

Submission No. 01

(ABC Melbourne)

Date: 21/03/13

Submission No.1.0

ABC Melbourne



ABC

Australian
Broadcasting
Corporation

**Proposed
ABC Melbourne
Accommodation Project
Southbank, Victoria**

Statement of Evidence

**To the
Parliamentary Standing Committee
On Public Works**

20 March 2013

1. OVERVIEW OF SUBMISSION 1.0

1. This Submission 1.0 provides evidence to the Parliamentary Standing Committee on Public Works (PWC) in support of the proposed Melbourne Accommodation Project (MAP) for the Australian Broadcasting Corporation (ABC). It addresses the following criteria:
 - The stated purpose of the proposed work and its suitability for that purpose;
 - The need for, and advisability of, the work;
 - The cost-effectiveness of the proposal;
 - The amount of revenue the work will produce;
 - The current and prospective public value of the work.
2. Confidential information on project cost estimates, funding arrangements, risk estimation and management, confidence levels, and options analysis is detailed in **Submission 1.1**.

2. SUMMARY

3. The ABC is the nation's public broadcaster providing content on a range of platforms to local, national and international audiences. In a changing media landscape the role of the ABC has become more important to ensure Australian stories are told and Australian voices are heard. We connect with rural and regional communities and play a vital role as the country's emergency broadcaster.
4. The ABC currently occupies three sites in Melbourne, one at Southbank, which is adjacent to the Melbourne CBD and two at Elsternwick, about eight kilometres to the South East.
5. In 1999, the ABC purchased the site immediately adjacent to its existing Southbank Centre, in Sturt Street, with the long-term objective of consolidating all its Melbourne-based staff and operations (with the exception of television outside broadcast operations) on the one site at Southbank.
6. In June 2011, following an extensive options analysis, the ABC Board endorsed the collocation of Melbourne-based activities at Southbank as its preferred accommodation option. The Board also approved the overall scope of the project and a funding allocation to cover the Planning Phase of the project through to completion of the PWC process.

7. The site at Gordon Street Elsternwick currently occupied by the ABC's television centre, presents a number of potential work health and safety (WHS) issues, including the presence of asbestos, for the building occupants. The proposed project will address these issues.
8. The MAP is a key element in the ABC's strategic goal to "maintain its leadership position as an innovative and independent media organisation serving the needs of all Australians"¹. Operating in an evolving and diverse media environment where the pace of industry and technological change is ever increasing, "the Corporation must continue to build its capabilities as a digital broadcaster"².
9. The collocation of the ABC's Melbourne operations will assist the ABC in achieving this strategic goal by enhancing cross-divisional collaboration and enabling sharing of content. The consolidated facility will further encourage engagement and interaction with audiences; increase content creation, re-use and delivery; streamline processes and workflows; and facilitate improved flexibility by providing integrated and sustainable systems to keep the ABC on-air and online.
10. The proposal also helps the ABC better meet a range of government policy objectives in the areas of environmental sustainability; the transition to digital television and the provision of digital radio services in metropolitan areas; and will assist the ABC with the delivery of high quality and diverse broadcasting services.
11. The proposed project brief and initial design work undertaken by the ABC, takes into consideration the future needs of the organisation, changing work practices, and technological requirements.
12. The concept design integrates the new building with the current ABC Southbank Centre to deliver a single contemporary building with a consistent facade (see **Appendix 1 – Architectural Drawings**). The consolidated structure would house all Melbourne staff and facilities, across all operational and program-making divisions and media genres (with the exception of television outside broadcast operations).

¹Australian Broadcasting Corporation, Strategic Plan 2010-2013, A clear direction for the ABC <http://www.abc.net.au/corp/pubs/documents/cplan10-13.pdf>

² Ibid

13. The proposed gross floor area of the consolidated building is 31,663 sq.m. This represents a reduction in the total gross building area currently occupied by the ABC in Melbourne of approximately 5,000 sq.m.
14. There are approximately 1,000 full time, part time, and casual employees with the ABC in Melbourne: 58% are located at the Southbank site and 42% are located at the two Elsternwick properties. The new facility at Southbank will provide approximately 670 work points to accommodate staff, taking into account the 24-hour nature of ABC operations, the increasing numbers of shift workers employed, and the fact that many ABC Resources staff are studio-based and do not require an allocated workpoint.
15. The proposed development will be designed to achieve compliance with a 5 Green Star rating - Office Design (Version 3) and a 4.5 star NABERS Energy office design.
16. Considerable care has been taken with urban planning and consultation, both with the Melbourne City Council (MCC) and the State of Victoria. The discussions have included how the ABC's project fits into the vision of the City and State to develop the zone as an Arts precinct, enhancing public interaction and the precinct's heritage and cohesion. The project has made a referral on heritage and environmental issues under the federal Environmental Protection and Biodiversity Conservation Act (EPBC Act)³. The Department of Sustainability, Environment, Water, Populations and Communities determined the ABC project is not a 'controlled action'.
17. The Limit of Cost (LoC) estimate (outturn cost) for the project is \$176.4 million, including project management, design, site works, construction, building fitout, and the ABC's broadcast technology fitout. The ABC undertook a comprehensive Value Management process to ensure that the final Limit of Cost achieved the best value for money outcome for the ABC.
18. Subject to Parliamentary approval of the project, it is anticipated that construction would commence in 2014, with completion by early 2017.

³ Federal Environmental Protection and Biodiversity Conservation Act <http://www.environment.gov.au/epbc/>

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3. NEED FOR WORKS

19. The ABC proposes to relocate its Melbourne-based television production and administrative functions from sites at Gordon Street and Selwyn Street, Elsternwick, to a new building consolidated with the existing ABC Centre at Southbank. It is intended that once this relocation is complete, the Elsternwick sites would be decommissioned and sold.

3.1 Key Project Drivers

20. The key drivers for this project are:

- The Gordon Street site presents a number of potential work health and safety (WHS) issues, including the presence of asbestos, for the building occupants. This is discussed further in **Section 3.10**;
- The ABC Centre at Gordon Street, Elsternwick has been in use as a television broadcasting and production centre for more than fifty years. It is dysfunctional and unsuited to the needs of the current and developing ABC;
- The current accommodation arrangements with ABC staff spread across three sites in Melbourne severely limits flexibility and the opportunity for cross-divisional collaboration, knowledge and content-sharing.
- It would better enable the ABC to continue to meet its obligations under the ABC Charter⁴ while providing the opportunity to adapt and develop in a converged media environment.

3.2 Key Legislation

21. The ABC is an integral part of the media landscape in Australia, delivering a diverse range of content across television, radio, online and various other digital media platforms, which are increasingly interrelated. The Corporation operates under its own governing legislation, the

⁴Australian Broadcasting Corporation Act 1983, PG 206 Section 6 – Charter of the Corporation. <http://about.abc.net.au/wp-content/uploads/2012/10/ABC-AR-2012-combined-web-revised-17-Oct.pdf>

Australian Broadcasting Corporation Act (1983) (ABC Act)⁵. This Act is administered by the Department of Broadband, Communications and the Digital Economy (DBCDE).

22. The ABC is subject to the Commonwealth Authorities and Companies Act 1997 (CAC Act)⁶. This Act is administered by the Department of Finance and Deregulation.

3.3 ABC's Function and Operations Leading to the Need for Works

23. The primary need for the proposed investment is to meet the operational and strategic requirements of the organisation in accordance with its functions and duties under the ABC Act⁷.

24. The functions of the Corporation, as set out in Section 6 – Charter of the Corporation – of the ABC Act⁸ are:

- *(a) To provide within Australia innovative and comprehensive broadcasting services of a high standard as part of the Australian broadcasting system consisting of national, commercial and community sectors and, without limiting the generality of the foregoing, to provide -*
 - *Broadcasting programs that contribute to a sense of national identity and inform and entertain, and reflect the cultural diversity of, the Australian community; and*
 - *Broadcasting programs of an educational nature;*
- *(b) To transmit to countries outside Australia broadcasting programs of news, current affairs, entertainment and cultural enrichment that will -*
 - *Encourage awareness of Australia and an international understanding of Australian attitudes on world affairs; and*

⁵ Australian Broadcasting Corporation Act (1983) <http://www.comlaw.gov.au/Details/C2008C00174>

⁶ Commonwealth Authorities and Companies Act 1997 (CAC Act)
<http://www.comlaw.gov.au/Details/C2012C00698>

⁷ Ibid

⁸ Ibid

- *Enable Australian citizens living or travelling outside Australia to obtain information about Australian affairs and Australian attitudes on world affairs; and*
 - *(c) To encourage and promote the musical, dramatic and other performing arts in Australia.*
25. In carrying out these functions, including the provision of innovative and comprehensive broadcasting services, the ABC Board has a number of duties (set out in S.8 of the ABC Act⁹). These include:
- *Ensuring that they are performed efficiently and with the maximum benefit to the people of Australia;*
 - *Maintaining the independence and the integrity of the Corporation; and*
 - *Ensuring that the gathering and presentation of news and information is accurate and impartial according to recognised standards of objective journalism.*

3.4 This Proposal helps meet the ABC Charter Objectives and Goals

26. Successful completion of the project will enhance the ABC's ability to fulfil its Charter obligations in providing particular services, interrelationships and facilities. These include by assisting the ABC to:
- Develop innovative and distinctive content;
 - Contribute to a sense of national identity and reflect the cultural diversity of the Australian community;
 - Expand programs and services to local and regional communities;
 - React to changing audience expectations;
 - Provide an Australian perspective on events and issues;
 - Provide a balance between programs of wide appeal and specialised programs ;
 - Promote the musical, dramatic and other performing arts in Australia ;
 - Broadcast domestically and overseas.

⁹ Ibid

27. By bringing everyone under the one roof for the first time in Melbourne, the project will achieve these obligations by facilitating cross-divisional collaboration, knowledge and content sharing, and the ability to adapt to changing audience expectations as well as providing organisational efficiencies by collocating ABC television production with other ABC activities at Southbank. It will establish a public link between the ABC and the community where people can visit and can see the ABC in action. It will also integrate flexible infrastructure into the design that will enable the ABC to meet these aspirations and objectives well into the future.

3.5 Strategic Objectives

3.5.1 ABC Strategic Plan

28. The project's objectives are informed by the ABC's Strategic Plan¹⁰. This plan sets clear goals for the ABC in order to maintain its position as an innovative and independent media organisation. By meeting the goals of the ABC Strategic Plan, the ABC will meet their obligations under the ABC Charter¹¹.

3.5.2 Strategic Project Objectives

29. The ABC has developed strategic objectives specifically for the MAP to directly measure the project's success against the ABC's Strategic Plan. The project's strategic objectives are as follows:
- Creativity
 - Creativity lies at the heart of the ABC and it is important that the new building both reflects and supports this through a creative, contemporary environment that connects with diverse communities.
 - Collaboration
 - Collaboration in the context of the ABC means many things – amongst peers, between staff creating content, support and management across all media, between teams, between divisions, with local and federal government

¹⁰ Australian Broadcasting Corporation, Strategic Plan 2010-2013, A clear direction for the ABC <http://www.abc.net.au/corp/pubs/documents/cplan10-13.pdf>

¹¹ Ibid

- stakeholders, external partners and collaborators and with the audience.
- The new building should encourage and accommodate all such interaction in support of creative endeavour, information and knowledge sharing, content generation, commercial enterprise, promotion and marketing.
 - **Functionality, Flexibility and Choice**
 - Functionality of the new building is of paramount importance for many reasons including, for individuals and teams to have access to work settings that support their many and varied tasks and, for production units and other departments to have accommodation with the ability to expand and contract in response to space demand.
 - Flexibility will be derived through the ability to cost-effectively adapt both workspaces and the building generally to accommodate a range of different functions, technologies and activities both on demand and overtime with a minimum of cost and disruption, including the use of a “kit of parts” approach where appropriate, enabling the working environment to be customised to individual department needs while maintaining an overall corporate theme.
 - Choice in where and how people work within the building will be key to ensuring personal and departmental productivity; this needs to be achieved within a cost-effective and space-efficient environment by maximising the use of shared facilities.
 - **Future-Proof**
 - To create a facility that is a design benchmark for future media centres in Australia. The exponential rate of change in work generally, and the media industry in particular, caused and facilitated by new technologies means the way in which the new building is used over its 40-plus-year life will evolve dramatically.
 - It is essential, therefore, that its configuration, technical facilities and functional interior relationships and layouts are designed to respond to the opportunities for new technology to provide both efficiency and work practice

change.

- Visibility and Access
 - The new facility should be accessible and responsive to the community, encouraging interaction between ABC staff and the public.
 - The building's location in the heart of Melbourne's Arts Precinct provides a significant opportunity to reinforce the ABC's presence in Victoria and its role in the local and national cultural landscape.
 - The new building should therefore showcase the ABC's range of products, activities, history and successes; encourage public engagement; and, provide an interface between ABC staff and the community.
 - Sustainability
 - The building should manifest sustainability across the full spectrum of corporate, social and environmental concerns.
 - It is to be environmentally sustainable with energy-efficient design concepts and materials which enhance staff comfort, support creativity, and encourage responsible environmental practice such as recycling, energy conservation and transport.
30. The proposed integrated work environment will be designed to achieve the project's strategic objectives, providing benefit to the ABC audience and staff through enabling a collaborative and flexible environment. It will also provide the ABC with the capacity to promptly respond to the changing media landscape and audience expectations in a converged media era. Convergence is a distinct driver of change for media organisations and the community, as documented in the Department of Broadband, Communications and Digital Economy's (DBCDE) Convergence Review¹².
31. This review flagged the importance of "television like content" across all platforms and recommends that the ABC charter be modified to reflect the range of services being delivered online, and on smart phones and tablets.

¹² Convergence Review (2012), Department of Broadband, Communications and Digital Economy
http://www.dbcde.gov.au/_data/assets/pdf_file/0007/147733/Convergence_Review_Final_Report.pdf

3.5.3 ABC Information, Communications and Technology Strategy

32. In early 2011, the ABC Managing Director, Mark Scott, published the “ABC Information, Communication & Technology (ICT) Strategy 2010-2015”. The goal of the ICT Strategy is to provide innovative, integrated and sustainable systems which keep the ABC on-air and online. Addressing the continuing challenge of sustainability, the strategy is aligned with the ABC’s Strategic Plan 2010-2013 and enables an integrated content sharing environment.
33. The ICT Strategy encourages the ABC to:
 - integrate technologies across divisions and promote content sharing;
 - ensure sustainability of our ICT environment;
 - derive the greatest benefits from technology projects; and
 - better manage funding.
34. The ICT Strategy is a major influence for the technology component of the MAP. The strategy aligns with the MAP vision of establishing a more integrated content-sharing environment and creating a converged media workplace.

3.6 The Public Interest, Industry and Government Priorities

35. The MAP would deliver a facility for ABC staff that enables the creation of high quality content for the ABC’s audience of today and of the future.
36. It is the ABC’s priority to place audience experiences at the centre of its plans and activities and to connect more than ever with all Australians, at local and national levels. The ABC’s strategic priorities, as detailed in the ABC Strategic Plan 2010-2013, outline the Corporation’s target initiatives in order to maintain its position as an innovative and independent media organisation. The Melbourne Accommodation Project is an opportunity to contribute to the success of the following strategic priorities:
 - Identifying initiatives to consolidate and develop existing areas of strength, improve areas of underperformance, and deliver cross-platform content initiatives;
 - Establishing new measures for audience engagement and content assessment to review and improve the quality, impact and distinctiveness of programming developed by the ABC;

- Prioritising investment in technological infrastructure to underpin the ABC's multiplatform expansion;
 - Continuing to review existing business models and operating practices to ensure efficiency and effectiveness;
 - Ensuring the ABC is developing multiplatform content initiatives that affirm industry leadership and innovative thinking;
 - Creating a converged international broadcaster, providing seamless and integrated multiplatform access to Australia Network, Radio Australia and ABC content across the region;
 - Establishing and delivering a clear narrative for the ABC's position and leadership in the converged digital landscape.
37. The project will help the ABC meet the challenges of new channels and platforms in the market, and increase our connection with all Australians. This project will enhance the ABC's ability to inform, educate and entertain our audiences, across all media platforms as well as in representing Australia to the world.
38. The project also demonstrates the ABC's commitment to continue multi-genre and multi-platform content production in Melbourne, especially in the production of television and television-like content for other platforms. With the investment in television studio infrastructure in Melbourne, this project also becomes important to the broader commercial and independent television production sectors, both by providing production facilities when not required by the ABC, and by supporting the maintenance and development of production and operational skills.
39. The project also aligns with the MCC and DPCD's Southbank Structure Plan 2010¹³. This plan provides a new vision and strategy for the future development of Southbank. The MAP's strategic goals align with the planning aspirations of the Southbank Structure Plan including an expanded public realm, street activation, a permeable neighbourhood, and sustainable buildings and infrastructure.

¹³ Southbank Structure Plan 2010

http://www.melbourne.vic.gov.au/AboutMelbourne/ProjectsandInitiatives/Southbank2010/Documents/Southbank_Structure_Plan_updated_30Nov2011.pdf

40. In addition to the above strategic project drivers, ongoing operational savings through collocating the ABC's Melbourne operations would be achieved. These savings are derived from reducing the operational and maintenance costs of maintaining multiple sites, as well as the cost inefficiencies which result from the age of the Gordon Street site. These savings would be made available to help fund the broad range of core content-making activities, once the project debt is paid off. Further information on these operational savings is provided in **Submission 1.1**.

3.7 Historical Background

41. The ABC was established in 1932 as the Australian Broadcasting Commission. The ABC in Victoria also established the Melbourne Symphony Orchestra (MSO) and, from 1939, Melbourne has been the primary location for Radio Australia and the ABC's other international operations.
42. With the introduction of television to Australia in 1956, the ABC established studios at Gordon Street Elsternwick. In its first year of operation, the facility comprised of a smaller studio used for news, presentation, program hostings, interview programs and single-camera operated coverage. In the years following, two production studios were constructed. The Elsternwick site also housed television production, operational and administrative staff, technology and support as well as the infrastructure for television outside broadcast operations. The ABC produced thousands of hours of entertainment, drama, arts and interview programs such as Bellbird, Adventure Island and the Kamahl Show during this period.
43. The introduction of colour television to Australia in 1975 saw a comprehensive refurbishment of technology at Gordon Street and the expansion of television resources and staff to multiple sites across Melbourne. With the advent of colour programming, the very popular Countdown was created and also produced at Gordon Street.
44. In May 1984, the Corporation was restructured to ensure that all resources necessary for the production, procurement and transmission of programs were brought under the control of separate autonomous operating divisions: Radio, Television, Concert Music, Corporate, Marketing and Radio Australia. The decision to "media split" program and support departments by output function was made to ensure effective management and to facilitate

high quality programming for each medium. This was an appropriate response to the environment at the time in which production needs and technology were diverging.

45. As the ABC's television operations expanded in Melbourne, a number of additional properties were leased to accommodate various ancillary functions.
46. In 1993, the ABC Television presence in Melbourne was then reduced from more than ten sites to two, at Gordon Street and Selwyn Street Elsternwick. The Selwyn Street property, purchased in 1993, is located a few hundred metres from its production centre at Gordon Street. This facility continues to house television production units, and the technology and staff for television outside broadcast operations, as well as overflow storage for props and wardrobe.
47. The following year, the ABC further consolidated its accommodation in Melbourne with the completion and commissioning of the Southbank Centre to accommodate Radio, Radio Australia, and the MSO.
48. In 1999 the ABC purchased the Sturt Street site adjacent to its existing Southbank Centre with the long-term objective of consolidating its Melbourne-based staff and operations on one site at Southbank.
49. In 2000, Television News relocated from Gordon Street to Southbank to collocate all News functions in the one building. This was the first step in establishing the cross-media Melbourne newsroom which operates today.
50. The proposed collocation of all ABC Melbourne Staff as envisioned by the MAP is the culmination of a long-term ABC property strategy. Melbourne is the last remaining Capital City where ABC staff and operations are dispersed across multiple sites. The proposed work will complete three decades of rationalising the ABC accommodation portfolio around Australia.

3.8 The ABC's Long Term Property Rationalisation Strategy

51. In 1985, following its establishment as a Corporation, the ABC prepared a Strategic Property Development Plan. It dealt with the provision of accommodation for ABC activities throughout Australia and defined the strategies necessary to progressively improve existing accommodation. The Plan defined conceptual project timeframes and cash flows for all capital cities.

