



SOUTH HEDLAND INTEGRATED COMMUNITY FACILITY

Business Plan

FINAL

August 2014

14-009



Integral Project Creation Pty Ltd

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EXECUTIVE SUMMARY

The Town of Port Hedland (ToPH) together with the Hedland Well Women's Centre (HWWC) and Lotteries House (LH) are currently in the design phase for a new community facility development to be located adjoining the existing Lotteries House and pool in South Hedland. The vision for the South Hedland Integrated Community Facilities (SHICF) is to create an iconic landmark building in the South Hedland Town Centre to increase resident and tourism visitation, strengthen civic pride and the local sense of place and contribute to Port Hedland as a liveable destination.

Christou Design Group (Christou), Integral Project Creation (Integral), Wood and Grieve Engineers (WGE) and Ralph Beattie Bosworth (RBB) Cost consultants have been engaged by the ToPH to progress the development to schematic design and prepare a business plan that will assist the ToPH, LH and HWWC in applying for capital funding grants and facilitate a decision to progress to the next steps in the development.

Concept Design

Christou has developed a concept plan for the SHICF comprising a new South Hedland Library, South Hedland Aquatic Centre (SHAC), refurbishment of and extensions to the existing Lotteries House (LH) and a new Hedland Well Women's Centre (HWWC).

Programme & Delivery

As agreed with the ToPH, HWWC and LH, the business plan provides operating forecasts for the construction period and 10 years post practical completion. The following table provides a breakdown of the development programme and assessment period.

Item	Duration	Indicative Period
Funding Application Period	12 months	Current to April 2015
Design and Tender Period	9 months	April 2015 to December 2016
Construction Period	21 months	January 2016 to September 2017
Operating Period	10 years	October 2017 to

Operational Structure & Governance

In conjunction with the ToPH, HWWC and LH we have reviewed the existing and forecast operational structure that will apply for each of the entities within the new facility taking into account the increased scale and operational functions. At present the Library, HWWC and LH teams include a total of 5.2 FTE, 3.55 FTE and 1 FTE respectively. The core governance structure and levels of personnel for each of the entities will remain the same however it is proposed that an additional FTE is added to the Library team (Library Officer) and resources be reallocated from the Port Hedland Library to reflect additional service requirements anticipated from the increased opening hours, scale and overall functional capabilities, and the proposed reduction to the Port Hedland operations.

Project Budget

Order of magnitude capital and life cycle cost estimates for the SHICF have been prepared by RBB based on the concept plan. The total capital costs for the delivery has been estimated at \$35.8 million.

The life cycle replacement costs are estimated at approximately \$34.4 million for the Library, \$8.1 million for HWWC and \$23.3 million for Lotteries house over the 40 year period commencing in 2017, with average annual reserve requirement of \$859,199, \$201,781 and \$583,340 for each entity respectively. We note in light of the style (ie maintaining current condition) and cost of these forecasts we have currently allowed a more realistic figure of 1.5% per annum of capital cost escalating over time which would see the asset run down over time.

The building operating costs have been prepared by RBB with input from WGE regarding water and energy consumption and are estimated at \$587,808, \$127,962 and \$437,674 for the Library, HWWC and LH respectively.

Business Operational Budgets

The operational budgets (as at 2017) for each of the entities operation out of the SHICF have been developed in close consultation with the ToPH, HWWC and LH taking into consideration existing operations.

We note the new facility provides the opportunity for cost reductions through the relocation of services operating out of the Port Hedland Library. It is anticipated that the scale of operations at the Port Hedland Library will be reduced by as much as 50%.

Financial Performance

The financial performance of the SHICF has been evaluated over a ten year operational period to July 2027 and has been assessed on the basis that the project will be 100% funded by external partners. The following is a summary of the financial performance of each of the SHICF components. The figures stated "including reserve fund" refer to our analysis which incorporates an equivalent fund to maintain the new quality of facility. In reality and to achieve financial sustainability most community functions will provide only the required maintenance and repairs which would see the building condition run down over time. In this case we have applied an allowance of 1.5% per annum of build cost (escalating) which is incorporated within our net position "base case". This amount incorporates allowance for annual maintenance costs plus future capital upgrades (or equivalent sinking fund for capital upgrades).

A realistic allowance for long term replacement costs (sinking fund) should be allocated annually via an equivalent amount to between depreciation and maintenance costs. In this regard we would normally expect this to reflect an amount between 1.0% and 2.0%. This will need to be managed by the relevant operators.

We also note that depreciation costs are excluded from the cash flow financials as they are a "non-cash" item.

South Hedland Library

Item	Development	Operational		
		Year 1	Year 5	Year 10
Development Costs	\$16,955,001	N/A		
Operational Income	N/A	\$164,650	\$185,315	\$214,831
Operational Costs		\$1,347,664	\$1,778,956	\$2,063,966
Net Position		-\$1,183,014	-\$1,593,641	-\$1,849,135
Net Position (Incl. Reserve Fund)		-\$2,042,213	-\$2,452,840	-\$2,708,334

A comparison between the new Library net operating position and the existing South Hedland Library budget has identified that the new library will incur an additional \$272,914 in operational costs in the first year of operations. This is driven by the increased scale of the facility and additional resourcing required. To sustain the increased resourcing costs staff from the existing Port Hedland library, who currently work between facilities, will have their time re-allocated to the new South Hedland facility. In summary the majority of the increased resourcing costs will be directly off-set by a reduction in the Port Hedland facility which in time will have a reduced and more cost effective operational model.

Hedland Well Women's Centre

Item	Development	Operational		
		Year 1	Year 5	Year 10
Development Costs	\$4,015,001	N/A		
Operational Income	N/A	\$593,127	\$693,875	\$844,205
Operational Costs		\$527,394	\$649,969	\$748,325
Net Position		\$65,733	\$43,905	\$95,879
Net Position (Incl. Reserve Fund)		-\$136,048	-\$157,876	-\$105,902

A comparison between the new HWWC operational net position and the existing HWWC budget has identified that the new facility will incur \$80,170 less in operational costs in the first year of operations. This variance is mainly as a result of the reduced forecast maintenance costs applicable to the new building in the early phase.

Lotteries House

Item	Development	Operational		
		Year 1	Year 5	Year 10
Development Costs	\$14,820,001	N/A		
Operational Income	N/A	\$711,465	\$832,313	\$1,012,637
Operational Costs		\$375,081	\$645,952	\$773,558
Net Position		\$336,384	\$186,361	\$239,079
Net Position (Incl. Reserve Fund)		-\$246,956	-\$396,979	-\$344,261

A comparison between the new LH operational net position and the existing LH budget has identified that the new facility will improve the operational performance in the first year of operations. The net position reflects the reduced maintenance costs in the early phase however, over time these will increase and as a 'cost neutral' operating model rents and general income will need to sustain any increases. On this basis we have reviewed the impacts of rental rates to also sustain subsidised rent levels. These figures also currently exclude depreciation which if taken into account will establish a cost neutral model.

It will be imperative that each entity also reviews the actual impacts of depreciation to their budgets, particularly Lotteries House, as the scale of capital cost is significant and may incur rents that are not sustainable in the market place, taking into account the subdued forecast market conditions. This is on the basis that the rent setting model (cost neutral) includes the assessment of depreciation.

Funding Strategy

The current project budget of \$35.8 million will require 100% funding from external sources and whilst management of the Library, LH and HWWC will be separate, it is recommended that the funding be applied for jointly. There is no formal capital funding established at this stage for the development of the SHICF however it is anticipated the funding will be sourced from Federal Government, State Government / LandCorp, Lotterywest and local industry participants. The ToPH will be developing a separate funding strategy in this regard.

Risks & Opportunities

A high level review of the risks associated with the financial and operational components of the project has been undertaken as part of this Business Plan. The key risk identified at present relates to the requirement to generate external funds to support the capital requirements. It is recommended that a separate on-going funding strategy is maintained to identify and track key stakeholders within the private sector, plus monitor opportunities within State and Federal Departments.

Additional risks identified include the potential lack of commercial demand for the café tenancy and the impacts to the existing LH tenants during the construction period.

A more detailed qualitative assessment of the technical project delivery risks should be assessed through a Project Management Plan during design development.

If future capital funding for the full development becomes restricted there may be opportunity to assess the viability of a staged delivery approach. In this regard the library would appear the most logical stakeholder to lead the funding and delivery taking into account current accommodation and the overall needs assessment for the community. The current accommodation for HWWC is generally sufficient for their on-going needs, and depending LandCorp's programme for the adjoining site there may be opportunity for LH to utilise the existing library asset as expansion space in the interim. This could also provide as a good "market test" for the additional conference space requirements depending on the target market.

The following report provides a summary of the concept design, key assumptions and findings for utilisation by the ToPH and associated stakeholders to assist with future operational and financial planning with the regard to the proposed SHICF.

Please note all relevant operating and capital figures within this report are quoted excluding GST.

1 INTRODUCTION

The Town of Port Hedland (ToPH) are currently in the design phase for a new community facility to be located adjoining the existing pool in South Hedland. The new development will comprise of four key facilities including a new South Hedland Library, South Hedland Aquatic Centre (SHAC), refurbishment of and extensions to the existing Lotteries House (LH) and a new Hedland Well Women's Centre (HWWC).

The proposed masterplan, which has been developed by Christou Design Group (Christou), is anticipated to be delivered in a single stage. The development incorporates the Library, which will incorporate space for a retail tenant and will be managed by the ToPH; the LH component that will accommodate NGO, social and not-for-profit organisations; and the HWWC.

The ToPH have engaged Integral Project Creation Pty Ltd (Integral) through Christou to prepare a business plan that will assist the ToPH, LH and HWWC in applying for capital funding grants and progressing the project through the next steps in the development.

1.1 Process

In order to successfully obtain project funding and deliver the SHICF development it is essential to have a clear and well-structured process. Integral has been engaged to progress the project through the development of a Business Plan. The following summarises the key tasks completed:

- Consultation with the Stakeholder Reference Group, being the ToPH, HWWC, LH and the Pilbara Development Commission (PDC);
- Development of a construction programme and operating assessment period;
- Review and input into project budget, including capital and lifecycle costs;
- Preparation of operational budgets for South Hedland Library, HWWC and LH;
- Assistance in the development of a funding strategy;
- Preparation of a financial summary, including cash flow and operational impact; and
- Identification of risks and opportunities for project and facility operation.

As part of our process we have undertaken a review of documentation provided by the ToPH, HWWC and LH with the key documents influencing this Business Plan being:

- Pilbara's Port City Growth Plan
- Town of Port Hedland Library Services Strategic Plan 2010-2015
- Hedland Well Women's Centre Strategic Plan 2012-2015
- South Hedland Integrated Community Facility Schematic Design Brief prepared by Christou Design Group (February 2014)
- Library & Community Facilities Feasibility (June 2012)
- Map & Gap Analysis – Pilbara Non Government Organisations (October 2012)

2 STATEMENT OF NEED

The aim of the Business Plan is to provide sufficient definition and confidence to facilitate a decision to progress to the next steps in the development and assist the client group in the preparation of capital funding applications. The following provides a summary of the key project drivers and the statement of need for the SHICF and Business Plan.

2.1 Existing Facilities

South Hedland Library

The existing facility is open to the community Monday to Friday and Saturday from 10am to 1pm and incorporates the local history and aboriginal collections. The Library currently run holiday programs, reading groups, writing workshops and host author / illustrator visits and promotional events associated with Matt Dann Cultural Centre. Services provided also include an outreach program which visits all day care within Hedland as well as aboriginal communities and indigenous play groups and aims to attract more aboriginal children into the library. The South Hedland Library's services are currently restricted by space and the existing facility is cramped and unattractive having been constructed in 1978/79.

Hedland Well Women's Centre

The HWWC is a home away from home that aims to enhance the health and well-being of women in the Hedland area through the provision of free support services. The services provided by the centre include:

- Women's Health Promotion:
 - Awareness events. Women on Wellness Week WOW, Pap Smear month and Breast Cancer Awareness programs;
 - Free Women's Health Clinics;
 - Self Development Groups;
 - Therapeutic Support; and
 - Information, Referral and Advocacy; library, free pregnancy testing and information.
- Counselling:
 - Counsellor available to support grief, crisis, abuse, relationships, depression, anger and self-esteem; and
 - Centre staff provide primary counselling sessions, brief intervention, drug and alcohol support.
- Social Inclusion:
 - A variety of services including 'mums and bubs', 'cuppa and a chat', monthly welcome morning teas, sundowners, sewing and craft groups.

Lotteries House

South Hedland Lotteries House provides affordable NGO office accommodation for not-for-profit organisations in a prominent location. The current facility aims to meet the demand for NGO accommodation through the provision of approximately 490m² of office space plus access to shared facilities however there is currently an extensive waiting list for accommodation at LH and it is understood that there is still a shortfall of NGO accommodation across Hedland.

The existing LH tenants include the following organisations:

- Hedland Toy Library
- Hedland Personnel INC
- Relationships Australia WA
- Pilbara Community Legal Service
- Pilbara Association of Non-Government Organisations
- Job Link Enterprises Incorporated

- Frontier Services
- Arafmi Mental Health
- Aboriginal Legal Service of Western Australia
- Child Australia

In addition to office accommodation, LH has conference and function facilities available for hire. The facilities include kitchen facilities and have capacity to seat between 35 and 70 people.

2.2 Key Drivers

There are a number of strategic plans and revitalisation projects underway that are driving the need for the SHICF, the key ones include the Pilbara's Port City Growth Plan, the LandCorp City Centre Project, the ToPH Library Services Strategic Plan and Hedland Well Women's Centre Strategic Plan as detailed below.

South Hedland Town Centre Revitalisation

The need for the SHICF is being driven by the LandCorp's South Hedland Town Centre Revitalisation project. The South Hedland Town Centre is anticipated to play an increasingly important role not only as the primary activity centre catering for the retail and service needs of a growing population, but also as a visual focal point and constant reminder of Hedland's modernisation and emergence as a "nationally significant, friendly City where people want to live and are proud to call home" and the revitalisation is considered to have the potential to act as a catalyst for further development and growth, engendering business confidence as well as local community pride and ownership.

As shown in the figure below, under the Town Centre masterplan developed by LandCorp the existing Library and HWWC sites have been identified as part as a potential hotel (site 9) and mixed use development site (site 10). On this basis and taking into account the age and condition of the library, the opportunity for a consolidated redevelopment of critical community facilities has arisen.



Figure 1: LandCorp Town Centre Masterplan

Pilbara's Port City Growth Plan

The Pilbara's Port City Growth Plan (Growth Plan) has been developed in response to the need to modernise and transform Pilbara towns to support long term economic activity in the region, improve the quality of life for existing residents and to attract and retain new residents. The Growth Plan provides a framework to facilitate the sustained growth of Port Hedland into Pilbara's Port City with a population of 50,000 people.

The Growth Plan's vision is to develop Port Hedland into "a nationally significant, friendly city, where people want to live and are proud to call home" and is based on the following core themes:

1. Sustained and Diversified Economic Growth
2. Strengthening Local Communities and Culture
3. Housing Diversity and Land Supply Capacity
4. Environmental Protection and Change Adaptation
5. Building and Maintaining Infrastructure Capacity

The SHICF project will assist the ToPH in achieving the Growth Plan's vision as the proposed development aligns with the core themes, particularly themes two and five.

The SHICF will establish a community hub within the South Hedland town centre that reflects the diverse cultures present within Hedland, strengthening the local community and culture in line with theme two.

Furthermore the SHICF will support theme five by providing strategic infrastructure in a sustainable and efficient manner to cater for the growing residential population and increasing business activity.

Library Services Strategic Plan 2010 to 2015

The ToPH has developed the Library Services Strategic Plan as a framework to guide the provision of library services over the period 2010 to 2015. The construction of the Library component of the SHICF forms one of the key objectives of the plan and will assist in achieving a number of the other objectives. The key objectives of the plan are as follows:

1. The design and construction of a new library and community centre on the South Hedland Aquatic Centre site inclusive of commercial facilities such as a book shop and café.
2. In 2012/2013 undertake a Feasibility Study into the optimal location for a new Port Hedland Library inclusive of new technology or commercially based activities whilst retaining elements of traditional library usage.
3. An examination of opening hours of both Libraries to better meet the needs of the community, including opening Sundays.
4. Increased access to technology and other non traditional library services at both Libraries.
5. The development of targeted programs and resources to increase libraries usage by currently under represented demographics within the Library cliental (ie young adults, indigenous people, FIFO workers, people from culturally and linguistically diverse backgrounds).
6. Commercial services and facilities are included in the library such as a book shop and a coffee shop/café.
7. Staff that assist people in accessing services, programs and information.

Hedland Well Women's Centre Strategic Plan

HWWC's aim is to be a centre of excellence for women's health and wellbeing. The HWWC's Strategic Plan 2012-2015 identifies the following goals for the organisation:

1. To introduce best governance and financial management practices.
2. To raise the profile of the HWWC within the community and to grow membership.
3. To optimise relationships with government and other agencies associated to advance women's health.

Relocating the HWWC to the SHICF will greatly assist the organisation's goal to raise the profile of the HWWC within the community through the increased exposure that will be provided by the integrated facilities.

Additionally HWWC anticipate the new facility to allow for:

- The expansion of the demographic base of clientele to include younger women;
- An increase the outreach of the current services; and
- The capability to hire out facilities through technology and spatial relationships.

Pilbara NGO Map and Gap Analysis

Regional Development Australia: Pilbara (RDAP) and Pilbara Development Commission (PDC) are working in partnership to support the NGO sector deliver the services needed to meet the demand of the Pilbara's rapidly growing population. In 2012 RDAP and PDC commissioned a map and gap analysis of the NGO sector in the Pilbara region to determine how best to support the sector. The report identified a number of key issues affecting the NGO sector including the following that the SHICF will assist to resolve:

- The cost of doing business for Pilbara NGOs, including the cost of office accommodation and the cost of loss of productivity associated with delays in accessing services.
- Sustainability of Pilbara NGOs, to be viable NGO need to identify synergies and efficiencies to ensure that services are delivered reliably to the people and communities who need them.
- Infrastructure to support Pilbara NGOs: facilities and office accommodation, there remains a shortfall of affordable commercial and non-commercial accommodation suitable for a range of NGO services, programs and activities across the region due to the tight commercial rental market.
- Gaps in services in the region, including services and programs for children and families and community based mental health and alcohol and drug services and programs.

The SHICF will help address the issues identified above through all of the services provided. LH will increase the supply of NGO addressing the existing shortfall and potentially reduce the cost of office accommodation. Furthermore LH provides the opportunity for greater interaction between NGOs and access to shared facilities including meeting rooms, kitchen, photocopiers and other small business equipment providing the synergies needed to ensure sustainability.

The increased scale of services of the Library and HWWC that will be offered in SHICF will assist in addressing gaps in services identified by the report through the children's programs provided by the Library and the numerous free social inclusion and counselling services provided by HWWC.

2.3 SHICF Objectives

The key objective of the SHICF is to build on the opportunity brought about the Town Centre redevelopment, and create an integrated hub of crucial community facilities that will increase resident and tourism visitation, strengthen civic pride and contribute to Hedland as a liveable destination. The current facilities are already well utilised however the function and condition are not suitable to service long term user requirements and demand.

3 CONCEPT DESIGN

Christou has been commissioned by the ToPH to develop the SHICF concept design, including the preparation of the project brief and specific requirements of the facility. The following section provides a summary of the functional and specific areas within the concept design.

3.1 Functional Elements

The SHICF is designed to cater for the needs of the South and Port Hedland community with a specific emphasis to youth. SHICF comprises of the South Hedland Library, Hedland Well Women's Centre, Lotteries House and South Hedland Aquatic Centre (SHAC).

