were based on a 300sqm extension of the Champion Centre and a standard refit rate for the existing library. The project currently sits outside the Long Term Financial Plan and requires consideration as part of the annual reviews of the LTFP. As with the other Master Plan projects, it is anticipated that the Seville Grove Library/Champion Centre project will be funded through a combination of external funding, loans and to an extent through existing provisions in the City's *Asset Management Program*. The project is envisaged, at this stage for years 6 – 10 or 2022 – 2027 although it is noted that the project could be introduced earlier than anticipated should more significant external funds become available.

Work is currently underway to develop costed concepts for each facility. Work is also underway to identify external funding sources for the Champion Centre and Library upgrades, and also for other elements of the Bob Blackburn Master Plan. It is quite possible that funds in addition to the forecast \$1,000,000 can be sourced for the overall 'Bob Blackburn Community Hub' including for projects that have already been budgeted. This would have a positive effect on the City's financial position and could assist in introducing the Champion Centre/Seville Grove Library project for inclusion in the Long Term Financial Plan.

The City's overall approach

The City of Armadale is well placed to perform a coordination role in the collation of data to identify community priorities, which in turn can inform an appropriate collective response. The role of the City in this process may be identified as follows:

1. The issue as evidenced by data
2. The best good practice response for the local community
3. The City's role in the response:
 - Can we facilitate external partnerships, to address the issue?
 - Can we partner with another org (for example, through a Memorandum of Understanding to contribute space, financial assistance, in-kind support)
 - Can we provide space at one of our facilities?
 - Do we deliver the program/activity?

In this case of where the City owns both the Seville Grove Library and the Champion Centre in an area that has high levels of disadvantage, the role of the City may be to provide the facility to house the required programs and activities. Because the City has the needed property administration infrastructure and processes in place and has taken a strategic perspective of facilities and services required for future populations, it is conducive for the City to take the lead in some cases of facility provision.

To maximise the efficacy of integrated service provision according to community needs and aspirations, the City is well placed to determine the physical design of both existing and new facilities. Designing facilities that are conducive to integrated service delivery and social interaction will create hubs for the community that are accessible and help address the issues many people are experiencing.

The provision of facilities in the context of accommodating services involves sound policies and practice about occupancy. The City's *Occupancy Arrangements of Council Land and/or Facilities Policy* provide a framework under which to facilitate accommodation arrangements with external service providers. Increasingly, the demand is for services as opposed to incubator facilities for small community groups. Therefore, the policy is currently under review to reflect this change with putting in place a fee structure to separate government funded service providers from small community groups, including sports clubs.

Attachment 1

Community Engagement Report

Sector and community engagement for the feasibility study involved a wide range of stakeholders including local community members, user groups and sector agencies utilising the Champion Centre to deliver activities and programs in the community. The following report outlines the process used in order to gain information from the stakeholders and the key themes arising from the consultation that will have an impact on the scope for upgrading the facilities.

Stakeholders

For each of the facilities an attempt was made to consult with groups both directly impacting on the facility by their usage and those indirectly impacted by proximity or cultural connections.

Seville Grove Library Stakeholders included:

- Current Library users
- Residents in the immediate catchment area
- Regular hirers of the meeting room including an interagency network of organisations
- City of Armadale staff at the Champion Centre and the Seville Grove Library

Champion Centre Stakeholders included:

- Activity and program providers housed within the Champion Centre
- Activity and program providers not housed in the Champion Centre but using areas including the Bob Blackburn oval on a regular basis for delivery of programs
- Regular community user groups
- City of Armadale staff at the Champion Centre and the Seville Grove Library
- Aboriginal and Torres Strait Islander (ATSI) elders
- ATSI and non-ATSI community members
- Residents in the immediate catchment area
- Young people

A full list of the responses from each focus group meeting is provided at the conclusion of this report with key themes that may influence the development of concepts presented below. Responses were subjective and in many instances related to issues and opportunities outside the scope of the feasibility study i.e. related to specific program delivery from the sector. The responses were collated into common themes and grouped into the follow broad impact areas for each facility:

1. Those responses relating to the way in which the facility interfaced with the community
2. Those responses relating to the way in which the facility interfaced with sector organisations providing activities and programs

3. Those responses relating to the way in which the facilities related to the outdoors and other facilities on the reserve

Engagement strategies

As with all consultation a range of strategies were used and the following activities strategies were used to gain responses from the different groups:

Stakeholder group	Engagement Strategy	Timing
Residents in local area	Letter with survey (440 letters posted to residents in a 400m radius of Bob Blackburn Reserve)	8 November
General community	Online survey	8 – 29 November
Sector stakeholders (Champion Centre)	Focus group meeting	24 November
Current Library users	Surveys in Library and informal discussion	8 -29 November
Champion Centre users	Surveys in Centre and informal discussion	8 – 29 November
Sector stakeholders (Seville Grove Library)	Focus group meeting	30 November
Local Businesses	Focus group meeting	30 November
Community Members	Focus group meeting	2 December
Youth	Survey and informal discussion	16 December
ATSI Elders	Focus group meeting	5 & 12 January
City Councillors	Workshop	13 February

Surveys

440 surveys were sent to households in a 400m radius of the Bob Blackburn reserve however the response was poor with only seven recorded. Surveys in the centres recorded better responses with 29 collected at the Seville Grove Library and 51 at the Champion Centre.

Survey Monkey the online survey tool, delivered 16 responses and 22 young people were interviewed at their end of year party at the Champion Centre.

Survey responses

Seville Grove Library Survey

Note the responses should not be interpreted as representative of the total users of the library as the number is not statistically valid.

29 respondents completed the survey with the largest recorded age group being 65+. The majority of respondents used the library to borrow books with activities and use of IT equipment being cited as other reasons to visit.

Suggestions for improvement include:

- Include a coding centre (specific IT program)
- More activities for 1-3 year olds
- Would love to see a playground attached to the library
- Coffees machine

Champion Centre Survey

51 respondents completed the survey with people aged 25 – 54 comprising the majority of the ages represented.

Suggestions for improvement include:

- More traditional aboriginal activities
- Air conditioning in the main hall
- More small activity rooms as the main hall is a bit too open (exposed)
- Separate offices from the main area
- Shade areas outside and over the children's sandpit area
- More outdoor play equipment and natural play areas

Youth Survey

22 young people aged between 10 and 16 from Save the Children Australia's program 'One Step Closer' completed the survey on 16 December 2016 at their end of year party. Their responses were with respect to the Champion Centre and the Library.

Suggestions for improvement include:

- Cooking classes
- Boxing
- Sporting activities
- More games
- More room for sitting

Online Survey

Survey Monkey was used to provide an electronic online opportunity with 16 people using this option.

Suggestions for improvement include:

Seville Grove Library

- Make it more visible
- Freshen it up a bit
- Renovations
- Improve safety as I use Armadale more now because of the anti-social behavior

Champion Centre

- More indoor and outdoor seating
- More activities like when PCYC was there
- More art based programs

Focus Group and discussion responses

1. Sector Stakeholders (Champion Centre)

This group included the activity and program delivery sector agencies that either operate from the Champion Centre or interact with the centre users in a professional capacity.

Attendees

- Communicare
- Dept of Corrective Services
- Dept of Health
- Muggin Aboriginal Corporation
- WA Police
- Grovelands Primary School
- Headspace
- student with Dept of Health
- Save the Children Australia
- Drug and Alcohol Withdrawal Network

Responses

Seville Grove Library

- Library could include a cultural awareness and education component both in structure and programs

Champion Centre

- Agencies need to be closer to the entrance so that clients need not walk through the whole building to be seen by the relevant professional
- Centre staff need a private area e.g. staff room/kitchenette
- Avoid developing a clinical look and feel
- Develop connections to outdoor spaces for meetings and connection to the bush
- Large central hall is good for activities but doesn't work for clients who experience a sense of shame as they walk through the hall to service providers.
- A discrete entrance for clients
- More meeting and office spaces required

2. Sector stakeholders (Seville Grove Library)

Attendees:

- Communicare
- Human Services (Centrelink)
- Mundarda Child Care Centre
- Armadale Community Family Centre
- CLAN WA
- Playgroup WA
- Parkerville Children & Youth Care
- COA
- WACOSS
- Telethon Institute

Responses

Seville Grove Library

- Library could include a cultural awareness and education component both in structure and programs

Champion Centre

- Agencies need to be closer to the entrance so that clients need not walk through the whole building to be seen by the relevant professional
- Centre staff need a private area e.g. staff room/kitchenette
- Avoid developing a clinical look and feel
- Develop connections to outdoor spaces for meetings and connection to the bush
- Large central hall is good for activities but doesn't work for clients who experience a sense of shame as they walk through the hall to service providers.
- A discrete entrance for clients
- More meeting and office spaces required

3. Community Members (Champion Centre)

Attendees to this focus group were predominantly playgroup mothers with a large proportion being of Aboriginal and Torres Strait Islander descent.

Responses

Champion Centre

- The main hall needs air-conditioning as the changing temperature affects attendance at activities and programs
- Car lark does not cater for the numbers using the centre and buses find it too hard to negotiate

- A discrete entrance for at risk people to enter away from the general reception would be useful
- A nature playground with a good link between the inside and outside of the centre
- Opportunities for young people to learn work based skills e.g. hospitality, administration, arts etc

4. Local Businesses

This workshop proved the hardest to attract attendees and in the end only two local businesses responding although four businesses indicated they would attend. The representatives from the local Australia Post Office have local Aboriginal staff and had a good understanding of the challenges for local people seeking employment.

- Australia Post
- Seville Grove Library (one staff member participated)

Responses

Seville Grove Library

- Retain and or increase IT section as it is in high demand
- Keep the library discretely separate for the community spaces
- Consider a cultural education area in the library
- Develop outdoor spaces for library use e.g. story time

Champion Centre

- Better utilise space between library and Champion Centre
- Job seeking assistance in library and Champion Centre

5. Aboriginal and Torres Strait Islander Elders

Elders from the local aboriginal community provided a valuable insight into ongoing challenges and collectively saw the Champion Centre as a highly valued resource for the community with potential to do more in the future.

- Albert MacNamara, Aboriginal Elder
- Irene MacManara, Aboriginal Elder
- Mort Hansen, Aboriginal Elder
- Peter Wilkes, Aboriginal Elder
- Fred Penny, Aboriginal Elder

Jodie Clarke, Indigenous Development Coordinator (in attendance)

Responses

Seville Grove Library

- Increase access to library for cultural education employment training
- Rear of library could be divided into areas for community and organisations to hire and use for training and meetings

Champion Centre

- Main Hall is good for children doesn't work too well for talking as it has an echo
- Put a mezzanine floor in for more rooms
- More quiet meeting spaces are needed
- People need privacy and safety especially those experiencing DV
- Sound proof music room would be good for youth
- A yarnning circle outside with shade
- Community garden needs to be secure (fenced)
- A place for men to meet
- More access to outside natural spaces to

Individual responses

Focus Groups and discussions

Focus Group – Community and government organisations

24 November 2016

Attendees

Communicare

Dept of Corrective Services

Dept of Health

Muggin Aboriginal Corporation

WA Police

Grovelands Primary School

Headspace

student with Dept of Health

Save the Children Australia

Drug and Awareness Withdrawal Unit

Facilitator

Geordie Thompson (Manager Community Planning)

Question 1:

How does the current facility support the services you deliver? What are the strengths of the Champion Centre (CC)?

Main ideas:

- Kids feel happy to go to the CC, they live in the area and it's easy to find people at the CC who can help them if needed. They feel the staff understand them and don't judge. Staff who work here want to work here, for the community.
- The CC has a heart, it feels welcoming, people feel a sense of belonging and people who are down and out can receive support.
- People of all ages like the CC – one grandmother goes to the craft group because she loves the welcoming warmth of the CC. Would be good to see more Elders at the CC, people come to yarn, it's like a meeting place.
- One person related that she came from outside the Armadale area and knew nobody upon arriving in Armadale to work. The CC helped her get to know people and now she feels her heart is in Armadale.