52. In line with this Plan, the ABC initiated a program of property asset rationalisation commencing with two major projects:
- The Ultimo A Project, which enabled the ABC to rationalise its property holdings in Sydney from three owned and some six leased properties to only two owned properties located at Ultimo and Gore Hill.
 - The Southbank Project, which enabled the ABC to reduce the number of sites it occupied in Melbourne from 13 (five owned and eight leased) to three owned properties.
53. In 1996, following on from the Sydney and Melbourne projects, the ABC conducted a Corporation-wide Asset Portfolio Review. This was predicated on the principle of Total Asset Management - that assets should exist only to support the delivery of programs and that capital investment priorities should be in line with strategic needs. The Asset Portfolio Review identified a number of ABC properties that were surplus to needs or in need of redevelopment to meet the ABC's requirements. The findings of the Asset Portfolio Review included:
- Sydney accommodation should be further rationalised with the potential for the disposal of the majority of the Gore Hill site;
 - The French's Forest production centre in Sydney was under-utilised and should be sold;
 - Facilities in Perth, Brisbane and Canberra should be redeveloped; and
 - Collinswood, South Australia should be refurbished and accommodation rationalised to realise space in the building for commercial leasing.
54. In the same year, Senator Alston, then Minister for Communications and the Arts, announced that Mr Bob Mansfield would conduct a review of the role and functions of the ABC. Mr Mansfield's Report was released in January 1997. It recommended that the ABC only maintain ownership of properties with a strategic value for broadcasting functions and that any proceeds from the sale of surplus properties be used to fund capital investment, the retirement of debt, and redundancy costs.

55. Arising from the Asset Portfolio Review and the Mansfield Report, the ABC continued the rationalisation of its property portfolio, including:
- The refurbishment and rationalisation of the Collinswood property in South Australia, including the sub lease of spare office space;
 - The development of the vacant site adjacent to the ABC's Ultimo headquarters to accommodate the majority of the Sydney-based ABC Television activities enabling the sale of the majority of the of the Gore Hill site in February 2004;
 - The purchase of the vacant Sturt Street site adjacent to the Southbank Centre in Melbourne in December 1999 as the first step in the consolidation of all Melbourne-based activities;
 - The sale of the vacated French's Forest property in June 1999;
 - The reconfiguration and refurbishment of the ABC's Canberra property to link together the radio and television studios, workshops and garage into an integrated, efficient unit, effectively all under the one roof;
 - The completion of a new broadcast centre in Perth in 2005, enabling the ABC to substantially reduce its property holdings in Perth; and
 - The completion of a new broadcast centre in Brisbane in 2012, with the Queensland Symphony Orchestra as a tenant.
56. In all, between January 1991 and May 2012, the ABC reduced its owned properties across Australia from 122 to 57.
57. The most recent Corporation-wide property review undertaken by the ABC was the Strategic Property Review Phases One and Two in 2006/07, responding to a request from the then Minister for Communications, Information Technology and the Arts, Senator Helen Coonan. The ABC engaged Ernst & Young to prepare a Property Scoping Paper - Phase One Review, to specifically address the Minister's requirements.
58. Following receipt of the Phase One Report, the Minister wrote to the ABC on 9 May 2007 accepting the two-stage process and requesting that the Property Review - Phase Two report be completed by September 2007 to meet the Government's 2008-09 budget timetable. The Phase Two Review was conducted by the ABC using both internal and external resources. External consultants, Ernst & Young, were used to provide specialist expertise and quality assurance services.

59. The Phase Two Review endorsed by the ABC Board and presented to Government in September 2007 concluded that for Melbourne the ABC should consolidate its operations at Southbank. The key drivers in recommending this strategy included:
- Financial modelling confirmed that this option was the most cost-effective in Net Present Value terms;
 - Southbank was the optimum location for News and Local Radio;
 - Collocation at Southbank would facilitate the development of cross-media commissioning and production opportunities; and
 - Collocation at Southbank would maximise opportunities for achieving organisational efficiencies and promoting a corporate focus.
60. The 2007 review also reaffirmed previous findings that ownership (over lease) was the optimal method for the acquisition and holding of strategic properties for the ABC. This was due mainly to the fixed level of funds available to the ABC; not having to spend scarce operational funding on recurring rental costs; and the high level of specialisation of ABC facilities to meet Radio, News, Online, and Television production needs.
61. In March 2011, the ABC engaged Property Consultants Charter Keck Cramer to conduct a further comparative analysis of accommodation options for Melbourne (refer to **Section 3.11** for more detail). In June 2011, based on the findings of this analysis, the ABC Board approved the collocation of all Melbourne-based staff and operations, including a large television production studio and associated facilities, at Southbank.
62. The consistent conclusion from all of these reviews has been that the most cost-effective and strategic accommodation solution for the ABC in Melbourne is consolidation of all Melbourne-based operations (excluding the television outside broadcast operations) at Southbank.

3.9 Existing Conditions

63. The ABC's existing Melbourne properties are summarised in the following table:

Site Name	Southbank Centre	Sturt Street	Gordon Street	Selwyn Street
Property Location	120-130 Southbank Boulevard, Southbank	102-118 Sturt Street Southbank (South of and adjoining the Southbank Centre)	8 Gordon Street Elsternwick	10-16 Selwyn Street Elsternwick (includes 2-4 Selwyn Street) (On 6 titles)
Building Description	One integrated purpose built five storey building	Covered single storey former vehicle repair workshop, currently operating as a commercial car park under lease	Various discrete but joined buildings. Consists of office space and two 400 sq.m TV studios and one 114 sq.m.	Main office building, corrugated iron clad sheds and former Elsternwick Fire Station.
Proposal	Keep and integrate into new development	Clear for construction to provide a consolidated facility	Sell to help fund proposal	Sell to help fund proposal
Year of Occupation	1994	1999	1956	1993
Total Gross Building Area	14,563 sq.m	3,618 sq.m (single storey)	16,426 sq.m	5,664 sq.m
Primary Uses	Radio Broadcast & Production, News (all media), ABC International, Mgmt & Admin MSO Pty Ltd	Leased to a car park business pending construction	TV Production and Broadcast Studios and Support, Mgmt & Admin.	TV Production Units, TV Outside Broadcasts. Production Storage

3.10 Deficiencies in Current Facilities

3.10.1 Gordon Street, Elsternwick Site

64. The ABC television studio complex located at Gordon Street Elsternwick was constructed in the 1950s and would need considerable refurbishment at significant cost simply to provide reasonable levels of operational efficiency, health and safety, serviceability, and functionality.

65. Physically, the Gordon Street Elsternwick is a complex of 1950's buildings including studios, a transmission tower and carpentry factory with a number of ad hoc additions, such as a video tape wing, a four storey administrative wing, a canteen and set and prop store. The capacity of the site to accommodate future operations without major upgrade or complete redevelopment is limited.
66. The single biggest risk to occupants on this site is the high levels of degrading asbestos material throughout the centre, especially in equipment rooms, the television studios and all plant room areas. Audits have been conducted since 2000 in accordance with the requirements of the Victorian Occupational Health and Safety (Asbestos) Regulations¹⁴. The following types of asbestos have been found:
- Amosite (brown asbestos);
 - Chrysotile (white asbestos); and
 - Crocidolite (blue asbestos)
67. The audit has identified asbestos containing materials in the form of:
- Sprayed beam fire insulation;
 - Sprayed duct insulation;
 - HVAC pipe insulation;
 - Fire door insulation;
 - Felted ceiling board;
 - Limpet insulation board;
 - Rope window seals;
 - Corrugated and flat cement sheet;
 - Mechanical gaskets;
 - Electrical switchboards;
 - Bituminous roof insulation membrane;
 - All black asbestos switchboards and asbestos backed switchboard cabinets;

¹⁴ Victorian Occupational Health and Safety Regulations, 2007

[http://www.legislation.vic.gov.au/domino/Web_Notes/LDMS/LTObject_Store/LTObjSt5.nsf/d1a8d8a9bed958efca25761600042ef5/f034eb4886337c33ca2577a5007cd32e/\\$FILE/07-54sr006.pdf](http://www.legislation.vic.gov.au/domino/Web_Notes/LDMS/LTObject_Store/LTObjSt5.nsf/d1a8d8a9bed958efca25761600042ef5/f034eb4886337c33ca2577a5007cd32e/$FILE/07-54sr006.pdf)

- Vinyl wall and floor tiles.
68. In October 2001, extensive asbestos removal and remediation works were performed within the facility; however, this material would need to be completely removed if the ABC was to maintain Gordon Street as an operational facility for the foreseeable future.
 69. Where possible the asbestos has been removed, but some areas of the building have been sealed and cordoned off. The ongoing presence of asbestos, albeit sealed, continues as a low level but real risk and makes any modifications or improvements, such as mechanical services upgrades and the reconfiguration of fire compartments, very difficult and costly.
 70. Additionally, television production and operation has changed considerably since the centre was built in the 1950s. Production has moved from black and white to colour and from colour to digital colour. The ABC has been able to continue operating by introducing new technology but the infrastructure is still optimised for 1950s production techniques.
 71. The current studios are still equipped with the energy intensive lighting and infrastructure needed for early colour production. Based on the improved sensitivity of television cameras and the availability of more efficient lighting, the power usage and associated air conditioning infrastructure could be reduced by up to 25% of current usage.

3.10.2 Selwyn Street Elsternwick Site

72. The Selwyn Street site includes a heritage-listed fire station, two storey office accommodation, the outside broadcast garage and factory sheds converted to garaging and storage for equipment, props and sets.
73. The site itself marks a boundary between the commercial zoning of Glenhuntly Road and the residential zoning on the north and east boundaries. Consequently, as there is already significant local pressure to limit the hours of usage for the site, the ABC anticipates that there would be significant residential objection to redevelopment of the site.
74. The heritage-listed Elsternwick Fire Station is currently used for paper file storage.
75. The two storey office building houses a number of television and web production units, including Drama, Entertainment, Sport and Arts and wardrobe storage. There is also a considerable need for refurbishment of the building's ageing ICT infrastructure.

3.10.3 Southbank Boulevard Site

76. The proposed works present the opportunity for the ABC to address a number of issues with the ABC Southbank building.
77. The existing building was completed in 1994 to collocate all radio production, Radio Australia and the MSO. It was designed to be fit for those purposes. The ABC believes integrated infrastructure that will enable sharing and production of content across multiple platforms is the best and most efficient operating model today. This will be achieved by integrating the structure, fitout and infrastructure of the new Sturt Street building with the existing building.
78. The 2000 collocation of ABC Television and Radio News to enable content sharing and internet production of News significantly altered Level 3 of the site. The building changes included the provision of two News television studios with low ceilings. While these facilities have been workable, the existing structure and services impose severe limitations on the additional programs (Insiders, Offsiders, NewsLine, Inside Business, News 24 Breakfast) introduced more recently.
79. Since 1994, the office accommodation layouts have been modified many times as the needs of different groups have grown or reduced in size. This has resulted in inconsistency in accommodation standards.
80. The technology infrastructure at Southbank has been upgraded on a number of occasions. The biggest changes have been the addition of television infrastructure for News and the recent introduction of digital infrastructure for Radio production and transmission. The ad hoc nature of infrastructure change over time has necessitated a need for refurbishment to meet the standards and consistency required for converging media.
81. Much of the engineering infrastructure in the Southbank building will need to be refurbished to meet the higher level aims of the project. For example, WSP Buildings, the building services engineering consultants, assessed the current air-conditioning plant as rating poorly on environmental measures. Additionally, the power distribution infrastructure does not have a dual power supply which would ensure the level of business continuity required for a 24 hr broadcasting organisation with emergency broadcaster responsibilities. The project will provide an integrated security system to ensure the security of staff and guests in the consolidated complex.

82. By refurbishing the current Southbank premises to integrate with the proposed Sturt Street construction, substantial gains can be made in meeting the ABC's current environmental, security and business continuity requirements while at the same time improving the working environment for staff.

3.11 Accommodation Options Considered

83. Over the past 14 years, the ABC has commissioned multiple reviews of its accommodation options for Melbourne. These reviews included:
- The Strategic Review of Melbourne Property Options that led to the Board decision to purchase the site adjoining the Southbank Centre in December 1999;
 - An Ernst and Young Property Scoping paper commissioned by the ABC and provided to Government in October 2006;
 - The ABC Property Review - Phase Two, endorsed by the Board and provided to Government in September 2007; and
 - The Charter Keck Cramer (CKC) Comparative Analysis of Accommodation Options for Melbourne in March 2011.
84. The consistent conclusion from these reviews has been that the optimum accommodation solution for the ABC in Melbourne is consolidation of all Melbourne-based operations (excluding television outside broadcast operations) at Southbank.
85. The objectives of the most recent review conducted by CKC in 2011 were:
- To compare the costs and benefits of a full collocation solution for Melbourne against the option of maintaining a multiple (two) site solution; and
 - To compare the capital and operational costs of a fully owned accommodation solution versus a part-leased option.
86. The first task of the review was to research and collate a range of property, leasing, construction and technical fitout data. Using a Net Present Value (NPV) model, this financial data was analysed for the options considered, for both capital (cash) costs and recurrent operational costs. This is detailed further in **Submission 1.1**.

87. The five options ultimately assessed were:

	Description
Option 1	Collocate all Melbourne-based staff and operations (except television outside broadcast operations) at Southbank.
Option 2	Maintain the Southbank Centre as a specialist broadcast and production facility, and lease an existing office building in the vicinity of the ABC Southbank Centre to accommodate all ABC and MSO staff not directly associated with broadcasting operations.
Option 3	Redevelop the Gordon Street site to accommodate all staff and facilities currently housed at Selwyn and Gordon Streets.
Option 4	Consolidate all staff and limited production facilities from Selwyn and Gordon Streets in leased accommodation.
Option 5	Consolidate all staff and production facilities from Selwyn and Gordon Streets in a new owned Greenfields development.

88. An option to maintain the existing facilities was not directly considered due to the on-going health and safety issues and inadequate facilities at the Gordon Street site as detailed in **Section 3.10**. Continuing operations at Gordon Street would require significant expenditure on refurbishment without the strategic benefits of collocation.

3.12 Reasons for Adopting the Proposed Course of Action

89. Option 1, the collocation of all Melbourne-based staff and operations at Southbank, was ranked as the best option after taking into account both strategic considerations and whole-of-life financial costs.

90. A number of factors contributed to the overall outcome of the analysis. These were:

- Rental costs over a 15-year period;
- The ABC's relatively low cost of funds;
- The developer's margin applying to the lease options;

- The additional operational savings that can be achieved through collocation;
 - The varying residual asset values for each option linked to the location of each site.
91. The financial considerations are covered in more detail in **Submission 1.1**.
92. Option 1 proposes that the new Southbank premises would be integrated with the current Southbank building to create a single contemporary building with a coherent facade. The consolidated building would house all staff and facilities, across all operational and program-making divisions and media genres (with the exception of the television outside broadcast operations).
93. The MAP does not include infrastructure for relocating the television outside broadcast operations, which will be located on a separate site, which is yet to be determined.
94. In addition to a significant improvement in amenity in the updated collocated facility, there is also a considerable efficiency cost saving as a result of the reduction in the total floor area and from the sharing of facilities and the rationalisation of services. This is discussed in detail in **Submission 1.1**.
95. In June 2011, the ABC Board endorsed option 1, including a large television production studio and associated facilities, at Southbank. The Board also noted that the project brief and initial design response work would consider future needs of the organisation, work practices and changing technological requirements rather than simply plan for the transfer of staff from the other Melbourne sites.
96. In October 2011, the Board confirmed the inclusion of a television production studio of 800 sq.m and an associated control room in the scope of work for the MAP. This is further detailed in **Section 3.16**.

3.13 Heritage Considerations

97. The proposed MAP development site at 102-118 Sturt Street has a heritage overlay H0391 under the Melbourne Planning Scheme. This includes a C grading to the existing building, which is currently used as a car park, and a level 3 grading to the Sturt Street streetscape. The heritage overlay requires a planning permit to demolish all or part of the building, to make external alterations to the building or to construct a new building, or part of a building.

98. The heritage value of the building is derived from its 1930's appearance and its association with the history of Sturt Street as a motor car sales and servicing precinct in the 1950's.
99. The ABC commissioned Lovell Chen to prepare a heritage appraisal of the existing building. The heritage appraisal concluded that the existing building at 102-118 Sturt Street, Southbank is of local architectural and historical significance. Similar C graded buildings have been subject to approval for demolition on the basis of balancing the loss of a building of local architectural and historical significance against the wider benefits to the MCC, the State of Victoria and nationally of the proposed new use. Lovell Chen has considered this balance and advised that it will prepare a heritage impact statement concluding that based on these considerations, the total demolition is justified.
100. Additionally, the ABC has written to the Victorian Minister for Planning requesting consideration of an amendment to the Scheme to introduce a project-specific "Incorporated Document" that would provide planning approval for the MAP. This was the process used for the planning approval of the existing ABC Southbank Centre. The Incorporated Document would include demolition of the building and the redevelopment of the site in a manner that achieves town planning objectives such as;
 - Providing a gateway to the Sturt Street Cultural Spine;
 - Contributing to the amenity of the Southbank Arts Precinct;
 - Activation of street frontages; and,
 - An enhanced public realm.
101. Planning approval in this form would also include heritage documentation procedures to the satisfaction of the responsible planning authorities.
102. Discussions with the State of Victoria and the MCC have indicated that the ABC's proposal meets the objectives for development of the Southbank Precinct and that the demolition of the building is likely to be supported in the context of a balanced planning assessment that considers the benefits that the project will bring to Southbank.

3.14 Environmental Impact Assessments

103. In March 2012, the ABC referred the proposed project under the EPBC Act¹⁵ (EPBC Ref: 2012/6330). In May 2012, the Department of Sustainability, Environment, Water, Populations and Communities notified the ABC of its decision that the proposed action was not a controlled action. As a result, the proposed development does not require any further assessment and approval under the EPBC Act for it to proceed.
104. In November 1999, Egis Consulting issued a preliminary due diligence Soil Contamination Environment Report on 102-118 Sturt Street, Southbank. In early 2012, the ABC contracted Golder and Associates Pty Ltd to undertake geotechnical and soil contamination studies for the project. The aims of the preliminary environmental site assessment were to:
- Review any available information on soil and groundwater contamination;
 - Sample available groundwater monitoring wells;
 - Analyse selected soil samples collected as part of the geotechnical investigation; and,
 - Provide a report on the contamination issues and recommendations for further study and mitigation.
105. The Egis Consulting reports and the April 2012 Golder and Associates site condition assessment noted:
- The fill soils at the site are considered to be impacted by hydrocarbon contamination with visible oil product noted in the soils at one location. This is likely to be associated with contamination from previous use of the site as car service facilities; and,
 - Light non aqueous phase liquid (LNAPL) was also observed in Golder and Associates recent sampling.
106. Golder and Associates has noted that offsite disposal of fill soils to licensed facilities may be required. In addition, they noted that as part of the development works for a basement car park, some, if not all of the impacted soil and groundwater is expected to be removed off site.

¹⁵ Ibid

107. The groundwater management plan for the proposed development works would need to make allowance for the contaminated nature of the groundwater and the likely presence of Acid Sulphate Soils (ASS) at the site. Additionally, because of the existing hydrocarbon contamination, abstracted groundwater will require controlled disposal either to sewer via a trade waste permit or disposal to a licensed facility. Groundwater abstraction levels need to be managed appropriately to avoid oxygenation of potential ASS at the site. Based on the above, Golder and Associates have noted the following implication for the proposed site development:-

- Further assessment of soils is required to assess the distribution of contaminants and the presence of (ASS) within the site and to establish the soil disposal classification in compliance with the Industrial Waste Resource Guidelines (IWRG), under the Environmental Protection Authority (EPA) Victoria, prior to disposal of materials off-site;
- Fill soils that are to be disposed of off-site are likely to be classified as prescribed waste, based on the data reviewed, and will require disposal to a facility licensed to receive hydrocarbon contaminated soils;
- If natural soils are to be disposed off site, these soils could potentially be classified as Prescribed Waste due to ASS potentially being present within the site, and might require disposal to a facility licensed to receive ASS;
- Further assessment of groundwater is required to confirm the findings of this assessment and further delineate the extent of groundwater contamination at the site;
- A soil management plan (SMP) to support site development works should be implemented to administer the construction, excavation and management of the impacted fill soil and the potential ASS present at the site;
- A groundwater management plan (GMP) to support site development works should be implemented to administer the abstraction, management and disposal of the impacted groundwater at the site; and,
- Council planning requirements could potentially trigger the need for an environmental audit of the site.

108. The proposed project cost plan as detailed in **Submission 1.1** includes contingencies to cover the risks identified in relation to excavation and ground works.
109. The ABC will comply with the Environmental Protection Act 1970¹⁶, the Planning and Environment Act 1987¹⁷ and the State Environment Protection Policy (Prevention and Management of Contamination of Land) (SEPP) 2002¹⁸ for any potentially contaminated land prior to planning approval.

