



# **HODDLE GRID HERITAGE REVIEW**

## **PROJECT SPECIFICATION**

**URBAN STRATEGY. CITY OF MELBOURNE**

**REISSUE 20 02 2017**

## CONTENTS

|  |    |
|--|----|
| TENDER SUBMISSION                      | 3  |
| INTRODUCTION AND BACKGROUND            | 4  |
| PROJECT OBJECTIVES                     | 5  |
| STRATEGIC AND STATUTORY CONTEXT        | 5  |
| PROJECT ASSUMPTIONS                    | 7  |
| PROJECT SCOPE: INCLUDED                | 9  |
| PROJECT SCOPE: EXCLUDED                | 11 |
| PROJECT TASKS AND DELIVERABLES/OUTPUTS | 13 |
| PROJECT COMMUNITY                      | 23 |
| RISK MANAGEMENT                        | 25 |
| PERFORMANCE STANDARDS                  | 25 |
| REPORTS                                | 25 |
| QUALITY SERVICE                        | 25 |
| CORPORATE SOCIAL RESPONSIBILITY        | 27 |
| ENVIRONMENTAL SUSTAINABILITY           | 27 |
| SOCIAL SUSTAINABILITY                  | 29 |
| APPENDICES                             | 32 |

## TENDER SUBMISSION

Tenderers are asked to prepare the following:

- a. The ***Invitation to Tender - Services*** document.
- b. A 20 page maximum document outlining a considered and tailored approach to this project specification, including:
  - Overall approach for the proposed methodology, stages and timing. *Please note that the Consultant may submit an alternative approach to that outlined in this project specification, but it should incorporate the project scope outlined pp.9-11.*
  - Proposed collaborations with CoM in-house experts and Melbourne communities, including Traditional Landowners.
  - Details of the Consultant's (and any Sub-consultant's) -
    - Relevant qualifications and experience.
    - List of past projects of comparable complexity – provide a one page summary each of up to five (5) relevant projects.
    - List of industry awards.
    - Role(s) in each project stage.
  - Fees -
    - Itemised for each project stage.
    - **Capped at \$210,000 for Stage 1.**
    - Total fee for completion of the heritage review (inclusive of disbursements).
    - Hourly rates for each person to be involved in the project for any additional and approved variation(s) to the contract.
  - **Confidentiality -**
    - **Bidders are also to outline in 100 words or less how they will ensure confidentiality and manage potential conflicts of interest if they are acting for developers in the Hoddle Grid Heritage Review study area, at the same time as conducting the Hoddle Grid Heritage Review.**

Plus,

- c. Short-listed Tenderers will be asked to deliver a 30 minute presentation to the core project team, which outlines their proposed approach, particularly principal ideas for undertaking the methodology. Refer to the Invitation to Tender for further details.

## Enquiries

Ms. Ros Rymer  
Urban Designer, Urban Strategy  
City of Melbourne  
PO Box 1603  
Melbourne VIC 3001

**Email:**  
[Ros.Rymer@melbourne.vic.gov.au](mailto:Ros.Rymer@melbourne.vic.gov.au)

**Phone enquiries:**  
03 9658 8468  
0413 278 789

## INTRODUCTION AND BACKGROUND

This project brief outlines a renewed way of conducting heritage studies for the City of Melbourne (CoM). It calls for an inclusive, thematic approach that considers the city's rich Aboriginal, Shared and Post Contact tangible and intangible heritage.