South Hedland Library

The Library building has been designed to create a dynamic space which facilitates the delivery of the core business of the library but more importantly delivers a 'space' to inspire meeting, learning, innovation, creativity and socialisation within the community. The design is sympathetic to the cultural heritage and environment of the Pilbara, integrates with the other aspects of the site and incorporates ecologically sustainable initiatives.

Hedland Well Women's Centre

The HWWC is intended to provide a facility where the exterior architecture may be contemporary but the interior should feel like you have stepped into someone's home with open flexible spaces and abundant natural light.

Lotteries House

The building consists of 2 main functions with the key spaces being either used for, office based work activities or seminar type conferences. The design allows for small scale office tenancies for 3 - 8 staff members with access to shared kitchen, toilet and conference facilities. The shared facilities have been designed to promote interaction between tenants on an informal basis and provide an open environment that promotes sharing of ideas between different groups and allows for passive surveillance by all tenants for security.

3.2 Schedule of Accommodation

The following schedule of accommodation has been developed by Christou for each of the functional elements of the SHICF.

South Hedland Library

Item	Quantity	Area	Item	Quantity	Area
Library	1	653m²	Common Admin		
Local History	1	46m ²	Business Centre	1	19m ²
Quiet Study	1	42m ²	Meeting	1	25m ²
Children's library	1	35m ²	Office Place	1	18m ²
Children's Play		36m ²	Toilets / Cleaners		
Foyer	1	203m ²	Male WC	1	21m ²
Airlock Lobby	1	21m ²	Female WC	1	26m ²
Library Court	1	118m ²	Disabled WC	1	9m ²
Return	1	21m ²	Cleaner	1	9m ²
Mech. Plant compound	1	209m ²	Store	1	9m ²
Administration			Café Kiosk		
Furniture Store	1	11m ²	Internal Seating (80)	1	98m ²
Library / Admin			Kitchen Prep.	1	48m ²
Office	1	14m	Storage	2	3m ²
Workstations	1	98m ²	DB	1	0.4m ²

Item	Quantity	Area	Item	Quantity	Area
Staff Room	1	22m ²	External Terrace (50)	1	70m ²
Staff Court	1	86m ²	Book Shop		
Communications Room	1	10m ²	Book Shop	1	69m ²
DB	1	0.8m ²	DB	1	0.7m ²
DB	1	0.9m ²	Delivery Area	1	110m ²
Storage	1	15m ²	Bins	1	8m ²
Staff WC	1	6m ²	Storage		
Mech. Plant compound	1	42m ²	Parking		
Mech. Plant compound	1	48m ²	10 Car bays		
Net Total					1,601m²
Gross Factor (20% of Net)					320m ²
Library Court					118m ²
Staff Court					86m ²
Delivery Area					110m ²
Gross Total					2,235m²

Hedland Well Women's Centre

Item	Quantity	Area	Item	Quantity	Area
Staff Office	1	24m ²	Clinic	2	16m ²
Utility	1	7m ²	GP / Nurse Room	1	18m ²
Managers Office	1	14m ²	Laundry	1	11m ²
Store Room	1	10m ²	Bathroom / Toilet	1	9.5m ²
Staff WC	1	7.5m ²	Equipment Store	1	13m ²
Airlock	1	4m ²	Electrical Switchboard	1	5m ²
Foyer/Airlock	1	14m ²	D.B. Cupboard	1	0.7m ²
Meeting Room	1	37m ²	Circulation	1	54m ²
Activity room	1	50m ²	Courtyard	1	87m ²
Kitchen	1	17m ²	Covered entry link	1	26m ²
Tea Prep.	1	8m ²	Mechanical Plant	1	11m ²
Net Total					339.5m²
Gross Factor (5% of Net)					17m ²
Gross Total					356.5m²

Lotteries House

Item	Quantity	Area	Item	Quantity	Area
Conference Facility	2	150m ²	Tenant Office	1	283m ²
Lobby/Foyer	1	121m ²	Tenant Office	1	142m ²
Servery	1	12m ²	Staff Male	1	6m ²
Conference Kitchen	1	25 m ²	Staff Female	1	6m ²
Conference Male	1	11m ²	Staff UAT	1	7m ²
Conference Female	1	13m ²	Kitchen & lunch room	1	83m ²
Conference UAT	1	5.5m ²	Mechanical plant room (Dehumidification plant)	1	64m ²
Airlock	2	3m ²	Roof plant	1	132m ²
F.H.R.	2	0.5m ²			
Net Total					1,091m²
Gross Factor (5% of Net)					55m ²
Gross Total					1,146m²

Summary

Element	Gross Area
South Hedland Library	2,235m ²
Hedland Well Women's Centre	356m ²
Lotteries House	1,146m ²
Stage 1 Sub-total	3,737m²
South Hedland Aquatic Centre (Excluded)	910m ²
SHICF Total	4,648m²

FINAL

4 PROGRAMME & ASSESSMENT PERIOD

A construction programme for the delivery of the SHICF has been developed by Integral based on the assumption that capital funding can be obtained within 12 months and has been developed in consultation with Integral's affiliated project management company NS Projects who have extensive experience delivering construction projects within Hedland.

As agreed with the ToPH, HWWC and LH, the business plan provides operating forecasts for the construction period and 10 years post practical completion. The following table provides a breakdown of the development programme and assessment period.

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Operating Period	10 years	October 2017 onwards

5 OPERATIONAL STRUCTURE & GOVERNANCE

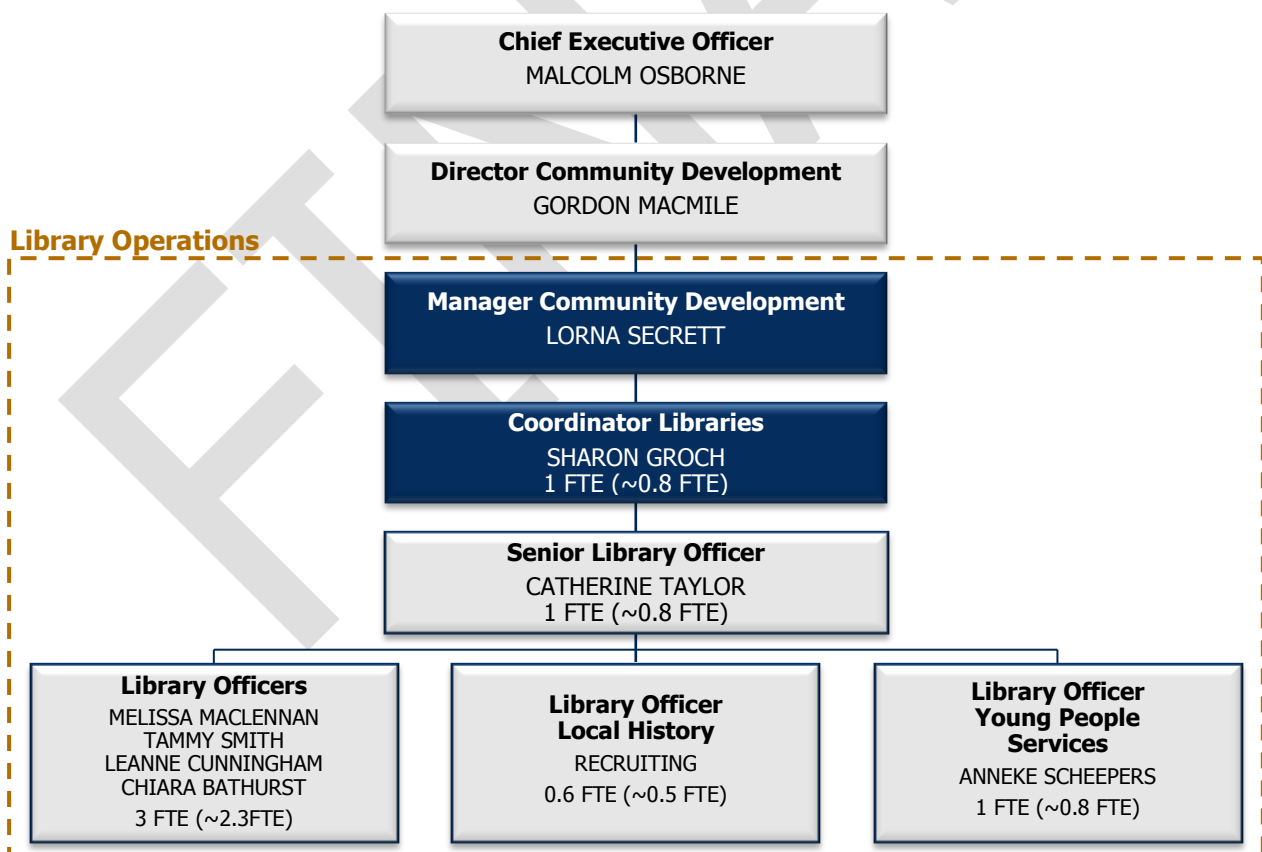
As previously stated it is proposed that each of the SHICF components will be operated as separately managed entities with the ToPH managing the external grounds. In conjunction with each of the entities we have reviewed the existing and forecast operational structure that will apply to the new SHICF taking into account the increased scale of operations. The following section identifies any variances adopted for the new facilities based on the organisation structures provided by each of the entities for their current operations.

5.1 South Hedland Library

The South Hedland library operates as part of the ToPH under Community Development however for the purposes of our analysis we have focused on the core resourcing required to operate the facility and functions of the Library only, hence where positions include responsibilities outside of library operations we have adopted a fair percentage. We note that resourcing costs allocated to the Director of Community Development and the CEO are currently excluded.

Existing

The current organisation structure for the South Hedland and Port Hedland library team includes a total of 6.6 FTE. It is understood that all staff work across both libraries on a rostered basis with the ratio of time spent at each library being approximately equivalent to 5.2 FTE at South Hedland and 1.4 FTE at Port Hedland. The following organisational structure summarises the existing resourcing.



Proposed

The proposed organisation structure for the new facility has been amended only to reflect some additional service requirements expected from the increased scale. It is expected that on completion of the SHICF, half the Port Hedland library resources (0.7 FTE) will be relocated to the South Hedland library and as such the increase in staffing required is only anticipated to be minimal. Through discussions with the ToPH we have allocated one additional FTE (Library Officer) to the South Hedland library to cater for the increase in operating hours from 6 days per week to 7 days per week in the new facility.



In essence the core governance structure and levels of the Library staff will remain. For clarity we have also detailed the proposed financial summary of resourcing costs which have been utilised within the business plan with the focus on resourcing levels, number of FTE and the gross operational cost.

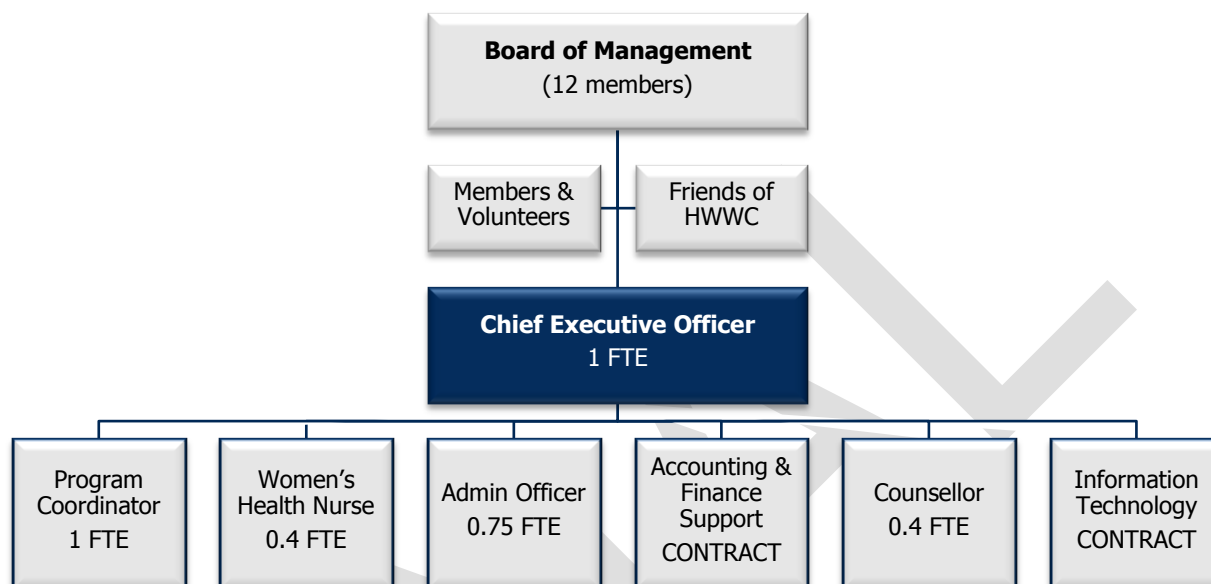
Position	Level	FTE
Coordinator Libraries		0.9
Senior Library Officer	4	0.9
Local History Library Officer	3	0.5
Young People Services Library Officer	3	0.9
Library Officers	3	3.7
Total		6.9
Gross Resourcing Cost (2013/14 Value)		\$756,000

It should be noted that the reallocation of resources from the Port Hedland library to the South Hedland Library is still subject to further planning in regards to the future library services to be provided in Port Hedland.

5.2 Hedland Well Women's Centre

Existing

HWWC is governed by a Board of Management and is operated by a Chief Executive Officer and a number of administrative staff and health professionals. The current organisation structure for the HWWC team includes a total of 3.55 FTE. The following organisational structure summarises the existing resourcing as at January 2014.



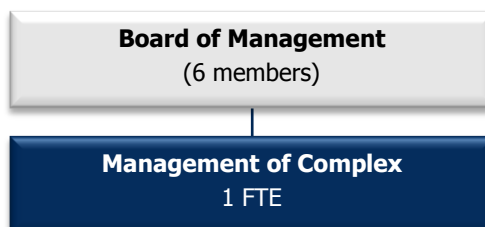
Proposed

HWWC does not anticipate any change in resourcing levels or governance structure will be required for the proposed new facility as it is not anticipated that the functional capabilities of the facility will change. For clarity we have also detailed the proposed financial summary of resourcing costs which have been utilised within the business plan with the focus on resourcing levels, number of FTE and the gross operational cost.

Position	FTE
Chief Executive Officer	1
Program Coordinator	1
Women's Health Nurse	0.4
Admin Officer	0.75
Counsellor	0.4
Total	3.55
Gross Resourcing Cost (2013/14 Value)	\$321,935

5.3 Lotteries House

LH is governed by a Board of Management the services provided are managed by Complex Manager. The current organisation structure for the LH management team includes a total of 1 FTE. The following organisational structure summarises the existing resourcing.



Proposed

LH does not anticipate any change in resourcing levels or governance structure will be required for the new facility.

5.4 Place Management

It is envisaged that the SHICF may incorporate a place manager in order to maximise the outcomes achieved from the co-location of the community facilities proposed within the SHICF development as well as those provided within the surrounding South Hedland Town Centre.

It is anticipated that the place manager could act as a central information centre for the South Hedland Town Centre as well as the wider Hedland area and focus on the activation and management of the public precinct.

While it is noted that the Library is currently acting as an informal information centre for visitors and residents, it is proposed that the place manager be provided as an independent service acting on behalf of the Town ensuring the public place is managed in an integrated and coordinated manner benefiting the entire precinct.

It is anticipated that the place management team could comprise of 2 FTE either employed directly to the ToPH or subcontracted. For clarity we have not included these items within the current financials and recommend the costs benefit of this function be assessed once funding is secured and the role is defined further. For reference the financial summary of resourcing costs which may be applicable for this function are as follows with a focus on resourcing levels, number of FTE and the gross operational cost.

Position	FTE
Place Manager	1
Admin Assistant	1
Total	2
Gross Resourcing Cost (2013/14 Value)	\$140,000

6 PROJECT BUDGET

Order of magnitude capital and life cycle cost estimates for the SHICF have been prepared by RBB based on the Schematic Design Brief developed by Christou.

6.1 Capital Costs

The total capital cost for delivery of the SHICF has been estimated at \$35.8 million. The following table provides a summary of the capital costs developed by RBB.

Item	Cost (\$)
South Hedland Library	16,800,000
Hedland Well Women's Centre	3,980,000
Lotteries House	14,685,000
Carpark	325,000
Total	35,790,000

Note the following items have been excluded:

- Library cafe fit-out.
- Books, journals, reading material, etc.
- Relocation costs.
- Shutdown costs (existing Lotteries).
- Major refurbishment of existing lotteries (minor allowance included).
- After hours work.
- Site contamination.
- Escalation beyond December 2014.
- GST.

6.2 Life Cycle Costs

Building Operating Costs

Building operating costs for the new facility have been developed by RBB cost consultants. The following table provides a breakdown of the operating costs as a cost per annum based on the escalated capital budget. Please note the costs provided within this section only relate to be the building operations and not the business operations and feed in to the overall operating costs provided in Section 8 of this report.

Item	Library Cost (\$)	HWWC Cost (\$)	LH Cost (\$)
Insurance	45,000	10,000	40,000
Air Conditioning	25,000	5,000	20,000
Fire Service	5,000	1,000	5,000
Maintenance	115,000	25,000	95,000
Security	65,000	15,000	55,000
Externals	85,000	20,000	70,000
Cleaning	70,000	15,000	60,000
Sundries	20,000	5,000	15,000
Total	430,000	96,000	360,000
Total Year 1	447,200	99,840	374,400

Note:

- All costs exclude GST.
- Costs have been calculated based on capital cost including escalation.
- Costs have been escalated by 4% per annum from construction.

Sustainability

A number of sustainability measures were taken into consideration as part of the design to minimise operating costs by reducing energy and water consumption as much as practicable and achieve National Construction Code (NCC) Section J Compliance.

Resource consumption and efficiencies were assessed by WGE and operational profiles were developed for each of the entities based on the sustainability measures incorporate to accurately understand the expected usage profile of the SHICF and the associated operating costs. The following table summarises the estimated annual resource consumption and operating costs.

Item	Library	HWWC	LH	Landscape Irrigation
Energy Consumption (kWh)	250,000	60,000	160,000	N/A
Water Consumption (kL)	1,500	70	300	10,000
Operating Cost (\$)	87,500	25,000	56,250	37,500
Year 1 Operating Cost	98,426	28,122	63,274	42,182

Note:

- A 25% increase to the operating costs reported in the Schematic Design Report has been made as advised by WGE.
- As it is anticipated that the landscaped area will be maintained by the ToPH the landscape irrigation costs have been incorporated in the Library operations for the purpose of our analysis.
- Year 1 operating costs have been escalated by 4% p.a. to 2017/18.

Replacement Costs (Excluded)

Replacement costs required to maintain the new facility in its "as completed" state have been developed by RBB. As it is unlikely that the SHICF will be maintained to this level we have **excluded** these costs from our financial analysis. The current allowance included within the financials are as per Section 8.1.

The following table provides a breakdown of the replacement costs as a present value and the total cost over a 40 year period including escalation should either of the entities target this style of maintenance and repair over the life of the building.