3.15 Impact on Local Community and Mitigation Measures

110. The ABC has considered how the MAP may impact on the local community. A broad range of issues such as building impacts on adjacent properties, precinct traffic flows, staff usage of public transport, bike parking amenities, child care and pedestrian access have been factored into the concept design stage.
111. The ABC has consulted widely with immediate neighbours (residential apartments and businesses) through public briefings, and via an external newsletter to other interested local stakeholders. These residential forums will be an ongoing occurrence throughout the project and two such briefings have already occurred during the project's Planning Phase. The objective of these consultation sessions is to engage with local stakeholders; clarify key aspects and implications for the precinct; and, provide an opportunity for questions and answers and note issues for further response.
112. The main points of concern raised from the local community during these two initial briefing sessions included:
- Interface with the apartments on the south side of the site;
 - Shadows cast over terrace balconies
 - Level of screening if the ABC building will be overlooking the apartments
 - Residential amenity;

¹⁶ Environmental Protection Act 1970 <http://www.epa.vic.gov.au/about-us/legislation/acts-administered-by-epa#EPACT>

¹⁷ Planning and Environment Act 1987

[http://www.legislation.vic.gov.au/domino/Web_Notes/LDMS/LTObject_Store/LTObjSt3.nsf/0/79b1804bca66a4caca257761002a3f7d/\\$FILE/87-45a085.pdf](http://www.legislation.vic.gov.au/domino/Web_Notes/LDMS/LTObject_Store/LTObjSt3.nsf/0/79b1804bca66a4caca257761002a3f7d/$FILE/87-45a085.pdf)

¹⁸ Environment Protection Policy (Prevention and Management of Contamination of Land) (SEPP) 2002
Environment Protection Policy (Prevention and Management of Contamination of Land) (SEPP) 2002

- Level of ongoing operational noise
- Impact of larger operational vehicles using the site
- Impact additional visitors to the ABC could have on local car parks
- Level of electronic emissions.

113. In order to address the concerns raised during public consultations, the ABC:

- Will step back or 'tier' the development from the south border where possible. This will reduce the impact of overshadowing for the neighbouring apartments.
- Provided shadow diagrams for both equinoxes and summer months which were well received.
- Explained to residents in a public forum that in order to get natural light into the building, it is a necessity for windows to be located on the south side, however, it is in the interest of both parties to reduce oversight and optimise privacy. Options to achieve this involve screening and louvers.
- Explained to residents that the collocation of ABC production and administrative functions will not increase the existing levels of operational noise in the area. Outside broadcast operations vehicles will be located elsewhere.
- Confirmed that radio and television broadcasts will not be transmitted from the site. The only transmissions from the site are the existing satellite uplinks. It is unlikely that the number of dishes will increase, and may actually decrease.

114. An analysis prepared by quantity surveyors, Rider Levett Bucknall, and based on Australian Bureau of Statistics data, has forecast initial economic benefits to include the generation of 887 person year jobs (equivalent of approximately 300 full time jobs for the duration of the project). Additionally, the project will generate indirect economic benefits estimated at \$491.5 million over its life.

115. Furthermore, the MAP would provide significant cultural benefits to Melbourne's Arts Precinct by providing a facility that is accessible and responsive to the community encouraging public engagement and providing an interface between the ABC and the community. The MCC and the Victorian DPCD have indicated support for the project in a series of planning and consultative meetings as it aligns with the Southbank Structure Plan,

“a strategy that provides a new vision for the future development of Southbank, helping it become a livelier, more accessible, liveable and sustainable neighbourhood”¹⁹.

3.16 Consultation Details

116. In January 2012, MAP developed a Communications Management Plan that identifies the communication strategies to be used throughout the lifespan of the Melbourne Accommodation Project.

117. The Communication Management Plan objectives are:

- To define and establish the communication framework for the MAP including when communications should take place, who they should take place with and what will be communicated;
- To define specific communication processes and strategies to be used throughout the lifespan of the MAP;
- To identify key stakeholders along with their objectives, and to document appropriate management strategies in communicating with them throughout the various phases of the project;
- To detail efficient and effective means of communicating with internal and external stakeholders and specify formalised controls and management processes; and
- To act as a central reference point in terms of communication requirements for stakeholders of the project.

118. In accordance with the Communications Management Plan, the MAP team have already undertaken extensive consultations with internal and external stakeholders throughout the Planning Phase of the project.

¹⁹ Melbourne City Council, Southbank Structure Plan 2010

<http://www.melbourne.vic.gov.au/aboutmelbourne/projectsandinitiatives/southbank2010/Pages/Southbank2010.aspx>

3.16.1 Project Governance

119. Acknowledging the complexity of the MAP, the project team, guided by the ABC Executive and the ABC Board, established a number of internal groups to manage the internal communication, consultation and governance framework throughout the project development lifecycle.
120. The Project Control Group (PCG) is responsible for delivering the project within the parameters of cost, time and quality for the approved scope and project governance in accordance with the ABC guidelines on ethics, accountability and transparency. The PCG is chaired by the Chief Operating Officer and were responsible for the successful delivery of the Brisbane Accommodation Project.
121. The Project Steering Committee (PSC), comprising senior representatives of the participating divisions is responsible for the development and confirmation of the project brief, taking account of relevant long-term production and corporate strategies. It will oversee the development and implementation of associated organisational change and the project consultative process.
122. The Project Reference Group (PRG) has representatives from participating departments and ABC specialists as required. The PRG acts as advocates for staff; facilitates two way communication between MAP and client departments; acts as the first point of contact for departmental questions; ensures all staff are effectively consulted on matters relating to their workplace; identifies potential industrial issues and implements mitigation strategies and; will provide relocation support.
123. The Technical Review Group (TRG) reviews technical specifications, design solutions and procurement outcomes for the MAP to ensure that the project is consistent with ABC technology strategies, operational strategies and policies. The TRG reports to the project via the Project Control Group.

3.16.2 Strategic Consultations with Staff and Management

124. With the assistance of briefing and change management expert Chris Alcock, of global workplace consultancy firm DEGW, the project team developed a draft MAP Strategy (Strategic Brief) for the project. In developing the brief, DEGW consulted with key personnel within the organisation including all Executive Directors, and conducted workshops with divisional and departmental representatives. A web-based survey was also issued to all

Victorian staff enabling them to comment on workplace issues and aspirations for their new working environment.

125. In October 2011, Chris Alcock of work.space.logic, formerly with DEGW, presented an updated MAP Strategy to the ABC Board for endorsement.
126. Based on this draft MAP Strategy, work.space.logic Pty Ltd, worked with the ABC to develop an online functional briefing survey to formulate a base case of spaces staff currently use. The survey was completed by PRG and PSC members as well as other relevant ABC staff members.
127. The results of the online survey were used to develop a space demand analysis, room data sheets, a pre-schematic blocking and stacking strategy and to begin high level costing reviews of the projects affordability.
128. The MAP team then used this information to brief the building and design consultants about the functional requirements of the project.

3.16.3 Television Studio Option Consultations and Stakeholders

129. In September 2010, the ABC commissioned Ernst & Young to conduct a financial analysis of Television Facilities Options for the Melbourne Accommodation Project. The objectives of this analysis were to provide the ABC with a detailed evaluation of the total cost of establishing and operating an in-house television studio at Southbank, compared to the cost of using similar facilities outside the ABC. After extensive consultation with internal and external stakeholders, Ernst & Young, reported in January 2011, that an in-house studio with a permanent control room would be the most cost-effective option of the alternatives considered. This is discussed in further detail in **Submission 1.1**.
130. Further, in consulting with external stakeholders, including independent producers, studio operators and commercial network executives, Ernst & Young noted the shortage of available studio space and the high utilisation of existing space in Melbourne. They noted that owning a studio would much better guarantee access and availability when required by the ABC. In June 2011, the ABC Board endorsed the inclusion of an 800 sq.m television major production studio in the scope of works for the project.
131. The decision to include a major television studio in the scope of the project considered community expectations and support from federal and state parliamentarians for the ABC

to deliver on its remit as national broadcaster. It also demonstrates a commitment to local industry and production.

132. In summary, the ABC Board determined that in consideration of the operational requirements of the ABC to fulfil its Charter, and the overall community and economic benefits, a television studio should be incorporated in the scope.

3.16.4 Consultations with Residential Neighbours

133. The public forums to date have been well received by attendees who have expressed their gratitude for having the opportunity to contribute.

134. In addition to these consultative forums, the ABC will communicate with its neighbours via MAP newsletters, which will be issued periodically to the MAP external stakeholder database, until the completion of the project. The first newsletter, issued in May 2012, described:

- The MAP and the ABC's commitment to Melbourne;
- The scope of the MAP;
- A description of the PWC process;
- A map and photos of the existing site;
- Contact details, the MAP logo and a list of the project's key consultants

3.16.5 Consultations with Relevant External Stakeholders

135. In addition to local residential neighbours, a range of other relevant external stakeholders have also been consulted. These include the Southbank Arts Precinct and the major unions; the Community and Public Sector Union Victoria (CPSU) and the Media, Entertainment and Arts Alliance (MEAA).

136. As occupants of the ABC Southbank Centre, the Melbourne Symphony Orchestra (MSO) are important stakeholders and have been consulted regularly with a representative sitting on the PRG and through meetings with the ABC Victoria State Director.

137. The ABC is positioned in the heart of the Southbank Arts Precinct. A significant number of the key cultural institutions in Melbourne also reside in the precinct, on or around Sturt Street. As a neighbour to these institutions within this hub, the ABC has provided regular project updates to cultural precinct partners. The most recent of these project updates was also attended by the Director of Arts Victoria, the Chair of the Southbank Arts Precinct

Working Group and the Senior Advisor to the Premier of Victoria and Victorian Arts Minister.

138. There are two major unions, the CPSU and the MEAA, who represent workers at the ABC. The ABC has had regular contact with their Melbourne based representatives since the project was announced. Consultation has been in the form of face-to-face meetings, correspondence responding to specific questions, and the issuing of MAP information.
139. In addition to the local neighbours, arts precinct and unions, the ABC has identified a number of other key external stakeholders including access and transport groups, traditional owners of the land and lobby and interest groups. The main avenue for consultation to date with these stakeholders has been via the external newsletter. This publication invites all the recipients to contact the ABC and the MAP team if they have any questions.

3.16.6 Consultation with Government and Authorities

140. The ABC has consulted with the three levels of government and with a number of authorities at each level.
141. At the Federal level the ABC:
- Consulted with DBCDE;
 - Made a referral to the Department of Sustainability, Environment, Water, Populations and Communities under the Environment Protection and Biodiversity Conservation Act²⁰;
 - Provided an Investment Proposal and associated documentation to the Department of Finance and Deregulation.
 - Negotiated with the PWC Secretariat on any necessary requirements.
142. The ABC has met on a number of occasions, for briefings, planning presentations and workshops, between February and May 2012, with State and Local Government.
- In early February 2012, representatives from the ABC met with the Victorian DPCD to brief the government on the scope of the project;

²⁰ Ibid

- In late February 2012, the ABC met with the MCC to provide a briefing on the project;
- In April 2012, the ABC held planning presentations with both the DPCD and MCC to provide further detail on the scope and design of the project and obtain feedback. These planning meetings were followed by a joint workshop in late May between the ABC, DPCD and MCC; and,
- The ABC also met with the Lord Mayor of Melbourne to discuss the project including the heritage facade of the Sturt Street site.

3.16.7 External Stakeholder Consultation Registers

143. MAP has kept an extensive register of all external consultations. This register will be available for inspection at the hearing.

4. PURPOSE OF WORKS

4.1 Detailed Description of the Proposed Works

144. The proposed MAP would consolidate the majority of the ABC's Melbourne operations at its Victorian Headquarters, 120 Southbank Boulevard, Southbank, by expanding into the adjacent site at 102 – 118 Sturt Street.
145. The Sturt Street building will be integrated with the current Southbank Boulevard building and would house all staff and facilities, across all operational and program-making divisions and media genres with the exception of the television outside broadcast operations.
146. The ABC's television outside broadcast operations vehicles require clear heights which would not be available in the new premises' basement and would compete for space with production facilities which require a ground level location. Additionally, the ABC considers that the television outside broadcast operations vehicles will be better located away from the central city area to minimise traffic delays.
147. The scope of the proposed project includes:
 - Construction of a new five storey building which will include office space, television studios and supporting technical facilities;
 - A gross floor area over the consolidated building of 31,663 sq.m. This represents a reduction in the total gross building area currently occupied by the ABC in Melbourne of approximately 5,000 sq.m (**Appendix 2 – Proposed Building Areas**);
 - Some refurbishment of the existing Southbank building to address ICT functionality, accommodation and business continuity;
 - Construction of a basement car park for approximately 77 ABC operational vehicles;
 - Integration of the new and existing building including upgrade of services and office accommodation to address current functionality issues;
 - Construction of new studios for television production, which include:

- A major television production studio of approximately 800 sq.m which can be used to produce a broad variety of programs including audience based entertainment and drama.
- A new 250 sq.m studio for a broad range of News and Current Affairs programs.
- A smaller production studio of 200 sq.m for ABC 3 - Kids and general programs.
- A smaller studio primarily for the use of Australia Network News production.

4.2 Relevant Local Facilities

148. Southbank is close to the Melbourne CBD which gives the ABC visibility and convenience for on-air interviewees, performing talent, visiting members of the public and staff.
149. The site is well served for business infrastructure and the needs of staff and members of the public visiting the site. The MCC in the, "Southbank Structure Plan 2010" notes an intention to rezone the ABC's location from Mixed Use Zone (MUZ) to Capital City Zone (CCZ) with the intention of improving facilities in the vicinity. This structure plan has nominated the area just north of the ABC site as a local activity node and central service hub.
150. The MCC in its "Southbank Structure Plan 2010" notes an intention to enhance the ease of pedestrian access in the vicinity of the ABC. The plan includes measures to reduce car use and increase walking, cycling and the use of public transport in the area. In the proposal, both Southbank Boulevard and Sturt Street have been designated as "pedestrian spines" that encourage access and transport forms other than private vehicle use.
151. The site is in the midst of a nationally recognised arts precinct which includes the Melbourne Theatre Company, The Melbourne Recital Centre, the National Gallery of Victoria, the Malthouse Theatre and the Victorian College of the Arts. The MCC and the Victorian State Government have noted the importance of the Sturt Street Arts Precinct as a key factor in the ongoing development of Southbank and the greater city of Melbourne. The MAP will produce a unique cultural facility, which has the capacity to benefit local, state, national and international audiences while contributing to the context and character of the Southbank Arts Precinct.
152. The contribution that the ABC will make to the enhancement of the Arts Precinct and achievement of the vision in the Southbank Structure Plan has been the principle focus of the positive discussions with the MCC and the Victorian Government.

153. The majority of ABC staff that currently drive to work are shift workers, who park in the adjacent commercial car park, which is on a short term lease on the proposed MAP site. Once demolition commences these staff will lose their regular parking venue. The ABC intends to mitigate this loss by providing staff with up to date information on street and commercial parking in the area, public transport access to the site, the health advantages of cycling and walking and the ABC's after-hours taxi subsidy for travel to and from work.
154. The planning policy in regard to car parking provisions is in the process of being changed. Based on the Southbank Structure Plan 2010, Planning Scheme Amendment C171 proposed changes to Planning Scheme controls to allow the incorporation of the Structure Plan recommendations. When passed, the precinct will have maximum parking provision requirements, rather than minimums. A permit would be required to provide parking in excess of the rates in Schedule to Clause 52.06 of the Melbourne Planning Scheme. Under these provisions the proposal would have a maximum parking requirement for the provision of no more than 5 spaces per 1,000 square metres of net area, and a maximum provision of 101 spaces will apply to the net usable floor area of the combined ABC buildings. Incorporation of Planning Scheme Amendment C171 is imminent.

4.3 Public Transport

155. The site is well served by public transport. It is 600 metres from Flinders Street Railway station, the hub of Melbourne's radial suburban rail system. There is a tram stop directly in front of the current ABC Southbank site and there are two other major tram stops located within 200 metres of the building entry. A number of bus routes also service the site and it is well serviced by taxis.
156. There are a number of major bicycle paths in the general vicinity of the building that connect the Southbank precinct to suburban cycle paths. The MCC intends to conduct further works in the future to further separate cycle paths from vehicles and pedestrians²¹. The ABC intends to provide off street parking for bicycles with lockers and showers nearby. There are also a number of street bicycle parks in Southbank Boulevard.

²¹ Melbourne City Council, Bicycle Plan 2012-2016

<http://www.melbourne.vic.gov.au/AboutCouncil/PlansandPublications/strategies/Pages/Bikeplan.aspx>

157. The proposed bicycle storage, change and shower facilities exceed the minimum requirements of the Melbourne Planning Scheme of 1 bicycle rack to each 300 square metre of net floor area of office use and similar or lesser rates for other uses including the retail. Cardno Victoria Pty Ltd noted in its ABC Office Accommodation, Sturt Street, Southbank Traffic & Transport Assessment that the proposal generates a requirement for 34 staff bicycle parking spaces, which is well accommodated by the provision of approximately 100 bicycle parking spaces on-site. Lockers and showers are provided in proportion.

4.4 Local Road and Traffic Considerations

158. The Southbank site is close to freeway connections to all parts of the city via the Tullamarine Freeway and the Westgate Bridge to western and northern suburbs. To the south there is a connection to the Nepean and Prince's Highway. This gives ABC News vehicles access to city, suburban and rural interconnecting roads.

159. The project proposes to build a basement car park which, due to site limitations, will be situated on the new site only. It will be a one storey basement car park, the footprint of which will allow for up to 77 car spaces. This number of car spaces meets the Melbourne City Council's proposed changes to the planning policy's car park provisions as detailed in **Section 4.2** of this document.

160. The proposed basement car park providing 77 onsite car spaces will result in reduced overall traffic movements around the development compared to the current traffic movements resulting from the commercial car park currently occupying the site. The basement car park spaces will be allocated to:

- Operational vehicles;
- Visitors;
- Contractors; and
- Disabled parking

161. The basement car park and loading dock entry are planned to be located in Moore Street to reduce traffic congestion around the building. The alternative, a Sturt Street entry, would have a greater impact on traffic in the area and would inhibit ABC's operations due to the traffic flows, and tram line, existing on Sturt Street. Sturt Street is a major road controlled by VicRoads.

4.5 Zoning and Local Approvals

162. The relevant Local Government planning scheme is the Melbourne Planning Scheme, which is constituted under the Victorian, Planning & Environment Act 1987²². The site is within the Mixed Use Zone (MUZ) of this scheme.
163. The MCC has exhibited an amendment to the planning scheme, which would result in the site and the locality being included in the Capital City Zone (CCZ). The intent of these amendments is detailed in the “Southbank Structure Plan 2010”. At the time of writing, this amendment has been exhibited and the panel hearing completed. The amendment has not yet been incorporated into the planning scheme.
164. The ABC’s proposal is compatible with both the current Mixed Use Zone requirements and the MCC’s “Southbank Structure Plan 2010”.
165. The ABC has presented the proposed development to both the MCC and the Victorian DPCD, seeking the amendment of the planning scheme by inclusion of an Incorporated Document, defining the proposed conditions governing the development. This is a relatively common procedure for public buildings and was used for approval of such projects as the Hamer Hall Redevelopment, the Melbourne Recital Hall and MTC Theatre project, the Melbourne Convention Centre Development, the Royal Melbourne Showgrounds Redevelopment Project and the New Royal Children’s Hospital Project. It was also similar to the procedure used to endorse the existing ABC Southbank Centre under an earlier planning scheme in 1989.
166. At the date of writing, the MCC and the DPCD are considering the request for the amendment of planning scheme by inclusion of an Incorporated Document.

4.6 Planning and Design Concepts

167. The proposed building design is premised on delivering efficiencies in both vertical circulation and external façade performance. The existing and new floor plates will be combined to form a single floor plate with a series of voids cut into the northern, eastern and western facades to facilitate natural light penetration into the floor plan and vertical circulation with connectivity between floors.

²² Ibid

168. The key principles of the design include:

- Improved workplace amenity;
- Transparency across the workspaces to encourage collaboration;
- A standardised structural design that enables flexibility within the workspace;
- Integration in the form of large, connected work areas with good vertical connections; and
- An environmental design that meets modern performance expectations

169. The proposed façade design includes a glazed curtain wall system with sun-shading devices specific to each façade orientation. Cleaning and maintenance access will be built into the façade and structural design proposal.

170. Void incisions in the northern, eastern and western facades promote light penetration deep into the office plates and further facilitate access to views and natural daylight from all points in the floor.

171. The provision of a central core and multiple open stairs between floors as well as void spaces dividing each level will enable high levels of interaction – both deliberate and chance – between different levels.