For the Hoddle Grid Study Area (Figure 1), a heritage review will be undertaken to not only generate a more comprehensive understanding of what is significant, but to also:

1. Enable CoM to make decisions based on current urban context. The last formally adopted and spatially comprehensive heritage study of the Hoddle Grid was undertaken in 1984–85, which focussed on Victorian and Inter-war era buildings. Other architectural eras and types of heritage were not considered.
2. Review buildings that are currently graded but remain unprotected, including –
  - Nine Inter-War and Post War buildings identified as significant in a 2011-2010 heritage review, which are the subject of interim protection until March 2017. The Department of Environment, Land, Water & Planning (DELWP) have requested CoM “undertake a comparative study of all Post World War II buildings in...Hoddle Grid...to provide a clear understanding of the scope and extent of Melbourne’s significant post war built heritage” (DELWP, 30/3/2016).
  - Approximately 239 places graded ‘A’-‘E’ but not situated within a Heritage Overlay.
3. Offer clarity and certainty to Melbourne communities, landowners and other stakeholders regarding the parts of the city that are valued, to inform where growth may occur and to what degree.

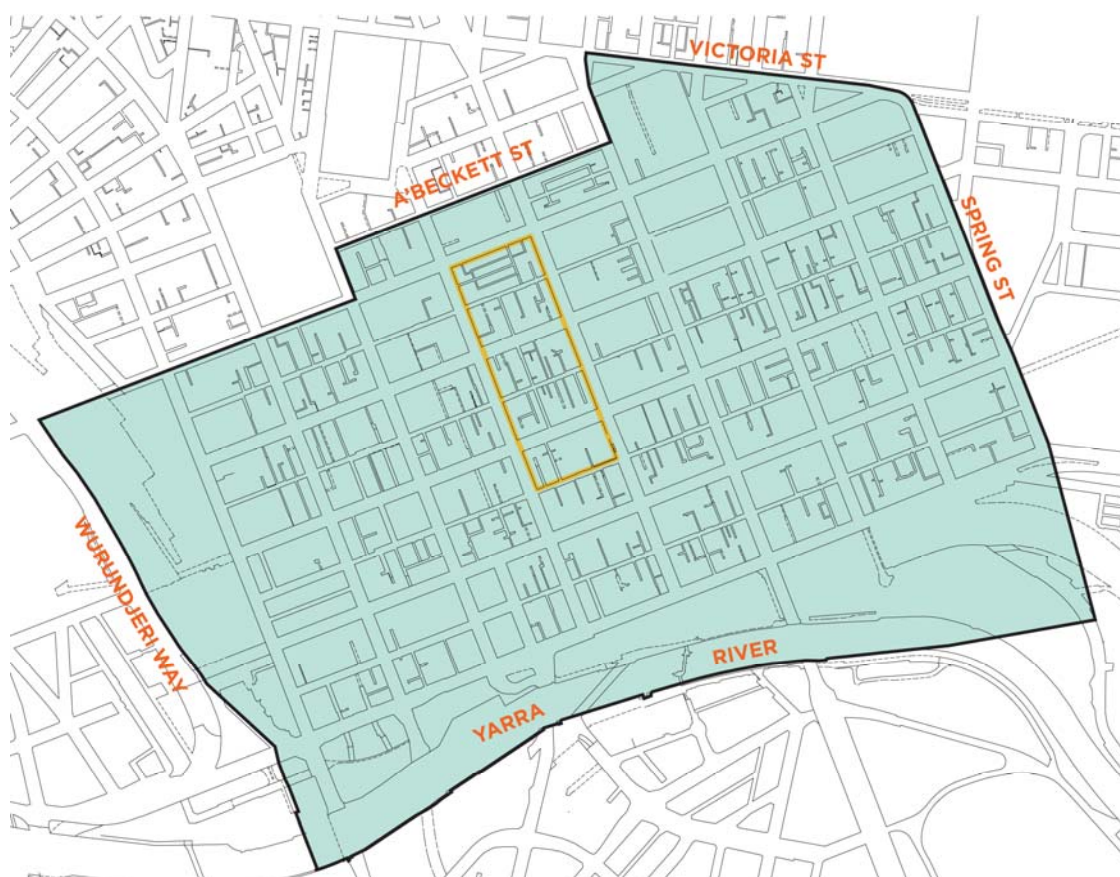


Figure 1. **Hoddle Grid Study Area.**

The study area boundaries are a guide to the spatial scope of work. Analysis may need to go beyond these boundaries, e.g. to consider views and vistas. The study area is subject to a current Post Contact heritage study for Guildford and Hardware Lane Precinct (yellow line), which will inform but not preclude heritage assessment as part of the *Hoddle Grid Heritage Review*.

