



Lord Somers Camp and Power House

Raising \$19.6m for redevelopment of
Power House, Albert Park

Commonwealth Budget Submission 2022

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Executive Summary

Introduction to Power House redevelopment

Lord Somers Camp and Power House (LSC&PH) has been working to create a stronger, more inclusive society through service to others for over **90** years.

Our facilities are widely popular and directly benefit well over **100,000** people annually through social, civic and economic participation in community development programs, sports, arts and hospitality.

The community asset self-funds its community programs and supports almost **2,000** volunteers to deliver **\$50m** in-kind social and economic value annually through health and wellbeing programs. The current infrastructure supporting this work is in serious decline, does not meet community expectations and is not fit for purpose to deliver impactful community programs.

The 1960's decaying building itself discriminates against many members of the community. It is inaccessible even at ground level and has inappropriate changeroom facilities for school and community groups.

Action to redevelop and resolve the facilities inadequacies are well underway and the opportunity to accelerate and prepare future environmental benefits through solar is on the table.

The collaborative funding arrangements already collected and nurtured by LSC&PH positions us to act quickly subject State Government commitment to at least match that of the Commonwealths, although to accelerate urgent action that is required, we seek the Commonwealth to strongly consider this budget submission.

The asbestos roof needs urgent attention as it's unsafe, leaks and well past its life span. A **\$3m** commitment will allow us to replace the roof whilst also engineering it to maximise future solar. This plan allows the building to not only be financially sustainable for decades, but also provide future environmental sustainability and save and estimate **90tonnes** CO2 p/annum.

The redevelopment cost overview breakdown is as follows:

Description	Qty	Unit	Rate	Total
Building Works				\$6.8m
Ground Level				\$4.6m
Level 1				\$3.5m
Level 2				\$.30m
NET CONSTRUCTION	4600	m2	\$3,325	\$15.3m
TOTAL CONSTRUCTION (Inc ESD & Contingency)	4600	m2	\$3,738	\$17.2m
TOTAL END COST	4600	m2	\$4,261	\$19.6m

Grants and commitments currently received are from the Federal Department of Health, corporate and philanthropic bodies, and the LSC&PH contribution via a community loan.

\$8.6m has already been granted or committed

- \$5m granted by Federal Government
- \$3m committed from commercial tenants
- \$600k committed from philanthropy

\$11.0m is to be secured

- \$5m State Government funding
- \$3m via a strong and established philanthropy network
- **\$3m commonwealth budget directly towards a new roof capable to supporting solar grid**

What is Delivered

Physically, the project will secure multiple deliverables:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Modernised and inspiring community space • Accessible infrastructure throughout • Totally inclusive change facilities • Social enterprise café • State of the art performing arts theatre | <ul style="list-style-type: none"> • Female friendly sporting facilities • Solar and sustainable infrastructure • Safe and future proof roof • Welcoming & inviting sports entry • Desirable major events space |
|---|--|

This in turn will drive:

- Increased participation of women and girls in sport
- Increased community input and outcomes through better supported and trained volunteers, and growth in volunteer numbers.
- Social enterprise providing traineeships and jobs, underpinning and guaranteeing ongoing operational revenue