- Reconciliation Action Plan (RAP) would be good to get started – a treaty/agreement between the City and the Aboriginal and Torres Strait Islander people (ATSI) to commit to working with the ATSI community to encourage cultural empowerment, to not water down the culture in the generations. Plaque at front of building acknowledging the ATSI people
- The CC staff and people are the heart even though the building is old and dark, retaining the history of the ATSI people here is important.
- One Stop Shop (used to have Driver Training etc here but lost funding) important, plus having ATSI staff who know the community.
- ATSI people need to be the priority for the ATSI community, though non-ATSI people can learn from the ATSI community – to hear their stories. Tolerance and mutual respect is needed.

Question 2:

Does the facility support this One Stop Shop concept? What changes are needed?

- One Stop Shop – people come to the CC to access food, they should be able to access health workers, Centrelink staff on an ongoing, regular basis, long term, not just for one or two hours a week.
- While people make the place, structures can affect how people work
- Staff need to be looked after – can offices be added onto the side of the CC? More room needed
- Open reception area similar to the Fremantle PCYC, needs to be accessible and friendly to whole families, for example: area for kids to play, area for parents to get a coffee etc,
- Agencies need to be closer to the entrance so that people can have privacy straight away instead of having to walk down the length of the main hall or have space outside for a person and their support person to go outside of the CC and talk under a tree, so that the person has privacy.
- Normal office space but include a massive kitchen (or two kitchens) as the heart of the home or other space very well designed for people to gather, garden rooms, have offices coming off a central large garden area – design WITH community members (aim not for it to be clinical but the hub of the CC)
- Retain the feel of the bush setting
- The Library could be a youth centre – education programs in the day and intervention programs in the evening
- Library could be used as a cultural education centre – Noongar language and cultural awareness training for the social and emotional wellbeing of the ATSI people. Education is key; also include health, child care, helping parents get educated
- The large hall works because it's not a 'rabbit warren', is less stressful than clinical offices, retain the large space in the centre
- Outside – seems community garden is in the wrong spot. Talking circle works well with boys, so does fire (electric fire?)
- Creche needed

- Build on ATSI families strengths and intensely help those who are doing it the hardest. Get the kids early in the 'hard' families, helps with respect of the CC and staff and they can get the support they need.
- Large hall – doesn't work well when traumatized people have to walk the length of it to services, they feel shame. Services located where they can enter privately.
- Look after the heart and the head – support the mental health and healing of the ATSI people. Look at other models including NZ and Canada
- Have well trained, empathetic people at the front reception (plus tea/coffee) to be that first person, that informal 'counsellor' when people walk in seeking help.

Focus Group – Businesses

30 November 2016

Attendees

Lina (Australia Post – Champion Drive Shopping Centre)

Kwan (Australia Post – Champion Drive Shopping Centre)

Dale Delahunty (Seville Grove Librarian)

Facilitator

Geordie Thompson (Manager Community Planning)

Question 1:

How do the facilities impact on your business?

Main ideas:

- Not much communication between businesses and the centres
- Organisations based at the centres come to the Post Office to carry out admin work
- Anti-social behavior around the shopping centre – one or two families are known to shopping centre businesses. People also sleep outside the library and in the disabled toilet in the shopping centre.
- Aboriginal employee at the Post Office sometimes goes out to speak with the families as she knows them

General discussion:

- The One Step Closer program by Save the Children is good
- Activities need to involve the whole family including parents, breaking the cycle is important, is a long term goal
- While the businesses at the shopping centre know each other, there isn't an organized catch-up, the shopping centre owners are not interested
- Dale mentioned the library can provide space for potential gatherings of the businesses

- Retain IT area, could be a similar size to Kelmscott
- Keep the library a discrete space to the community area
- Consider a cultural education area at the library
- Make use of an outdoor space for library programs including 'story time'
- High need for job seeking assistance for people who have been told to get jobs but who are unfamiliar with computers and putting together a CV
- There's never been anything to connect the two facilities – how do we use the space in between?