## PROJECT OBJECTIVES

A heritage review of the Hoddle Grid study area shown in Figure 1:

### Objective 1

That applies a best-practice methodology examining tangible and intangible Aboriginal, Shared and Post Contact heritage, in order to understand the Hoddle Grid's cultural landscape, its transformation over time, and the heritage significance of its resulting urban fabric, places and culture.

### Objective 2

That generates a holistic and rigorous evidence base for planning provisions, policy and guidelines for urban growth and conservation.

### Objective 3

That communicates research and findings in a compelling and accessible way, which is meaningful to practitioners and Melbourne's communities.

### Objective 4

That utilises the project as a platform for advocacy and conversations with practitioners and Melbourne's communities regarding the value of heritage in a living, growing city.

## STRATEGIC AND STATUTORY CONTEXT

The *Hoddle Grid Heritage Review* has been instigated through a Resolution: in April, 2016, by Council's the Future Melbourne Committee to undertake a staged heritage review of the study area.

Below are the strategies, policy and statutory controls relevant to the Hoddle Grid study area. These documents can be made available to Tenderers who do not already have copies. It is anticipated the Consultant will identify additional relevant strategic and statutory documents through the course of their own research.

### Aboriginal, Shared and Post Contact Heritage

#### *Heritage Strategy (CoM, 2013)*

Council's *Heritage Strategy* provides a framework for the continued protection and enhancement of Melbourne's heritage. The principal actions that the *Hoddle Grid Heritage Review* will address are:

- **Action 2.2** Progressively undertake a review of heritage in the high-growth and urban renewal areas and mixed use areas of the city.
- **Action 2.5** Undertake Stage 2 of the *Indigenous Heritage Study and Strategy*.
- **Action 2.9** Develop Statements of Significance, drawing from themes in the Thematic History...2012, for all heritage precincts, individually significant buildings and places across the city.
- **Action 3.1** Establish, adopt and use best practice heritage management principles.
- **Action 4.3** Improve and expand the heritage information available through the City of Melbourne's website and through mobile devices and make heritage studies and data publically available.
- **Action 4.5** Continue to interpret and provide the community information about the city's indigenous landscape and culture and its modern indigenous stories. Maintain community connections and build on the proposed *Indigenous Heritage Study* (Stage 2).
- **Action 4.9** Improve the ways for involving the various communities of the city with identifying the heritage matters, values and places that have meaning to them.

### ***Future Melbourne 2026 (CoM, 2016)***

*Future Melbourne 2026* sets out community's aspirations for the Municipality, with a framework of goals and priorities that builds on the strengths and attributes that "make Melbourne the world's most liveable city now and for future generations" (CoM, 2016:9). The primary goals that the *Hoddle Grid Heritage Review* will address are:

- **Goal 8:** A city managing change that is well integrated into the life of the city for the benefit of all city users and in a way that preserves the city's historical and cultural identity.
- **Goal 9:** Aboriginal culture, knowledge and heritage will enrich the city's growth and development for the Wurundjeri, Boonerwung, Taungurong, Djajawurrung and Wathaurung people which make up the Kulin Nation, Melbourne has always been and will continue to be an important meeting place and location for events of social, educational, sporting and cultural significance.

### ***Thematic History – A History of the City of Melbourne's Urban Environment (Context for CoM, 2011-12)***

The *Thematic Environmental History* was adopted by Council in 2012, providing an approach to identifying Post Contact heritage significance according to Melbourne's Post Contact history and development.

### ***Melbourne Planning Scheme***

Current policies within the *Melbourne Planning Scheme* that apply to the study area include:

- Clause 15.03 Heritage.
- Clause 22.04 Heritage Places within the Capital City Zone.
- Schedule to Clause 43.01 Heritage Overlay.