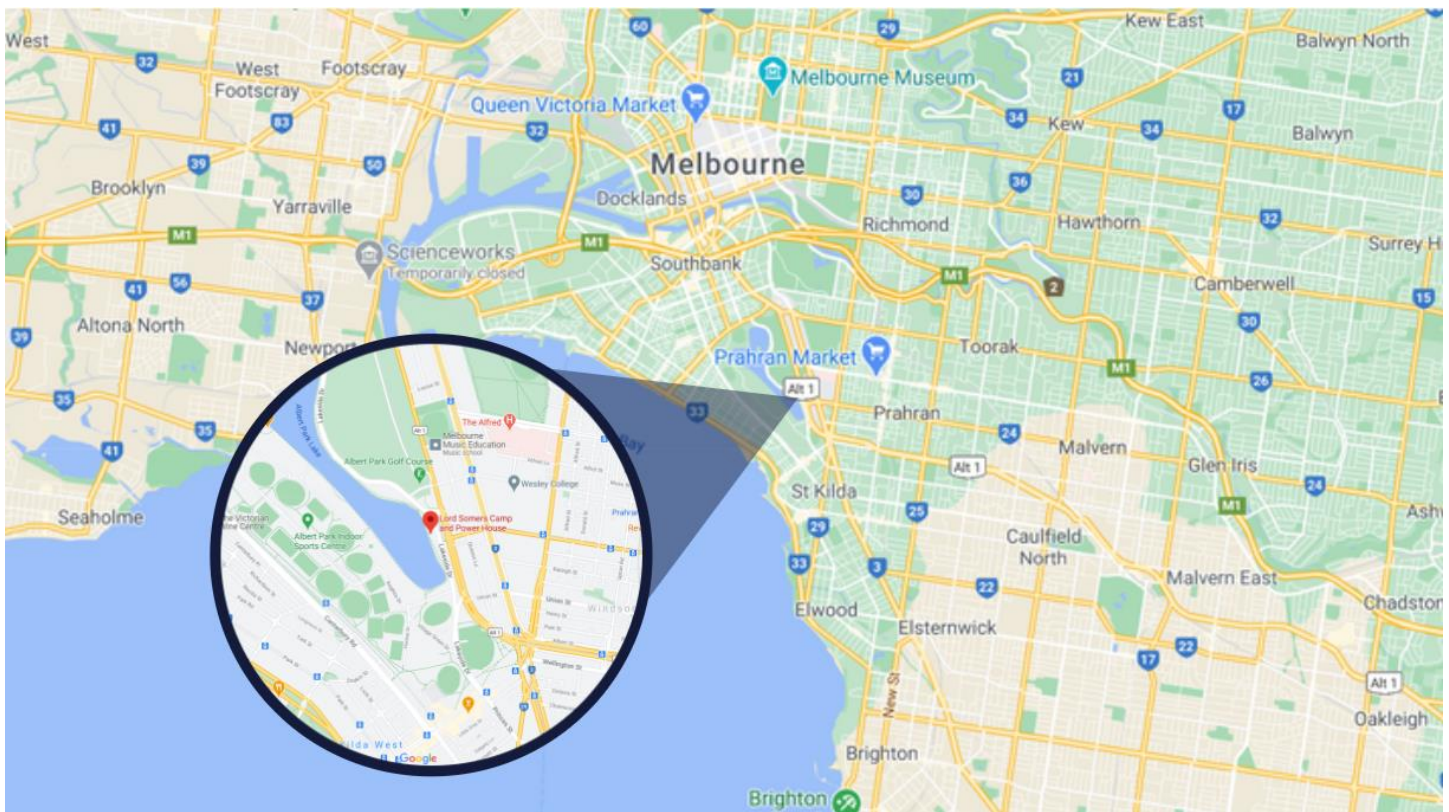
In-Depth Overview

Part of the Albert Park Master Plan, the Power House is a key community infrastructure project that through its own social enterprise ecosystem, supports a wide variety of community services.

The effects of COVID-19 and the realistic possibilities of funding have driven the responsibility to review more effective and efficient ways forward without sacrificing key objectives. The project has been refined from a \$32m demolition and build to a \$19.6m project that uses existing infrastructure elements while still extensively modernising and making the building fit for purpose which in turn will drive environmental, heritage and budget benefits. The previous \$32m business case is annexed #13 for comparison.



Location



Existing Condition

The last major construction at Power House was completed in 1964. Extensions and minor works continued over time with the extension of the south end in the early 1990s.

The facility consists of three storeys divided into 8 tenancies with the boat sheds, club rooms, gym and a dance studio located on the ground floor; the function centre and associated kitchen, drama/dance theatre, toilets and the power house administration offices located on the first floor; and a further dance drama/dance studio located on the top storey.

The roof is a curved construction and has rusting gutters. The roof itself has been deemed unsafe for standard trade repair access because of its age and constituent asbestos material.

Exterior stair access is timber on metal frame requiring monthly inspection and maintenance.

A thorough existing condition report completed by Parks Victoria is annexed for further detail together with a services report completed by GHD.

ANNEXED: 7 Parks Vic Condition Report and 8 GHD Services Report



Stair access available on the exterior of the building is timber planks on top of metal frame with timber treads and bolts now requiring monthly inspection and maintenance.



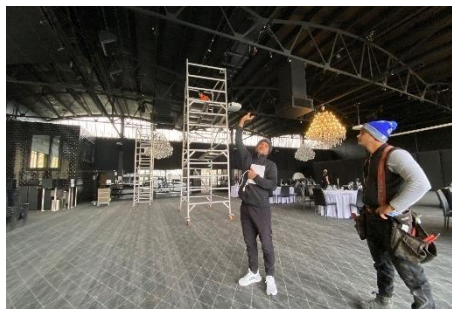
Uninspiring and uninviting entrances detract from the core focus on removing barriers for inclusive participation.