Item	Life	Replacement Cost (\$)	Total Cost (\$)
Library			
Cladding and sun shading	15 years	904,000	4,560,084
Roofing	20 years	652,750	4,564,122
Auto sliding doors	8 years	18,800	265,342
Carpet, painting and general finishes	7 years	313,950	3,852,533
Cabnetwork	7 years	19,000	233,152
Mechanical	8 years	496,304	7,004,802
Hydraulic	10 years	43,252	506,731
Electrical	12 years	324,863	2,686,055
PV cells	10 years	100,000	1,171,579
Landscaping, irrigation and external furniture	5 years	136,494	2,913,506
Pumps	7 years	42,000	515,389
External lighting	7 years	19,200	235,606
Fitout and equipment	5 years	217,000	4,631,932
Sundries	7 years	100,000	1,227,117
Library Total			34,367,950

Item	Life	Replacement Cost (\$)	Total Cost (\$)
Hedland Well Women's Centre			
Cladding and sun shading	15 years	173,288	874,124
Roofing	20 years	118,238	826,737
Carpet, painting and general finishes	7 years	92,385	1,133,672
Cabinetwork	7 years	13,920	170,815
Mechanical	8 years	106,485	1,502,922
Hydraulic	10 years	24,552	287,646
Electrical	12 years	40,920	338,338
Landscaping and irrigation	5 years	7,702	164,402
External lighting	7 years	9,600	117,803
Fitout and equipment	5 years	110,000	2,347,984
Sundries	7 years	25,000	306,779
Hedland Well Women's Centre Total			8,071,221
Lotteries House			
Cladding and sun shading	15 years	529,892	2,672,956
Roofing	20 years	358,120	2,504,027
Carpet, painting and general finishes	7 years	182,750	2,242,556
Cabinetwork	7 years	10,000	122,712
Mechanical	8 years	337,500	4,763,453
Hydraulic	10 years	32,500	380,763
Electrical	12 years	262,500	2,170,421
Landscaping, irrigation and external furniture	5 years	54,690	1,167,375
Pumps	7 years	32,000	392,677
External lighting	7 years	24,000	294,508
Fitout and equipment	5 years	258,800	5,517,762
Sundries	7 years	90,000	1,104,405
Lotteries House Total			23,333,614

Note:

- All costs exclude GST.
- Costs have been calculated based on capital cost including escalation.
- Costs have been escalated by 4% per annum from construction.

7 BUSINESS OPERATIONAL BUDGETS

As each of the SHICF components will be operated as separately managed entities the operating budgets have been developed separately in consultation with each of the relevant business operators. Please note the costs provided within this section only relate to be the business operations and not the building operations and feed in to the overall operating costs provided in Section 8 of this report.

7.1 South Hedland Library

The operating budget for the South Hedland Library has been developed in consultation with the ToPH. The budget provide includes allowance for both the South and Port Hedland Library however it is understood that the majority of the Port Hedland library service will be relocated to the South Hedland Library once the new facility has been completed.

Operating Income

Item	2013/14 Budget (\$)	2017/18 Budget (\$)
Library Fees & Charges	20,150	30,600
Children's Book Week Grant	3,960	4,300
Liswa Grant	22,000	26,200
Café / Bookshop Rent	-	103,550
Total	46,110	164,650

Note:

- Based on our analysis of current retail rents in the South Hedland area we have adopted a rate of \$475/m² p.a. for the café and bookshop. This rate will be current as at 2017 noting the space will be marketed during the design development phase.

Operating Expenses

Item	2013/14 Budget (\$)	2017/18 Budget (\$)
Administration Costs	107,000	117,000
Book Purchases & Replacements	15,500	23,700
Liswa Regional Costs	12,000	15,900
Children's Activities	15,550	17,400
Library Promotions	7,500	8,100
Resourcing	436,948	824,000
Total	594,498	1,006,100

Note:

- Additional operating expenditure relating to the building operation and maintenance has been excluded from the above budget.
- There is a significant increase to the resourcing budget for the new facility as a result of the increased scale of operations and increase in opening hours however it should be noted that there would likely be a decrease of approximately \$79,690 to the Port Hedland resourcing budget when the new facility opens.

Net Position

The forecast business operating figures indicate a net year 1 position of **-\$841,450**. This represents a change of **-\$293,062** from the current South Hedland operating figures of **-\$548,388**. Key impact is resourcing.

It should be noted that the Port Hedland library currently has an operating deficit of **-\$289,842**. As approximately half of the Port Hedland operations are anticipated to be relocated to South Hedland a more accurate comparison could be made between the total South Hedland and half the Port Hedland deficit of **-\$693,309** hence the forecast operating figures represents a change of **-\$148,141**.

7.2 Hedland Well Women's Centre

The operating budget for the HWWC has been developed in consultation with the HWWC's CEO.

Operating Income

The HWWC revenue estimates have been based on the existing income, which is primarily comprised of ongoing grants provided by the State Government and BHP Billiton Iron Ore (BHPBIO).

Operating Grants

Program	Funding Partner	2013/14 Grant (\$)	2017/18 Grant (\$)
Counselling	BHPBIO	40,000	40,000
Home Away From Home Program	BHPBIO	35,000	35,000
Women on Wellness	BHPBIO	20,000	20,000
Health Matters	BHPBIO	5,000	5,000
Women's Health Program	Health Department	223,743	261,747
Case Management Coordination	Dept. of Child Protection	80,231	93,859
Christmas Cheer Program	Lotterywest	15,000	15,000
Needle and Syringe Program	Health Department	38,911	45,520
Promotions	BHPBIO	7,914	
Other Grants	-	11,974	
Total		477,773	516,126

Other Income

Item	2013/14 Cost (\$)	2017/18 Cost (\$)
Expenditure Recoupment	2,675	-
Donations	9,552	10,000
Fundraising	36,995	37,000
Facility Hire	3,654	10,000
Management Fees	15,716	20,000
Membership Fees	1,373	
Interest	10,378	-
Total	80,343	77,000

Note:

- We have assumed facility hire income will increase as a result of HWWC increased capacity.

Operating Expenses

Item	2013/14 Cost (\$)	2017/18 Cost (\$)
Administration Costs	87,087	97,972
Resourcing	321,457	348,473
Other Program Expenses	14,980	16,850
Total	423,524	463,295

Note:

- Additional operating expenditure relating to the building operation and maintenance has been excluded from the above budget.

Net Position

The business forecast operating figures, taking into consideration the building operation cost from the previous section, indicate a net year 1 position of \$129,831. This represents a change of **-\$4,761** from the current figures of \$134,592.

7.3 Lotteries House

Integral has been advised that LH operates on a cost neutral model and the NGO rental rate is set based on the business and building operating costs.

Operating Income

Integral understand that currently all office tenancies are being leased at \$244.87/m² p.a. and that the conference room is available for hire at \$27/hour for not-for-profit organisations and \$55/hour for corporate entities.

Item	2013/14 Cost (\$)	2017/18 Cost (\$)
Rental Income	120,370	300,450
Conference & Function Room Hire	133,584	315,000
Recoverable	26,407	62,000
Booking & Hiring Fees	9,170	21,500
Grants	6,515	7,600
Interest	6,777	-
Other Fees & Charges	49,047	-
Total	351,870	706,550

Note:

- We have assumed the conference and function room revenue and booking and hiring fees will increase to twice the current income due to the increase in scale.
- We have assumed a rental rate of \$310/m² p.a. for the refurbished office space and \$360/m² p.a. for the new office space in year one of operations. Although this represents an increase from the current rate it is still below the current median rate of \$600/m² p.a.

Operating Expenses

Item	2013/14 Cost (\$)	2017/18 Cost (\$)
Administration Costs	72,082	75,000
Resourcing	92,504	100,287
Total	164,586	175,287

Note:

- Additional operating expenditure relating to the building operation and maintenance has been excluded from the above budget.

Net Position

The forecast business operating figures, taking into consideration the building operation cost from the previous section, indicate a net year 1 position of \$527,013. This represents a change of \$343,979 from the current figures of \$187,284.

8 FINANCIALS PERFORMANCE

8.1 Assumptions

Land & Acquisition Costs

No acquisition costs have been allocated, as advised by the ToPH.

Capital Costs

The capital costs have been developed by RBB and are detailed in Section 6 of this report. Note for the purpose of our analysis the \$325,000 required to develop the carpark has been apportioned across the three entities as follows:

South Hedland Library:	\$155,000
Hedland Well Women's Centre:	\$35,000
Lotteries House:	\$135,000

Building Operating & Maintenance Costs

The building operational costs have been developed by RBB and are detailed in Section 6 of this report. For the purpose of our analysis the building maintenance costs provided by RBB have been excluded as they assume a higher level of maintenance than will likely occur and an allowance of 1.5% p.a. of the capital costs has been made as per the Department of Finance Building Management and Works Business Case guidelines, with reduced costs incurred for the first 4 years of operations.

Business Unit Operating Costs

Resourcing Costs

Resourcing costs have been developed in consultation with the ToPH, HWWC and LH and are detailed in Section 5 of this report.

Corporate Admin Costs

Corporate admin costs have been developed in consultation with the ToPH, HWWC and LH and are detailed in Section 7 of this report.

Property Management & Delivery

It is understood that project delivery and ongoing property management of the SHICF will be managed internally by the ToPH.

Depreciation & Replacement

Depreciation has been calculated based on a straight line depreciation of 2% p.a. and is included as a below the line item i.e. for reference only as it is a "non-cash" item.

Where the net trading position including the allowances for replacement costs reserves has been provided depreciation has been excluded as a direct cost. The total costs of replacements over a 40 year period are as follows:

South Hedland Library:	\$34,367,950
Hedland Well Women's Centre:	\$8,071,221
Lotteries House:	\$23,333,614

These cost do not start occurring until the seventh year of operations however have been incorporated in our cash flow as an average annual amount of \$859,199, \$201,781 and \$583,340 (reserve) for the Library, HWWC and LH respectively. The replacement cost and useful life of the various building components are detailed in Section 6 of this report.

Operating Income

The operating incomes have been developed in consultation with the ToPH, HWWC and LH and are detailed in Section 7 of this report.

Finance Costs

Finance costs have been excluded, as advised by the ToPH.

Escalation

Escalation rates have been adopted on the following basis:

	Library	HWWC	LH
Operating Costs	4%	4%	4%
Resourcing	2%	2%	2%
Income	3%	4%	4%

8.2 Cash Flow Summaries

Taking into account the above assumptions and figures from Sections 6 and 7 we have summarised the financial cash flow for each component of the SHICF over a ten year operational period below.

Town of Port Hedland - Library

Item	Development	Operational		
		Year 1	Year 5	Year 10
Development Costs:				
Acquisition / Sunk Costs	0			
Construction Costs	13,879,826			
Fitout & Equipment	1,085,000			
Professional Fees	820,000			
Contingency	1,100,175			
Other Development Costs	0			
Total Development Costs	16,885,001			
Operating Income:				
Grants & Contributions		30,500	34,328	39,796
Fees & Charges		30,600	34,441	39,926
Rental Income		103,550	116,546	135,109
Total Operating Income		164,650	185,315	214,831
Operating Costs:	N/A			
Resourcing Costs		824,000	891,924	984,756
Operating Costs		497,600	582,122	708,240
Maintenance Costs		26,064	304,910	370,970
Finance Costs		0	0	0
Total Operating Costs		1,347,664	1,778,956	2,063,966
Net Trading Position		-1,183,014	-1,593,641	-1,849,135
Net Trading Position (Incl. Reserve Fund)		-2,042,213	-2,452,840	-2,708,334
Depreciation – Straight Line		321,300	321,300	321,300

Note:

- The capital replacement reserve fund is based on the annual average of the whole of life replacement costs developed by RBB e.g. based on the replacement matrix attached these costs will not be actuals during the initial 5 years however we have included an annual amount as a reserve fund for future allocation and reflection of a long term average net trading performance.

Operational Impact

The following table provides a comparison of the proposed operational budgets with the existing 2017/18 budget.

Item	2017/18 Budget	New	Variation
Operating Income	61,100	164,650	103,550
Operating Costs	971,200	1,347,664	376,464
Net Trading Position	-910,100	-1,183,014	-272,914
Net Trading Position (Incl. Reserve Fund)	-910,100	-2,042,213	-1,132,113

Hedland Well Women's Centre

Item	Development	Operational		
		Year 1	Year 5	Year 10
Development Costs:				
Acquisition / Sunk Costs	0			
Construction Costs	2,784,857			
Fitout & Equipment	580,000			
Professional Fees	300,000			
Contingency	350,144			
Other Development Costs	0			
Total Development Costs	4,015,001			
Operating Income:				
Grants & Contributions		563,127	658,779	801,505
Fees & Charges		30,000	35,096	42,699
Rental Income		0	0	0
Total Operating Income		593,127	693,875	844,205
Operating Costs:	N/A			
Resourcing Costs		348,473	377,198	416,457
Operating Costs		172,894	202,261	246,082
Maintenance Costs		6,027	70,510	85,786
Finance Costs		0	0	0
Total Operating Costs		527,394	649,969	748,325
Net Trading Position		65,733	43,905	95,879
Net Trading Position (Incl. Reserve Fund)		-136,048	-157,876	-105,902
Depreciation – Straight Line		74,300	74,300	74,300

Note:

- The capital replacement reserve fund is based on the annual average of the whole of life replacement costs developed by RBB e.g. based on the replacement matrix attached these costs will not be actuals during the initial 5 years however we have included an annual amount as a reserve fund for future allocation and reflection of a long term average net trading performance.

Operational Impact

The following table provides a comparison of the proposed operational budgets with the existing budget, escalated to the opening of the SHICF.

Item	Existing	New	Variation
Operating Income	697,366	593,127	-104,239
Operating Costs	711,803	527,394	-184,409
Net Trading Position	-14,437	65,733	80,170
Net Trading Position (Incl. Reserve Fund)	-14,437	-136,048	-121,611

Lotteries House

Item	Development	Operational		
		Year 1	Year 5	Year 10
Development Costs:				
Acquisition / Sunk Costs	0			
Construction Costs	10,680,209			
	714,000			
Fitout & Equipment	1,394,000			
Professional Fees	780,000			
Contingency	1,251,792			
Other Development Costs	0			
Total Development Costs	14,820,001			
Operating Income:				
Grants & Contributions		7,600	8,891	10,817
Fees & Charges		398,500	466,189	567,190
Rental Income		305,365	357,234	434,630
Total Operating Income		711,465	832,313	1,012,637
Operating Costs:	N/A			
Resourcing Costs		101,290	109,640	121,051
Operating Costs		253,274	296,294	360,487
Maintenance Costs		20,517	240,018	292,019
Finance Costs		0	0	0
Total Operating Costs		375,081	645,952	773,558
Net Trading Position		336,384	186,361	239,079
Net Trading Position (Incl. Reserve Fund)		-246,956	-396,979	-344,261
Depreciation – Straight Line		311,166	311,166	311,166

Note:

- The capital replacement reserve fund is based on the annual average of the whole of life replacement costs developed by RBB e.g. based on the replacement matrix attached these costs will not be actuals during the initial 5 years however we have included an annual amount as a reserve fund for future allocation and reflection of a long term average net trading performance.

Operational Impact

The following table provides a comparison of the proposed operational budgets with the existing budget, escalated to the opening of the SHICF.

Item	Existing	New	Variation
Operating Income	411,638	711,465	299,827
Operating Costs	424,943	375,081	-49,862
Net Trading Position	-13,305	336,384	349,689
Net Trading Position (Incl. Reserve Fund)	-13,305	-246,956	-233,651

Note the key impact to incur the forecast variance identified, relates to depreciation which is currently excluded from the New budget above.

8.3 Summary Findings

Based on the above financial analysis a number of key findings can be drawn in relation to the SHICF:

- The total development costs equate to \$35.8 million and will require capital grants from funding partners to finance the full amount.
- The Library has a net loss of \$1.18 million in year one of the SHICF, this loss increases to \$1.85 million in year 10 of operations. The library will require an additional subsidy of \$272,914 in comparison to the current ToPH South Hedland library budget for the 2017/18 financial year. This is driven by the increased scale of the facility and additional resourcing required and will likely be offset by a reduction to the Port Hedland library operations, if progressed.
- HWWC has a net position of \$65,733 in year one of the SHICF, this decreases to \$43,905 in year five of operations and a net surplus of \$95,879 is realised in year 10 of operations. The year one net position is \$80,170 more than the existing net loss of \$14,437.
- LH has a net surplus of \$336,384 in year one of the new asset, this decreases to \$186,361 in year five of operations and a net surplus of \$239,079 is realised in year 10 of operations. Although the forecast operating position is strong, the cost of depreciation will likely be incorporated within the operational Profit and Loss Statements and hence will form the budget established for establishing rents. Should the actual cash position of the entity be reviewed there will likely be opportunity to reduce the rents further within the building.

9 FUNDING STRATEGY

9.1 Capital Requirement

There is no formal capital funding established at this stage for the development of the SHICF. Whilst management of the Library, LH and HWWC will be separate, it is recommended that the funding be applied for jointly. The current project budget of \$35.8 million will require 100% funding from external sources.

9.2 Opportunities & Potential Sources

Based on discussions with the key project stakeholders it is understood that the following funding sources have already been consulted and will be approached:

- Lotterywest
- Pilbara Development Commission / Royalties for Regions

In addition to these potential funding partners, a number of other funding sources have been identified:

- Federal funding, through the Department of Infrastructure and Regional Development's Community Development Grants Programme.
- Industry / Resource sector.

Lotterywest

Lotterywest have a strong history of providing support to projects of a similar nature and offer Community Spaces grants to not-for-profit organisations and local government authorities for the construction, purchase, renovation and fit-out of various community facilities.

Royalties for Regions

Discussions with the Pilbara Development Commission identified that at present there is a current Cabinet submission for approval of \$25 million (Royalties for Regions funds) towards Local Government projects. As we understand the majority of these funds are already committed however there will be another submission during the second quarter of 2014 for a similar amount (\$25 million) which will also address entities outside of Local Government Authorities. Beyond this there is unlikely to be any further funds for 4 years.

Community Development Grants Programme

The Federal programme will fund projects including the Government's 2013 election commitments and Government selected uncontracted projects from the Regional Development Australia Fund and Community Infrastructure Grant Program.

A total of \$342 million is available under the Community Development Grants Programme year or multiple-years projects. Projects range in value from \$9,000 to \$13 million. Funding will commence in the 2013-14 financial year and will cease on 30 June 2017. Multi-year projects must be scheduled for Completion and final payment made on or before 30 June 2017.

Other

We also note that the ToPH should approach LandCorp (State) for potential funding towards the Library and HWWC as the current project is a direct result of the town centre revitalisation project. Given that the SHICF are critical functions of the town centre it should also be a priority for the State to maintain these functions within the town centre precinct.

Ideally opportunities with State should be targeted to account for at least 50% of the external capital required with the remainder being addressed through Federal opportunities, the private sector and

relevant regional or development Grants. Based on the current Royalties for Regions opportunities it is evident that there is a general tightening of State funds due partly to the recent downgrade in credit rating. On this basis it will be crucial for the stakeholders to establish a suitable funding strategy based around a conservative level of potential State funds.

In light of the relationship and origins of Lotteries House it will also be critical to ensure that a suitable approach is made to Lotterywest for funding of the expanded facility. Industry and Resource sector companies should also be a key target for funding of the SHICF. The function of Lotteries House supports many key issues and gaps that are being identified within the local property market, with many of these challenges being identified and supported by the likes of BHP Billiton. On this basis it would be essential that discussions are progressed with local industry participants as they allocate funds annually for these purposes, plus the development may align with a current internal initiative.

9.3 Funding Allocation Targets

Taking into account the above funding opportunities we have drafted a matrix for the proposed funding sources against each key function within the SHICF project. Note these figures and allocation targets are indicative only and should be used as a guide for future discussions with funding partners.

Funding Partner	Library	HWWC	LH	Total
Federal	2,000,000	1,000,000	0	3,000,000
State / LandCorp	10,000,000	1,000,000	6,500,000	17,500,000
Lotterywest		250,000	5,500,000	5,750,000
Industry	4,900,000	1,800,000	2,850,000	9,550,000
Total	16,900,000	4,050,000	14,850,000	35,800,000
Capital Budget	16,885,000	4,015,000	14,820,000	35,720,000
Portion of Budget	47%	11%	41%	100%

It is recommended that a separate on-going funding strategy is established and maintained by the ToPH to identify and track key stakeholders within the private sector, plus monitor opportunities within State and Federal Departments. Lotterywest also have a strong history of providing support to similar types of projects, particularly for fit-out requirements or direct community related assets. We are also aware that they are more recently looking to broaden the types and areas of assets that they can fund.