### ***Ongoing Projects for the Melbourne Planning Scheme***

Amendment C258 proposes to replace the:

- Current local heritage policies (Clauses 22.04 and 22.05) with revised heritage policies that provide sound guidance for the assessment of planning applications within and outside the Capital City Zone (CCZ).
- Current 'A' to 'D' grading system with the standardised 'Significant/Contributory' system of the Victorian Government (Appendix 1).

### ***Other***

*Exceptional Tree Register* (CoM, 2014).

*Art and Heritage Collection* (CoM).

*Map of Outdoor Installations* (CoM, 2005).

### ***Aboriginal and Shared Heritage***

*Recognition of Shared Values* (Heritage Council, 2016 and ongoing).

*City of Melbourne Aboriginal Heritage Action Plan 2015-18* (CoM, 2016).

*City of Melbourne Reconciliation Action Plan 2015-2018* (CoM, 2016).

~~*City of Melbourne Aboriginal Heritage Study* (CoM, 2012).~~

*City of Melbourne Indigenous Heritage Study – Stage 1* (Context for CoM, 2010). This document *has been* added to the tender material, as not publically available. Please note that this document is CONFIDENTIAL at Aboriginal Melbourne's request, and so we ask that it is only used for the purposes of preparing a tender submission.

### ***Post Contact Heritage***

*Guildford and Hardware Lanes Heritage Review* (Lovell Chen for CoM, 2016 and ongoing).

*Bourke Hill Heritage Review* and associated planning scheme amendment C240 (DELWP and CoM, 2015).

*Hoddle Grid Heritage Review* and planning scheme amendment C186A (Graeme Butler for CoM, 2011).

*Heritage Precincts & Local Policy Project* (Gould for CoM, 2004).

*Review of Heritage Overlay Listings in the CBD* (Raworth for CoM, c.a. 2000-2002), and planning scheme amendment C19 (CoM, c.a. 2000-2002).

*Central Activities District Heritage Shopfronts Survey* (RBA & Associates for National Trust, c.a. 2000-2002).

*Central Activities District Review* (Goad et al for CoM, 1993).

*Little Bourke Precinct Conservation Study* (Graeme Butler for CoM, 1989).

*Central Activities District Conservation Study* (Graeme Butler for CoM, 1985).

## PROJECT ASSUMPTIONS

This project brief is based on the following assumptions, which are incorporated into the **project scope, deliverables** and **program** (proceeding pages).

*Please note that the Consultant may submit an alternative approach to that outlined in this project specification, but it should incorporate the project scope outlined pp.9-11.*

### Consultants and Sub Consultants

#### **Timing and Work Collaborations**

1. Will commence in March, 2017, and work to a highly compressed timeframe by applying multiple resources and streams of work simultaneously, where appropriate (i.e. where they are not reliant on other work being completed first, e.g. in-the-field surveys).
2. Will actively collaborate with CoM's in-house experts (refer Table 1).
3. Will engage with Melbourne's communities, where required, particularly Traditional Land Owners to finalise the Aboriginal thematic history, and to research tangible and intangible Aboriginal heritage.
4. Will attend and present to quarterly meetings of the External Reference Group.
5. Will present to CoM internal stakeholders once towards the end of the project.
6. Will complete all assessment for the c. 239 priority sites by the end of Stage 1.

#### **Expertise and Experience**

At minimum, have the following knowledge and expertise:

1. Aboriginal and Post Contact heritage reviews, including the preparation of thematic histories.
2. Research into Melbourne's Aboriginal, urban, social and cultural histories.
3. Architectural design styles and terminology.
4. Landscape design styles and terminology.
5. Plant species (to identify and specify botanical names).
6. The Victorian planning system, particularly those sections relating to the Capital City Zone (CCZ) in the *Melbourne Planning Scheme*.
7. Navigating public records of CoM, State government and Heritage agencies.
8. AutoCAD and/or GIS software (refer also Schedule 11 of the Invitation to Tender).
9. Digital photography to clearly and accurately document existing conditions.
10. Proficiency in writing coherent, accurate and specific reports supported by compelling evidence, including data and visual material.