The construct of the roof curved with rusting gutters and the roof itself has been deemed unsafe for standard trade access to repair due to its age and asbestos material.



Current entry is uninviting and poses a major barrier for engagement for many different user groups. It also lacks any accessible entry.



The majority of the roof line has recurring leaks that are regularly patched from below as access to the roof from above is now deemed unsafe.



The visibility and appeal from the street is poor and uninviting. The modernisation of the space is well overdue.

Redevelopment Plans

The proposal is for an adaptive re-use of the existing building, generally within the current footprint but with the potential for some adjustments outside the present building line to suit the new design.

Demolishing and rebuilding the existing roofs and upgrading the building's glazing facades and external walls to meet current standards will be an integral part of the redevelopment.

A new glazed entry zone with integrated cafe, an extension to the LSC&PH offices and a newly roofed enclosed terrace area is to be added within the original footprint of the building.

The interior of the building will undergo some rearrangement of existing areas and their functions and a new vertical circulation zone will be created.

The existing car park will remain and has the potential to be reconfigured to better suit the new building design. Similarly some of the existing rowing pontoons will also remain, with some relocated to better suit the new rowing shed layouts. This work is to be arranged in close consultation with rowing club tenancies and Parks Victoria but will not need to be part of the \$19.6m budget.

Physical and visual connections to the park and the lake are important particularly for the rowing facilities at ground level, the function centre above and the new offices of LSC&PH.