172. Flexibility would be supported by a standardised grid on all floor plates, facilitating ease of expansion and contraction between divisions across the building. Shared infrastructure, services and hub facilities including meeting rooms and focus work areas would be arranged around cores and an “internal street” to maintain flexibility and line of sight from workstation areas to the building perimeter.

173. It is envisioned that the ground floor of the new building would be developed as an organic extension of its urban context.

4.6.1 Materials and Finishes

External Finishes

174. A minimal palette of exterior finishes have been selected, including:

- pre-cast/off form concrete;
- glass;
- metal panels, solid and perforated; and,

- grilles (for ventilation).

175. The external finishes have been selected to ensure the following:

- Constructability defines the ease and efficiency with which the structure can be built. Selecting and using products which promote an ease of constructability will minimise impact on the timeline of the construction program and ensure the project is delivered on time with minimal disruption to the surrounding neighbourhood, making the project more economical;
- Value for money - a careful selection of finishes will be made to ensure products are reliable and best value for money;
- Maintenance - all finishes selected to provide ease and cost effective lifetime maintenance;
- Architectural context and composition - exterior finishes will be selected to ensure the building sits comfortably within its surrounding context and urban setting.

Internal Finishes

176. A palette of internal finishes has been selected, including:

- Specialist acoustic finishes, for studio and surrounding office areas;
- Commercial quality flooring, including carpet, stone and re-constituted stone tiles and resilient finishes;
- Acoustic designed ceilings, including lightweight tiles and plasterboard;
- Internal wall linings including; glass, wet area tiling, feature timber/tiled walls, and painted finishes.

177. The furnishings layout will be chosen to encourage a collaborative, creative, functional, flexible, future proof and sustainable workplace. Final decisions on materials and furnishings will be made to meet these criteria while being mindful of value for money.

178. To ensure that the functionality and flexibility required for individual work modes is achieved, design solutions such as the following will be explored:

- Re-configurable furniture to allow a series of connected or freestanding; components to be re-assembled providing different configurations
- Re-assignable areas to enable re-purposing of spaces using a modular approach;

- Mobility which enables people to work through a range of different environments to suit their mood or the work they are doing; and
 - The ability to enable mindsets through creating an environment where staff feel empowered and supported by the organisation to work in a way that best suits their productivity.
179. All internal and external wall and floor treatments, as well as furniture and fittings, will be chosen for their sustainability credentials, including their embodied energy, impact on workplace air quality and for their whole-of-life; from environmental impact, acquisition to disposal. Environmentally Sustainable Design (ESD) requirements are detailed in **Section 4.7** Environmental Sustainability.
180. As part of achieving the project objectives and vision the following criteria for office accommodation will be adopted:
- Integrated work environments with an increased emphasis on collaboration, knowledge transfer and on-the-job learning – moving away from the current workplace “silos”;
 - A shift in individually-owned space to shared workspace, and the provision of task-specific work settings accessed by all staff;
 - Technology-enabled mobility allowing the freedom to work anywhere at any time within the building;
 - A greater focus on sustainability, including an overall reduction in space allocation; and
 - More adaptable workspaces capable of easy and cost-effective reconfiguration as user or organisational needs change
181. The design allows for open plan working areas to increase collaboration, knowledge sharing, efficiency and productivity in team areas as well as providing an increased amount of shared spaces, quiet rooms and break-out areas.

4.6.2 Mechanical Services

182. The scope of the Mechanical Services Brief includes the provision of heating, cooling, air-conditioning and ventilation for the new (Sturt Street) building as well as an upgrade of the

existing (Southbank Boulevard) Building. The aim is to deliver an efficient system capable of providing for the integrated building.

183. After consideration of a range of options it was determined that low temperature variable air volume (LTVAV) was the most appropriate mechanical services solution for the project. A number of factors were taken into account including consistency with the existing building philosophy, flexibility in design, acoustic considerations, and the ability to manage areas of high heat load such as computer equipment rooms. This philosophy was adopted as it enabled the partial reuse of existing ductwork and air handling system, affording integration into a more technologically current, cost effective and energy efficient overall solution. Alternative air- and water-based systems were analysed, with the LTVAV system preferred based on an overall analysis of cost, thermal comfort conditions, maintainability, reuse of existing plant, spatial requirements, and acoustic requirements.
184. The mechanical system installed in the proposed development will be similar to that in the existing Southbank Centre but fully upgraded to current day standards and technologies.
185. All mechanical services will be capable of economy mode when the outside ambient temperature is appropriate, in order to reduce cooling/chilling loads and improve energy consumption.
186. The scope for mechanical services includes:
- New central air cooled chilled water plant with chillers located at roof level and chilled water reticulation;
 - New central hot water boiler plant with boilers and pumps located at roof level and hot water reticulation; and
 - Low Temperature Variable Air Volume (LTVAV) Air Handling Units, comprising fans, air filters, cooling and heating coils to provide filtered ventilation, cooling and heating to all air conditioned non-technical spaces.
187. The office accommodation design takes into account the 24 hour/day nature of the ABC's core business, with individual areas able to operate in isolation from others.
188. The specialised radio and television studios and equipment rooms have different requirements to the office accommodation and will be serviced by a constant velocity system, primarily due to strict operational acoustic considerations.

189. The television studio systems are designed for high volume low velocity (for good acoustics) and two-speed operation to minimise the acoustic impact of the air flow. In economy mode they are capable of supplying 100% outside air for occupant amenity and energy efficiency.
190. The main broadcast and ICT equipment rooms will be fitted with dual (main/standby) Computer Room Air-Conditioning (CRAC) units with outside air ventilation and water-side free-cooling cycle; in keeping with the reliability and redundancy requirements for these technical spaces.
191. Specialised ventilation will be provided for the kitchens, substation, car park, toilets, showers, cleaning areas, etc. Smoke control will be provided to a future fire engineered solution to include stair pressurisation systems and exhaust fans forming part of the Air Handling Unit systems for vertical zone pressurisation smoke control.
192. All air-conditioning systems will be designed with the aim of meeting environmentally sustainable design criteria as well as meeting the differing temperature, humidity and reliability criteria for the specialised spaces.
193. The scope of works includes installation of a new building management system to provide control and monitoring of mechanical services, lighting and to monitor energy metres and the status of other critical services.

4.6.3 Vertical Transport and Lift Services

194. The design will consciously encourage the use of stairs for vertical transport to increase “bump” (unplanned staff communication opportunities) and fitness. Four passenger lifts will be provided to service all floors above ground level, to satisfy height and occupancy of the building. These lifts will meet all relevant Australian standards (namely AS1735) and provide for people with disabilities.
195. A car park shuttle lift will be provided from the basement to the ground floor.
196. A large goods lift will be provided to all floors including the plant room. This lift will be able to accommodate smaller plant and equipment items as well as specialist technical equipment, such as equipment racks, and sets or a grand piano to the upper-level studios.
197. A dedicated lift providing access to the Iwaki Auditorium level two audience seating area from level one.

4.6.4 Hydraulic Services

198. The Scope for hydraulic services includes:

- Sanitary plumbing including sewer drainage connection to authority's main;
- Incoming water supply and tappings from authority's water main;
- Hot and cold water supply and reticulation to all plumbing fixtures and fittings;
- Trade waste system and kitchen greasy waste interceptor;
- Natural Gas reticulation for mechanical plant, hot water and kitchens;
- Roof drainage and downpipe system; and
- Rainwater harvesting and reuse (non-potable water) reticulation to all plumbing fixtures requiring flushing, and to landscape irrigation systems.

199. The proposed building will meet all standards for water supply and disposal with a particular emphasis on efficiency of water use.

4.6.5 Electrical Services

200. The scope for electrical services includes;

- New on site substation & High Voltage (HV) switchgear, indicatively comprising 2x2.5MVA Transformers, sized for maximum demand + 30% future spare capacity;
- Dual Main Medium Voltage (MV) switchboards rated for the full capacity of the transformers with full-sized neutrals conductors. The dual main switchboards and distribution allow parts of the building to be turned off for maintenance without loss of critical systems. The system will be designed with redundancy in mind;
- HV, LV and Technical Earthing Systems providing specialised earthing for the ICT and broadcast needs for the ABC;
- Power Distribution, Reticulation, Surge Diversion and Metering systems. Distribution boards sized for the number of circuits required, with 30% spare future capacity and surge diversion to each board;
- General Power Outlets on circuits protected by Residual Current Devices (RCD's);
- Dual Diesel Standby Power Generation System, indicatively 2x2250kVA standby rated generators sized for maximum demand + 30%, with fuel storage for 50 hours + 20% spare. Standby generation allows for full backup of the building;

- Uninterruptible Power Supply for security and broadcast critical systems, indicatively 500kVA capacity; to provide no-break power supply for these systems for 20 minutes in the event of a mains failure;
- Internal lighting comprising T5 lighting and lighting control systems, designed for energy efficiency and to maintain required luminance levels; and
- Emergency and Exit Lighting System.

201. The MAP Technical Project team has provided a Technical Power and Earthing Brief to be used in the design of the electrical services and earthing for the ICT and broadcasting facilities.

4.6.6 Acoustics

202. The project has specific acoustic performance requirements, for the specialised radio and television spaces, equipment rooms, and for workplace accommodation and shared and public spaces.

203. The acoustic design objectives for the base building project include the following:

- Control of external noise and vibration from road traffic, trams and other external noise sources;
- Provision of high levels of internal sound insulation for key technical operation spaces;
- Provision of appropriate internal room acoustics for key broadcast and production spaces; and
- Building services noise and vibration control

204. Acoustic design criteria have been nominated for these spaces based on the results of benchmarking measurements at existing ABC premises at Southbank and Elsternwick. relevant standards have also been referenced.

205. The key television studio technical operation spaces (Studio 31 and Studio 32) will be designed to achieve Noise Rating (NR) 25 for the combined noise from air-conditioning and external sources.

206. The base building areas will be designed to comply with the guidance set down in Green Star rating tool – Offices V3, Australian Standard AS 2107:2000, and relevant Victorian legislation

State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1 (SEPP N-1).

207. External noise and vibration from trams and passing traffic is proposed to be controlled using buffer spaces along the facade, and an independent floating floor arrangement for the studios. The floating floor will also assist in achieving high levels of sound reduction to the adjoining space by controlling flanking sound transmission between the rooms. A multi-layered structure is proposed for the walls and roof with a specialised design of materials and connections to control external noise ingress from sources.
208. All studio spaces will incorporate finishes to achieve the appropriate internal room acoustics.

4.6.7 Landscaping

209. The project will use bluestone paving at street level to match the match the surrounding areas and provide a high quality finish to the public space.
210. Street furniture and trees will be installed in accordance with the Melbourne City Council's design guidelines and standards.
211. Options for outdoor decks and associated landscaping will be developed during the detailed design phase. These treatments will improve general amenity and air quality.

4.6.8 Civil Works

212. The proposed site has on average two metres of contaminated fill over soft alluvial mud (Coode Island Silt) and gravel with bedrock (Silurian Rock) at approximately 30 metres, with the possibility of basalt seams within the strata.
213. The ABC commissioned a desk top study and a preliminary geotechnical investigation on the site to assess:
 - the likely subsurface conditions including fill and groundwater;
 - provide recommendations for appropriate footings and basement retention systems;
 - preparation of the basement floor slab;
 - the excavation characteristics of materials; and,
 - groundwater management

214. As a result of these investigations, it was determined that the structure needs to have foundations down to bedrock, some 30 metres below natural ground. This will be achieved by employing a bored pier footing system.
215. The ABC will also conduct on-site geotechnical investigations with a number of trial bores to confirm the depth of bedrock, the water table, and contamination prior to detailed design.
216. Structurally, the proposed building is in two major parts (new and existing structure). The current ABC Southbank building will remain and be tied into the new structure once completed.
217. The new building will match floor heights with the existing Southbank Boulevard building.
218. The basement walls will be constructed using a secant pile wall system. This type of structure enables the construction of a basement close to the boundary, maximising the area of the basement.
219. The building will typically be designed to commercial building standards. Where necessary alternative methods of construction will be used to meet specialised production and broadcasting needs, such as acoustic isolation within production areas. The structural design has a number of features that allow for flexibility in the future, including:
- Floors typically consist of one way reinforced concrete slabs and shallow band beams with additional thickness and reinforcement content for high load or specialised areas;
 - Structural column grid based on a repetitive grid (nominally 8.4 metres by 10.8 metres) wherever possible;
 - Recording studios will have additional specialised isolation detailing to achieve the required acoustic characteristics;
 - The building will be supported on piles founded on bed rock.
220. The new and existing structure will be tied together to provide earthquake load performance to meet all Australian standards related to seismic movement. This will include lateral stability improvement by reinforced concrete shear walls cantilevering from the ground floor.

4.7 Environmental Sustainability

4.7.1 Energy Targets

221. The proposed development will be designed to achieve compliance with:
- A 5 Green Star rating - Office Design (Version 3); and
 - A 4.5 star NABERS Energy office design.
222. The mixed use nature of the proposed building, which includes non-office components such as the television studios, will mean that a hybrid combination of the standard rating requirements for traditional uses be applied by the relevant Authorities. This will achieve a comparable rating to those listed above, relative to the individual nature of the building.
223. The ABC's corporate "Green at Work" program aims to reduce greenhouse gasses by 40% by 2020 and by 60% by 2050. The project has adopted a broad range of measures to reduce energy consumption, including, but not limited to:
- Selection of low energy office and studio lighting;
 - Maximising daylight entering the building;
 - Optimisation of passive heating, cooling and ventilation;
 - Actively minimising energy use in lighting; and
 - Use of 100% outside air to minimise energy use when ambient conditions are suitable.
224. The design of the new building will take into consideration the requirement to meet the "Green at Work" targets.
225. A number of Energy Efficiency optimisation measures to be considered for the Mechanical Services design, include:
- High efficiency motors and variable speed drives;
 - Utilisation of outside air when outdoor ambient conditions permit to avoid the use of refrigeration to cool the air when ambient conditions are suitable; and
 - Night purging to utilise cooler ambient conditions during summer periods to cool the building down during unoccupied periods.

4.7.2 Measures to Reduce Energy, Water Use and Recycling

226. The proposed development will aim to improve the efficient use, and to reduce the environmental impact, of waste water through the inclusion of recycling systems for potable water.

4.7.3 Reuse of Existing Structures

227. Under the proposal, the current Southbank building will be refurbished thereby making full reuse of the existing structure along with a significant amount of existing facade and services while still achieving an upgrade of the existing elements to current day standards.

4.7.4 Demolition and Disposal of Existing Structures

228. Demolition will involve the removal of a single storey 1930s factory building at the Sturt Street site, which is currently used as an undercover car park. There will also be a small degree of demolition of the Southbank Centre to allow the relevant upgrades and connection to the new structure. All demolished material will be sorted to allow for a significant amount of recycling and any non-recycled elements will be disposed of in accordance with relevant regulations.

229. As much as possible of the existing building including structure, amenities, some services and key facilities such as radio booths, performance spaces and foyers will be incorporated into the new development. This significantly reduces the cost and environmental impact of the project and allows the ABC to continue use of recently upgraded studio infrastructure.

4.7.5 Details of Compliance with Regulatory and ESD Policies

230. The project will be designed to comply with the relevant energy and water saving policies of the MCC, the State of Victoria and the Commonwealth of Australia.

4.8 Details of Future Development

231. The MAP is the culmination of the strategy for consolidation of the ABC in Melbourne. As such, the ABC currently has no plans for further major development in Melbourne. The design of the proposed project allows for some possible future development by incorporating an expansion allowance in the order of 7% of the total gross floor area. The future expansion space is accommodated within the boundaries of the building's proposed envelope. This space provision is also to allow for future ABC growth and changing demands in work space requirements into the future.

4.9 Provision for People with Disabilities

232. As a Commonwealth authority employer, the ABC is bound by the Equal Employment Opportunity (Commonwealth Authorities) Act 1987²³ and the Disability Discrimination Act 1992²⁴. The ABC promotes equal opportunity in employment for people with disabilities as detailed in the ABC's Equity and Diversity Plan 2012-15²⁵ and the ABC's Equity and Diversity Annual Report 2011-12²⁶.
233. Both the proposed new construction in Sturt Street and the refurbishment of the current building will meet the requirements and intent of the Federal Disability Discrimination Act 1992 (2008)²⁷ and the Victorian Disability Act 2006 (2010)²⁸.
234. The integrated buildings will provide universal access, improved ground floor levels, lifts for the whole building, and compliant signage and lighting. The consolidated project will conform to current relevant Australian Standards, and provide a secure and accessible environment for all.

4.10 Childcare Provisions

235. In September 2010, the Melbourne Accommodation Project appointed Managing Work Life Balance (MWLB) to analyse the current and future childcare priorities for Melbourne ABC staff and local organisations.
236. MWLB prepared and implemented a survey to determine the following:

²³ Equal Employment Opportunity (Commonwealth Authorities) Act 1987

<http://www.comlaw.gov.au/Details/C2012C00896>

²⁴ Disability Discrimination Act 1992 <http://www.comlaw.gov.au/Details/C2013C00022>

²⁵ Australian Broadcasting Corporation, Equity and Diversity Plan 2012-15
<http://myabc.aus.aunty.abc.net.au/~media/Documents/BusinessPlansAndStrategy/PeopleAndLearning/EquityDiversity/EquityDiversityPlan201215pdf.ashx>

²⁶ Australian Broadcasting Corporation, Equity and Diversity Annual Report 2011-12

<http://myabc.aus.aunty.abc.net.au/~media/Documents/ReportsAndRegisters/PeopleAndLearning/EquityDiversity/EDannreport20112012pdf.ashx>

²⁷ Ibid

²⁸ Victorian Disability Act 2006 (2010)

[http://www.legislation.vic.gov.au/domino/Web_notes/LDMS/LTObject_Store/LTObjSt1.nsf/d1a8d8a9bed958efca25761600042ef5/b15017cc286b5f5eca257616001c71e3/\\$FILE/06-23a004.pdf](http://www.legislation.vic.gov.au/domino/Web_notes/LDMS/LTObject_Store/LTObjSt1.nsf/d1a8d8a9bed958efca25761600042ef5/b15017cc286b5f5eca257616001c71e3/$FILE/06-23a004.pdf)

- The work/life needs and priorities for staff, including the ways in which flexible working could assist them manage their work/life and dependent care responsibilities;
- The future and ongoing demand for childcare for ABC and MSO staff within the combined building;
- The likely future availability of childcare that would meet the requirements for the ABC and MSO staff population of the combined building;
- At a high level only, the level of interest in current and future availability of childcare services from organisations within the surrounding Southbank precinct.

237. The key survey findings included:

- Flexible working arrangements are a significant consideration for many staff, irrespective of whether or not they are carers;
- There is an opportunity for the ABC to assist with some form of employer-sponsored childcare within the vicinity of the new Southbank building;
- When considering the location of a childcare facility, over two thirds of respondents ranked a facility either close to home or close to other carers (family or friends) as being most important;
- The number of staff who currently cares for an older member of their family or a family member with a disability, or expects to do so in the future, is over 30 percent. This suggests that there are significant opportunities to assist staff members with increased access to flexible work options and support services.

238. MWLB presented three options to the ABC:

- Option 1 - Reserve a specific number of places (up to 10 in the first stage) for ABC staff in a pre-existing childcare centre close to the Southbank premises of the ABC;
- Option 2 - Introduce a Childcare Information Service and referral service; and
- Option 3 - Establish a 'joint venture' arrangement with childcare provider in a convenient location near to Southbank.

239. Based on the results of the survey, the demands of the business and the experience of the MWLB consultancy acquired through many similar projects, MWLB recommended that Option 1, which is the ABC's status quo, would meet the ABC staff's needs.

240. This recommendation was circulated to ABC staff and the ABC in Melbourne continues to reserve its 10 places with Defence Childcare.

4.11 Security Measures

241. The project team engaged the Australian Federal Police (AFP), Risk Management advisory, as the project's security consultants. The AFP were appointed to undertake a full review of the existing Southbank building and its physical security infrastructure and recommend any changes or upgrades that would be required to provide a practical platform for the integration of that system with the requirements that would arise from the consolidation of all Victorian ABC operations in the one complex.
242. The AFP concluded in their report that the protective security infrastructure installed within the current ABC Southbank premises provides an ideal platform upon which to develop an appropriate integrated Protective Security Policy Framework compliant system in the new building. This will then complement the existing controls and permit the ABC to achieve an appropriate standard of physical security protection to satisfy its requirements and obligations.
243. The AFP has also assessed a number of issues which impact upon the efficacy of the system in general, and in particular, the ABC's stated goal to establish a visitor friendly, more accessible "destination" for visitors. The AFP prepared a threat and risk assessment for the current site with proposed solutions to address the identified risks.
244. The AFP's advice has been integrated into the design.