Focus group - Armadale Early Years Network meeting

30 November 2016

Attendees

Communicare x 5
Human Services (Centrelink) x 1
Mundarda Child Care Centre x 1
Armadale Community Family Centre x 1
CLAN WA x 1
Playgroup WA x 1
Parkerville Children & Youth Care x 1
COA x 1
WACOSS x 1
Telethon Institute x 1

Facilitator

Geordie Thompson (Manager Community Planning)

Question 1:

How do the current facilities support the services you deliver? How could they be improved?

Main ideas:

- New sign works well to identify the CC
- Have a community hub rather than one specific service – men may find it easier to seek help
- Join the SGL and CC and include a good outdoor space
- Include café space alongside the outdoor area
- Good lighting, greenery/gardens, neutral colours, good music
- Include a video library to provide reason for coming to the centre, ensure skilled, empathetic staff meet and greet the people
- Open space, garden area, drop in area, collaborative space, quiet spaces where people can 'be' rather than 'do' and talk
- Security measures for safety
- Not just set up for people with issues, but for people to come and interact
- Definitely an empathetic receptionist needed

Question 2:

How are staff supported to operate the centre in terms of space?

Main ideas:

- Staff need a private area, like a staff kitchen and an outside area to debrief etc

- Services are often closed when people need them the most ie Christmas when DV escalates
- People need support beyond services, social connections with each other
- Collaborative working spaces for both community members and services to connect with and learn from each other, have a communal area to 'hot desk' in
- Identify what doesn't work well – ie a medical centre where the receptionist asks for private information, people can feel like their privacy isn't respected

Last comments:

- Integrate the carpark between the CC and SGL – make it one
- Clearly identify where the entrance to both the CC and the SGL is
- Skilled empathetic receptionist who can respect privacy and is discreet – crucial
- Example is Liaison Officer at Centrelink who quietly finds out in 30 seconds what the person needs as soon as they walk in. Interesting – posters were displayed about zero tolerance to violence towards staff or other clients, since then there has been a 40% drop in violence
- People don't want to feel stupid or stigmatized – the layout could be open and friendly with plenty of information accessible in a discreet way
- Provide people with an acceptable reason to be there – ie it may be for a playgroup but if the person needs counselling, they can quietly chat in another room so they attend for one acceptable reason but can get help for something else
- A homely feel to make people feel welcome
- Some people can't afford coffee from a café, have free coffee available. Or set up as a social enterprise, provide employment opportunities
- Vital that children are looked after and are safe – while parents seek services their children are being looked after – potentially a crèche onsite
- Food program
- Other effective models can be considered – social enterprise, having a café means staff buy coffees alongside community members encouraging connections, have a social enterprise supermarket, have a highly paid person (ie the Manager) at the reception to ensure a very high level of service, Bank West building demonstrates very good use of space
- Making the centre accessible to families – hot desks for other workers, community kitchen, food, crisis help, safe place for children, link in with public transport routes and have signage about what buses etc to take to get to the centre
- Have welcoming signage to the Centre
- Child and Parent Centres – effective feature was a walk straight into dining room/kitchen area which felt welcoming to parents, Carey Baptist College has a café which is always buzzing and adds to the school and wider community.

Focus Group – Community members

2 December 2016

Facilitators

Geordie Thompson (Manager Community Planning)

Melissa Hancock (Community Facilities Officer)

Rebekah Milnes (Social Planning Coordinator)

Due to the informal nature of the community lunch, conversations were not structured into a question and answer format and comments were varied in content.