ANNEXED: 2&3 John Wardle Architects Plans



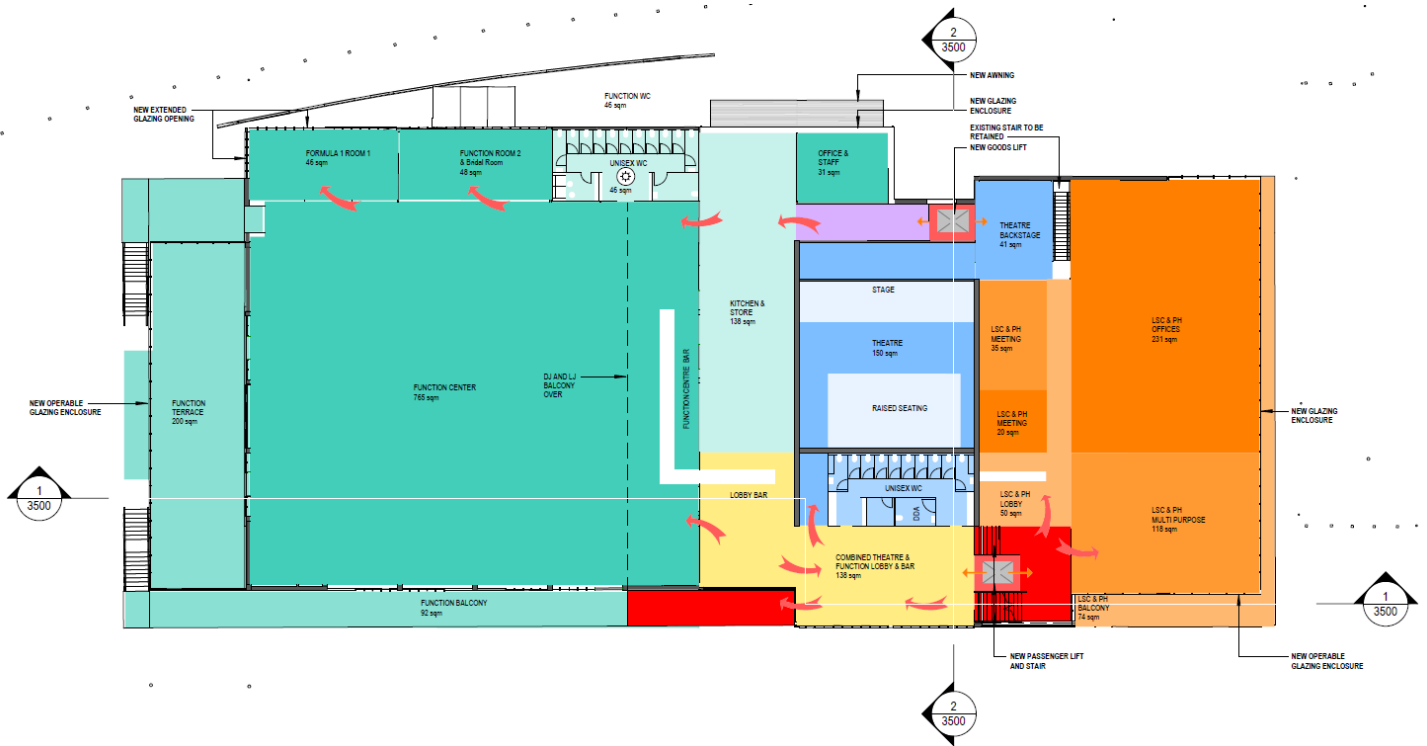
Ground Level

- Rowing & cycling centre gymnasium – warm shell
- Rowing centre boat bays – cold shell
- Cycling club with bike storage – cold shell
- Social enterprise café seating area – full fit-out
- Social enterprise café servery / kitchen / amenities - warm shell
- Public spaces including lobbies, foyers, stairs, lifts, and terraces – full fit-out
- Amenities for the function centre, creative centre, rowing & cycling centre and general public



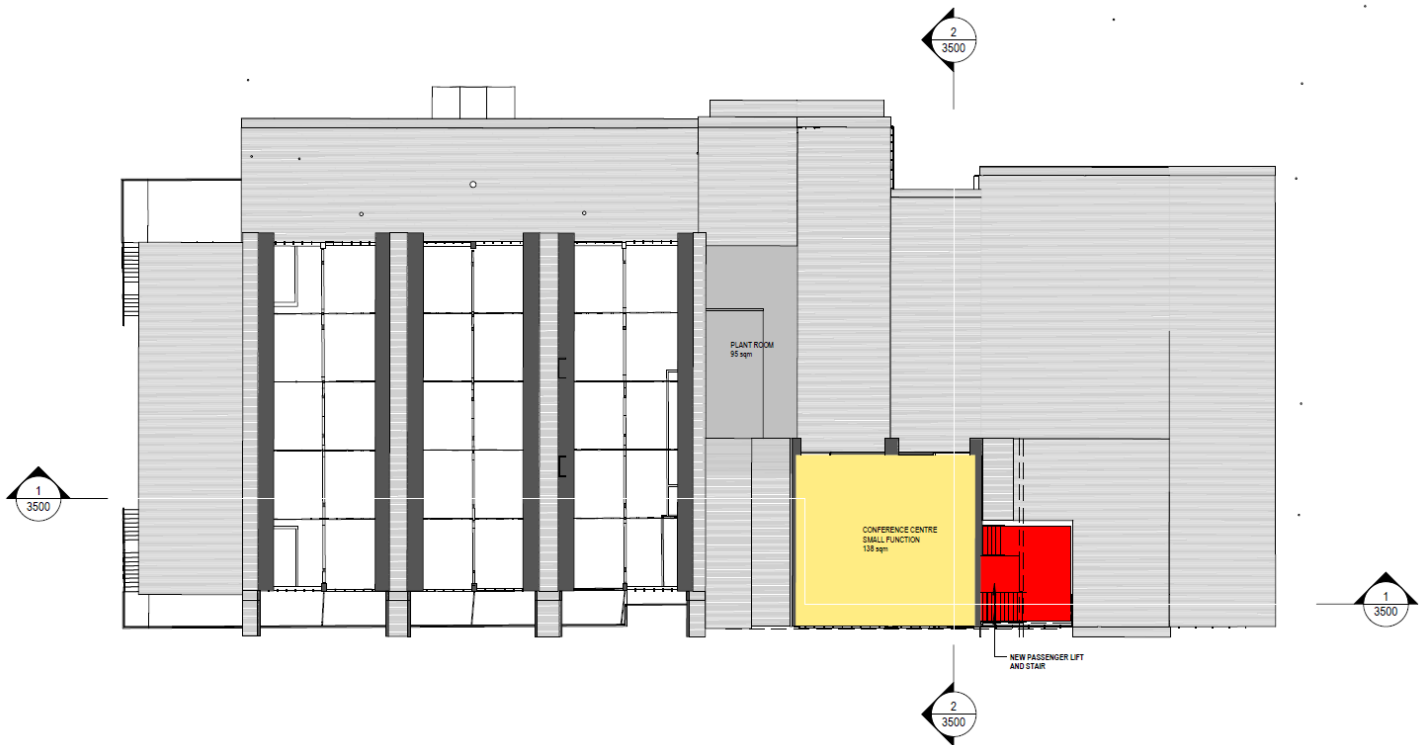
Level 1

- Charity collaborative offices – full fit-out
- Operable multi-purpose room – warm shell
- Creative centre – community theatre / conference centre – warm shell
- Function centre – warm shell
- Public spaces including lobbies, foyers, stairs, lifts, and terraces – full fit-out
- Amenities for the function centre, creative centre, rowing & cycling centre and general public



Level 2

- Multi-purpose meeting room / conference centre – warm shell



Collaborative Funding

A collaborative funding model approach towards LSC&PH redevelopment shares the capital investment across government, corporate, philanthropic and LSC&PH contribution.