The business plan identifies that the SHICF will be required to seek a minimum amount of external funds in the order of \$35.8 million.

We note that the identified external funding is sought for capital requirements only. The on-going operational and replacement costs, including any applicable finance will be 100% funded by the SHICF operators.

10 RISKS & OPPORTUNITIES

10.1 Risks & Mitigating Strategies

A detailed qualitative risk assessment has not been undertaken with the ToPH, HWWC and LH however, through discussions held with each entity, we have identified high level risks associated with the project and business plan component, along with mitigating strategies. A more detailed assessment of the technical project delivery risks should be assessed through a Project Management Plan through design development.

Risk	Mitigating Strategies / Controls
The required external funds are not achieved.	<ul style="list-style-type: none"> Revise project scope to meet applicable budget. Review loan capabilities or reserve funds available – an additional contingency may be required for budgeting purposes. Review staging options and future utilisation of alternate facilities.
Operating and maintenance costs exceed budgets.	<ul style="list-style-type: none"> It will be prudent to update the current lifecycle forecasts as the design evolves to ensure there are no significant variations to operational budgets due to systems and technical skills required.
Funding programme delays project	<ul style="list-style-type: none"> To ensure existing operations such as the library maintain security of operation it will be critical to continue existing leases or rights to facilities until the CPP delivery is secured.
Lack of commercial demand for the café tenancy	<ul style="list-style-type: none"> Consultation with market participants and/or a market engagement strategy will be essential to ensure market take-up and maximise demand to align with the function of the library.
Town Centre construction programme and developers impact on the SHICF works	<ul style="list-style-type: none"> Stakeholder communication strategy will be essential to understand and programme works between the SHICF and town centre development.
Impacts to LH existing tenant during construction	<ul style="list-style-type: none"> The contractors delivery methodology and tender specifications will need to take this into account to ensure the site is managed well and works are staged where required on site to accommodate existing tenants. Review modular options for delivery of the internal courtyard space – will allow short term on-site delivery. Develop a detailed and transparent communications strategy with existing tenants with suitable lead-up to reduce conflicts and loss of income.

10.2 Development Opportunities & Multipliers

We have identified the following opportunities and multipliers as a result of the proposed SHICF development:

- The SHICF provides the opportunity to define and 'finish' the South Hedland town centre precinct. The proposed uses and development will also add value and activation to future land marketed to the private sector. In this regard the development will also likely provide market certainty for surrounding development, assisting take up.

- The development will be an integral component in achieving the Port City Growth Plan by improving the quality of life experienced in the town through the provision of contemporary, sustainable infrastructure to meet the current and future needs of this growing community.
- The Town Centre revitalisation project provides the opportunity to consolidate essential services with existing community infrastructure.
- The opportunity to consolidate new facilities has allowed the ability to focus on designing-out crime through using practical materials, orientation and scale of windows facing activated areas and so on, which has been a key focus.
- The prominent location and revised exposure of the facility could provide strong marketing opportunities and increased utilisation by the community.
- The new facility will provide long term security of essential and popular civic services.
- The location provides opportunity for reciprocal parking opportunities in the future, if required.
- The existing WWC is a relatively new facility constructed in 2006 and is in good condition and as such there may be opportunity to re-utilise the building which is essentially a 4 bed 2 bathroom house. This will be subject to further cost benefit analysis and the type of structure i.e. brick construction vs steel frame for ease of dismantling.
- The CPP will also contribute to construction activities and general local employment, including on-going contracting activities for the operation and maintenance of the facility. In light of the lack of conflicting facilities in the location there will be limited impacts to existing facilities and employment, or general services. The SHICF will actually restore and upgrade functions such in the precinct to accommodate future demand.
- Placemaking – the SHICF provides a prominent location and suitable exposure for a future place management entity or function. The current and future use of the precinct will benefit from an on-going focus of this nature.
- If future capital funding for the full development becomes restricted there may be opportunity to assess the viability of a staged delivery approach. In this regard the library would appear the most logical stakeholder to lead the funding and delivery, taking into account current accommodation and the overall needs assessment for the community. The current accommodation for HWWC is generally sufficient for their on-going needs, and depending LandCorp's programme for the adjoining site there may be opportunity for LH to utilise the existing library asset as expansion space in the interim. This could also provide as a good "market test" for LH's additional conference space requirements, depending on the target market.

ATTACHMENTS

- 1. RBB Life Cycle Cost Estimates**
- 2. Cash Flows**

FINAL

1. RBB LIFE CYCLE COST ESTIMATES

FINAL DRAFT



31 March 2014

NS Projects
Suite 4, Level 1
437 Roberts Road
Subiaco WA 6008

Attention: Mr R. Johnston

Dear Sir

**SOUTH HEDLAND INTEGRATED COMMUNITY FACILITIES
LIBRARY**

Herewith our Life Cycle Cost Estimate.

Costs have been calculated over 40 years using a cost escalation rate of 4 percent per annum and exclude GST.

Please contact us if you have any questions.

Yours faithfully
Ralph Beattie Bosworth

A handwritten signature in blue ink, appearing to read 'Trevor Sanders', is written over the typed name of Ralph Beattie Bosworth.

Trevor Sanders
Director

LIFE CYCLE COST ESTIMATE

**SOUTH HEDLAND INTERGRATED COMMUNITY
FACILITIES**

LIBRARY

NS PROJECTS

31 MARCH 2014

BASIS OF LIFE CYCLE COST ESTIMATE

This estimate is based on RBB's Schematic Design Estimate dated 14 February 2014.

Construction	\$ 13,724,825
Fitout & Equipment	1,085,000
Public Art	70,000
Contingency	1,100,175
Professional Fees	820,000
TOTAL EXCLUDING GST	<u>\$ 16,800,000</u>

The Life Cycle Cost Estimate excludes:

- GST
- Permanent staff costs

LIFE CYCLE COST SUMMARY - LIBRARY

<u>Year</u>	<u>Operating Cost</u>	<u>Replacement Cost</u>	<u>Total Cost</u>
1	\$ 530,400	-	\$ 530,400
2	551,616	-	551,616
3	573,681	-	573,681
4	596,628	-	596,628
5	620,493	430,080	1,050,572
6	645,313	-	645,313
7	671,125	650,268	1,321,393
8	697,970	704,955	1,402,926
9	725,889	-	725,889
10	754,925	735,305	1,490,230
11	785,122	-	785,122
12	816,526	520,116	1,336,643
13	849,187	-	849,187
14	883,155	855,708	1,738,863
15	918,481	2,264,676	3,183,157
16	955,220	964,780	1,920,001
17	993,429	-	993,429
18	1,033,166	-	1,033,166
19	1,074,493	-	1,074,493
20	1,117,473	2,518,687	3,636,160
21	1,162,172	1,126,053	2,288,225
22	1,208,659	-	1,208,659
23	1,257,005	-	1,257,005
24	1,307,285	2,153,091	3,460,376
25	1,359,577	942,357	2,301,934
26	1,413,960	-	1,413,960
27	1,470,518	-	1,470,518
28	1,529,339	1,481,809	3,011,148
29	1,590,512	-	1,590,512
30	1,654,133	4,543,176	6,197,309
31	1,720,298	-	1,720,298
32	1,789,110	1,807,015	3,596,125
33	1,860,674	-	1,860,674
34	1,935,101	-	1,935,101

LIFE CYCLE COST SUMMARY - LIBRARY

<u>Year</u>	<u>Operating Cost</u>	<u>Replacement Cost</u>	<u>Total Cost</u>
35	2,012,505	3,344,879	5,357,384
36	2,093,006	1,333,216	3,426,221
37	2,176,726	-	2,176,726
38	2,263,795	-	2,263,795
39	2,354,347	-	2,354,347
40	2,448,521	7,991,779	10,440,299
TOTAL EXCLUDING GST	<u>\$ 50,401,534</u>	<u>\$ 34,367,950</u>	<u>\$ 84,769,484</u>
AVERAGE COST PER YEAR			<u>\$ 2,119,237</u>

Escalation at 4% p.a.

OPERATING COSTS - LIBRARY

Insurance	\$ 45,000
Air Conditioning	25,000
Fire Service	5,000
Maintenance	115,000
Security	65,000
Externals	85,000
Cleaning	70,000
Sundries	20,000
Water and power	80,000
TOTAL COST PER ANNUM	\$ 510,000

Escalate at 4% p.a.

REPLACEMENT COSTS - LIBRARY

Cladding and sunshading - 15 years	\$ 904,000
Roofing - 20 years	652,750
Auto sliding doors - 8 years	18,800
Carpet, painting and general finishes - 7 years	313,950
Cabinetwork - 7 years	19,000
Mechanical - 8 years	496,304
Hydraulic - 10 years	43,252
Electrical - 12 years	324,863
PV cells - 10 years	100,000
Landscaping, irrigation and external furniture - 5 years	136,494
Pumps - 7 years	42,000
External lighting - 7 years	19,200
Fit-out and equipment - 5 years	217,000
Sundries - 7 years (ceilings, tap ware, toilet accessories, fittings and fitments etc)	100,000
TOTAL	\$ 3,387,613

Escalate at 4% p.a.

REPLACEMENT COSTS SUMMARY - LIBRARY

Year	Cladding and Sunshading	Roofing	Auto Sliding Doors	Carpet & Painting	Cabinetwork	Mechanical	Hydraulic	Electrical	PV Cells	Landscaping & Irrigation	Pumps	External Lighting	Fit-out & Equipment	Sundries	Total
1															
2															
3															
4															
5										166,066			264,014		430,080
6															
7				413,137	25,003	679,226					55,269	25,266		131,593	650,268
8			25,729												704,955
9															
10							64,024		148,024	202,044			321,213		735,305
11								520,116							520,116
12															
13															
14				543,660	32,902					245,818	72,730	33,248	390,805	173,168	855,708
15	1,628,053														2,264,676
16			35,212			929,568									964,780
17															
18															
19															
20		1,430,256					94,770		219,112	299,075			475,474		2,518,687
21				715,419	43,297						95,708	43,752		227,877	1,126,053
22															
23															
24			48,190			1,272,178		832,723		363,871			578,486		2,153,091
25															
26															
27															
28				941,443	56,975						125,946	57,575		299,870	1,481,809
29															
30	2,932,031						140,283		324,340	442,704			703,817		4,543,176
31															
32			65,952			1,741,064									1,807,015
33															
34															
35				1,238,875	74,976					538,617	165,736	75,765	856,301	394,609	3,344,879
36								1,333,216							1,333,216
37															
38															
39															
40			3,133,866	90,259		2,382,766	207,654		480,102	655,311			1,041,821		7,991,779
TOTAL	4,560,084	4,564,122	265,342	3,852,533	233,152	7,004,802	506,731	2,686,055	1,171,579	2,913,506	515,389	235,606	4,631,932	1,227,117	\$ 34,367,950





31 March 2014

NS Projects
Suite 4, Level 1
437 Roberts Road
Subiaco WA 6008

Attention: Mr R. Johnston

Dear Sir

**SOUTH HEDLAND INTEGRATED COMMUNITY FACILITIES
WELL WOMAN'S CENTRE**

Herewith our Life Cycle Cost Estimate.

Costs have been calculated over 40 years using a cost escalation rate of 4 percent per annum and exclude GST.

Please contact us if you have any questions.

Yours faithfully
Ralph Beattie Bosworth

A handwritten signature in blue ink, appearing to read 'Trevor Sanders', is written over the typed name.

Trevor Sanders
Director

Ralph Beattie Bosworth
Construction Cost Consultants

Ralph & Beattie Bosworth Pty Ltd as trustee for the Ralph & Beattie
Unit Trust No. 2 ABN 58 260 502 981

12 Kings Park Road West Perth Western Australia 6005
PO Box 456 West Perth Western Australia 6872
Telephone 08 9321 2777 Facsimile 08 9481 1783
Email info@rbb.com.au www.rbb.com.au

LIFE CYCLE COST ESTIMATE

**SOUTH HEDLAND INTERGRATED COMMUNITY
FACILITIES**

WELL WOMAN'S CENTRE

NS PROJECTS

31 MARCH 2014

BASIS OF LIFE CYCLE COST ESTIMATE

This estimate is based on RBB's Schematic Design Estimate dated 14 February 2014.

Construction	\$ 2,749,856
Fitout & Equipment	550,000
Public Art	30,000
Contingency	350,144
Professional Fees	300,000
TOTAL EXCLUDING GST	<u>\$ 3,980,000</u>

The Life Cycle Cost Estimate excludes:

- GST
- Permanent staff costs

LIFE CYCLE COST SUMMARY - WELL WOMAN'S CENTRE

<u>Year</u>	<u>Operating Cost</u>	<u>Replacement Cost</u>	<u>Total Cost</u>
1	131,040	-	131,040
2	136,282	-	136,282
3	141,733	-	141,733
4	147,402	-	147,402
5	153,298	143,202	296,501
6	159,430	-	159,430
7	165,807	185,421	351,229
8	172,440	145,732	318,172
9	179,337	-	179,337
10	186,511	210,571	397,081
11	193,971	-	193,971
12	201,730	65,514	267,244
13	209,799	-	209,799
14	218,191	244,002	462,193
15	226,919	524,057	750,975
16	235,996	199,444	435,440
17	245,435	-	245,435
18	255,253	-	255,253
19	265,463	-	265,463
20	276,082	570,770	846,852
21	287,125	321,090	608,215
22	298,610	-	298,610
23	310,554	-	310,554
24	322,976	377,844	700,820
25	335,895	313,774	649,670
26	349,331	-	349,331
27	363,304	-	363,304
28	377,837	422,532	800,369
29	392,950	-	392,950
30	408,668	1,023,428	1,432,096
31	425,015	-	425,015
32	442,015	373,556	815,571
33	459,696	-	459,696
34	478,084	-	478,084



LIFE CYCLE COST SUMMARY - WELL WOMAN'S CENTRE

<u>Year</u>	<u>Operating Cost</u>	<u>Replacement Cost</u>	<u>Total Cost</u>
35	497,207	1,020,486	1,517,693
36	517,096	167,933	685,028
37	537,779	-	537,779
38	559,290	-	559,290
39	581,662	-	581,662
40	604,929	1,761,864	2,366,793
TOTAL	<u>\$ 12,452,144</u>	<u>\$ 8,071,221</u>	<u>\$ 20,523,365</u>
AVERAGE COST PER YEAR			<u>\$ 513,084</u>

Escalation at 4% p.a.

OPERATING COSTS - WELL WOMAN'S CENTRE

Insurance	\$ 10,000
Air Conditioning	5,000
Fire Service	1,000
Maintenance	25,000
Security	15,000
Externals	20,000
Cleaning	15,000
Sundries	5,000
Water and power	30,000
TOTAL COST PER ANNUM	\$ 126,000

Escalate at 4% p.a.

REPLACEMENT COSTS - WELL WOMAN'S CENTRE

Cladding and sunshading - 15 years	\$ 173,288
Roofing - 20 years	118,238
Carpet, painting and general finishes - 7 years	92,385
Cabinetwork - 7 years	13,920
Mechanical - 8 years	106,485
Hydraulic - 10 years	24,552
Electrical - 12 years	40,920
Landscaping and irrigation - 5 years	7,702
External lighting - 7 years	9,600
Fit-out and equipment - 5 years	110,000
Sundries - 7 years (ceilings, tap ware, toilet accessories, fittings and fitments etc)	25,000
TOTAL	\$ 722,090

Escalate at 4% p.a.

REPLACEMENT COSTS SUMMARY - WELL WOMAN'S CENTRE

Year	Cladding and Sunshading	Roofing	Carpent & Painting	Cabinetwork	Mechanical	Hydraulic	Electrical	Landscaping & Irrigation	External Lighting	Fit-out & Equipment	Sundries	Total
1												-
2												-
3												-
4												-
5								9,371		133,832		143,202
6												-
7			121,572	18,318					12,633		32,898	185,421
8					145,732							145,732
9						36,343				162,827		210,571
10												-
11							65,514					65,514
12												-
13												-
14								13,871	16,624	198,104	43,292	244,002
15	312,082											524,057
16					199,444							199,444
17												-
18												-
19												-
20												-
21		259,074				53,796		16,876	21,876	241,024	56,969	570,770
22												-
23												-
24												-
25					272,953		104,890	20,532		293,242		377,844
26												-
27												-
28									28,788		74,968	422,532
29												-
30	562,042					79,632		24,981		356,774		1,023,428
31												-
32												-
33					373,556							373,556
34												-
35												-
36												-
37												-
38												-
39												-
40		567,663			511,237	117,875		36,977		528,112		1,761,864
TOTAL	874,124	826,737	1,133,672	170,815	1,502,922	287,646	338,338	164,402	117,803	2,347,984	306,779	\$ 8,071,221





31 March 2014

NS Projects
Suite 4, Level 1
437 Roberts Road
Subiaco WA 6008

Attention: Mr R. Johnston

Dear Sir

**SOUTH HEDLAND INTEGRATED COMMUNITY FACILITIES
LOTTERIES HOUSE**

Herewith our Life Cycle Cost Estimate.

Costs have been calculated over 40 years using a cost escalation rate of 4 percent per annum and exclude GST.

Please contact us if you have any questions.

Yours faithfully

Ralph Beattie Bosworth

A handwritten signature in blue ink, appearing to read 'T. Sanders', is written over the printed name of Trevor Sanders.

Trevor Sanders
Director

Ralph Beattie Bosworth
Construction Cost Consultants

Ralph & Beattie Bosworth Pty Ltd as trustee for the Ralph & Beattie
Unit Trust No. 2 ABN 58 260 502 981

12 Kings Park Road West Perth Western Australia 6005
PO Box 456 West Perth Western Australia 6872
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Email info@rbb.com.au www.rbb.com.au



LIFE CYCLE COST ESTIMATE

SOUTH HEDLAND INTERGRATED COMMUNITY FACILITIES

LOTTERIES HOUSE

NS PROJECTS

31 MARCH 2014

BASIS OF LIFE CYCLE COST ESTIMATE

This estimate is based on RBB's Schematic Design Estimate dated 14 February 2014.

Construction	\$ 11,259,208
Fitout & Equipment	1,294,000
Public Art	100,000
Contingency	1,251,792
Professional Fees	780,000
TOTAL EXCLUDING GST	<u>\$ 14,685,000</u>

The Life Cycle Cost Estimate excludes:

- GST
- Permanent staff costs

LIFE CYCLE COST SUMMARY - LOTTERIES HOUSE

<u>Year</u>	<u>Operating Cost</u>	<u>Replacement Cost</u>	<u>Total Cost</u>
1	431,600	-	431,600
2	448,864	-	448,864
3	466,819	-	466,819
4	485,491	-	485,491
5	504,911	381,044	885,954
6	525,107	-	525,107
7	546,112	445,772	991,884
8	567,956	461,892	1,029,848
9	590,674	-	590,674
10	614,301	511,706	1,126,007
11	638,873	-	638,873
12	664,428	420,271	1,084,699
13	691,006	-	691,006
14	718,646	586,605	1,305,251
15	747,392	1,518,343	2,265,735
16	777,287	632,131	1,409,418
17	808,379	-	808,379
18	840,714	-	840,714
19	874,342	-	874,342
20	909,316	1,542,134	2,451,450
21	945,689	771,933	1,717,621
22	983,516	-	983,516
23	1,022,857	-	1,022,857
24	1,063,771	1,537,982	2,601,754
25	1,106,322	834,913	1,941,235
26	1,150,575	-	1,150,575
27	1,196,598	-	1,196,598
28	1,244,462	1,015,811	2,260,273
29	1,294,240	-	1,294,240
30	1,346,010	2,839,860	4,185,870
31	1,399,850	-	1,399,850
32	1,455,844	1,183,970	2,639,814
33	1,514,078	-	1,514,078
34	1,574,641	-	1,574,641

LIFE CYCLE COST SUMMARY - LOTTERIES HOUSE

<u>Year</u>	<u>Operating Cost</u>	<u>Replacement Cost</u>	<u>Total Cost</u>
35	1,637,627	2,572,613	4,210,240
36	1,703,132	1,077,282	2,780,414
37	1,771,257	-	1,771,257
38	1,842,108	-	1,842,108
39	1,915,792	-	1,915,792
40	1,992,424	4,999,351	6,991,774
TOTAL	\$ 41,013,013	\$ 23,333,614	\$ 64,346,627
AVERAGE COST PER YEAR			\$ 1,608,666

Escalation at 4% p.a.