Strengths of the Champion Centre:

- The CC has character and warmth
- It's a home away from home, where you can have a break
- It's a Noongar Centre, different to the mainstream centre
- It's a healing place, not clinical
- Staff make it welcoming, you can say what you think
- Kids are allowed to be kids

Potential improvements:

- The temperature year round in the hall is a reason some skip attending programs
- Have 'reception' areas for the individual service providers away from where the general public can wander
- Comments about the food relief service – needs air conditioning to preserve the perishable food
- The carpark is definitely not equipped for the number of people passing through. Buses frequently get stuck which means they have their kids having to walk over to the carpark next door for any organised excursions where the bus is waiting
- Sporting facilities would be a 'great to have' – basketball courts, POPP tables etc, places where kids can congregate without it being an organised activity
- Cultural education would be a great program as long as its ran by elders
- An outside play area for children where the parents can see them but the kids cannot see the adults would be fantastic, at the moment the parents have trouble being sociable with other adults during the playgroup bookings due to the kids being able to see the parents the whole time so interrupting. The type of playground they think their kids would most benefit from is a NaturePlay based exploration type theme where the kids learn basic skills
- Mentioned twice - more opportunities for young women, potential courses where they get skills/accreditations to help with future employment – hospitality, arts, mosaics etc
- MUSIC MUSIC MUSIC, they would love music playing through the centre – to drown out outside noises but also to create a warm atmosphere
- Need more programs for kids three years old and up and more space
- Visit Coolabaroo – an ATSI focused child care service
- Put glass on back wall to expose the bushland and lighten the area

- Have commercial kitchen and incorporate a café and mix functionality (visit the Fiona Stanley hospital's mothers and babies area)
- The CC should flow well and be cohesive
- Social workers or ATSI elders with a Christian approach should be the front of house receptionists – trained to help. Need to employ more elders
- Shady outdoor area, undercover playground (tunnels, safe slides, nature play areas)

Focus Group - Aboriginal and Torres Strait Islander Elders

12 January 2017

Attendees

Albert MacNamara, Aboriginal Elder

Irene MacManara, Aboriginal Elder

Mort Hansen, Aboriginal Elder

Peter Wilkes, Aboriginal Elder

Fred Penny, Aboriginal Elder

Jodie Clarke, Aboriginal Development Coordinator

Geordie Thompson, Manager Community Planning

Rebekah Milnes, Social Planning Coordinator

Main points discussed:

- The One-Stop Shop idea was very good for people to access services at one facility
- Aboriginal and Torres Strait Islander (ATSI) people input vital as the Centre is for the ATSI people. Often ATSI people are told to do things the white people's way rather than led by ATSI people.
- Groups of Elders important to continue to share information, knowledge, experience and wisdom
- Need more opportunities for ATSI people; not all ATSI people have had a background of being able to find jobs and stuck in the same situation for years. Therefore those who need the help need to be given opportunities, not to 'preach to the converted'.
- ATSI people need to be the leaders and trainers in training courses – it is wrong that the government thinks that ATSI people cannot manage their own affairs
- Include what the people would like in the design, ATSI community members need to be part of the decision making group to ensure the right ideas are included in the design. Need the right people involved in that process
- The Library and Centre can be under one roof as one facility, ATSI input is needed and the library can be accessible be all community members

- Driver Training program valuable as helped people with gaining their licences, and brought many people to the Centre
- Seems less people are coming to the Centre
- Can the Library space be used for training and employment, revenue from hire of the rooms comes to the Champion Centre. Could divide the back space into four areas for usage by organisations
- Ask ATSI people to design a new building, purpose built, construct Mia Mia from modern materials as a tourist attraction, and display information and art from all the tribes of ATSI people around Australia for international tourists to visit. Would benefit the wider community also as an educational activity.
- The main hall of the Centre doesn't work well, has an echo. Put a mezzanine level for more rooms
- The Centre could be an educational facility with murals and timelines of the ATSI culture with modern elements too – wired and IT equipment.
- The main hall is good for children and families activities and events, can have areas that are quiet too. People need privacy and safety too such as those experiencing DV.
- The entrance to the Centre is no longer open and can seem like it means people have to ask to come in but this helps keep staff safe from unsafe situations
- Half of the Library could be used for the library service and half for the community, with its own toilets, self-contained
- Community garden needs to be secure with a fence so syringes etc are not left for kids to pick up
- Yarning circle good idea, existing one is used by kids
- Support men separate to women, have a focus on ice and suicide prevention
- Sound proof room a good idea and have a focus on music.