Currently, grants and funding commitments have been received from the Federal Department of Health, corporate and philanthropic bodies towards the \$19.6m budget, with a commitment from LSC&PH to raise \$3.6m through fundraising.

With significant investment across multiple stakeholders secured, LSC&PH asks the Victorian Government for \$5m funding to support the redevelopment of what is a state asset on crown land.

Together with further and final support from the Commonwealth towards \$3m contribution for the roof, this allows the project to accelerate it's community and environmental impacts.

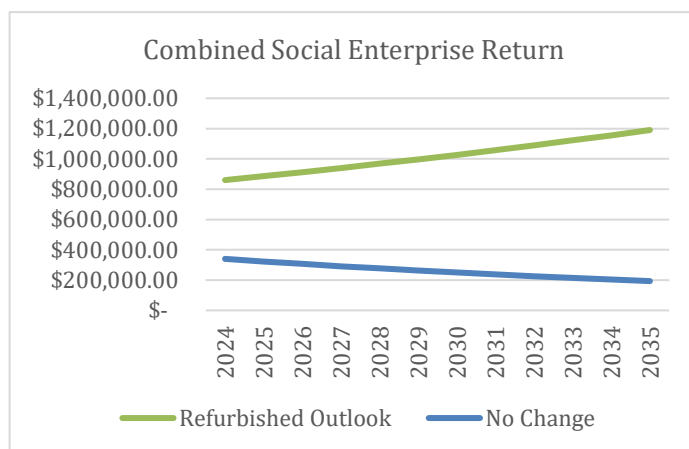
ANNEXED: 10 Crown Land Endorsement

Ongoing Financial Sustainability

The investment to redevelop Power House is a sustainable one, self-supporting and which is forecast to deliver a positive outcome of \$9m in the next decade. This is a direct impact that will be delivered from the redevelopment.

Further financial sustainable outcomes include \$50m through volunteer driven social and economic value of health and wellbeing programs annually.

The visitation to the area while indirect impact is a significant contribution and accounts for \$8.2m into the local economy from Power House visitors from interstate and the regions.



What happens if we do nothing?

It is not an overstatement to foreshadow the imminent closure of the Power House building without redevelopment proceeding as planned.

There is a critical need for us to act with urgency. Doing nothing within the next 12 months will mean the closure of a major social enterprise hospitality, events and sporting complex, and community space.

Across the social enterprise industry, 60,000 jobs are provided and 12,000 of these are for people with disability. Power House is unable to offer these jobs as access is not available. By doing nothing, we are leaving people behind.¹

Contractors have indicated health and safety concerns of further roof maintenance due to its age and condition. Ongoing maintenance is no longer possible having exhausted contractors able to continue works safely.

Delaying works any further will accrue additional costs as supply and labour will rise and result in a compounded issue of an abandoned building due to rising safety concerns.

Direct social enterprise financial return will decline. As illustrated in Combined Social Enterprise Graph on page 11, a shortfall of \$9m is forecast if we do not take action as social enterprise contributions diminish due to aging and unsuitable infrastructure.

Barriers to inclusive and accessible access to sport, theatre and community participation will remain and projected participation within the space will decline due to the inability to deliver adequate infrastructure.

Project Budget

Donald Cant Watts Corke (DCWC) have conducted a thorough site inspection and consulted with John Wardle Architects to arrive at their assessment of the project cost plan.

¹ https://djpr.vic.gov.au/_data/assets/pdf_file/0018/2036205/DJPR-Victorian-Social-Enterprise-Strategy.pdf

The cost plan provides a total construction estimate of \$17.2m and a total end cost of an estimated \$19.6m.

Risk Management

The Power House redevelopment will address urgent building repairs, in particular replacement of the roof, accessibility improvements and compliance, repurposing of internal spaces and providing for an extension on level 1 south end.

Driven with the support of a reputable project management group, On To It, a detailed Risk Management Plan ensures risks are clearly identified and managed throughout the project.