4.12 Fire Protection

245. Fire protection measures for the development will be in accordance with all relevant Australian Standards and will incorporate appropriate engineered solutions.
246. Generally, fire protection measures throughout the building will include:
- Hydrants and hose reels;
 - Automatic sprinkler system;
 - Emergency warning and intercommunication system;
 - Smoke/Thermal detection;

- Fire indicator and alarm system;
- Fire extinguishers;
- Gaseous fire suppression systems in technical spaces as required.

4.13 WHS Measures

247. The detailed design will be assessed by all Consultants for health and safety impacts on the staff, guests and the public under a formalised safety in design system.
248. As part of the design process, the ABC and the consultant team will undertake a Safety in Design review. The objective of Safety in Design is to ensure that the building is safe to construct, occupy and maintain.
249. The ABC project team will take responsibility for operational WHS management of its personnel, under the stewardship of the internal ABC Work Health and Safety Department and its WHS Manager.
250. The Managing Contractor is accredited with the Federal Safety Commissioner (Department of Education, Employment and Workplace Relations) and utilises its occupational health and safety management system that is registered as compliant with the Australian Standards AS/NZS 4801.
251. During the construction phase the health and safety of staff, contractors, sub-contractors, consultants and the public will be managed under a detailed construction management plan inclusive of an WHS and staging plan. Given the nature of the project the WHS Plan and site activities will be continuously monitored and any risks mitigated.

4.14 Broadcast and ICT Infrastructure

252. The media production and broadcast industries have very specific requirements and a normal building brief is not capable of defining those requirements. Consequently, the MAP team has established an internal technical project team to deliver the broadcast, media specific and communications infrastructure and functionality. This team will plan and specify both the new and re-furbished ABC facilities which are to be located in the combined Southbank complex.
253. A breakdown of Broadcast and ICT costing is attached to the confidential **Submission 1.1**.

254. The Technical Project is also responsible for the voice and data backbone, the IT Network and the telephony infrastructure (PABX).
255. The MAP Technical Manager and his staff consulted extensively with ABC staff and managers on the technical requirements of office accommodation as well as specialist technical and operational spaces. The MAP Technical Project Manager and his staff met with many industry suppliers and arranged inspections of complex technical fitout projects, such as the joint ABC/WIN venture, MediaHub in Ingleburn, NSW.

4.15 Technical Project Delivery

256. The Technical fitout will be delivered in line with the MAP Overall Brief and Strategy; in terms of spaces, functionality, flexibility, future needs, cost, business continuity and delivery schedule.
257. The MAP Technical Project team will be responsible for the conceptual and system level designs, the specifications, procurement, installation, commissioning, training and transition of broadcast equipment and systems. These will be achieved in consultation with the ABC's Technology and Resources divisions and in conjunction with the TRG.
258. The detailed Technical fitout design and installation is expected to be outsourced to a Broadcast Systems' Integration group.
259. This model allows the ABC to retain control over the system design and functionality, whilst placing the responsibility for the detail design and delivery of a functional system with the Systems Integration Contractor.
260. The proposed scope of works includes:
- Infrastructure
 - A new Central Equipment Room to support core IT and Broadcast systems;
 - Floor level equipment rooms to support IT distribution and Broadcast systems;
 - IT systems to service corporate and broadcast needs;
 - Broadcast systems, signal distribution and connectivity to service the approved facilities and functionality; and
 - Technical racking to house core central systems; and specialised joinery to accommodate operational equipment.

- New Facilities
 - Large TV Production Studio with control rooms and OB connectivity;
 - Small TV Production Studio with control rooms;
 - Media Services facility to provide centralised operations for a range of News, Radio and TV Lines, and TV Master Control Room operations;
 - Central Operations facility to support TV Production operations;
 - TV Post Production Vision, Audio and Graphics suites;
 - Technical fitout for non-production spaces, such as green rooms and dressing rooms;
 - Remote access points to provide IT and Broadcast connectivity outside of technical and operational spaces (within the building limits); and
 - Wireless IT for the combined site.
- Relocation and Refurbishment of Facilities within Southbank
 - TV News Studio and Control room;
 - TV News room technical facilities;
 - TV News Edit suites and Graphics workstation; and
 - Temporary facilities due to building disruption works.

4.15.1 Impact of Building Services Infrastructure on the Technical Project

261. The MAP technical project team has developed a number of building-related technical fitout briefs which specify the requirements of the building engineering design to meet the needs of the ABC's technical fitout.

262. These briefs include the following topics:

- Technical Power and Earthing;
- Technical Area Air Conditioning;
- Central Equipment Room (CER);
- Technical Flooring;
- Technical Cable Reticulation;

- Structured Cabling;
- Technical and Operational/Production Area Lighting;
- Technical and Operational/Production Joinery;
- Technical Mounting and Fixtures;
- Operational/Production Area Status Lights; and
- Building Integration and Transition for Operational, Production and Technical Facilities.

4.15.2 Communication Services

263. The scope of the communications services includes:

- Reuse of existing incoming fibre carrier services;
- Riser communication cabling and associated cable support systems;
- Building distributor room cabling and termination into appropriate modules;
- Floor distributor cabling including provision of passive patch racks; and
- Structured cabling systems for ICT networks, building services, control intruder alert, CCTV, intercom, BAS systems.

264. The MAP technical project team has issued broadcast technical fitout briefs on Floor Equipment Rooms, Technical Flooring, Technical Cable Reticulation, and Structured Cabling to the design consultants to assist them with the design of communication services for the ICT and broadcast needs of the ABC.

5. COST EFFECTIVENESS AND PUBLIC VALUE

5.1 Cost Effectiveness

265. The ABC undertook a comprehensive value management process to ensure that the final Limit of Cost achieved the best value for money outcome for the ABC.

266. The Managing Contractor, Probuild, reviewed the proposed scope of works, in conjunction with the ABC and the consultant team and identified a detailed list of target scope areas where construction costs could be reduced whilst retaining the core functional

requirements of the design. The majority of these value management outcomes were incorporated to ensure the initial Limit of Cost represented true value for money.

267. Should approval be granted for the project to proceed, the ABC would commit to further detailed value management of all aspects of the project.

5.2 Overall Project Budget/Costs

268. The total estimated outturn cost for the project is \$176.4 million as approved by the ABC Board in June 2012.

269. A breakdown of project cost estimates is provided in **Submission 1.1**.

5.3 Revenue the Project will Produce

270. The MAP is not a revenue-producing project as such; however, it is proposed to include a cafe at ground floor which will be leased to a commercial operator.

271. Additionally, the ABC expects to continue to sell surplus studio time at the new facility, the revenue from which is allocated to funding ABC content.

272. The estimated income from the proposed retail space and facilities hire is discussed in **Submission 1.1**.

5.4 Details of the Project Delivery System

273. Following an assessment of previous ABC projects and extensive consultation with external specialists, the ABC has decided to adopt the Managing Contractor methodology and suite of contracts for the proposed project. This methodology was developed initially for the Department of Defence and since successfully utilised on other public sector projects. There is a significant amount of supporting legal and administrative documentation available to assist with implementation of the methodology.

274. The key elements of the Managing Contractor approach are consistent with the ABC's traditional delivery, used successfully on multiple ABC building projects since the mid-1980s. However, the Managing Contractor methodology offers added benefits:

- The project is divided into two key phases:
 - The Planning Phase through to Parliamentary approval; and

- The Delivery Phase.
 - The ABC appoints a Contract Administrator as the ABC's Representative to oversee and advise on the design and construction process;
 - The ABC appoints an architect and sub-consultants for design development through to Planning Phase approval;
 - The ABC appoints a major construction company as Managing Contractor to manage the design process and consultants, and to provide construction cost and methodology advice through to Planning Phase approval;
 - The ongoing appointment of the Contract Administrator, the design consultants and the Managing Contractor for the Delivery Phase is subject to the ABC receiving Parliamentary approval for the project; and
 - During the Delivery Phase, the Managing Contractor is responsible for managing design documentation by the design consultants; management and co-ordination of construction; and the tendering of trade packages.
275. While the ABC continues to carry the risk and responsibility for cost and time under this contractual arrangement, the Managing Contractor is required to warrant the 'as-built' quality of the outcome by taking full responsibility for the work of the sub-contractors.
276. The Managing Contractor contract requires that the Managing Contractor will use its best endeavours to ensure that:
- It achieves Completion of the Works so that the Contract Price does not exceed the Target Cost;
 - It achieves Completion of the Works by the Target Date; and
 - It performs the Contractor's Activities so as to maximise the achievement of the objectives set in, and to be reasonably inferred from, the Brief.
277. If the ABC decides that the Managing Contractor should contract the design consultants from the beginning of the Delivery Phase, then the Managing Contractor becomes the 'one-stop-shop' for both design and construction quality. The design services contracts include provisions for the novation of the design consultants to the Managing Contractor.

278. A large range of project management and construction companies have worked under this Managing Contractor arrangement and are familiar with its requirements, thus simplifying the tendering process and reducing the risk of subsequent contractual disputes.
279. Refer to **Appendix 3** for a list of consultants and contractors appointed for the Planning Phase of the project.

5.5 Construction Program and/or Project Schedule

280. Key milestone target dates for the delivery and completion of the Melbourne Accommodation Project are;

Milestone	Target Date
Parliamentary Approval (Estimate)	Late June 2013
Design Development for Early Works Packages incl. Tenders for Demolition/Site Retention/Piling etc	August/September 2013
Demolition of Existing Building	December 2013 – February 2014
Base Building Works	February 2014 – May 2016
Integrated Fitout for New Studios/Refurbishment of existing Building etc	April 2016 – October 2016
Commissioning/Handover	October/December 2016
ABC Occupation	Early 2017

281. A detailed project program can be found at Appendix 4.

5.6 Public Value

282. The ABC makes a significant and important contribution to public value through the delivery of media services that extend the amount, range and diversity of content available to Australians. This is especially the case for people living in regional, rural and remote communities. This value is especially demonstrated in the delivery of information services, most particularly during emergencies and times of crisis. The expression of the public values that shape the Corporation's activities are set out in Section 6 of the Australian Broadcasting

Corporation Act 1983 (ABC Act)²⁹, which defines the responsibilities of the ABC. Substantial public benefit flows from the free availability to the community of a wide choice of content.

283. The ABC is deploying digital media technology to enhance and extend the range of information, education and entertainment services provided to the Australian community. As the ABC noted in its submission to the Australian Government's Convergence Review, "The scope of the ABC's activities reflects the consistently held view of policy makers that there are clear public benefits flowing from the ubiquitous availability of comprehensive national broadcasting services. As platforms have proliferated because of convergence, the ABC has gained a presence on the major delivery platforms so that all Australians regardless of geographic or economic circumstances can be part of the national political and cultural life"³⁰
284. The ABC's enhanced and evolving role in delivering value to the community was recognised in the Australian Government 2009 policy statement, Strengthening Our Public Broadcasters, in the context of increasing pressure on commercial media, audience fragmentation and the decline of advertising revenue streams. "The national broadcasters can be expected to have a critical role in delivering freely accessible services regardless of the technology on which they are delivered, together with innovative and compelling Australian programming that caters to diverse tastes and interests. They will also continue to be important sources of credible and trustworthy news and information, and provide a means for local communities to connect, collaborate and find a voice"³¹
285. The community benefits of the project include the promotion of a number of the strategic goals of the State of Victoria and the MCC to enhance the Southbank Precinct as a world quality Arts Precinct. The project infrastructure is also a good fit for the planning aspirations, connection, an expanded public realm, streetscape, a permeable neighbourhood, and sustainable buildings and infrastructure.
286. The project also demonstrates the ABC's commitment to continuing multi-genre and multi-platform production of content in Melbourne. With the industry-wide under investment in television studio infrastructure in Melbourne, this project also becomes important to the

²⁹ Ibid

³⁰ ABC Submission to Convergence review, October 2011

³¹ Australian Government, 2009, Strengthening Our Public Broadcasters

broader commercial and independent television production sectors both by providing high level facilities when not required by the ABC, and by supporting the maintenance and development of production and operational skills.

287. This project in Melbourne would help the ABC respond to new challenges such as changing technologies, new platforms and the convergence of existing platforms as well as evolving audience expectations and interaction behaviours.
288. The MAP would provide the opportunity to further engage with the local community through delivering a public window to the ABC. It will be designed to draw people into the building allowing visitors to engage with ABC content and observe the production process.

6. APPENDICES

6.1 Appendix 1 - Architectural Drawings

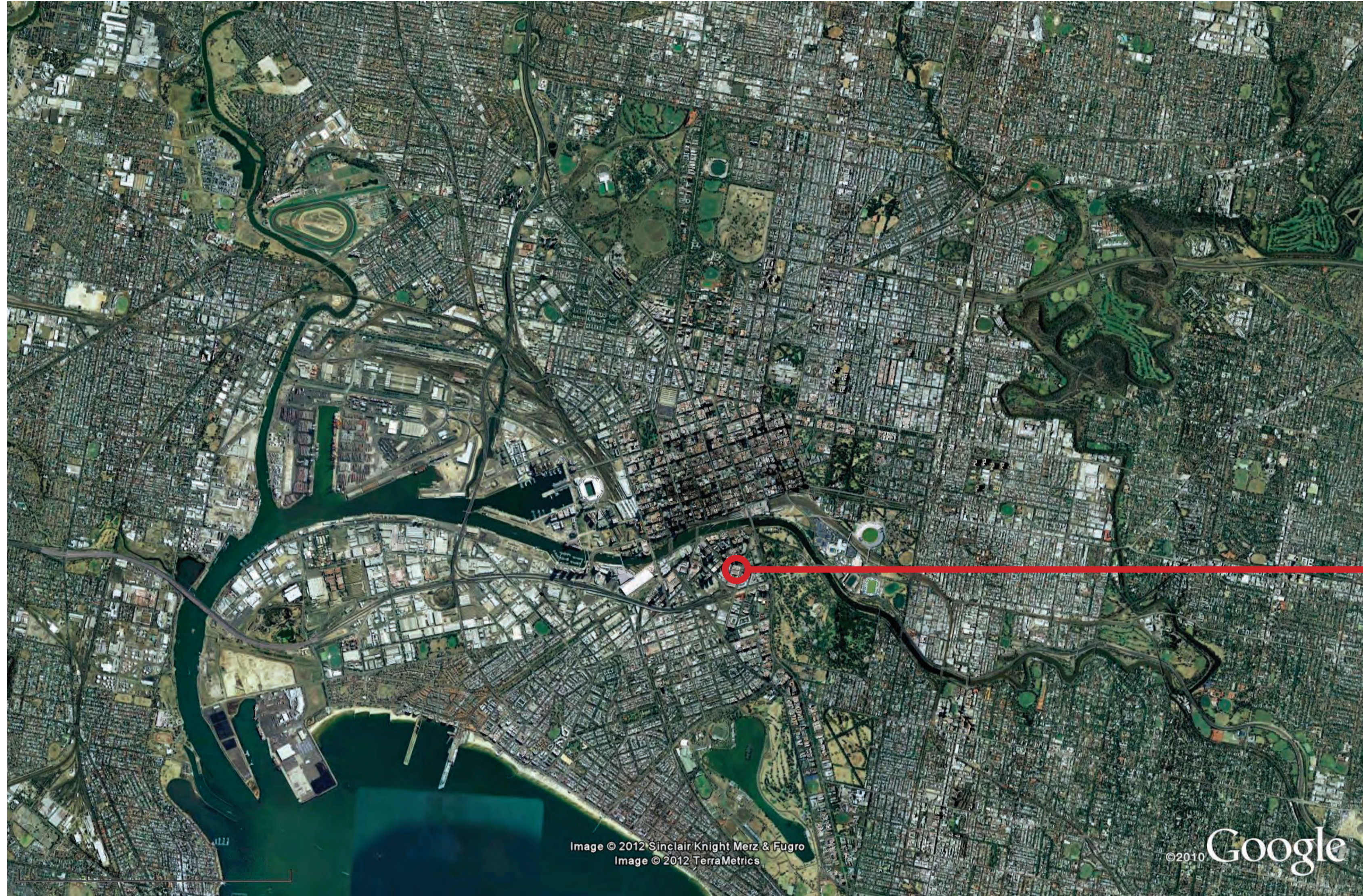
6.2 Appendix 2 - Proposed Building Areas

6.3 Appendix 3 - List of Project Consultants

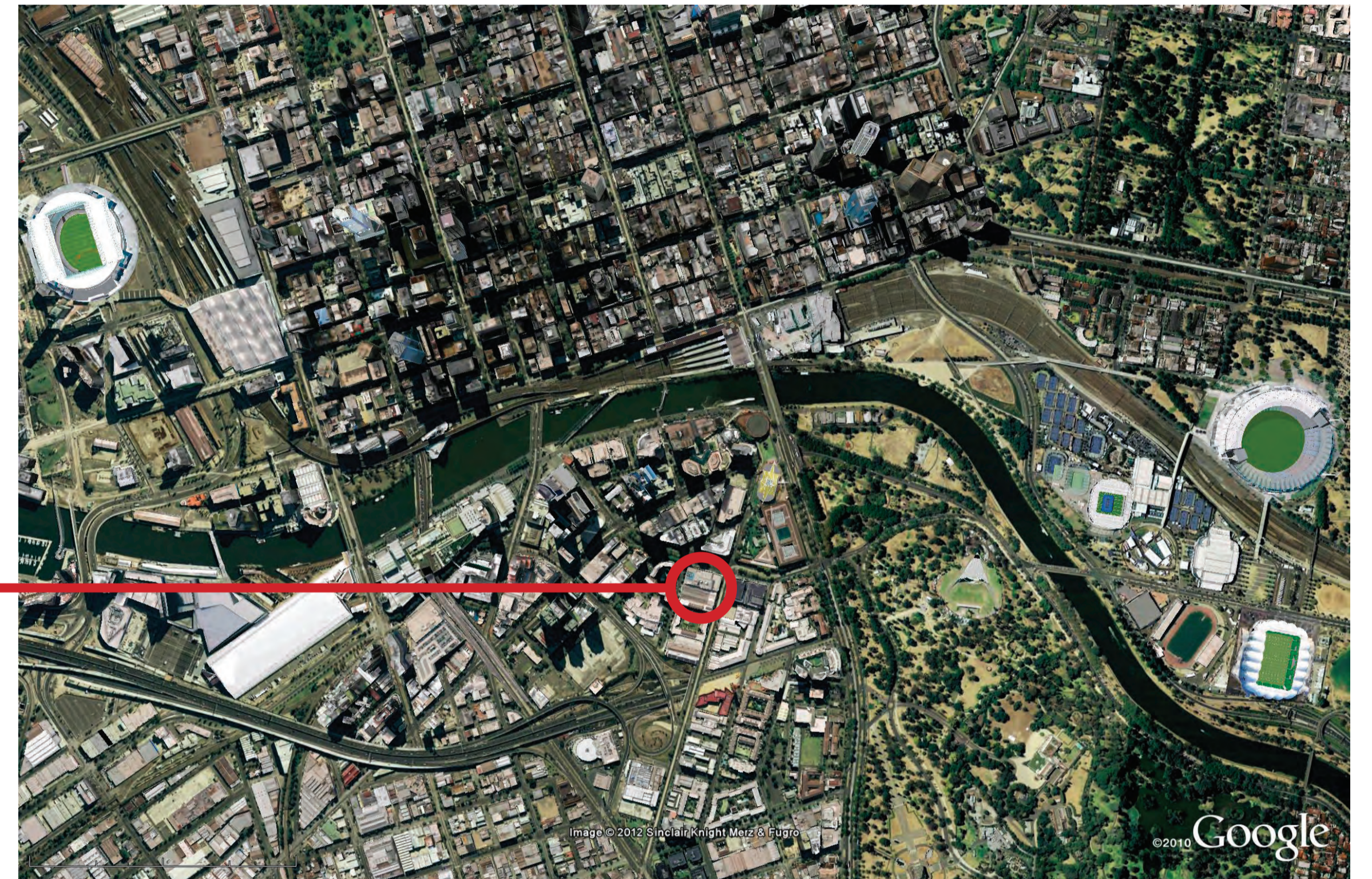
6.4 Appendix 4 - Project Program

6.5 Appendix 5 - Glossary of Acronyms

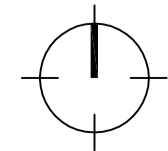
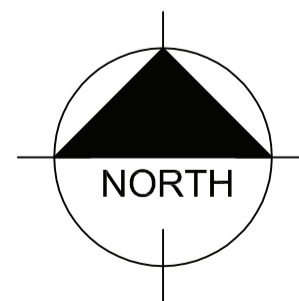
APPENDIX 1 – Architectural Drawings