OPERATING COSTS - LOTTERIES HOUSE

Insurance	\$ 40,000
Air Conditioning	20,000
Fire Service	5,000
Maintenance	95,000
Security	55,000
Externals	70,000
Cleaning	60,000
Sundries	15,000
Water and power	55,000
TOTAL COST PER ANNUM	\$ 415,000

Escalate at 4% p.a.

REPLACEMENT COSTS - LOTTERIES HOUSE

Cladding and sunshading - 15 years	\$ 529,892
Roofing - 20 years	358,120
Carpet, painting and general finishes - 7 years	182,750
Cabinetwork - 7 years	10,000
Mechanical - 8 years	337,500
Hydraulic - 10 years	32,500
Electrical - 12 years	262,500
Landscaping, irrigation and external furniture - 5 years	54,690
Pumps - 7 years	32,000
External lighting - 7 years	24,000
Fit-out and equipment - 5 years	258,800
Sundries - 7 years (ceilings, tap ware, toilet accessories, fitting and fitments - 50% of value)	90,000
TOTAL	\$ 2,172,752

Escalate at 4% p.a.

REPLACEMENT COSTS SUMMARY - LOTTERIES HOUSE

Year	Cladding and Sunshading	Roofing	Carpet & Painting	Cabinetwork	Mechanical	Hydraulic	Electrical	Landscaping & Irrigation	Pumps	External Lighting	Fit-out & Equipment	Sundries	Total
1													-
2													-
3													-
4													-
5								66,539			314,505		381,044
6									42,110	31,582		118,434	445,772
7			240,487	13,159	461,892								461,892
8													-
9													511,706
10						48,108		80,955			382,643		-
11							420,271						420,271
12													-
13													-
14									55,414	41,560	465,544	155,851	586,605
15	954,306		316,464	17,317				98,494					1,518,343
16					632,131								632,131
17													-
18													-
19													-
20													-
21		784,685	416,445	22,788		71,212		119,833	72,921	54,690	566,405	205,089	1,542,134
22													-
23													-
24					865,115		672,867	145,795			689,119		1,537,982
25													834,913
26													-
27													-
28			548,013	29,987					95,959	71,969		269,883	1,015,811
29													-
30	1,718,650					105,410		177,381			838,418		2,839,860
31					1,183,970								-
32													1,183,970
33													-
34													-
35			721,148	39,461				215,812	126,275	94,706	1,020,064	355,148	2,572,613
36													-
37							1,077,282						1,077,282
38													-
39													-
40		1,719,342			1,620,344	156,033		262,568			1,241,064		4,999,351
TOTAL	2,672,956	2,504,027	2,242,556	122,712	4,763,453	380,763	2,170,421	1,167,375	392,677	294,508	5,517,762	1,104,405	\$ 23,333,614



2. CASH FLOWS

FINAL DRAFT

TOWN OF PORT HEDLAND Integrated Community Facilities																			
Library	Draft Cash Flow	18 August 2014	IPC 14-009																
Item	Period 4 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	Funding Period				Design & Tender Period			Construction Period								
				1 Apr-14	2 Jul-14	3 Oct-14	4 Jan-15	5 Apr-15	6 Jul-15	7 Oct-15	8 Jan-16	9 Apr-16	10 Jul-16	11 Oct-16	12 Jan-17	13 Apr-17	14 Jul-17	15 Oct-17	16 Jan-18
INCOME																			
Capital Funding		16,900,000	16,900,000	0	0	0	16,900,000	0	0	0	0	0	0	0	0	0	0	0	0
Operating Income		164,650	1,887,528	0	0	0	0	0	0	0	0	0	0	0	0	0	0	41,163	41,163
TOTAL INCOME		17,064,650	18,787,528	0	0	0	16,900,000	0	0	0	0	0	0	0	0	0	0	41,163	41,163
EXPENDITURE																			
Acquisition / Sunk Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs		13,879,826	13,879,826	0	0	0	0	0	0	673,250	2,897,844	2,224,595	2,224,595	2,224,595	2,879,171	755,777	0	0	
Fitout & Equipment		1,155,000	1,155,000	0	0	0	0	0	0	0	0	0	0	0	0	1,085,000	0	0	
Professional Fees		820,000	820,000	0	0	0	0	109,333	109,333	109,333	70,286	70,286	70,286	70,286	70,286	70,286	70,286	0	
Contingency		1,100,175	1,100,175	0	0	0	0	0	0	0	157,168	157,168	157,168	157,168	157,168	157,168	157,168	0	
Resourcing Costs		824,000	9,022,570	0	0	0	0	0	0	0	0	0	0	0	0	0	0	206,000	
Operating Costs		489,600	5,974,239	0	0	0	0	0	0	0	0	0	0	0	0	0	0	124,400	
Maintenance Costs		242,025	2,302,691	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,544	
Finance Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Development Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL EXPENDITURE		18,510,626	34,254,501	0	0	0	0	109,333	109,333	109,333	900,703	3,125,298	2,452,048	2,452,048	2,452,048	3,106,625	2,068,230	336,944	
NET SURPLUS (DEFICIT)			-15,466,973	0	0	0	16,900,000	-109,333	-109,333	-109,333	-900,703	-3,125,298	-2,452,048	-2,452,048	-2,452,048	-3,106,625	-2,068,230	-295,782	
CUMULATIVE				0	0	0	16,900,000	16,790,667	16,681,333	16,572,000	15,671,297	12,545,999	10,093,951	7,641,902	5,189,854	2,083,229	14,999	-280,783	
Depreciation																		80,675	
																		80,675	
																		80,675	

TOWN OF PORT HEDLAND Integrated Community Facilities																				
Item	Operating Period																			
	18 Jul-18	19 Oct-18	20 Jan-19	21 Apr-19	22 Jul-19	23 Oct-19	24 Jan-20	25 Apr-20	26 Jul-20	27 Oct-20	28 Jan-21	29 Apr-21	30 Jul-21	31 Oct-21	32 Jan-22	33 Apr-22	34 Jul-22	35 Oct-22	36 Jan-23	37 Apr-23
INCOME																				
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Income	41,163	42,397	42,397	42,397	42,397	43,669	43,669	43,669	43,669	44,979	44,979	44,979	44,979	46,329	46,329	46,329	46,329	47,719	47,719	47,719
TOTAL INCOME	41,163	42,397	42,397	42,397	42,397	43,669	43,669	43,669	43,669	44,979	44,979	44,979	44,979	46,329	46,329	46,329	46,329	47,719	47,719	47,719
EXPENDITURE																				
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Resourcing Costs	206,000	210,120	210,120	210,120	210,120	214,322	214,322	214,322	214,322	218,609	218,609	218,609	218,609	222,981	222,981	222,981	222,981	227,441	227,441	227,441
Operating Costs	124,400	129,376	129,376	129,376	129,376	134,551	134,551	134,551	134,551	139,933	139,933	139,933	139,933	145,530	145,530	145,530	145,530	151,352	151,352	151,352
Maintenance Costs	6,544	6,806	6,806	6,806	6,806	17,696	17,696	17,696	17,696	36,808	36,808	36,808	36,808	76,560	76,560	76,560	76,560	79,622	79,622	79,622
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	336,944	346,302	346,302	346,302	346,302	366,569	366,569	366,569	366,569	395,349	395,349	395,349	395,349	445,071	445,071	445,071	445,071	458,414	458,414	458,414
NET SURPLUS (DEFICIT)	-295,782	-303,905	-303,905	-303,905	-303,905	-322,900	-322,900	-322,900	-322,900	-350,370	-350,370	-350,370	-350,370	-398,742	-398,742	-398,742	-398,742	-410,696	-410,696	-410,696
CUMULATIVE	-1,168,128	-1,472,033	-1,775,938	-2,079,843	-2,383,747	-2,706,648	-3,029,548	-3,352,448	-3,675,348	-4,025,718	-4,376,088	-4,726,458	-5,076,828	-5,475,571	-5,874,313	-6,273,055	-6,671,798	-7,082,494	-7,493,189	-7,903,885
Depreciation	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675

TOWN OF PORT HEDLAND Integrated Community Facilities																		
Item	38 Jul-23	39 Oct-23	40 Jan-24	41 Apr-24	42 Jul-24	43 Oct-24	44 Jan-25	45 Apr-25	46 Jul-25	47 Oct-25	48 Jan-26	49 Apr-26	50 Jul-26	51 Oct-26	52 Jan-27	53 Apr-27	54 Jul-27	TOTAL
INCOME																		
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,900,000
Operating Income	47,719	49,150	49,150	49,150	49,150	50,625	50,625	50,625	50,625	52,143	52,143	52,143	52,143	53,708	53,708	53,708	53,708	1,887,528
TOTAL INCOME	47,719	49,150	49,150	49,150	49,150	50,625	50,625	50,625	50,625	52,143	52,143	52,143	52,143	53,708	53,708	53,708	53,708	18,787,528
EXPENDITURE																		
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,879,826
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,085,000
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	820,000
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,100,175
Resourcing Costs	227,441	231,989	231,989	231,989	231,989	236,629	236,629	236,629	236,629	241,362	241,362	241,362	241,362	246,189	246,189	246,189	246,189	9,022,570
Operating Costs	151,352	157,406	157,406	157,406	157,406	163,702	163,702	163,702	163,702	170,250	170,250	170,250	170,250	177,060	177,060	177,060	177,060	5,974,239
Maintenance Costs	79,622	82,807	82,807	82,807	82,807	86,119	86,119	86,119	86,119	89,564	89,564	89,564	89,564	93,147	93,147	93,147	93,147	2,302,691
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	458,414	472,202	472,202	472,202	472,202	486,450	486,450	486,450	486,450	501,176	501,176	501,176	501,176	516,396	516,396	516,396	516,396	34,184,501
NET SURPLUS (DEFICIT)	-410,696	-423,052	-423,052	-423,052	-423,052	-435,826	-435,826	-435,826	-435,826	-449,032	-449,032	-449,032	-449,032	-462,688	-462,688	-462,688	-462,688	#####
CUMULATIVE	-8,314,581	-8,737,633	-9,160,685	-9,583,737	#####	#####	#####	#####	-11,314,266	-11,750,092	-12,199,124	-12,648,156	-13,097,189	-13,546,221	-14,008,909	-14,471,597	-14,934,285	-15,396,973
Depreciation	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	80,675	3,227,000

TOWN OF PORT HEDLAND Integrated Community Facilities																									
Library		Draft Cash Flow		18 August 2014		IPC 14-009																			
Item	Period		Present Day Budget (Escalation Purposes Only)	Escalated Budget	Funding Period				Design & Tender Period			Construction Period													
	4 Periods p.a.				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
								Apr-14	Jul-14	Oct-14	Jan-15	Apr-15	Jul-15	Oct-15	Jan-16	Apr-16	Jul-16	Oct-16	Jan-17	Apr-17	Jul-17	Oct-17	Jan-18	Apr-18	
INCOME / FUNDING																									
CAPITAL FUNDING																									
Federal (Community Development Grants Programme)				2,000,000	2,000,000																				
State Government Grant				10,000,000	10,000,000																				
Lotterywest				0	0																				
Industry Funding Partner				4,900,000	4,900,000																				
				16,900,000	16,900,000	0	0	0	16,900,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
OPERATING INCOME																									
Contributions				0	0																				
Grants				30,500	349,648																				
Fees & Charges				30,600	350,795																				
Café / Bookshop Rent		218m ²	\$475/m ²	103,550	1,187,085																				
				164,650	1,887,528	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	41,163	41,163	41,163		
TOTAL INCOME				17,064,650	18,787,528	0	0	0	16,900,000	0	0	0	0	0	0	0	0	0	0	0	41,163	41,163	41,163		
EXPENDITURE																									
ACQUISITION / SUNK COSTS																									
Land Value (incl GST)		Excluded		0	0																				
Stamp Duty		Excluded		0	0																				
Conveyancing Fees		Excluded		0	0																				
Sunk Costs		Excluded		0	0																				
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CONSTRUCTION COSTS																									
Demolition & Site Preparation		RBB		204,448	204,448								102,224	102,224											
Building		RBB		11,122,974	11,122,974								2,224,595		2,224,595	2,224,595	2,224,595								
Landscaping Siteworks		RBB		141,416	141,416								70,708	70,708											
Hard Landscaping Works		RBB		556,794	556,794										278,397	278,397									
Soft Landscaping Works		RBB		95,181	95,181										47,591	47,591									
Irrigation		RBB		51,938	51,938										25,969	25,969									
Furniture		RBB		101,200	101,200										101,200	101,200									
Miscellaneous		RBB		95,040	95,040										47,520	47,520									
External Areas		RBB		355,200	355,200										177,600	177,600									
External Services		RBB		1,000,635	1,000,635								500,318	500,318											
Carpark		RBB		155,000	155,000										77,500	77,500									
				13,879,826	13,879,826	0	0	0	0	0	0	0	673,250	2,897,844	2,224,595	2,224,595	2,224,595	2,879,171	755,777	0	0	0			
FITOUT & EQUIPMENT																									
Allowance for Fitout & Equipment		RBB		1,000,000	1,000,000																				
Book Detection System		RBB		85,000	85,000																				
Public Art		RBB		70,000	70,000																				
				1,155,000	1,155,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,085,000	0	0	0		
PROFESSIONAL FEES																									
Nominal Allowance		RBB		820,000	820,000					109,333	109,333	109,333	70,286	70,286	70,286	70,286	70,286	70,286	70,286	70,286	70,286	70,286	0	0	0
				820,000	820,000	0	0	0	0	109,333	109,333	109,333	70,286	70,286	70,286	70,286	70,286	70,286	70,286	70,286	70,286	70,286	0	0	0
CONTINGENCY																									
Design & Construction Contingency		RBB		1,100,175	1,100,175								157,168	157,168	157,168	157,168	157,168	157,168	157,168	157,168	157,168	157,168	0	0	0
				1,100,175	1,100,175	0	0	0	0	0	0	0	157,168	157,168	157,168	157,168	157,168	157,168	157,168	157,168	157,168	157,168	0	0	0
RESOURCING COSTS																									
Library Staff Salary		ToPH		731,000	8,004,246																				
Superannuation Contributions		ToPH		81,000	886,927																				
Workers Compensation		ToPH		12,000	131,397																				
				824,000	9,022,570	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	206,000	206,000	206,000	
OPERATING COSTS																									
Corporate Admin Costs		ToPH		117,000	1,404,715																				
Insurance		RBB		45,000	561,886																				
Security		RBB		65,000	811,613																				
Cleaning		RBB		70,000	874,045																				
Sundries		RBB		20,000	249,727																				
Energy & Water Cost		WGE		107,500	1,290,657																				
Library Programs & Promotions		ToPH		41,400	497,053																				
Book Purchases & Replacements		ToPH		23,700	284,545																				
				489,600	5,974,239	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	124,400	124,400	124,400	
MAINTENANCE COSTS																									
Maintenance Allowance		1.5%		242,025	2,302,691																				
				242,025	2,302,691	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,544	6,544	6,544	
FINANCE COSTS																									
Interest		Excluded		0	0																				
Finance Establishment Fee		Excluded		0	0																				
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DEVELOPMENT COSTS																									
Council Fees & DA				0	0																				
Security Deposits/Bonds				0	0																				
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL EXPENDITURE				18,510,626	34,254,501	0	0	0	0	109,333	109,333	109,333	900,703	3,125,298	2,452,048	2,452,048	2,452,048	3,106,625	2,068,230	336,944	336,944	336,944			

Revenue Growth: 3%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities																					
Item	Operating Period																				
	18 Jul-18	19 Oct-18	20 Jan-19	21 Apr-19	22 Jul-19	23 Oct-19	24 Jan-20	25 Apr-20	26 Jul-20	27 Oct-20	28 Jan-21	29 Apr-21	30 Jul-21	31 Oct-21	32 Jan-22	33 Apr-22	34 Jul-22	35 Oct-22	36 Jan-23	37 Apr-23	38 Jul-23
INCOME / FUNDING																					
CAPITAL FUNDING																					
Federal (Community Development Grants Programme)																					
State Government Grant																					
Lotterywest																					
Industry Funding Partner																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING INCOME																					
Contributions																					
Grants	7,625	7,854	7,854	7,854	7,854	8,089	8,089	8,089	8,089	8,332	8,332	8,332	8,332	8,582	8,582	8,582	8,582	8,839	8,839	8,839	8,839
Fees & Charges	7,650	7,880	7,880	7,880	7,880	8,116	8,116	8,116	8,116	8,359	8,359	8,359	8,359	8,610	8,610	8,610	8,610	8,868	8,868	8,868	8,868
Café / Bookshop Rent	25,888	26,664	26,664	26,664	26,664	27,464	27,464	27,464	27,464	28,288	28,288	28,288	28,288	29,137	29,137	29,137	29,137	30,011	30,011	30,011	30,011
	41,163	42,397	42,397	42,397	42,397	43,669	43,669	43,669	43,669	44,979	44,979	44,979	44,979	46,329	46,329	46,329	46,329	47,719	47,719	47,719	47,719
TOTAL INCOME	41,163	42,397	42,397	42,397	42,397	43,669	43,669	43,669	43,669	44,979	44,979	44,979	44,979	46,329	46,329	46,329	46,329	47,719	47,719	47,719	47,719
EXPENDITURE																					
ACQUISITION / SUNK COSTS																					
Land Value (incl GST)																					
Stamp Duty																					
Conveyancing Fees																					
Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION COSTS																					
Demolition & Site Preparation																					
Building																					
Landscaping Siteworks																					
Hard Landscaping Works																					
Soft Landscaping Works																					
Irrigation																					
Furniture																					
Miscellaneous																					
External Areas																					
External Services																					
Carpark	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FITOUT & EQUIPMENT																					
Allowance for Fitout & Equipment																					
Book Detection System																					
Public Art	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONAL FEES																					
Nominal Allowance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONTINGENCY																					
Design & Construction Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESOURCING COSTS																					
Library Staff Salary	182,750	186,405	186,405	186,405	186,405	190,133	190,133	190,133	190,133	193,936	193,936	193,936	193,936	197,814	197,814	197,814	197,814	201,771	201,771	201,771	201,771
Superannuation Contributions	20,250	20,655	20,655	20,655	20,655	21,068	21,068	21,068	21,068	21,489	21,489	21,489	21,489	21,919	21,919	21,919	21,919	22,358	22,358	22,358	22,358
Workers Compensation	3,000	3,060	3,060	3,060	3,060	3,121	3,121	3,121	3,121	3,184	3,184	3,184	3,184	3,247	3,247	3,247	3,247	3,312	3,312	3,312	3,312
	206,000	210,120	210,120	210,120	210,120	214,322	214,322	214,322	214,322	218,609	218,609	218,609	218,609	222,981	222,981	222,981	222,981	227,441	227,441	227,441	227,441
OPERATING COSTS																					
Corporate Admin Costs	29,250	30,420	30,420	30,420	30,420	31,637	31,637	31,637	31,637	32,902	32,902	32,902	32,902	34,218	34,218	34,218	34,218	35,587	35,587	35,587	35,587
Insurance	11,700	12,168	12,168	12,168	12,168	12,655	12,655	12,655	12,655	13,161	13,161	13,161	13,161	13,687	13,687	13,687	13,687	14,235	14,235	14,235	14,235
Security	16,900	17,576	17,576	17,576	17,576	18,279	18,279	18,279	18,279	19,010	19,010	19,010	19,010	19,771	19,771	19,771	19,771	20,561	20,561	20,561	20,561
Cleaning	18,200	18,928	18,928	18,928	18,928	19,685	19,685	19,685	19,685	20,473	20,473	20,473	20,473	21,291	21,291	21,291	21,291	22,143	22,143	22,143	22,143
Sundries	5,200	5,408	5,408	5,408	5,408	5,624	5,624	5,624	5,624	5,849	5,849	5,849	5,849	6,083	6,083	6,083	6,083	6,327	6,327	6,327	6,327
Energy & Water Cost	26,875	27,950	27,950	27,950	27,950	29,068	29,068	29,068	29,068	30,231	30,231	30,231	30,231	31,440	31,440	31,440	31,440	32,698	32,698	32,698	32,698
Library Programs & Promotions	10,350	10,764	10,764	10,764	10,764	11,195	11,195	11,195	11,195	11,642	11,642	11,642	11,642	12,108	12,108	12,108	12,108	12,592	12,592	12,592	12,592
Book Purchases & Replacements	5,925	6,162	6,162	6,162	6,162	6,408	6,408	6,408	6,408	6,665	6,665	6,665	6,665	6,931	6,931	6,931	6,931	7,209	7,209	7,209	7,209
	124,400	129,376	129,376	129,376	129,376	134,551	134,551	134,551	134,551	139,933	139,933	139,933	139,933	145,530	145,530	145,530	145,530	151,352	151,352	151,352	151,352
MAINTENANCE COSTS																					
Maintenance Allowance	6,544	6,806	6,806	6,806	6,806	7,696	7,696	7,696	7,696	36,808	36,808	36,808	36,808	76,560	76,560	76,560	76,560	79,622	79,622	79,622	79,622
	6,544	6,806	6,806	6,806	6,806	17,696	17,696	17,696	17,696	36,808	36,808	36,808	36,808	76,560	76,560	76,560	76,560	79,622	79,622	79,622	79,622
FINANCE COSTS																					
Interest																					
Finance Establishment Fee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEVELOPMENT COSTS																					
Council Fees & DA																					
Security Deposits/Bonds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	336,944	346,302	346,302	346,302	346,302	366,569	366,569	366,569	366,569	395,349	395,349	395,349	395,349	445,071	445,071	445,071	445,071	458,414	458,414	458,414	458,414