The purpose of our Risk Management Plan (*annex #9*) is to set out an effective risk management system for the project including:

- Roles and responsibilities for risk and issues management
- Risk and issues management approach including:
 - Categorisation, identification, assessment and treatment of risks
 - Allocation of responsibility to risks
 - Development of mitigation strategies and control measures for risks
 - Approach to quantification of risks and contingencies
 - Reporting of risks

Project Schedule

Project Phases	Commencement Date	Completion Date
Concept design	2019	09 November 2021
Consultant procurement	12 October 2021	30 December 2021
Site investigations	09 October 2021	January 2022
Schematic design	20 November 2021	29 February 2022
Town planning	9 January 2022	21 April 2022
Design development	23 Feb 2022	12 July 2022
Contract documentation	22 June 2022	9 August 2022
Tender and Award	11 August 2022	18 October 2022
Construction	19 Dec 2022	29 Dec 2023
Defect liability period	29 Dec 2023	29 November 2024

ANNEXED: 5 SD Program


Written Support

Additional letters of community support are attached separately, however some key highlights have been included below from a cross section of the community connected to Power House.





“Our commitment will support the organisation to promote health and wellbeing, active participation and social and inter-generational connection.”

Greg Hunt - Health Minister Federal Government


“This will provide for a self-sustaining community asset funded through its own social enterprise which will benefit dramatically from a purpose-built facility.”

Bernadene Voss - Mayor, City of Port Phillip

“We are excited with the opportunity to provide safe, inclusive and racing forms of cycling that contributes greatly to health and wellbeing, and greatly contributes to participation in Albert Park”

Lewis Fulcher - President, St Kilda Cycling Club




“Lord Somers Camp & Power House contribute tireless effort delivering support to over 650 children and carers attend camps & events the give kinship families time together and strengthen their relationships.”

Jane Rowe - Founder, Mirabel Foundation





“Albert Park College and Power House are important community partners, that provide fair opportunity for all. We are excited to see our school continuing to offer expanded education through Rowing and other initiatives at Power House.”

Steve Cook - Principal, Albert Park College



“The Power House building has provided a safe space for the Melbourne Argonauts Queer Rowing Club community to connect and grow”

Josh Lipscombe - President Argonauts Rowing Club



“Power House and all the people involved helped me embrace one of the most valuable opportunities in my life and truly supported me and my family to belong and find value.”

Joseph Alkarra - Program Leader



“The community benefits of providing opportunity to exercise creative expression is critically important, with doubled benefit to audiences that get to be swept up and escape in a way only theatre can provide.”

Sarah Yeung - Associate Director, Cracked Actors Theatre

Top Line Benefits

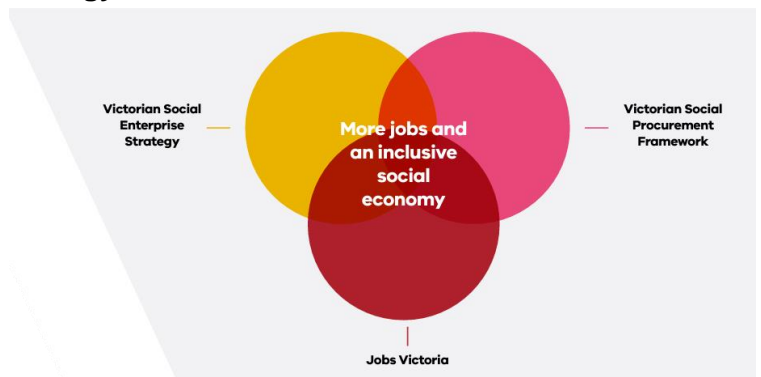
Increased participation of women & girls in sport is a key objective of the redevelopment. By providing adequate facilities, a more inviting and open facility will strategically remove barriers so more women and girls can participate in sport and theatre.

Increased community input & outcomes through more supported & better trained volunteers within a facility that has a large and strong base of volunteers, which will grow the volunteer base with modernised facilities that cater appropriately, and offer a range of collaborative training opportunities. Furthermore, the services across entertainment, café, theatre and sport together with breakout spaces will bring vast increases in volunteer engagement.

Social enterprise will drive traineeships, jobs and underpin ongoing operational revenue that allows the above points whilst also driving all the below outcomes. Power House will be an environmentally sustainable project and a financial sustainable project that delivers real community impact for decades to come.

Directly aligned with Victorian Social Enterprise Strategy 2021-2025

The social enterprise industry economic impact in Victoria is \$5.2billion and supports an estimated 60,000 jobs. Power House empowers a long established social enterprise and is a focal point for generating economic activity that empowers strong and positive community impact.