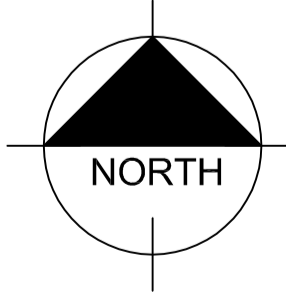
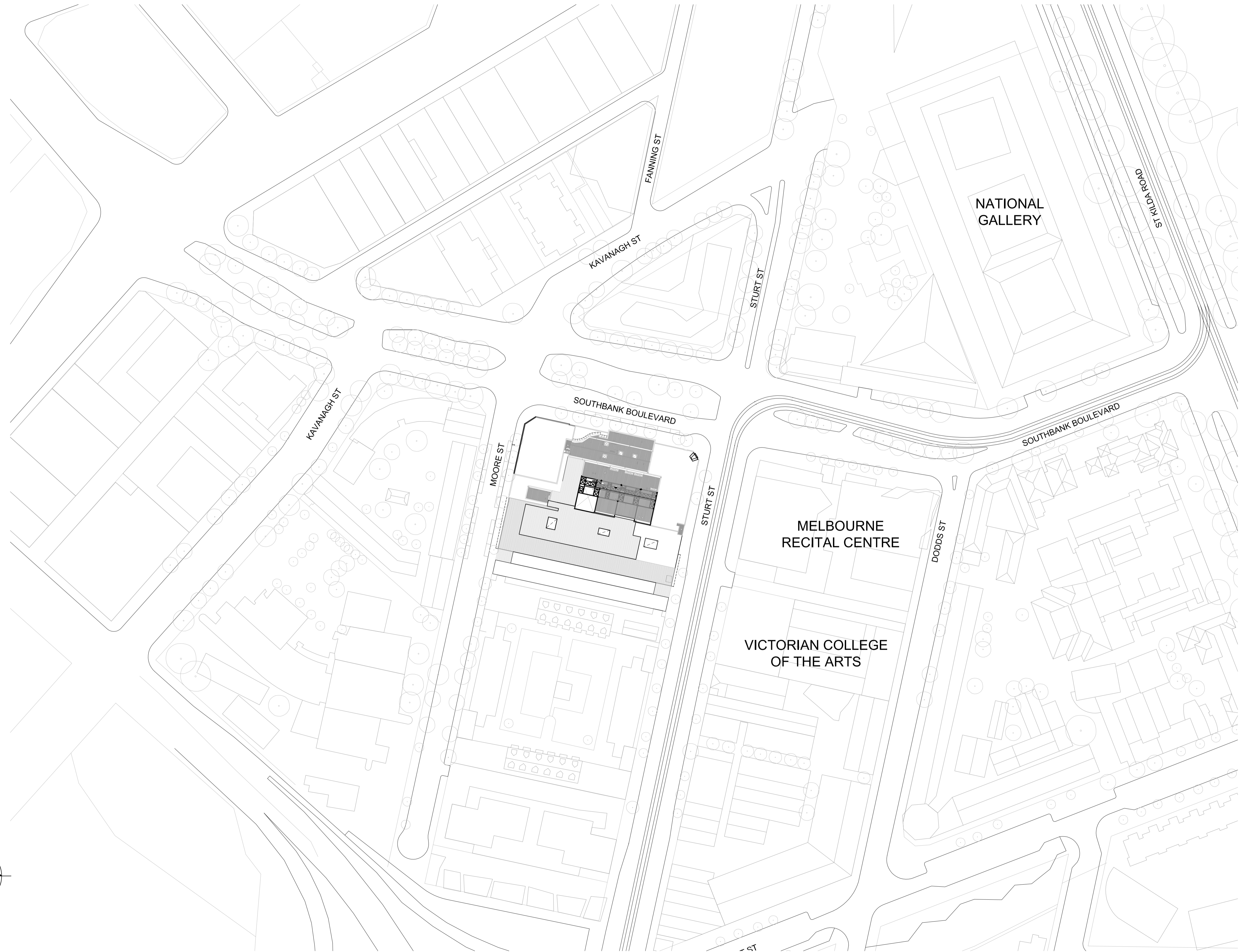


MELBOURNE CBD



ABC SOUTHBANK





S O U T H B A N K B O U L E V A R D

B
4101

A
4101

EXISTING SITE
(NO BASEMENT)

M O O R E S T R E E T

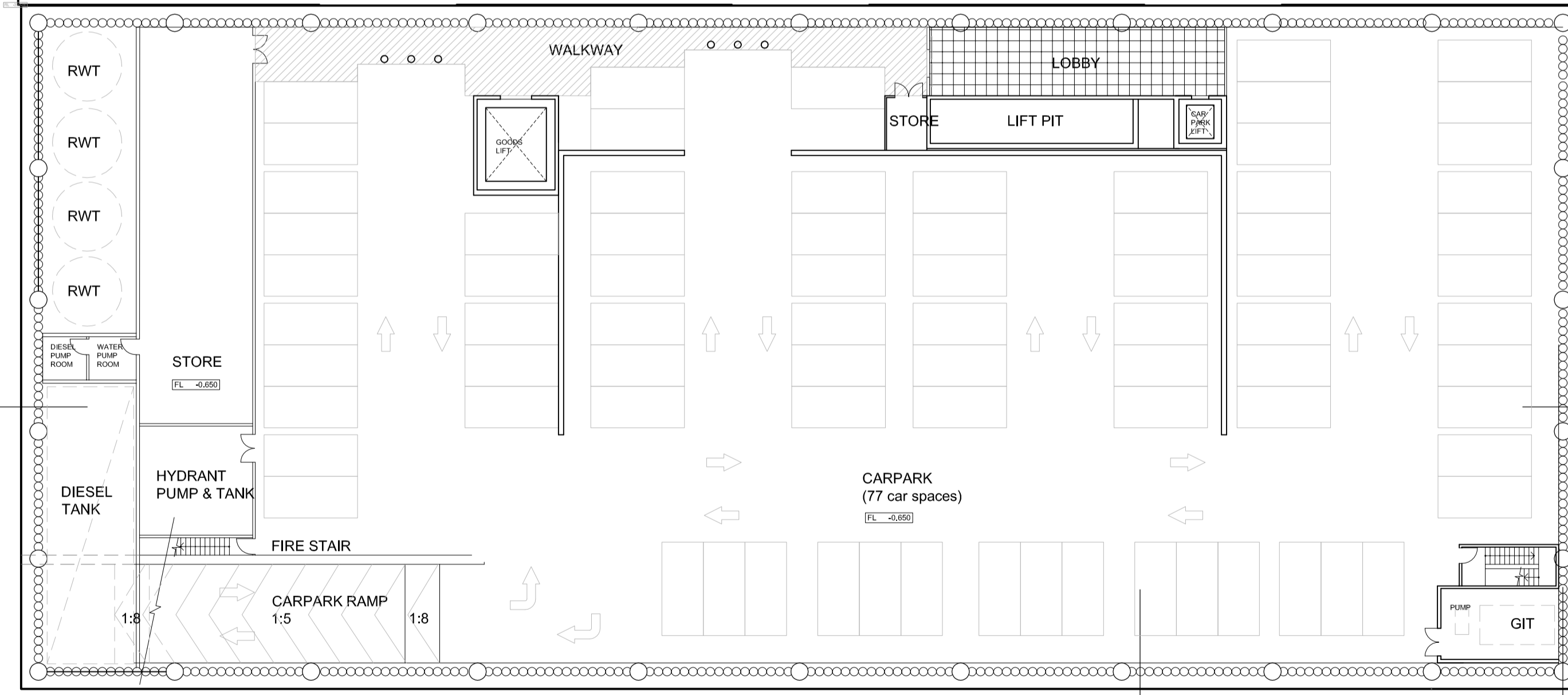
S T U R T S T R E E T

C
4102

C
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B
4101

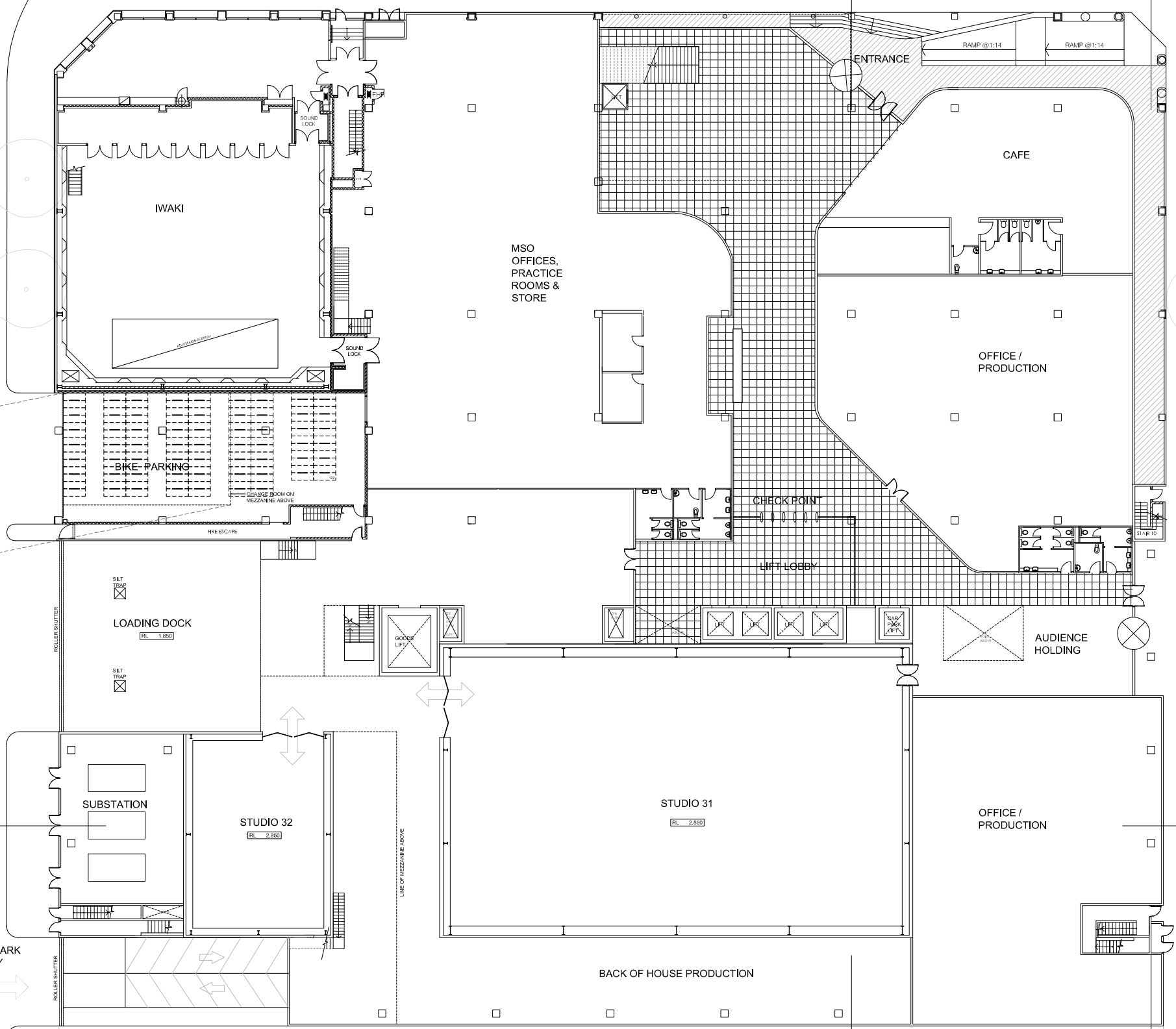
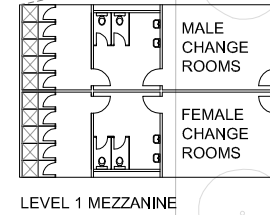
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S O U T H B A N K B O U L E V A R D