Revenue Growth: 3%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities																	
Item	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	TOTAL
	Oct-23	Jan-24	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	
INCOME / FUNDING																	
CAPITAL FUNDING																	
Federal (Community Development Grants Programme)																	2,000,000
State Government Grant																	10,000,000
Lotterywest																	0
Industry Funding Partner																	4,900,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	16,900,000
OPERATING INCOME																	
Contributions																	0
Grants	9,105	9,105	9,105	9,105	9,378	9,378	9,378	9,378	9,659	9,659	9,659	9,659	9,949	9,949	9,949	9,949	349,648
Fees & Charges	9,135	9,135	9,135	9,135	9,409	9,409	9,409	9,409	9,691	9,691	9,691	9,691	9,982	9,982	9,982	9,982	350,795
Café / Bookshop Rent	30,911	30,911	30,911	30,911	31,838	31,838	31,838	31,838	32,794	32,794	32,794	32,794	33,777	33,777	33,777	33,777	1,187,085
	49,150	49,150	49,150	49,150	50,625	50,625	50,625	50,625	52,143	52,143	52,143	52,143	53,708	53,708	53,708	53,708	1,887,528
TOTAL INCOME	49,150	49,150	49,150	49,150	50,625	50,625	50,625	50,625	52,143	52,143	52,143	52,143	53,708	53,708	53,708	53,708	18,787,528
EXPENDITURE																	
ACQUISITION / SUNK COSTS																	
Land Value (incl GST)																	0
Stamp Duty																	0
Conveyancing Fees																	0
Sunk Costs																	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION COSTS																	
Demolition & Site Preparation																	204,448
Building																	11,122,974
Landscaping Siteworks																	141,416
Hard Landscaping Works																	556,794
Soft Landscaping Works																	95,181
Irrigation																	51,938
Furniture																	101,200
Miscellaneous																	95,040
External Areas																	355,200
External Services																	1,000,635
Carpark																	155,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,879,826
FITOUT & EQUIPMENT																	
Allowance for Fitout & Equipment																	1,000,000
Book Detection System																	85,000
Public Art																	70,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,085,000
PROFESSIONAL FEES																	
Nominal Allowance																	820,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	820,000
CONTINGENCY																	
Design & Construction Contingency																	1,100,175
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,100,175
RESOURCING COSTS																	
Library Staff Salary	205,806	205,806	205,806	205,806	209,922	209,922	209,922	209,922	214,121	214,121	214,121	214,121	218,403	218,403	218,403	218,403	8,004,246
Superannuation Contributions	22,805	22,805	22,805	22,805	23,261	23,261	23,261	23,261	23,726	23,726	23,726	23,726	24,201	24,201	24,201	24,201	886,927
Workers Compensation	3,378	3,378	3,378	3,378	3,446	3,446	3,446	3,446	3,515	3,515	3,515	3,515	3,585	3,585	3,585	3,585	131,397
	231,989	231,989	231,989	231,989	236,629	236,629	236,629	236,629	241,362	241,362	241,362	241,362	246,189	246,189	246,189	246,189	9,022,570
OPERATING COSTS																	
Corporate Admin Costs	37,011	37,011	37,011	37,011	38,491	38,491	38,491	38,491	40,031	40,031	40,031	40,031	41,632	41,632	41,632	41,632	1,404,715
Insurance	14,804	14,804	14,804	14,804	15,396	15,396	15,396	15,396	16,012	16,012	16,012	16,012	16,653	16,653	16,653	16,653	561,886
Security	21,384	21,384	21,384	21,384	22,239	22,239	22,239	22,239	23,129	23,129	23,129	23,129	24,054	24,054	24,054	24,054	811,613
Cleaning	23,029	23,029	23,029	23,029	23,950	23,950	23,950	23,950	24,908	24,908	24,908	24,908	25,904	25,904	25,904	25,904	874,045
Sundries	6,580	6,580	6,580	6,580	6,843	6,843	6,843	6,843	7,117	7,117	7,117	7,117	7,401	7,401	7,401	7,401	249,727
Energy & Water Cost	34,005	34,005	34,005	34,005	35,366	35,366	35,366	35,366	36,780	36,780	36,780	36,780	38,252	38,252	38,252	38,252	1,290,657
Library Programs & Promotions	13,096	13,096	13,096	13,096	13,620	13,620	13,620	13,620	14,165	14,165	14,165	14,165	14,731	14,731	14,731	14,731	497,053
Book Purchases & Replacements	7,497	7,497	7,497	7,497	7,797	7,797	7,797	7,797	8,109	8,109	8,109	8,109	8,433	8,433	8,433	8,433	284,545
	157,406	157,406	157,406	157,406	163,702	163,702	163,702	163,702	170,250	170,250	170,250	170,250	177,060	177,060	177,060	177,060	5,974,239
MAINTENANCE COSTS																	
Maintenance Allowance	82,807	82,807	82,807	82,807	86,119	86,119	86,119	86,119	89,564	89,564	89,564	89,564	93,147	93,147	93,147	93,147	2,302,691
	82,807	82,807	82,807	82,807	86,119	86,119	86,119	86,119	89,564	89,564	89,564	89,564	93,147	93,147	93,147	93,147	2,302,691
FINANCE COSTS																	
Interest																	0
Finance Establishment Fee																	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEVELOPMENT COSTS																	
Council Fees & DA																	0
Security Deposits/Bonds																	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	472,202	472,202	472,202	472,202	486,450	486,450	486,450	486,450	501,176	501,176	501,176	501,176	516,396	516,396	516,396	516,396	34,184,501

Revenue Growth: 3%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities		Well Women's Centre		Draft Cash Flow		18 August 2014		IPC 14-009											
Item	Period 4 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	Funding Period				Design & Tender Period			Construction Period								
				1 Apr-14	2 Jul-14	3 Oct-14	4 Jan-15	5 Apr-15	6 Jul-15	7 Oct-15	8 Jan-16	9 Apr-16	10 Jul-16	11 Oct-16	12 Jan-17	13 Apr-17	14 Jul-17	15 Oct-17	16 Jan-18
INCOME																			
Capital Funding		4,050,000	4,050,000	0	0	0	4,050,000	0	0	0	0	0	0	0	0	0	0	0	0
Operating Income		593,127	7,121,146	0	0	0	0	0	0	0	0	0	0	0	0	0	0	148,282	148,282
TOTAL INCOME		4,643,127	11,171,146	0	0	0	4,050,000	0	0	0	0	0	0	0	0	0	0	148,282	148,282
EXPENDITURE																			
Acquisition / Sunk Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs		2,784,857	2,784,857	0	0	0	0	0	0	0	170,012	480,333	687,141	753,639	465,483	114,125	114,125	0	0
Fitout & Equipment		580,000	580,000	0	0	0	0	0	0	0	0	0	0	0	0	580,000	0	0	0
Professional Fees		300,000	300,000	0	0	0	0	40,000	40,000	40,000	25,714	25,714	25,714	25,714	25,714	25,714	25,714	0	0
Contingency		350,144	350,144	0	0	0	0	0	0	0	50,021	50,021	50,021	50,021	50,021	50,021	50,021	0	0
Resourcing Costs		348,473	3,815,680	0	0	0	0	0	0	0	0	0	0	0	0	0	87,118	87,118	87,118
Operating Costs		187,944	2,075,782	0	0	0	0	0	0	0	0	0	0	0	0	0	43,223	43,223	43,223
Maintenance Costs		55,725	530,183	0	0	0	0	0	0	0	0	0	0	0	0	0	1,507	1,507	1,507
Finance Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		4,607,143	10,436,646	0	0	0	0	40,000	40,000	40,000	245,746	556,068	762,876	829,374	541,218	189,859	769,859	131,848	131,848
NET SURPLUS (DEFICIT)			734,500	0	0	0	4,050,000	-40,000	-40,000	-40,000	-245,746	-556,068	-762,876	-829,374	-541,218	-189,859	-769,859	16,433	16,433
CUMULATIVE				0	0	0	4,050,000	4,010,000	3,970,000	3,930,000	3,684,254	3,128,185	2,365,309	1,535,935	994,718	804,858	34,999	51,432	67,866
Depreciation																			18,575
																			18,575
																			18,575

TOWN OF PORT HEDLAND Integrated Community Facilities																					
Item	Operating Period																				
	18 Jul-18	19 Oct-18	20 Jan-19	21 Apr-19	22 Jul-19	23 Oct-19	24 Jan-20	25 Apr-20	26 Jul-20	27 Oct-20	28 Jan-21	29 Apr-21	30 Jul-21	31 Oct-21	32 Jan-22	33 Apr-22	34 Jul-22	35 Oct-22	36 Jan-23	37 Apr-23	38 Jul-23
INCOME																					
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Income	148,282	154,213	154,213	154,213	154,213	160,382	160,382	160,382	160,382	166,797	166,797	166,797	166,797	173,469	173,469	173,469	173,469	180,407	180,407	180,407	180,407
TOTAL INCOME	148,282	154,213	154,213	154,213	154,213	160,382	160,382	160,382	160,382	166,797	166,797	166,797	166,797	173,469	173,469	173,469	173,469	180,407	180,407	180,407	180,407
EXPENDITURE																					
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Resourcing Costs	87,118	88,861	88,861	88,861	88,861	90,638	90,638	90,638	90,638	92,451	92,451	92,451	92,451	94,300	94,300	94,300	94,300	96,186	96,186	96,186	96,186
Operating Costs	43,223	44,952	44,952	44,952	44,952	46,751	46,751	46,751	46,751	48,621	48,621	48,621	48,621	50,565	50,565	50,565	50,565	52,588	52,588	52,588	52,588
Maintenance Costs	1,507	1,567	1,567	1,567	1,567	4,074	4,074	4,074	4,074	8,475	8,475	8,475	8,475	17,627	17,627	17,627	17,627	18,333	18,333	18,333	18,333
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	131,848	135,380	135,380	135,380	135,380	141,463	141,463	141,463	141,463	149,546	149,546	149,546	149,546	162,492	162,492	162,492	162,492	167,106	167,106	167,106	167,106
NET SURPLUS (DEFICIT)	16,433	18,833	18,833	18,833	18,833	18,919	18,919	18,919	18,919	17,251	17,251	17,251	17,251	10,976	10,976	10,976	10,976	13,301	13,301	13,301	13,301
CUMULATIVE	100,732	119,565	138,398	157,231	176,064	194,983	213,902	232,820	251,739	268,990	286,241	303,492	320,743	331,720	342,696	353,672	364,648	377,950	391,251	404,552	417,854
Depreciation	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575

TOWN OF PORT HEDLAND Integrated Community Facilities																	
Item	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	TOTAL
	Oct-23	Jan-24	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	
INCOME																	
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,050,000
Operating Income	187,624	187,624	187,624	187,624	195,129	195,129	195,129	195,129	202,934	202,934	202,934	202,934	211,051	211,051	211,051	211,051	7,121,146
TOTAL INCOME	187,624	187,624	187,624	187,624	195,129	195,129	195,129	195,129	202,934	202,934	202,934	202,934	211,051	211,051	211,051	211,051	11,171,146
EXPENDITURE																	
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,784,857
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	580,000
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	300,000
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	350,144
Resourcing Costs	98,109	98,109	98,109	98,109	100,071	100,071	100,071	100,071	102,073	102,073	102,073	102,073	104,114	104,114	104,114	104,114	3,815,680
Operating Costs	54,691	54,691	54,691	54,691	56,879	56,879	56,879	56,879	59,154	59,154	59,154	59,154	61,520	61,520	61,520	61,520	2,075,782
Maintenance Costs	19,066	19,066	19,066	19,066	19,829	19,829	19,829	19,829	20,622	20,622	20,622	20,622	21,447	21,447	21,447	21,447	530,183
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	171,867	171,867	171,867	171,867	176,779	176,779	176,779	176,779	181,849	181,849	181,849	181,849	187,081	187,081	187,081	187,081	10,436,646
NET SURPLUS (DEFICIT)	15,757	15,757	15,757	15,757	18,350	18,350	18,350	18,350	21,085	21,085	21,085	21,085	23,970	23,970	23,970	23,970	734,500
CUMULATIVE	433,611	449,368	465,125	480,882	499,232	517,581	535,931	554,280	575,365	596,450	617,535	638,620	662,590	686,560	710,530	734,500	
Depreciation	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	18,575	743,000

TOWN OF PORT HEDLAND Integrated Community Facilities		Well Women's Centre	Draft Cash Flow	18 August 2014	IPC 14-009																	
Item	Period 4 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	Funding Period				Design & Tender Period			Construction Period											
				1 Apr-14	2 Jul-14	3 Oct-14	4 Jan-15	5 Apr-15	6 Jul-15	7 Oct-15	8 Jan-16	9 Apr-16	10 Jul-16	11 Oct-16	12 Jan-17	13 Apr-17	14 Jul-17	15 Oct-17	16 Jan-18	17 Apr-18		
INCOME / FUNDING																						
CAPITAL FUNDING																						
Federal (Community Development Grants Programme)		1,000,000	1,000,000				1,000,000															
State Government Grant		1,000,000	1,000,000				1,000,000															
Lotterywest		250,000	250,000				250,000															
Industry Funding Partner		1,800,000	1,800,000				1,800,000															
		4,050,000	4,050,000	0	0	0	4,050,000	0	0	0	0	0	0	0	0	0	0	0	0	0		
OPERATING INCOME																						
State Government Recurrent Grants		401,127	4,815,973															100,282	100,282	100,282		
BHP Grants		100,000	1,200,611															25,000	25,000	25,000		
Lotteries Grant		15,000	180,092															3,750	3,750	3,750		
Donations		10,000	120,061															2,500	2,500	2,500		
Fundraising		37,000	444,226															9,250	9,250	9,250		
Facility Hire		10,000	120,061															2,500	2,500	2,500		
Fees & Charges		20,000	240,122															5,000	5,000	5,000		
		593,127	7,121,146	0	0	0	0	0	0	0	0	0	0	0	0	0	0	148,282	148,282	148,282		
TOTAL INCOME		4,643,127	11,171,146	0	0	0	4,050,000	0	0	0	0	0	0	0	0	0	0	148,282	148,282	148,282		
EXPENDITURE																						
ACQUISITION / SUNK COSTS																						
Land Value (incl GST)	Excluded	0	0																			
Stamp Duty	Excluded	0	0																			
Conveyancing Fees	Excluded	0	0																			
Sunk Costs	Excluded	0	0																			
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CONSTRUCTION COSTS																						
Demolition & Site Preparation	RBB	30,800	30,800								15,400	15,400										
Building	RBB	2,216,585	2,216,585									310,322	687,141	753,639	465,483							
Landscaping Siteworks	RBB	11,933	11,933								5,967	5,967										
Hard Landscaping Works	RBB	33,810	33,810														16,905	16,905				
Soft Landscaping Works	RBB	6,565	6,565														3,283	3,283				
Irrigation	RBB	4,154	4,154														2,077	2,077				
External Areas	RBB	148,720	148,720														74,360	74,360				
External Services	RBB	297,290	297,290								148,645	148,645										
Carparking	RBB	35,000	35,000														17,500	17,500				
		2,784,857	2,784,857	0	0	0	0	0	0	0	170,012	480,333	687,141	753,639	465,483	114,125	114,125	0	0	0		
FITOUT & EQUIPMENT																						
Public Art	RBB	30,000	30,000																30,000			
Allowance for Fitout	RBB	350,000	350,000																350,000			
Allowance for Equipment	RBB	200,000	200,000																200,000			
		580,000	580,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	580,000	0	0		
PROFESSIONAL FEES																						
Nominal Allowance	RBB	300,000	300,000					40,000	40,000	40,000	25,714	25,714	25,714	25,714	25,714	25,714	25,714	25,714	25,714	25,714		
		300,000	300,000	0	0	0	0	40,000	40,000	40,000	25,714	25,714	25,714	25,714	25,714	25,714	25,714	0	0	0		
CONTINGENCY																						
Design & Construction Contingency	RBB	350,144	350,144								50,021	50,021	50,021	50,021	50,021	50,021	50,021	50,021	50,021	50,021		
		350,144	350,144	0	0	0	0	0	0	0	50,021	50,021	50,021	50,021	50,021	50,021	50,021	0	0	0		
RESOURCING COSTS																						
Salaries & Employment Expenses		348,473	3,815,680															87,118	87,118	87,118		
		348,473	3,815,680	0	0	0	0	0	0	0	0	0	0	0	0	0	0	87,118	87,118	87,118		
OPERATING COSTS																						
Administration Costs	HWWC	97,972	1,176,266															24,493	24,493	24,493		
Insurance	RBB	10,000	124,864															2,600	2,600	2,600		
Security	RBB	15,000	187,295															3,900	3,900	3,900		
Cleaning	RBB	15,000	187,295															3,900	3,900	3,900		
Sundries	RBB	5,000	62,432															1,300	1,300	1,300		
Energy & Water Cost	WGE	28,122	337,631															7,030	7,030	7,030		
Other Expenditure	HWWC	16,850	0																			
		187,944	2,075,782	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,223	43,223	43,223		
MAINTENANCE COSTS																						
Maintenance Allowance	1.5%	55,725	530,183															1,507	1,507	1,507		
		55,725	530,183	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,507	1,507	1,507		
FINANCE COSTS																						
Interest	Excluded	0	0																			
Finance Establishment Fee	Excluded	0	0																			
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
DEVELOPMENT COSTS																						
Council Fees & DA			0																			
Security Deposits/Bonds			0																			
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL EXPENDITURE		4,607,143	10,436,646	0	0	0	0	40,000	40,000	40,000	245,746	556,068	762,876	829,374	541,218	189,859	769,859	131,848	131,848	131,848		