The Impacts

The impacts generated from Power House are as diverse as the community who access the spaces. To best articulate these benefits, they've been divided up into direct, collaborative and expanded impacts.

Direct

Impact directly generated from Power House



Direct impacts measuring flow from the specific programs and activities that are run from the services offered on site. Most notably, the volunteer lead programs that contribute significant value are self-funded through the social enterprise of Power House.

- 2,000 volunteers (across LSC&PH and tenants) which create \$50m worth of economic, social, cultural and civic benefit across the Victorian community.²
- \$12m forecast social enterprise revenue generated in the next decade alone
- 170+ jobs across hospitality, creative arts, sport, and community plus an estimated 30 trainee jobs annually. (Every trainee hospitality role creates another 2 jobs in other parts of the supply chain).³
- 150,000+ forecast users, guests and visitors annually across events, theatre, sport and community
- The Victorian Social Enterprise Strategy to 2025 says the largest opportunity for growth among social enterprises is access to development and training opportunities (69% of responses). This is directly relevant to Power House tenants who operate in the space.
- There is a clear opportunity for the Power House to remove significant barriers to female participation in sport through addressing appropriate change facilities.
 - Data from SportsVic shows that barriers to participation include feeling intimidated by competitive sports, and not wanting to exercise alone.
 - Data from VicHealth shows that more than five times as many females participate in informal, social sports events compared to formal competitions highlighting need for the Power House environment.^{4 5}
- Social procurement opportunities through the 800 person function centre

It doesn't stop here. Through collaboration that is at the core of the Power House social ecosystem, wider impact is created through the community as outlined below.

Collaborative

Impacts as a result of direct impacts together with collaboration



Collaborative impacts are benefits that come from wider collaborating networks and communities that leverage the use of the facilities but don't actually call Power House home.

These collaborative benefits are spread across **community**, **sport** and **entertainment**.

Community

A broad community of multicultural, diverse young and positive ageing people are supported through an inbuilt and long history of providing service. Through this collaboration, the real effort of Power House is on show by expanding positive impact and changing lives for the better.

A view across some of these key community collaborations are outlined below.

- Little Dreamers could **increase their fundraising revenue by 25%** through hosting events at Power House and sharing campaigns to generate funds through the Power House network.
- Mirabel CEO Jane Rowe estimates the charity can reach 1,500 orphans per year with a redeveloped Power House. This would be a **30% increase in numbers** in current programs.
- Flying Fox uses the Power House space to deliver fun, social, life-changing opportunities for young people with disabilities. After Power House is redevelopment, Flying Fox CEO Dean Cohen estimates the charity **can double the number** of programs and people they can help, to 2,000 people a year.



Mirabel assists children who have been orphaned or abandoned due to parental illicit drug use and are now in the care of extended family (kinship care). Power House



Respite and care programs are funded and delivered from Power House. Very Special Kids cares for children with



SECL and ASRC amongst other multicultural leading groups access programs under Power House Atlas programs together with a safe

² <https://stateofvolunteering.org.au/wp-content/uploads/2020/10/StateofVolunteeringReportVictoria.pdf>

³ <https://www.apprenticeships.vic.gov.au/big-build-apprenticeships/>

⁴ https://sport.vic.gov.au/_data/assets/pdf_file/0025/56158/inquiry20into20women20and20girls20in20sport.pdf

⁵ https://www.vichealth.vic.gov.au/~/_media/fundingopportunities/female%20participation%20in%20pa/research_snapshot-vh_female_participation_in_sport-and-physical_activity.ashx

volunteers deliver connection and engagement for carers and children together with fundraising events and meeting spaces.



Big Brothers Big Sisters

Provide vulnerable young people with strong and enduring, professionally supported one-to-one mentoring relationships, that change lives for the better, two people at a time. Utilise Power House for functions, events and fundraising support.



work to prevent and reduce bullying through evidence-based education, advocacy, and support for all communities across Australia.

life-limiting conditions by providing a children’s hospice and professional family support services.



Youth Affairs Council Victoria

Advocate for young people and represent the youth sector to uphold the rights of all young Victorians.



Supporting young people aged 4 to 25 who provide care for a family member affected by disability, illness or addiction.

place to connect to sport and diverse community.



BRAINWAVE

Supporting families and children with brain injuries and illnesses to adapt and thrive.



FLYING FOX

Build connections between people with disability and the community through the power of fun.



READY SET

Ready Set strengthens communities by empowering job seekers with clothing and coaching, so they can build their confidence, realise their dreams and change their lives.

Community Sport

Through community sport, our communities create and build connections, are healthier and enjoy sport.