M O O R E S T R E E T

S T U R T S T R E E T



C 4102

C 4102

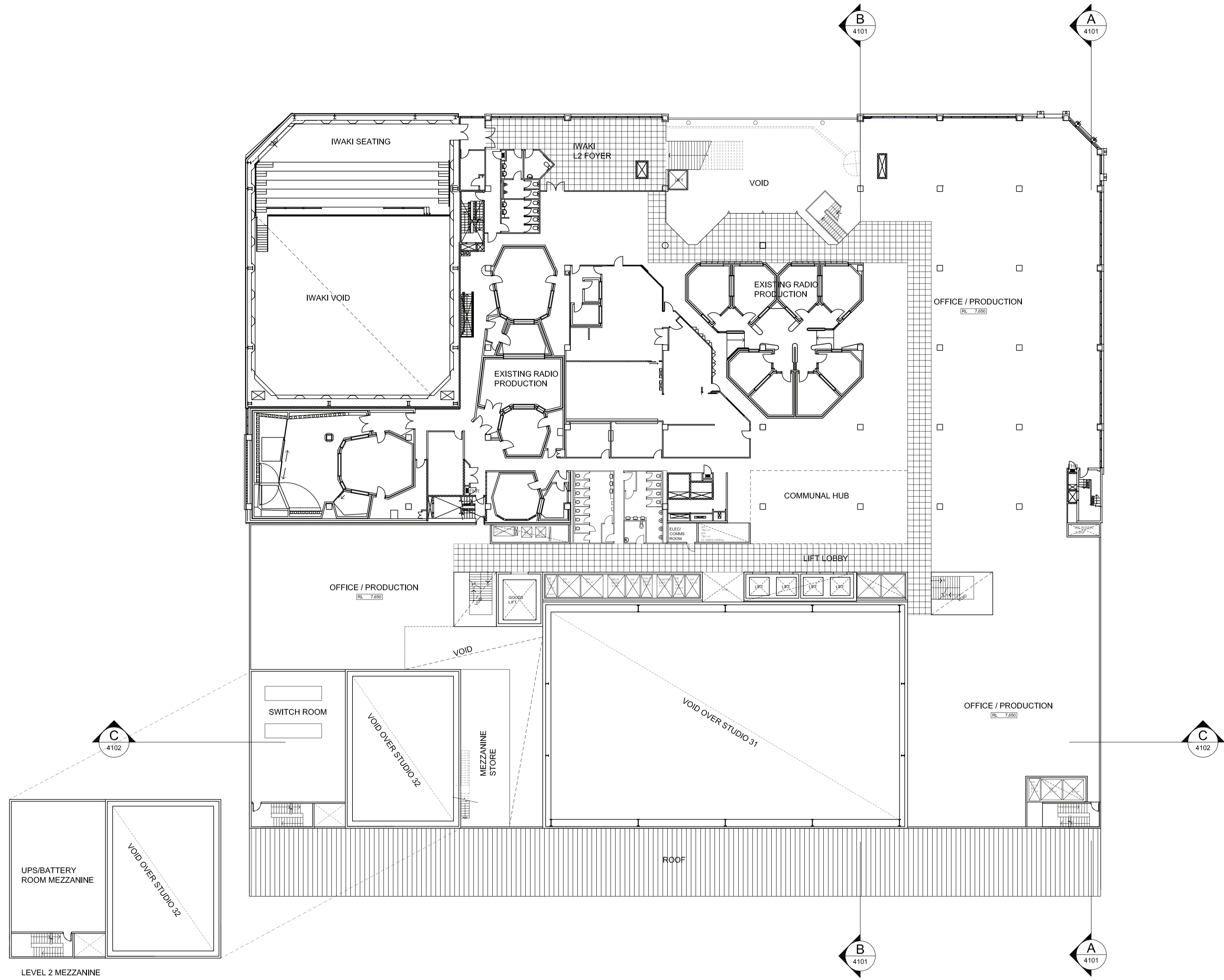
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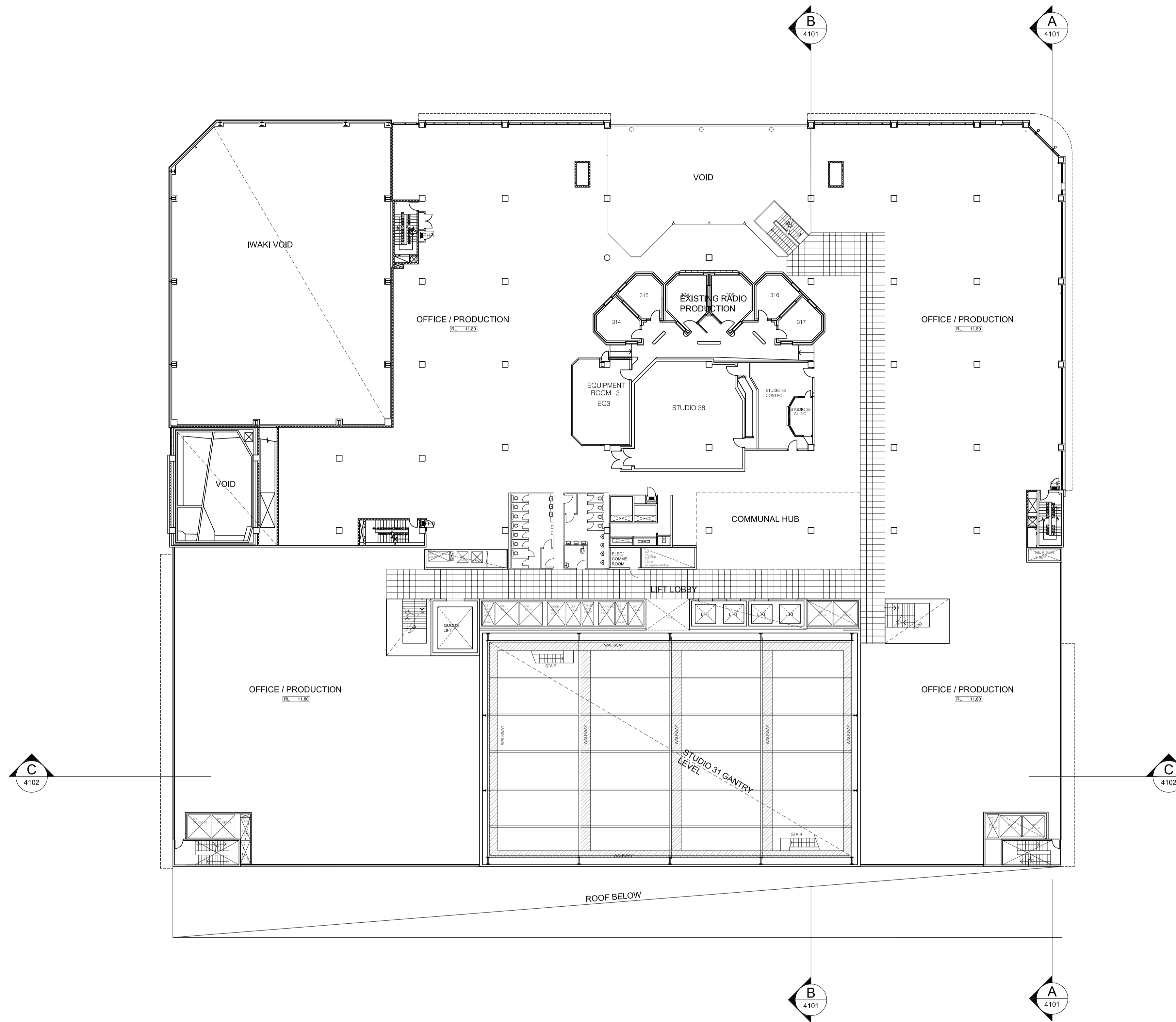
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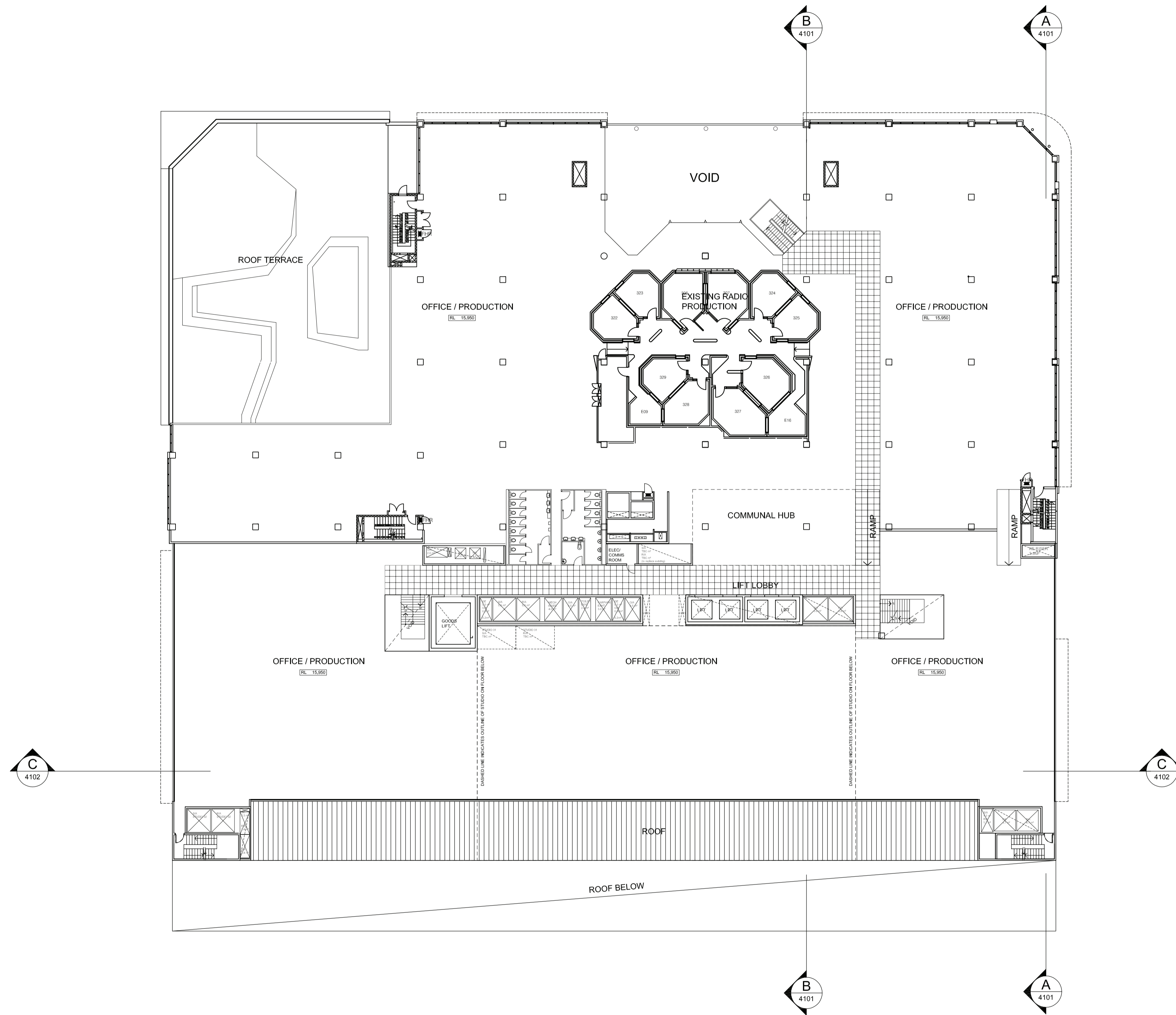
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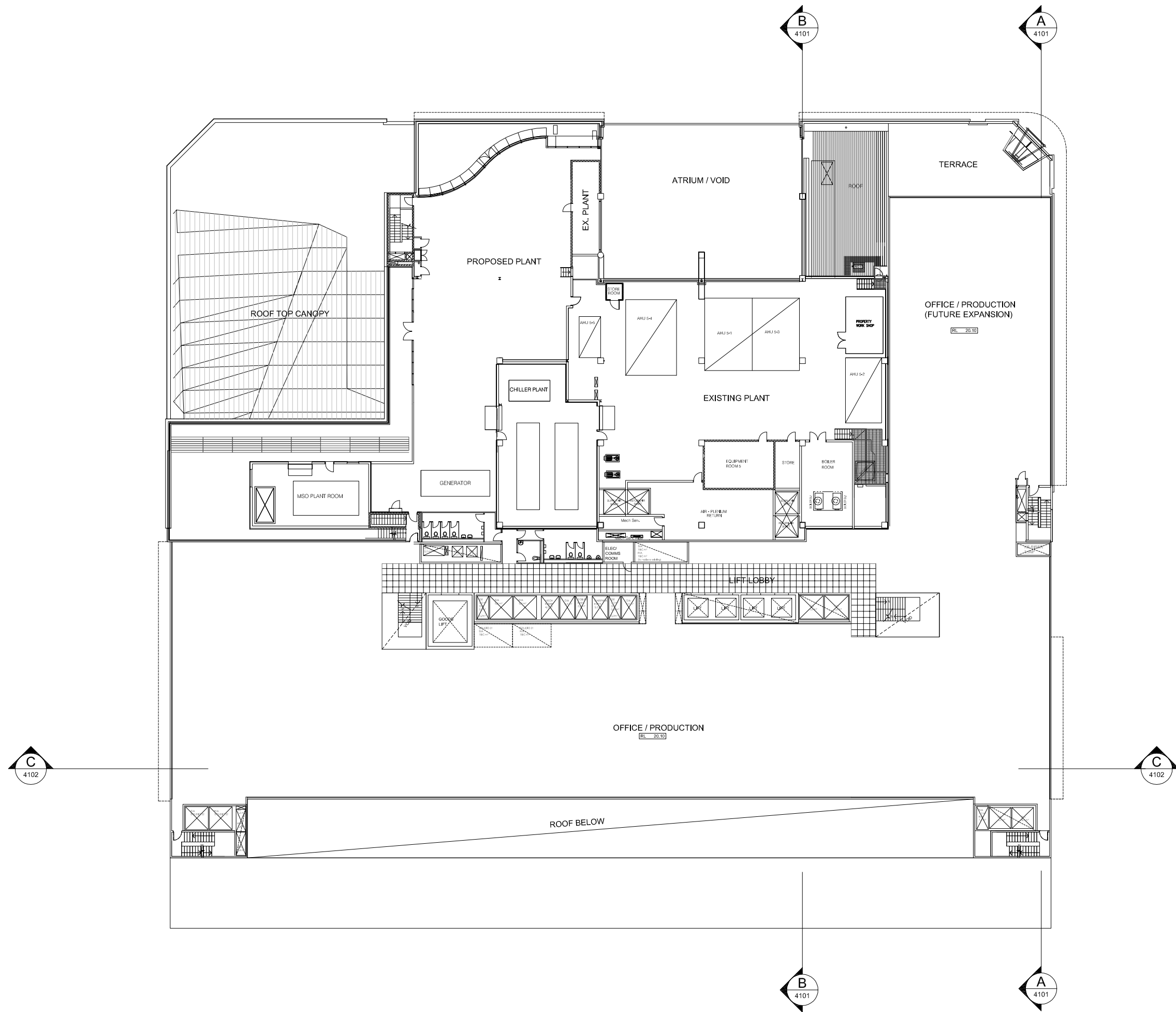
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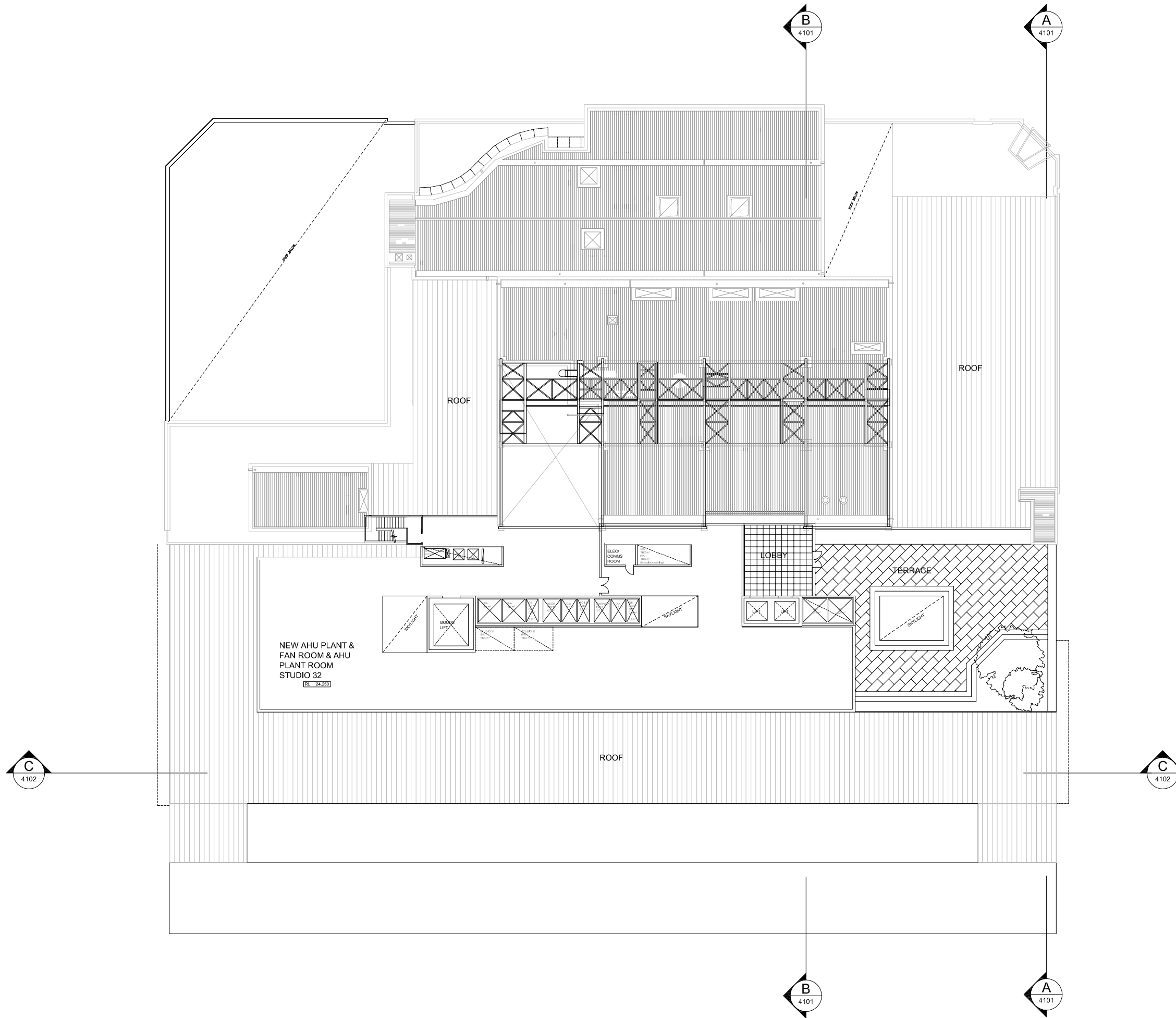


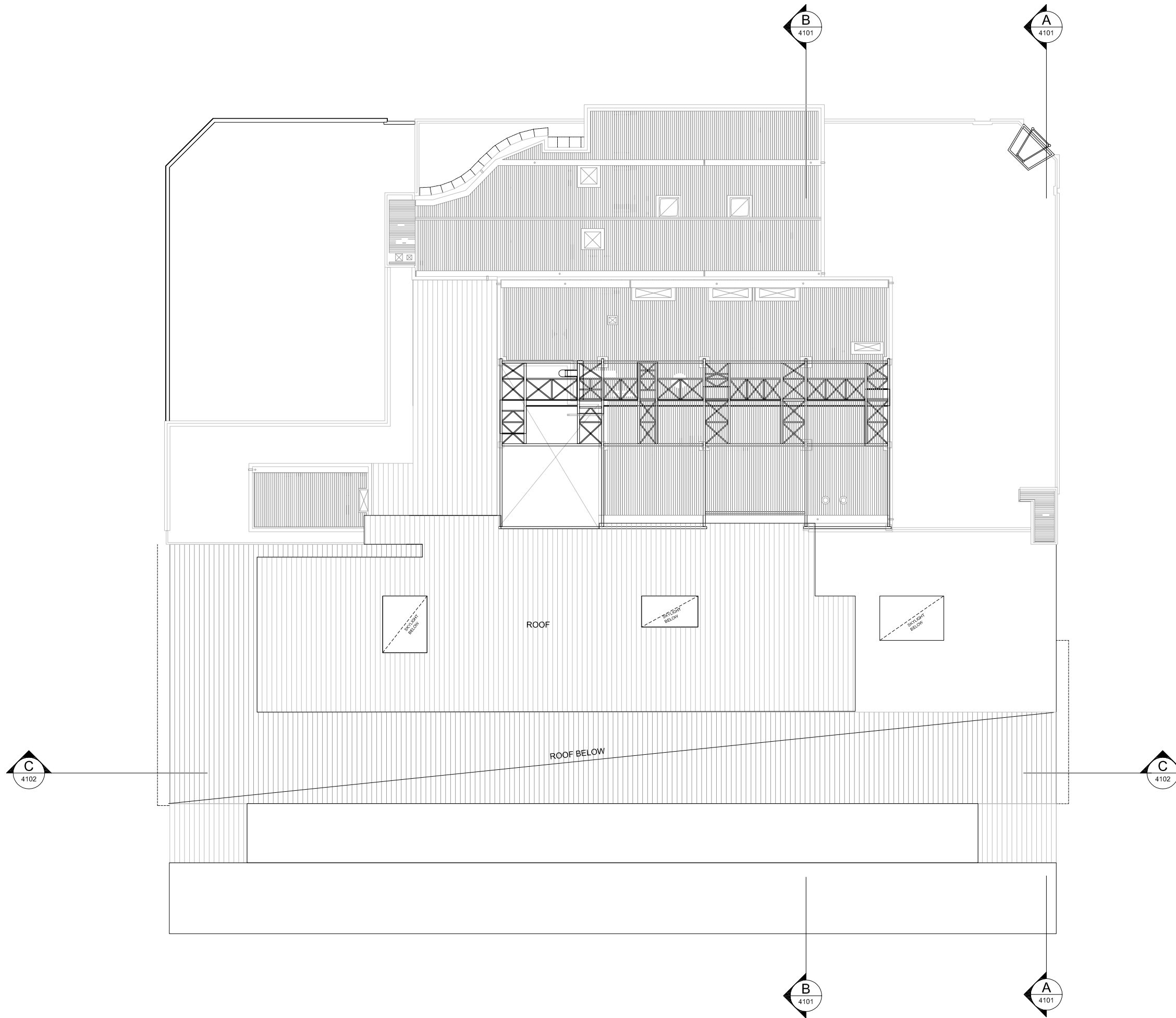
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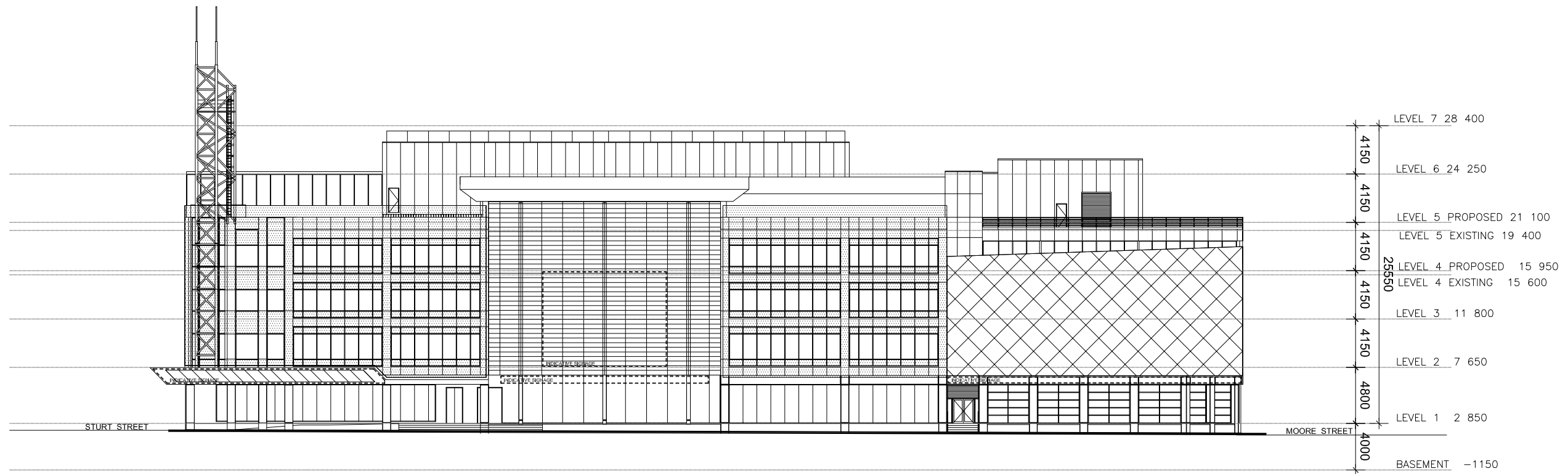