Revenue Growth: 4%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities																					
Item	Operating Period																				
	18 Jul-18	19 Oct-18	20 Jan-19	21 Apr-19	22 Jul-19	23 Oct-19	24 Jan-20	25 Apr-20	26 Jul-20	27 Oct-20	28 Jan-21	29 Apr-21	30 Jul-21	31 Oct-21	32 Jan-22	33 Apr-22	34 Jul-22	35 Oct-22	36 Jan-23	37 Apr-23	38 Jul-23
INCOME / FUNDING																					
CAPITAL FUNDING																					
Federal (Community Development Grants Programme)																					
State Government Grant																					
Lotterywest																					
Industry Funding Partner																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING INCOME																					
State Government Recurrent Grants	100,282	104,293	104,293	104,293	104,293	108,465	108,465	108,465	108,465	112,803	112,803	112,803	112,803	117,315	117,315	117,315	117,315	122,008	122,008	122,008	122,008
BHP Grants	25,000	26,000	26,000	26,000	26,000	27,040	27,040	27,040	27,040	28,122	28,122	28,122	28,122	29,246	29,246	29,246	29,246	30,416	30,416	30,416	30,416
Lotteries Grant	3,750	3,900	3,900	3,900	3,900	4,056	4,056	4,056	4,056	4,218	4,218	4,218	4,218	4,387	4,387	4,387	4,387	4,562	4,562	4,562	4,562
Donations	2,500	2,600	2,600	2,600	2,600	2,704	2,704	2,704	2,704	2,812	2,812	2,812	2,812	2,925	2,925	2,925	2,925	3,042	3,042	3,042	3,042
Fundraising	9,250	9,620	9,620	9,620	9,620	10,005	10,005	10,005	10,005	10,405	10,405	10,405	10,405	10,821	10,821	10,821	10,821	11,254	11,254	11,254	11,254
Facility Hire	2,500	2,600	2,600	2,600	2,600	2,704	2,704	2,704	2,704	2,812	2,812	2,812	2,812	2,925	2,925	2,925	2,925	3,042	3,042	3,042	3,042
Fees & Charges	5,000	5,200	5,200	5,200	5,200	5,408	5,408	5,408	5,408	5,624	5,624	5,624	5,624	5,849	5,849	5,849	5,849	6,083	6,083	6,083	6,083
	148,282	154,213	154,213	154,213	154,213	160,382	160,382	160,382	160,382	166,797	166,797	166,797	166,797	173,469	173,469	173,469	173,469	180,407	180,407	180,407	180,407
TOTAL INCOME	148,282	154,213	154,213	154,213	154,213	160,382	160,382	160,382	160,382	166,797	166,797	166,797	166,797	173,469	173,469	173,469	173,469	180,407	180,407	180,407	180,407
EXPENDITURE																					
ACQUISITION / SUNK COSTS																					
Land Value (incl GST)																					
Stamp Duty																					
Conveyancing Fees																					
Sunk Costs																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION COSTS																					
Demolition & Site Preparation																					
Building																					
Landscaping Siteworks																					
Hard Landscaping Works																					
Soft Landscaping Works																					
Irrigation																					
External Areas																					
External Services																					
Carparking																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FITOUT & EQUIPMENT																					
Public Art																					
Allowance for Fitout																					
Allowance for Equipment																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONAL FEES																					
Nominal Allowance																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONTINGENCY																					
Design & Construction Contingency																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESOURCING COSTS																					
Salaries & Employment Expenses	87,118	88,861	88,861	88,861	88,861	90,638	90,638	90,638	90,638	92,451	92,451	92,451	92,451	94,300	94,300	94,300	94,300	96,186	96,186	96,186	96,186
	87,118	88,861	88,861	88,861	88,861	90,638	90,638	90,638	90,638	92,451	92,451	92,451	92,451	94,300	94,300	94,300	94,300	96,186	96,186	96,186	96,186
OPERATING COSTS																					
Administration Costs	24,493	25,473	25,473	25,473	25,473	26,492	26,492	26,492	26,492	27,551	27,551	27,551	27,551	28,653	28,653	28,653	28,653	29,800	29,800	29,800	29,800
Insurance	2,600	2,704	2,704	2,704	2,704	2,812	2,812	2,812	2,812	2,925	2,925	2,925	2,925	3,042	3,042	3,042	3,042	3,163	3,163	3,163	3,163
Security	3,900	4,056	4,056	4,056	4,056	4,218	4,218	4,218	4,218	4,387	4,387	4,387	4,387	4,562	4,562	4,562	4,562	4,745	4,745	4,745	4,745
Cleaning	3,900	4,056	4,056	4,056	4,056	4,218	4,218	4,218	4,218	4,387	4,387	4,387	4,387	4,562	4,562	4,562	4,562	4,745	4,745	4,745	4,745
Sundries	1,300	1,352	1,352	1,352	1,352	1,406	1,406	1,406	1,406	1,462	1,462	1,462	1,462	1,521	1,521	1,521	1,521	1,582	1,582	1,582	1,582
Energy & Water Cost	7,030	7,312	7,312	7,312	7,312	7,604	7,604	7,604	7,604	7,908	7,908	7,908	7,908	8,225	8,225	8,225	8,225	8,554	8,554	8,554	8,554
Other Expenditure																					
	43,223	44,952	44,952	44,952	44,952	46,751	46,751	46,751	46,751	48,621	48,621	48,621	48,621	50,565	50,565	50,565	50,565	52,588	52,588	52,588	52,588
MAINTENANCE COSTS																					
Maintenance Allowance	1,507	1,567	1,567	1,567	1,567	4,074	4,074	4,074	4,074	8,475	8,475	8,475	8,475	17,627	17,627	17,627	17,627	18,333	18,333	18,333	18,333
	1,507	1,567	1,567	1,567	1,567	4,074	4,074	4,074	4,074	8,475	8,475	8,475	8,475	17,627	17,627	17,627	17,627	18,333	18,333	18,333	18,333
FINANCE COSTS																					
Interest																					
Finance Establishment Fee																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEVELOPMENT COSTS																					
Council Fees & DA																					
Security Deposits/Bonds																					
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	131,848	135,380	135,380	135,380	135,380	141,463	141,463	141,463	141,463	149,546	149,546	149,546	149,546	162,492	162,492	162,492	162,492	167,106	167,106	167,106	167,106

Revenue Growth: 4%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities																	
Item	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	TOTAL
	Oct-23	Jan-24	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	
INCOME / FUNDING																	
CAPITAL FUNDING																	
Federal (Community Development Grants Programme)																	1,000,000
State Government Grant																	1,000,000
Lotterywest																	250,000
Industry Funding Partner																	1,800,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,050,000
OPERATING INCOME																	
State Government Recurrent Grants	126,888	126,888	126,888	126,888	131,964	131,964	131,964	131,964	137,242	137,242	137,242	137,242	142,732	142,732	142,732	142,732	4,815,973
BHP Grants	31,633	31,633	31,633	31,633	32,898	32,898	32,898	32,898	34,214	34,214	34,214	34,214	35,583	35,583	35,583	35,583	1,200,611
Lotteries Grant	4,745	4,745	4,745	4,745	4,935	4,935	4,935	4,935	5,132	5,132	5,132	5,132	5,337	5,337	5,337	5,337	180,092
Donations	3,163	3,163	3,163	3,163	3,290	3,290	3,290	3,290	3,421	3,421	3,421	3,421	3,558	3,558	3,558	3,558	120,061
Fundraising	11,704	11,704	11,704	11,704	12,172	12,172	12,172	12,172	12,659	12,659	12,659	12,659	13,166	13,166	13,166	13,166	444,226
Facility Hire	3,163	3,163	3,163	3,163	3,290	3,290	3,290	3,290	3,421	3,421	3,421	3,421	3,558	3,558	3,558	3,558	120,061
Fees & Charges	6,327	6,327	6,327	6,327	6,580	6,580	6,580	6,580	6,843	6,843	6,843	6,843	7,117	7,117	7,117	7,117	240,122
	187,624	187,624	187,624	187,624	195,129	195,129	195,129	195,129	202,934	202,934	202,934	202,934	211,051	211,051	211,051	211,051	7,121,146
TOTAL INCOME																	
	187,624	187,624	187,624	187,624	195,129	195,129	195,129	195,129	202,934	202,934	202,934	202,934	211,051	211,051	211,051	211,051	11,171,146
EXPENDITURE																	
ACQUISITION / SUNK COSTS																	
Land Value (incl GST)																	0
Stamp Duty																	0
Conveyancing Fees																	0
Sunk Costs																	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION COSTS																	
Demolition & Site Preparation																	30,800
Building																	2,216,585
Landscaping Siteworks																	11,933
Hard Landscaping Works																	33,810
Soft Landscaping Works																	6,565
Irrigation																	4,154
External Areas																	148,720
External Services																	297,290
Carparking																	35,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,784,857
FITOUT & EQUIPMENT																	
Public Art																	30,000
Allowance for Fitout																	200,000
Allowance for Equipment																	580,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	580,000
PROFESSIONAL FEES																	
Nominal Allowance																	300,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	300,000
CONTINGENCY																	
Design & Construction Contingency																	350,144
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	350,144
RESOURCING COSTS																	
Salaries & Employment Expenses	98,109	98,109	98,109	98,109	100,071	100,071	100,071	100,071	102,073	102,073	102,073	102,073	104,114	104,114	104,114	104,114	3,815,680
	98,109	98,109	98,109	98,109	100,071	100,071	100,071	100,071	102,073	102,073	102,073	102,073	104,114	104,114	104,114	104,114	3,815,680
OPERATING COSTS																	
Administration Costs	30,992	30,992	30,992	30,992	32,231	32,231	32,231	32,231	33,520	33,520	33,520	33,520	34,861	34,861	34,861	34,861	1,176,266
Insurance	3,290	3,290	3,290	3,290	3,421	3,421	3,421	3,421	3,558	3,558	3,558	3,558	3,701	3,701	3,701	3,701	124,864
Security	4,935	4,935	4,935	4,935	5,132	5,132	5,132	5,132	5,337	5,337	5,337	5,337	5,551	5,551	5,551	5,551	187,295
Cleaning	4,935	4,935	4,935	4,935	5,132	5,132	5,132	5,132	5,337	5,337	5,337	5,337	5,551	5,551	5,551	5,551	187,295
Sundries	1,645	1,645	1,645	1,645	1,711	1,711	1,711	1,711	1,779	1,779	1,779	1,779	1,850	1,850	1,850	1,850	62,432
Energy & Water Cost	8,896	8,896	8,896	8,896	9,252	9,252	9,252	9,252	9,622	9,622	9,622	9,622	10,006	10,006	10,006	10,006	337,631
Other Expenditure																	0
	54,691	54,691	54,691	54,691	56,879	56,879	56,879	56,879	59,154	59,154	59,154	59,154	61,520	61,520	61,520	61,520	2,075,782
MAINTENANCE COSTS																	
Maintenance Allowance	19,066	19,066	19,066	19,066	19,829	19,829	19,829	19,829	20,622	20,622	20,622	20,622	21,447	21,447	21,447	21,447	530,183
	19,066	19,066	19,066	19,066	19,829	19,829	19,829	19,829	20,622	20,622	20,622	20,622	21,447	21,447	21,447	21,447	530,183
FINANCE COSTS																	
Interest																	0
Finance Establishment Fee																	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEVELOPMENT COSTS																	
Council Fees & DA																	0
Security Deposits/Bonds																	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE																	
	171,867	171,867	171,867	171,867	176,779	176,779	176,779	176,779	181,849	181,849	181,849	181,849	187,081	187,081	187,081	187,081	10,436,646

Revenue Growth: 4%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities		Lotteries House	Draft Cash Flow	18 August 2014	IPC 14-009																	
Item	Period 4 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	Funding Period				Design & Tender Period			Construction Period											
				1 Apr-14	2 Jul-14	3 Oct-14	4 Jan-15	5 Apr-15	6 Jul-15	7 Oct-15	8 Jan-16	9 Apr-16	10 Jul-16	11 Oct-16	12 Jan-17	13 Apr-17	14 Jul-17	15 Oct-17	16 Jan-18	17 Apr-18		
INCOME																						
Capital Funding		14,850,000	14,850,000	0	0	0	14,850,000	0	0	0	0	0	0	0	0	0	0	0	0			
Operating Income		711,465	8,697,175	0	0	0	0	0	0	0	0	0	0	0	0	77,625	77,625	177,866	177,866			
TOTAL INCOME		15,561,465	23,547,175	0	0	0	14,850,000	0	0	0	0	0	0	0	0	77,625	77,625	177,866	177,866			
EXPENDITURE																						
Acquisition / Sunk Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Construction Costs		10,680,209	10,680,209	0	0	0	0	0	0	0	1,030,441	1,988,505	2,121,427	2,326,726	1,437,096	874,192	901,824	0	0			
Refurbishment		714,000	714,000	0	0	0	0	0	0	0	0	0	0	0	0	357,000	357,000	0	0			
Fitout & Equipment		1,394,000	1,394,000	0	0	0	0	0	0	0	0	0	0	0	0	0	1,394,000	0	0			
Professional Fees		780,000	780,000	0	0	0	0	104,000	104,000	104,000	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	0			
Contingency		1,251,792	1,251,792	0	0	0	0	0	0	0	178,827	178,827	178,827	178,827	178,827	178,827	178,827	0	0			
Resourcing Costs		100,287	1,159,243	0	0	0	0	0	0	0	0	0	0	0	0	25,072	25,072	25,072	25,072			
Operating Costs		253,274	3,122,898	0	0	0	0	0	0	0	0	0	0	0	0	41,034	41,034	63,318	63,318			
Maintenance Costs		189,690	1,804,762	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,129	5,129			
Finance Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Development Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL EXPENDITURE		15,363,252	20,906,904	0	0	0	0	104,000	104,000	104,000	1,276,126	2,234,189	2,367,111	2,572,411	1,682,780	1,542,982	2,964,614	93,519	93,519			
NET SURPLUS (DEFICIT)			2,640,271	0	0	0	14,850,000	-104,000	-104,000	-104,000	-1,276,126	-2,234,189	-2,367,111	-2,572,411	-1,682,780	-1,465,357	-2,886,989	84,347	84,347			
CUMULATIVE				0	0	0	14,850,000	14,746,000	14,642,000	14,538,000	13,261,874	11,027,685	8,660,574	6,088,163	4,405,383	2,940,026	53,037	137,384	221,731			
Depreciation																			77,792			
																			77,792			
																			77,792			

TOWN OF PORT HEDLAND Integrated Community Facilities																					
Item	Operating Period																				
	18 Jul-18	19 Oct-18	20 Jan-19	21 Apr-19	22 Jul-19	23 Oct-19	24 Jan-20	25 Apr-20	26 Jul-20	27 Oct-20	28 Jan-21	29 Apr-21	30 Jul-21	31 Oct-21	32 Jan-22	33 Apr-22	34 Jul-22	35 Oct-22	36 Jan-23	37 Apr-23	38 Jul-23
INCOME																					
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Income	177,866	184,981	184,981	184,981	184,981	192,380	192,380	192,380	192,380	200,075	200,075	200,075	200,075	208,078	208,078	208,078	208,078	216,401	216,401	216,401	216,401
TOTAL INCOME	177,866	184,981	184,981	184,981	184,981	192,380	192,380	192,380	192,380	200,075	200,075	200,075	200,075	208,078	208,078	208,078	208,078	216,401	216,401	216,401	216,401
EXPENDITURE																					
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Resourcing Costs	25,573	25,573	25,573	26,085	26,085	26,085	26,085	26,606	26,606	26,606	26,606	27,139	27,139	27,139	27,139	27,681	27,681	27,681	27,681	28,235	28,235
Operating Costs	63,318	65,851	65,851	65,851	65,851	68,485	68,485	68,485	68,485	71,225	71,225	71,225	71,225	74,074	74,074	74,074	74,074	77,037	77,037	77,037	77,037
Maintenance Costs	5,129	5,334	5,334	5,334	5,334	13,869	13,869	13,869	13,869	28,848	28,848	28,848	28,848	60,005	60,005	60,005	60,005	62,405	62,405	62,405	62,405
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	94,021	96,759	96,759	97,270	97,270	108,439	108,439	108,961	108,961	126,679	126,679	127,212	127,212	161,217	161,217	161,759	161,759	167,123	167,123	167,676	167,676
NET SURPLUS (DEFICIT)	83,845	88,222	88,222	87,711	87,711	83,941	83,941	83,419	83,419	73,396	73,396	72,864	72,864	46,862	46,862	46,319	46,319	49,279	49,279	48,725	48,725
CUMULATIVE	389,421	477,643	565,865	653,576	741,287	825,228	909,168	992,587	1,076,007	1,149,403	1,222,799	1,295,662	1,368,526	1,415,388	1,462,249	1,508,568	1,554,887	1,604,166	1,653,445	1,702,170	1,750,895
Depreciation	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792

TOWN OF PORT HEDLAND Integrated Community Facilities																	
Item	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	TOTAL
	Oct-23	Jan-24	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	
INCOME																	
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,850,000
Operating Income	225,058	225,058	225,058	225,058	234,060	234,060	234,060	234,060	243,422	243,422	243,422	243,422	253,159	253,159	253,159	253,159	8,697,175
TOTAL INCOME	225,058	225,058	225,058	225,058	234,060	234,060	234,060	234,060	243,422	243,422	243,422	243,422	253,159	253,159	253,159	253,159	23,547,175
EXPENDITURE																	
Acquisition / Sunk Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,680,209
Refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	714,000
Fitout & Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,394,000
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	780,000
Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,251,792
Resourcing Costs	28,235	28,235	28,800	28,800	28,800	28,800	29,376	29,376	29,376	29,376	29,963	29,963	29,963	29,963	30,562	30,562	1,159,243
Operating Costs	80,118	80,118	80,118	80,118	83,323	83,323	83,323	83,323	86,656	86,656	86,656	86,656	90,122	90,122	90,122	90,122	3,122,898
Maintenance Costs	64,901	64,901	64,901	64,901	67,497	67,497	67,497	67,497	70,197	70,197	70,197	70,197	73,005	73,005	73,005	73,005	1,804,762
Finance Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	173,254	173,254	173,819	173,819	179,619	179,619	180,195	180,195	186,228	186,228	186,816	186,816	193,090	193,090	193,689	193,689	20,906,904
NET SURPLUS (DEFICIT)	51,804	51,804	51,239	51,239	54,440	54,440	53,864	53,864	57,194	57,194	56,607	56,607	60,069	60,069	59,470	59,470	2,640,271
CUMULATIVE	1,802,699	1,854,503	1,905,742	1,956,981	2,011,421	2,065,861	2,119,726	2,173,590	2,230,785	2,287,979	2,344,585	2,401,192	2,461,261	2,521,331	2,580,801	2,640,271	
Depreciation	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	77,792	3,111,662