- St Kilda Cycling Club reaches about 10,000 in the local community, helping to address the mental health benefits of exercise, inclusion and diversity. With a home base at the redeveloped Power House, the cycling club estimates it can grow to 20,000 people across regular racing programs and events. (Lewis Fulcher, SKCC President)
- Albert Park College and Power House are important community partners, that provide fair opportunity for all. We are excited to see our school continuing to offer expanded education through rowing and other initiatives at Power House. (Steven Cook, Principal Albert Park)
- The Power House building has provided a safe space for the Melbourne Argonauts Queer Rowing Club community to connect and grow. (Josh Lipscombe, Argonauts Rowing President)



Providing fair opportunity for all to participate in a rowing program together with other learning initiatives at Power House through community activation.



With over 700 members, the club will become a new tenant at Power House



Providing a safe space for Melbourne’s first Queer Rowing Club. Embracing diversity and sense of belonging for all.



Korowa is a caring and supportive community which inspires students to follow their passion. Delivering rowing and gym programs from Power House.



ROWING

the Y Rowing Club provides an opportunity for people of all ages (from teens through to mature age adults) to learn and enjoy rowing in a safe and friendly atmosphere

with learn to ride and race events planned for Lakeside Drive on a regular basis.



Delivering quality learn to row and junior rowing programs from Power House.



MELBOURNE
GRAMMAR SCHOOL
AN ANGLICAN SCHOOL

Meaningful lives are ones which are grounded in high-quality human relationships, steered by knowledge, understanding and a strong sense of moral purpose.



Delivering progressive values foster and promote empathy, inclusivity, diversity, and a strong sense of community in every student and staff member.

Performing Arts and Entertainment

Providing entertainment through events and theatre, people can enjoy connecting, or immerse themselves in performing arts.

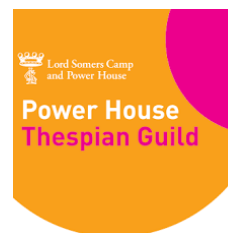
- The arts at Power House are about social inclusion. The experience of participating in the arts is also social. Even if there is no overt interaction, there is a sense of being part of something bigger than the individual.⁶
- Having a job in hospitality grows young people's confidence in 'soft skills' which include communication, humility, collaboration and interpersonal awareness, making them more employable.⁷
- Coming together at events like weddings, corporate days, fundraisers, or school dances brings joy and a strong sense of community while at the same time funding a social enterprise.
- Every trainee hospitality role creates another 2 jobs in other parts of the supply chain.



Delivers strong sense of fun and community connection through event, weddings, corporate functions and community conferences. Provides hundreds of jobs and traineeship opportunities and is a major contributor to the social enterprise of Power House.



Provides hundreds of jobs for creative industries whilst delivering opportunity for expression, fun and creativity. Audiences relax and enjoy experiences and are rewarded with a more positive outlook.



PTG provides experiences to anyone willing to participate in a live performance. There is a strong sense of connection and belonging that is delivered.

External

Impact that surrounds the Power House (Ripple Effect)

External benefits are those that come to the wider community without direct engagement within the building, but from the ripple effect that will be caused by the redeveloped building.

- Social
 - Volunteers (82%) were more likely than non-volunteers (55%) to have attended a community event recently
 - People who volunteered through an organisation (64%) were more likely to provide informal assistance to someone outside their own household than non-volunteers (41%)⁸
- Local Economy
 - \$8.2m spent in the local economy based on a conservative estimated 5% of Power House visitors staying overnight in the local area.⁹
- Parks Vic Master Plan alignment
 - The Albert Park Master Plan will guide improvements to the park over the next 25 years, ensuring it meets the diverse and changing needs of visitors, while enhancing the health and wellbeing of visitors to the park and quality of the park landscape.)
- Environmental
 - A solar and energy efficient building reduces environmental effects and furthermore the effective re-use of the building avoids landfill carbon effects.
- Safer communities
 - Safe and welcoming access to change and locker facilities on entry into Albert Park.

⁶ https://www.vichealth.vic.gov.au/Promoting_Mental_Health_Through_Accessing_Arts.pdf

⁷ <https://www.glion.edu/magazine/9-reasons-hospitality-jobs/>

⁸ <http://volunteeringvictoria.com.au/wp-content/uploads/2019/05/Facts-Stats-10-Jan-2018.pdf>

⁹ <https://business.vic.gov.au/business-information/tourism-industry-resources/tourism-industry-research/domestic-and-regional-research>