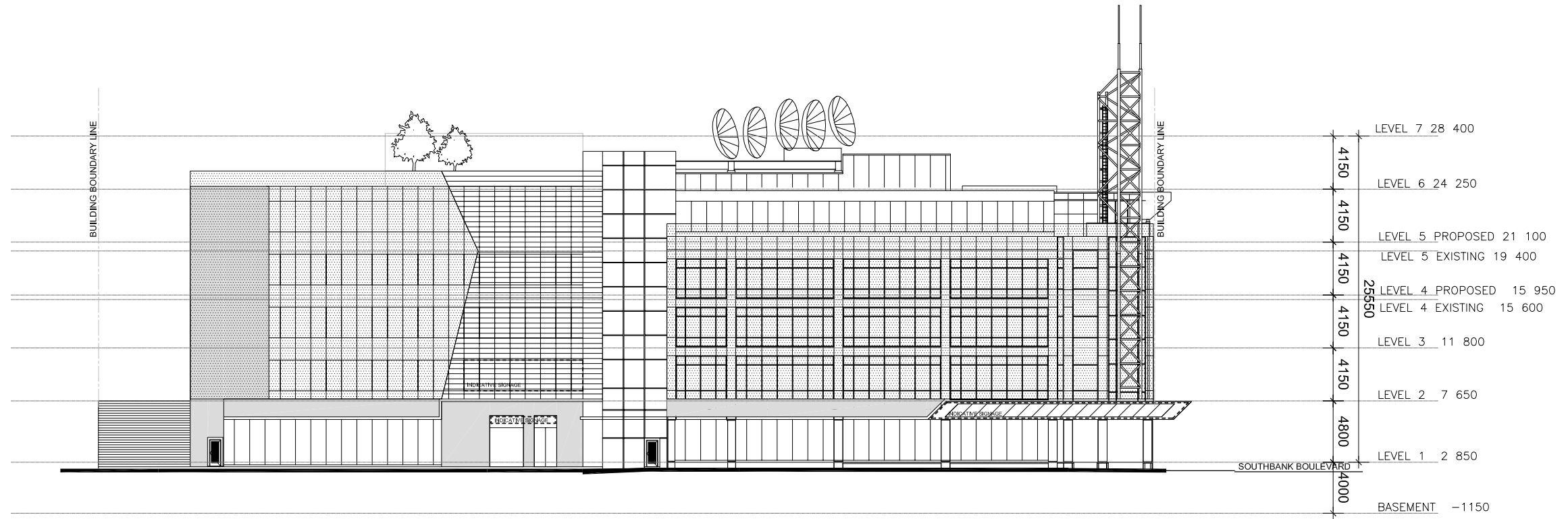




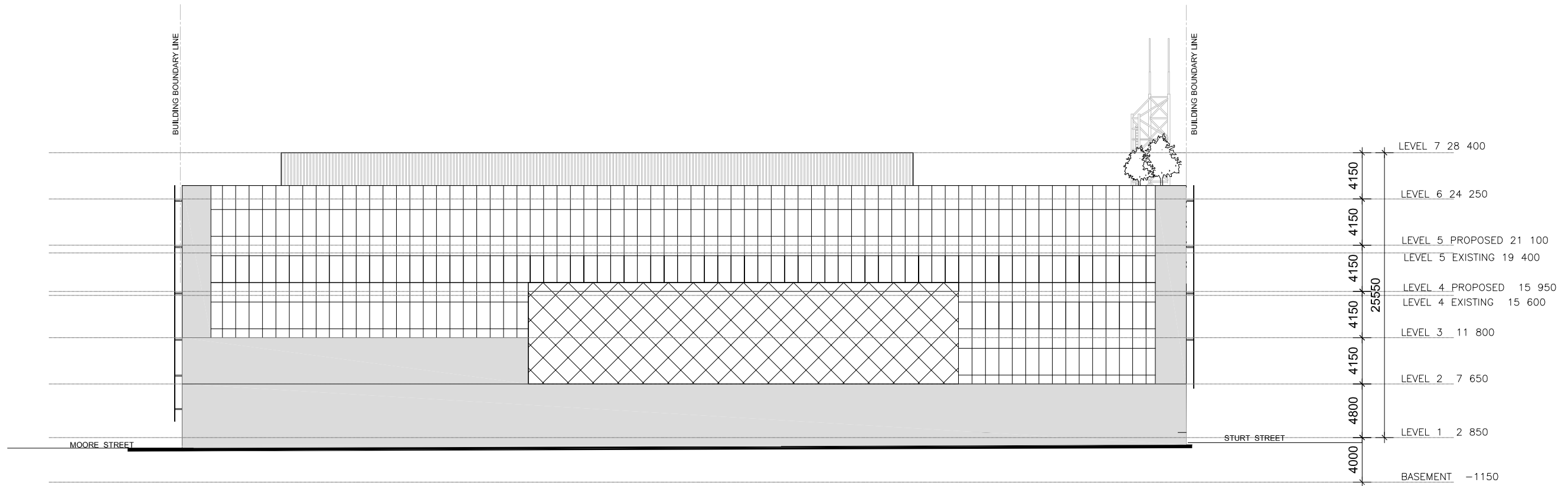




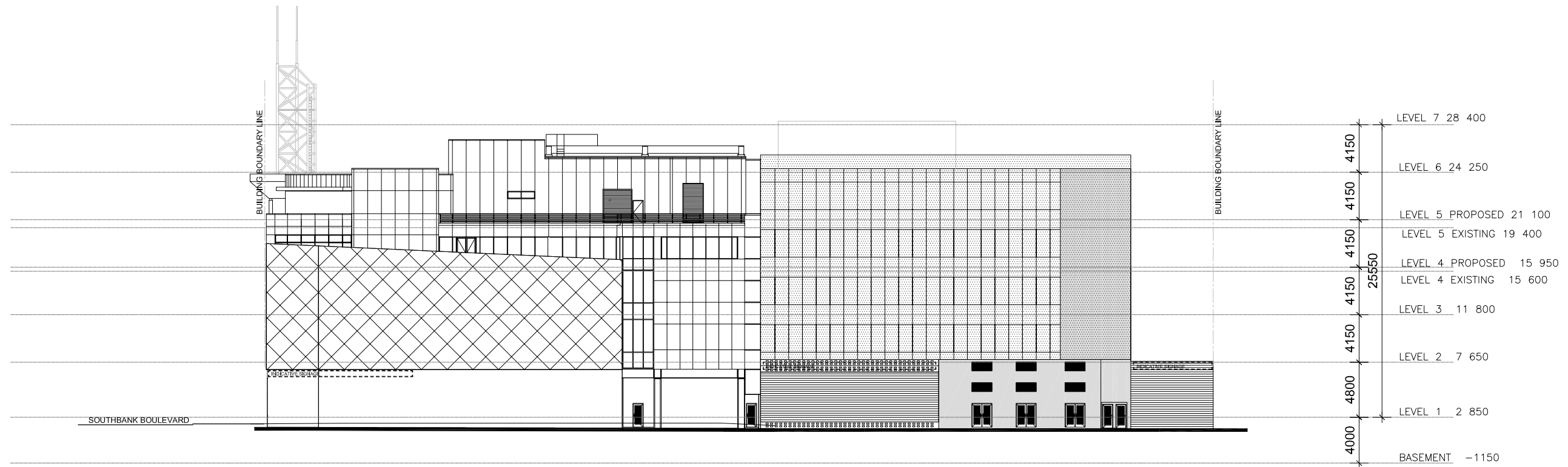
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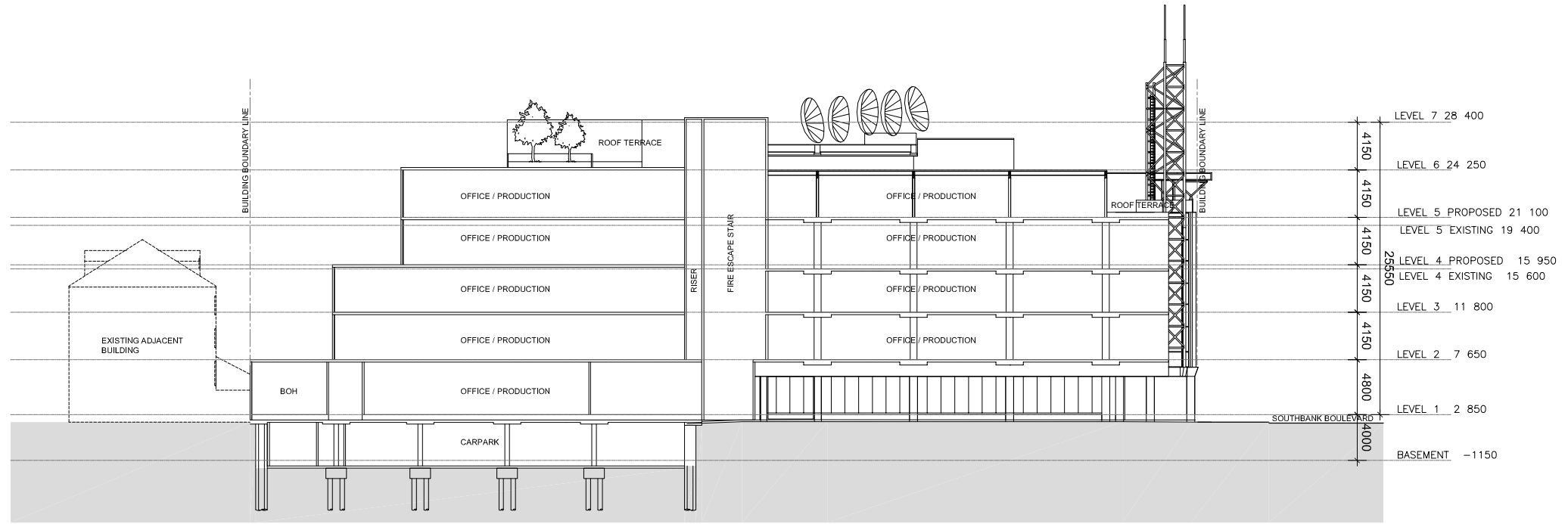
01 EAST ELEVATION
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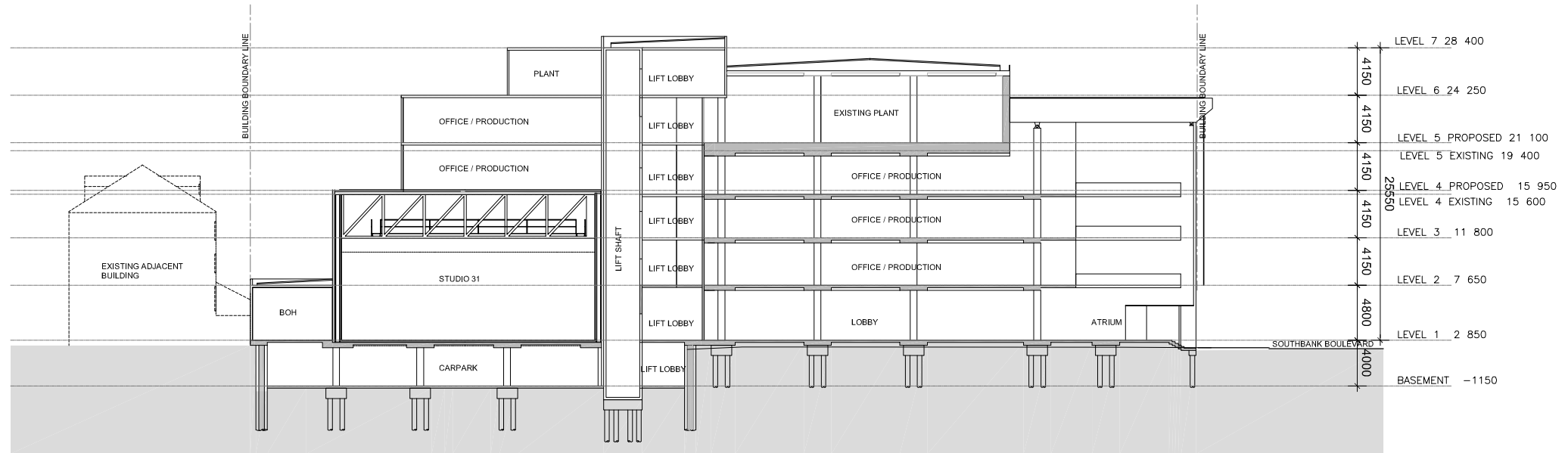
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01 WEST FACADE
1:250

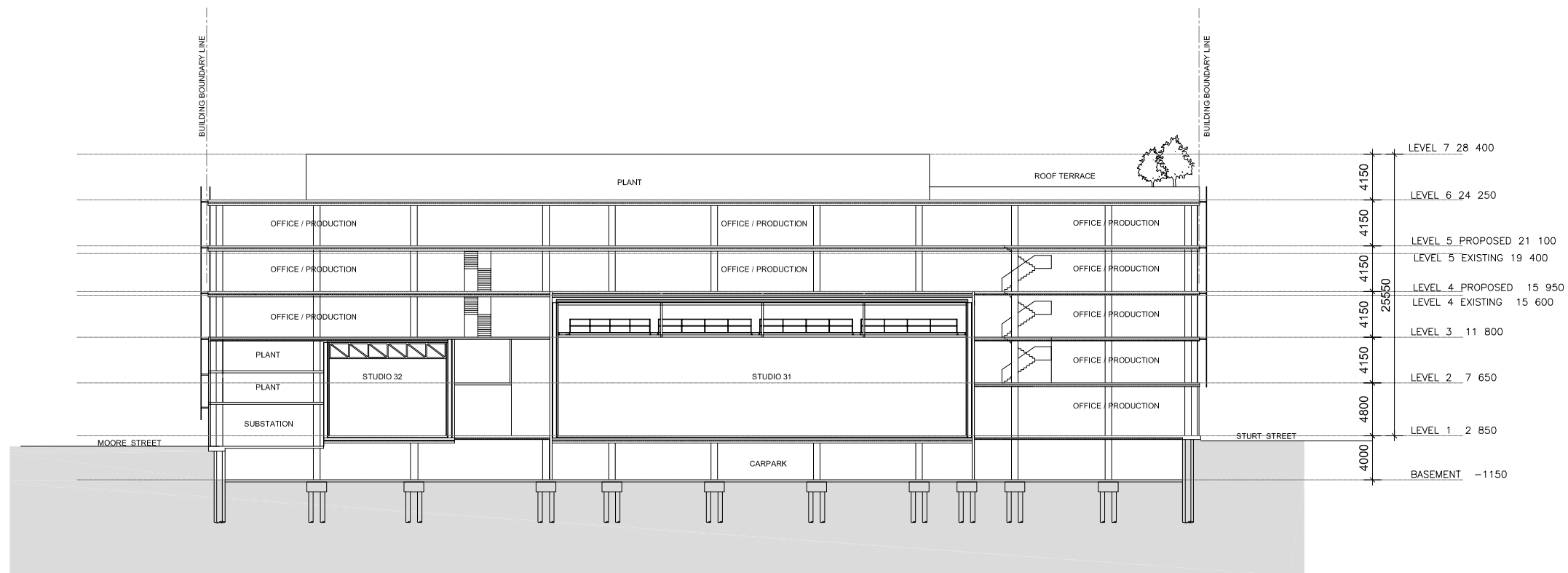


01 SECTION AA
1:250



02 SECTION BB
1:250

Drawing Title: SECTION AA & SECTION BB



01 SECTION CC
1:250

APPENDIX 2 – Proposed Building Areas

Level	Areas Included in Gross Floor Area							Total Gross Floor Area by Level
	Car / Bike Parking	Net Usable Area + Common Space	Amenities	Plant	Service Risers / Lifts / Fire Escape	Primary Circulation Lift Lobby / Existing Circulation	Building Structure	
	(Square metres)	(Square metres)	(Square metres)	(Square metres)	(Square metres)	(Square metres)	(Square metres)	(Square metres)
Basement	2,373	150	0	255	88	284	402	3,552
Level 1	250	6,011	99	138	236	26	351	7,111
Level 2	0	3,353	109	274	290	576	515	5,117
Level 3	0	3,844	72	0	287	391	300	4,894
Level 4	0	4,313	82	0	276	389	233	5,293
Level 5	0	2,539	48	1,528	227	162	192	4,696
Level 6	0	0	0	810	109	40	41	1,000
Total	2,623	20,210	410	3,005	1,513	1,868	2,034	31,663

The relevant definitions in the Melbourne Planning Scheme are;

Gross floor area - the total floor area of a building, measured from the outside of external walls or the centre of party walls, and includes all roofed areas.

Net floor area - the total floor area of all floors of all buildings on a site. It includes half the width of any party wall and the full width of all other walls. It does not include the area of stairs, loading bays, accessways, or car parking areas, or any area occupied by machinery required for air conditioning, heating, power supply, or lifts.

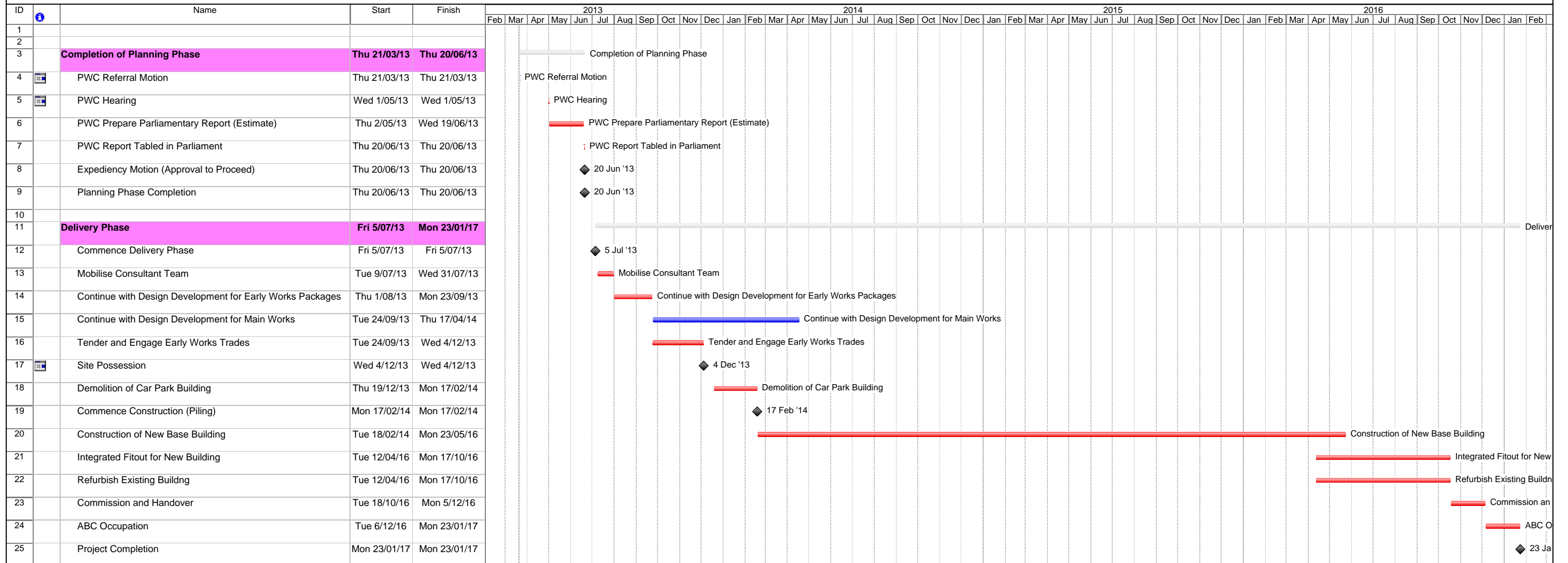
Based on the above the total Gross Floor Area of the development, both new and refurbished existing is 31,663 square metres.

APPENDIX 3 – List of Project Consultants

Consultant	Responsibility
AECOM Australia Pty Ltd	Inform the Project's environmental objectives and targets; provide advice on creating a sustainable and healthy workspace to provide an optimal environment for ABC staff
Azcor Consultant Pty Ltd	Provide hazardous materials investigations and reporting services for the Project
Cardno Victoria Pty Ltd	Provide Traffic Planning consultancy services and design services including advice for vehicle manoeuvring, traffic effects report for planning endorsement, and PWC evidence
Case Meallin and Associates Pty Ltd	Provide Contract Administrator services to the Melbourne Accommodation Project and act as the primary point of communication between the ABC, the Managing Contractor and all other consultants and contractors
Charter Keck Cramer	Conduct property and market evaluations on behalf of the ABC
Clayton Utz	Conduct risk analysis of the preferred project delivery method; develop contractual documentation to support the preferred project delivery method; provide advice in relation to ABC's status with respect to State and Local Government Planning legislation; and develop consultant contracts
Cox Architecture Pty Ltd	Supply of architectural and specialist design services
DEGW Australia & NZ	Workplace and Change Management consultants engaged to develop the Strategic Brief; consult with staff at all levels regarding workplace design and culture and present to the ABC Executive and ABC Board
Ernst and Young	Economic consultants engaged to conduct the Melbourne Studio Feasibility Study and a review of the Investment Proposal
Golder Associates Pty Ltd	Provide geotechnical and in-ground environmental investigation consulting services and site contamination assessment to determine the environmental status of soils and groundwater
Lovell Chen Pty Ltd	Provide advice on heritage and planning issues in relation to the potential demolition of the existing Sturt Street building
Madigan Surveying Pty Ltd	Provide land surveying services for the Sturt Street site
Managing Work Life Balance International (MWLB)	Engaged to conduct a Childcare and Work/Life balance survey with staff at Southbank and Elsternwick to determine the feasibility of providing onsite childcare facilities; coordinated face to face staff workshops and an online all staff survey and presented a final recommendation about childcare provision at Southbank
Marshall Day Acoustics Pty Ltd	To provide acoustic advice in relation to the design, detailing, documentation, construction and completion of the base building, including its finishes and equipment
Mel Consultants Pty Ltd	Conduct an environmental assessment of the wind effects on the apartments immediately to the south at 120 Sturt Street
Meredith Withers & Associates Pty Ltd	Review the scope of the Project in relation to the current statutory planning provisions for the Southbank area; provide a summary strategy report, detailing the options and the best way to proceed; assist with all communication with state and local planning authorities
Northwood Blyth and Associates Pty Ltd	Preparation of interim report and independent facilitation of the stakeholder consultation process

O'Connor Marsden & Associates Pty Ltd	Provide probity advice services to ensure key project procurement processes are conducted in accordance with ABC and Commonwealth procurement policies and procedures
Peter Brown Architects Pty Ltd	Provide specialist studio design services to the architect
PLP Building Surveyors and Consultants Pty Ltd	Provide building and structural surveying and structural certification services, including DDA; consult on accessibility services to ensure compliance with DDA legislation
Probuild Constructions (Aust) Pty Ltd	Undertake the responsibilities of Managing Contractor including a planning, programming, construction logistics, cost planning and design reviews during the Planning Phase
Rider Levett Bucknell Pty Ltd	Quantity Surveyors for the Planning Phase of the project
Winward Structures Pty Ltd	Provide structural and civil engineering design, documentation and advice
work.space.logic Pty Ltd	Workplace and change management consultants engaged to consult with staff including senior management about current work practices; develop a functional brief online survey and space database for use by the Project team.
WSP Building Services Engineers	Develop designs and propose options and solutions for various building services such as mechanical, electrical, hydraulics, lifts, communications and security for all aspects of the Project.

APPENDIX 4 – Project Program



APPENDIX 5 – Glossary of Acronyms

Acronym	Definition
ABC	Australian Broadcasting Corporation
AFP	Australian Federal Police
ASS	Acid Sulphate Soils
BAS	Building Automation System
CAC	Commonwealth Authorities and Companies Act
CBD	Central Business District
CCTV	Close Circuit Television
CCZ	Capital City Zone
CKC	Charter Keck Cramer
CPSU	Community and Public Sector Union
CRAC	Computer Room Air Conditioning
DPCD	Department of Planning and Community Development (Victorian Government)
EPA	Environmental Protection Authority
EPBC	Environmental Protection and Biodiversity Conservation
ESD	Environmentally Sustainable Design
GFC	Global Financial Crisis
GMP	Ground Water Management Plan
HV	High Voltage
ICT	Information and Communications Technology
IT	Information Technology
IWRG	Industrial Waste Resource Guidelines
LNAPL	Light Non Aqueous Phase Liquid
LoC	Limit of Cost
LTVAV	Low Temperature Variable Air Volume
MAP	Melbourne Accommodation Project
MCC	Melbourne City Council
MEAA	Media Entertainment and Arts Alliance
MSO	Melbourne Symphony Orchestra
MTC	Melbourne Theatre Company
MUZ	Mixed Use Zone
MV	Medium Voltage
MWLB	Managing Work Life Balance International
NABERS	National Australian Built Environment Rating System
PABX	Private Automated Branch Exchange
PCG	Project Control Group
PRG	Project Reference Group
PSC	Project Steering Committee
PWC	Parliamentary Standing Committee on Public Works
RCD	Residual Current Devices
SEPP	State Environment Protection Policy
SMP	Soil Management Plan
TRG	Technical Review Group
WHS	Work Health and Safety