TOWN OF PORT HEDLAND Integrated Community Facilities																							
Lotteries House		Draft Cash Flow		18 August 2014		IPC 14-009																	
Item	Period 4 Periods p.a.	Present Day Budget (Escalation Purposes Only)	Escalated Budget	Funding Period				Design & Tender Period			Construction Period												
				1 Apr-14	2 Jul-14	3 Oct-14	4 Jan-15	5 Apr-15	6 Jul-15	7 Oct-15	8 Jan-16	9 Apr-16	10 Jul-16	11 Oct-16	12 Jan-17	13 Apr-17	14 Jul-17	15 Oct-17	16 Jan-18	17 Apr-18	18 Jul-18		
INCOME / FUNDING																							
CAPITAL FUNDING																							
Federal (Community Development Grants Programme)		0	0				0																
State Government Grant		6,500,000	6,500,000				6,500,000																
Lotterywest		5,500,000	5,500,000				5,500,000																
Industry Funding Partner		2,850,000	2,850,000				2,850,000																
		14,850,000	14,850,000	0	0	0	14,850,000	0	0	0	0	0	0	0	0	0	0	0	0	0			
OPERATING INCOME																							
Rental Income - Existing	492m ² \$310/m ²	152,365	1,829,311															38,091	38,091	38,091	38,091		
Rental Income - New Facility	425m ² \$360/m ²	153,000	1,913,434														38,250	38,250	38,250	38,250	38,250		
Conference & Function Room Hire		315,000	3,860,674														39,375	39,375	78,750	78,750	78,750		
Recoverable		62,000	744,379															15,500	15,500	15,500	15,500		
Booking & Hiring Fees		21,500	258,131																5,375	5,375	5,375		
Grants		7,600	91,246															1,900	1,900	1,900	1,900		
		711,465	8,697,175	0	0	0	0	0	0	0	0	0	0	0	0	77,625	77,625	177,866	177,866	177,866	177,866		
TOTAL INCOME		15,561,465	23,547,175	0	0	0	14,850,000	0	0	0	0	0	0	0	0	77,625	77,625	177,866	177,866	177,866	177,866		
EXPENDITURE																							
ACQUISITION / SUNK COSTS																							
Land Value (incl GST)	Excluded	0	0																				
Stamp Duty	Excluded	0	0																				
Conveyancing Fees	Excluded	0	0																				
Sunk Costs	Excluded	0	0																				
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CONSTRUCTION COSTS																							
Demolition & Site Preparation	RBB	326,000	326,000									163,000	163,000										
Building	RBB	6,843,312	6,843,312										958,064	2,121,427	2,326,726	1,437,096							
Landscaping Siteworks	RBB	67,162	67,162									33,581	33,581										
Hard Landscaping Works	RBB	220,194	220,194															110,097	110,097				
Soft Landscaping Works	RBB	37,946	37,946															18,973	18,973				
Irrigation	RBB	32,683	32,683															16,342	16,342				
Furniture	RBB	27,632	27,632																27,632				
Miscellaneous	RBB	67,760	67,760															33,880	33,880				
External Structures	RBB	1,254,800	1,254,800															627,400	627,400				
External Services	RBB	1,667,720	1,667,720									833,860	833,860										
Carparking	RBB	135,000	135,000															67,500	67,500				
		10,680,209	10,680,209	0	0	0	0	0	0	0	0	1,030,441	1,988,505	2,121,427	2,326,726	1,437,096	874,192	901,824	0	0	0		
REFURBISHMENT																							
Existing Lotteries House (North)	RBB	101,500	101,500															50,750	50,750				
Existing Lotteries House (East)	RBB	158,500	158,500															79,250	79,250				
Existing Lotteries House (South)	RBB	86,500	86,500															43,250	43,250				
Existing Lotteries House (West)	RBB	169,000	169,000															84,500	84,500				
Covered Walkways	RBB	198,500	198,500															99,250	99,250				
		714,000	714,000	0	0	0	0	0	0	0	0	0	0	0	0	0	357,000	357,000	0	0	0		
FITOUT & EQUIPMENT																							
Allowance for Fitout (office)	RBB	882,000	882,000																882,000				
Allowance for Fitout (functions)	RBB	412,000	412,000																412,000				
Public Art	RBB	100,000	100,000																100,000				
		1,394,000	1,394,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,394,000	0	0	0		
PROFESSIONAL FEES																							
Nominal Allowance	RBB	780,000	780,000					104,000	104,000	104,000	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	0	0	
		780,000	780,000	0	0	0	0	104,000	104,000	104,000	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	66,857	0	0	
CONTINGENCY																							
Design & Construction Contingency	RBB	1,251,792	1,251,792									178,827	178,827	178,827	178,827	178,827	178,827	178,827	178,827	178,827	178,827		
		1,251,792	1,251,792	0	0	0	0	0	0	0	0	178,827	178,827	178,827	178,827	178,827	178,827	178,827	178,827	0	0		
RESOURCING COSTS																							
Wages	LH	92,007	1,063,526															23,002	23,002	23,002	23,002	23,462	23,462
Superannuation Contributions	LH	8,281	95,717															2,070	2,070	2,070	2,070	2,112	2,112
		100,287	1,159,243	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25,072	25,072	25,072	25,072	25,573	25,573
OPERATING COSTS																							
Overheads & Corporate Admin Costs	LH	75,000	937,958															18,750	18,750	18,750	18,750	18,750	18,750
Insurance	LH	30,000	367,683															3,750	3,750	3,750	3,750	3,750	3,750
Security	LH	10,000	122,561															1,250	1,250	2,500	2,500	2,500	2,500
Cleaning	RBB	60,000	735,366															7,500	7,500	15,000	15,000	15,000	15,000
Sundries	RBB	15,000	183,842															1,875	1,875	3,750	3,750	3,750	3,750
Energy & Water Cost	WGE	63,274	775,488															7,909	7,909	15,818	15,818	15,818	15,818
		253,274	3,122,898	0	0	0	0	0	0	0	0	0	0	0	0	0	41,034	41,034	63,318	63,318	63,318	63,318	
MAINTENANCE COSTS																							
Maintenance Allowance	1.5%	189,690	1,804,762																	5,129	5,129	5,129	5,129
Depreciation Allowance	0.0%	0	0																	0	0	0	0
		189,690	1,804,762	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,129	5,129	5,129	5,129	
FINANCE COSTS																							
Interest	Excluded	0	0																				
Finance Establishment Fee	Excluded	0	0																				
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DEVELOPMENT COSTS																							
Council Fees & DA			0																				
Security Deposits/Bonds			0																				
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL EXPENDITURE		15,363,252	20,906,904	0	0	0	0	104,000	104,000	104,000	1,276,126	2,234,189	2,367,111	2,572,411	1,682,780	1,542,982	2,964,614	93,519	93,519	94,021	94,021		

Revenue Growth: 4%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities																						
Item	Operating Period																					
	19 Oct-18	20 Jan-19	21 Apr-19	22 Jul-19	23 Oct-19	24 Jan-20	25 Apr-20	26 Jul-20	27 Oct-20	28 Jan-21	29 Apr-21	30 Jul-21	31 Oct-21	32 Jan-22	33 Apr-22	34 Jul-22	35 Oct-22	36 Jan-23	37 Apr-23	38 Jul-23	39 Oct-23	40 Jan-24
INCOME / FUNDING																						
CAPITAL FUNDING																						
Federal (Community Development Grants Programme)																						
State Government Grant																						
Lotterywest																						
Industry Funding Partner																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATING INCOME																						
Rental Income - Existing	39,615	39,615	39,615	39,615	41,199	41,199	41,199	41,199	42,847	42,847	42,847	42,847	44,561	44,561	44,561	44,561	46,344	46,344	46,344	46,344	48,198	48,198
Rental Income - New Facility	39,780	39,780	39,780	39,780	41,371	41,371	41,371	41,371	43,026	43,026	43,026	43,026	44,747	44,747	44,747	44,747	46,537	46,537	46,537	46,537	48,398	48,398
Conference & Function Room Hire	81,900	81,900	81,900	81,900	85,176	85,176	85,176	85,176	88,583	88,583	88,583	88,583	92,126	92,126	92,126	92,126	95,811	95,811	95,811	95,811	99,644	99,644
Recoverable	16,120	16,120	16,120	16,120	16,765	16,765	16,765	16,765	17,435	17,435	17,435	17,435	18,133	18,133	18,133	18,133	18,858	18,858	18,858	18,858	19,612	19,612
Booking & Hiring Fees	5,590	5,590	5,590	5,590	5,814	5,814	5,814	5,814	6,046	6,046	6,046	6,046	6,288	6,288	6,288	6,288	6,540	6,540	6,540	6,540	6,801	6,801
Grants	1,976	1,976	1,976	1,976	2,055	2,055	2,055	2,055	2,137	2,137	2,137	2,137	2,223	2,223	2,223	2,223	2,312	2,312	2,312	2,312	2,404	2,404
	184,981	184,981	184,981	184,981	192,380	192,380	192,380	192,380	200,075	200,075	200,075	200,075	208,078	208,078	208,078	208,078	216,401	216,401	216,401	216,401	225,058	225,058
TOTAL INCOME	184,981	184,981	184,981	184,981	192,380	192,380	192,380	192,380	200,075	200,075	200,075	200,075	208,078	208,078	208,078	208,078	216,401	216,401	216,401	216,401	225,058	225,058
EXPENDITURE																						
ACQUISITION / SUNK COSTS																						
Land Value (incl GST)																						
Stamp Duty																						
Conveyancing Fees																						
Sunk Costs																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION COSTS																						
Demolition & Site Preparation																						
Building																						
Landscaping Siteworks																						
Hard Landscaping Works																						
Soft Landscaping Works																						
Irrigation																						
Furniture																						
Miscellaneous																						
External Structures																						
External Services																						
Carparking																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REFURBISHMENT																						
Existing Lotteries House (North)																						
Existing Lotteries House (East)																						
Existing Lotteries House (South)																						
Existing Lotteries House (West)																						
Covered Walkways																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FITOUT & EQUIPMENT																						
Allowance for Fitout (office)																						
Allowance for Fitout (functions)																						
Public Art																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONAL FEES																						
Nominal Allowance																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONTINGENCY																						
Design & Construction Contingency																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RESOURCING COSTS																						
Wages	23,462	23,462	23,931	23,931	23,931	23,931	24,410	24,410	24,410	24,410	24,898	24,898	24,898	24,898	25,396	25,396	25,396	25,396	25,904	25,904	25,904	25,904
Superannuation Contributions	2,112	2,112	2,154	2,154	2,154	2,154	2,197	2,197	2,197	2,197	2,241	2,241	2,241	2,241	2,286	2,286	2,286	2,286	2,331	2,331	2,331	2,331
	25,573	25,573	26,085	26,085	26,085	26,085	26,606	26,606	26,606	26,606	27,139	27,139	27,139	27,139	27,681	27,681	27,681	27,681	28,235	28,235	28,235	28,235
OPERATING COSTS																						
Overheads & Corporate Admin Costs	19,500	19,500	19,500	19,500	20,280	20,280	20,280	20,280	21,091	21,091	21,091	21,091	21,935	21,935	21,935	21,935	22,812	22,812	22,812	22,812	23,725	23,725
Insurance	7,800	7,800	7,800	7,800	8,112	8,112	8,112	8,112	8,436	8,436	8,436	8,436	8,774	8,774	8,774	8,774	9,125	9,125	9,125	9,125	9,490	9,490
Security	2,600	2,600	2,600	2,600	2,704	2,704	2,704	2,704	2,812	2,812	2,812	2,812	2,925	2,925	2,925	2,925	3,042	3,042	3,042	3,042	3,163	3,163
Cleaning	15,600	15,600	15,600	15,600	16,224	16,224	16,224	16,224	16,873	16,873	16,873	16,873	17,548	17,548	17,548	17,548	18,250	18,250	18,250	18,250	18,980	18,980
Sundries	3,900	3,900	3,900	3,900	4,056	4,056	4,056	4,056	4,218	4,218	4,218	4,218	4,387	4,387	4,387	4,387	4,562	4,562	4,562	4,562	4,745	4,745
Energy & Water Cost	16,451	16,451	16,451	16,451	17,109	17,109	17,109	17,109	17,794	17,794	17,794	17,794	18,505	18,505	18,505	18,505	19,246	19,246	19,246	19,246	20,015	20,015
	65,851	65,851	65,851	65,851	68,485	68,485	68,485	68,485	71,225	71,225	71,225	71,225	74,074	74,074	74,074	74,074	77,037	77,037	77,037	77,037	80,118	80,118
MAINTENANCE COSTS																						
Maintenance Allowance	5,334	5,334	5,334	5,334	13,869	13,869	13,869	13,869	28,848	28,848	28,848	28,848	60,005	60,005	60,005	60,005	62,405	62,405	62,405	62,405	64,901	64,901
Depreciation Allowance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	5,334	5,334	5,334	5,334	13,869	13,869	13,869	13,869	28,848	28,848	28,848	28,848	60,005	60,005	60,005	60,005	62,405	62,405	62,405	62,405	64,901	64,901
FINANCE COSTS																						
Interest																						
Finance Establishment Fee																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEVELOPMENT COSTS																						
Council Fees & DA																						
Security Deposits/Bonds																						
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	96,759	96,759	97,270	97,270	108,439	108,439	108,961	108,961	126,679	126,679	127,212	127,212	161,217	161,217	161,759	161,759	167,123	167,123	167,676	167,676	173,254	173,254

Revenue Growth: 4%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

TOWN OF PORT HEDLAND Integrated Community Facilities															
Item	41	42	43	44	45	46	47	48	49	50	51	52	53	54	TOTAL
	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26	Apr-26	Jul-26	Oct-26	Jan-27	Apr-27	Jul-27	
INCOME / FUNDING															
CAPITAL FUNDING															
Federal (Community Development Grants Programme)															0
State Government Grant															6,500,000
Lotterywest															5,500,000
Industry Funding Partner															2,850,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,850,000
OPERATING INCOME															
Rental Income - Existing	48,198	48,198	50,125	50,125	50,125	50,125	52,131	52,131	52,131	52,131	54,216	54,216	54,216	54,216	1,829,311
Rental Income - New Facility	48,398	48,398	50,334	50,334	50,334	50,334	52,348	52,348	52,348	52,348	54,442	54,442	54,442	54,442	1,913,434
Conference & Function Room Hire	99,644	99,644	103,630	103,630	103,630	103,630	107,775	107,775	107,775	107,775	112,086	112,086	112,086	112,086	3,860,674
Recoverable	19,612	19,612	20,397	20,397	20,397	20,397	21,213	21,213	21,213	21,213	22,061	22,061	22,061	22,061	744,379
Booking & Hiring Fees	6,801	6,801	7,073	7,073	7,073	7,073	7,356	7,356	7,356	7,356	7,650	7,650	7,650	7,650	258,131
Grants	2,404	2,404	2,500	2,500	2,500	2,500	2,600	2,600	2,600	2,600	2,704	2,704	2,704	2,704	91,246
	225,058	225,058	234,060	234,060	234,060	234,060	243,422	243,422	243,422	243,422	253,159	253,159	253,159	253,159	8,697,175
TOTAL INCOME	225,058	225,058	234,060	234,060	234,060	234,060	243,422	243,422	243,422	243,422	253,159	253,159	253,159	253,159	23,547,175
EXPENDITURE															
ACQUISITION / SUNK COSTS															
Land Value (incl GST)															0
Stamp Duty															0
Conveyancing Fees															0
Sunk Costs															0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTRUCTION COSTS															
Demolition & Site Preparation															326,000
Building															6,843,312
Landscaping Siteworks															67,162
Hard Landscaping Works															220,194
Soft Landscaping Works															37,946
Irrigation															32,683
Furniture															27,632
Miscellaneous															67,760
External Structures															1,254,800
External Services															1,667,720
Carparking															135,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,680,209
REFURBISHMENT															
Existing Lotteries House (North)															101,500
Existing Lotteries House (East)															158,500
Existing Lotteries House (South)															86,500
Existing Lotteries House (West)															169,000
Covered Walkways															198,500
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	714,000
FITOUT & EQUIPMENT															
Allowance for Fitout (office)															882,000
Allowance for Fitout (functions)															412,000
Public Art															100,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,394,000
PROFESSIONAL FEES															
Nominal Allowance															780,000
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	780,000
CONTINGENCY															
Design & Construction Contingency															1,251,792
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,251,792
RESOURCING COSTS															
Wages	26,422	26,422	26,422	26,422	26,950	26,950	26,950	26,950	27,489	27,489	27,489	27,489	28,039	28,039	1,063,526
Superannuation Contributions	2,378	2,378	2,378	2,378	2,426	2,426	2,426	2,426	2,474	2,474	2,474	2,474	2,524	2,524	95,717
	28,800	28,800	28,800	28,800	29,376	29,376	29,376	29,376	29,963	29,963	29,963	29,963	30,562	30,562	1,159,243
OPERATING COSTS															
Overheads & Corporate Admin Costs	23,725	23,725	24,674	24,674	24,674	24,674	25,661	25,661	25,661	25,661	26,687	26,687	26,687	26,687	937,958
Insurance	9,490	9,490	9,869	9,869	9,869	9,869	10,264	10,264	10,264	10,264	10,675	10,675	10,675	10,675	367,683
Security	3,163	3,163	3,290	3,290	3,290	3,290	3,421	3,421	3,421	3,421	3,558	3,558	3,558	3,558	122,561
Cleaning	18,980	18,980	19,739	19,739	19,739	19,739	20,529	20,529	20,529	20,529	21,350	21,350	21,350	21,350	735,366
Sundries	4,745	4,745	4,935	4,935	4,935	4,935	5,132	5,132	5,132	5,132	5,337	5,337	5,337	5,337	183,842
Energy & Water Cost	20,015	20,015	20,816	20,816	20,816	20,816	21,649	21,649	21,649	21,649	22,515	22,515	22,515	22,515	775,488
	80,118	80,118	83,323	83,323	83,323	83,323	86,656	86,656	86,656	86,656	90,122	90,122	90,122	90,122	3,122,898
MAINTENANCE COSTS															
Maintenance Allowance	64,901	64,901	67,497	67,497	67,497	67,497	70,197	70,197	70,197	70,197	73,005	73,005	73,005	73,005	1,804,762
Depreciation Allowance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	64,901	64,901	67,497	67,497	67,497	67,497	70,197	70,197	70,197	70,197	73,005	73,005	73,005	73,005	1,804,762
FINANCE COSTS															
Interest															0
Finance Establishment Fee															0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEVELOPMENT COSTS															
Council Fees & DA															0
Security Deposits/Bonds															0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	173,819	173,819	179,619	179,619	180,195	180,195	186,228	186,228	186,816	186,816	193,090	193,090	193,689	193,689	20,906,904

Revenue Growth: 4%
 Construction Cost Escalation: 0%
 Cost Escalation: 4%
 Resourcing Escalation: 2%

IPC TERMS & CONDITIONS

This report has been prepared by Integral Project Creation Pty Ltd (ABN 85 122 567 711). This document does

To the extent that this document includes any statement as to a future matter, that statement is provided as an estimate and/or opinion based upon the information known to Integral Project Creation at the time of preparing this document and does not warrant that such statements are or will be accurate and correct.

The Client has made Integral Project Creation aware that the current market conditions are changing generally favouring the tenants and as a result thereof bigger tenant incentives / allowances may be required. Extraordinary incentives / allowances have not been provided for in this feasibility.

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Due to the nature and complexity of the proposed development we recommend that the client take appropriate independent valuation advice to confirm likely selling prices and values.

Our liability is capped to the value of our fee received.

GST Disclaimer

Integral Project Creation advises that the financial information in this report is provided without reference to the possible impact of GST, if any.