### Confidentiality

1. Due to the highly sensitive nature of the project, both political and culturally, all project work will remain strictly confidential between CoM and the Consultant, until it is released by CoM for publication.
2. Any work must not be published nor publicly released without the prior written agreement of CoM.
3. The Consultant shall not publish any information and or data associated with the study without the prior written approval of CoM.

### Resources

1. The Consultant will have access to AutoCAD and GIS software.

### Social Sustainability

1. Will integrate social sustainability principles into the proposal approach.

## CoM

### Work Collaborations and Assistance

CoM will take an active, contributory role as client, due to in-house expertise, and because a collaborative approach is essential due to the politically and culturally sensitive nature of the project, particularly associated with Aboriginal heritage and culture, and proposed heritage gradings that may affect property values.

The following CoM staff will be the principal contributors to the project:

Table 1

| NAME  | CONTRIBUTION   |
|---|--|
| <b>Shane Charles</b><br><i>Team leader, Aboriginal Melbourne</i>                            | Shane and Jeanette have extensive knowledge and experience in Aboriginal heritage, and connections to Traditional Land Owners and Elders.  |
| <b>Jeanette Vaha'akolo</b><br><i>Senior Indigenous Policy Officer, Aboriginal Melbourne</i> | Shane and Jeannette will be <b>Project Advisors</b> available to the Consultant via the Project Manager (Ros Rymer) to assist with research and to engage with Traditional Land Owners.  |
| <b>Ros Rymer</b><br><i>Urban Designer, Urban Strategy</i>                                   | <p>Ros is a qualified Urban Planner and Landscape Architect, and has undertaken postgraduate studies in Archaeology (focussing on urban and landscape archaeology). Ros has extensive knowledge of Melbourne's urban history and morphology, having undertaken research and design for the city since the early 1990s.</p> <p>Ros will be both <b>Project Manager</b> and a <b>Researcher</b> available Monday-Friday to provide –</p> <ul style="list-style-type: none"> <li>- <b>Preliminary spatial analysis</b> of CoM's Post Contact thematic history for directing in-the-field surveys (Figure 2).</li> <li>- <b>Research Assistance</b> – fulltime during the two-week scoping exercise in March 2017, and no more than five (5) hours per week thereafter.</li> <li>- <b>Advice and guidance.</b></li> <li>- <b>Access</b> to CoM's library and Ros' personal library of Melbourne history (books, images and maps).</li> </ul> |

### Resources

1. The resources to be supplied by CoM to the successful Consultant include -
  - Project base plans in AutoCAD and GIS software.
  - Relevant CoM reports/projects.
  - Access to research information.

- Preliminary thematic spatial mapping for post contact heritage.

## PROJECT SCOPE: INCLUDED

A review of heritage significance for the study area incorporating the following:

### Heritage to Consider

#### **Aboriginal Heritage**

Research and assessment of tangible and intangible heritage for c.a. 60,000-40,000BP to the present. According to the -

- *Aboriginal Heritage Act 2006 and 2016 amendment.*
- *Aboriginal Heritage Regulations 2007.*
- Heritage criteria, practice notes and requirements of Aboriginal Victoria.
- *Australia ICOMOS Burra Charter 2013.*

#### **Shared Heritage**

Research and assessment of tangible and intangible heritage for c.a. 1830s to the present. According to the -

- *Aboriginal Heritage Act 2006 and 2016 amendment.*
- *Aboriginal Heritage Regulations 2007.*
- *Heritage Act 1995.*
- *Planning and Environment Act 1987.*
- Heritage criteria, practice notes and requirements of Aboriginal Victoria and Heritage Victoria.
- *Australia ICOMOS Burra Charter 2013.*

#### **Post Contact Heritage**

Research and assessment of tangible and intangible heritage for c.a. 1830s to the present. According to the -

- *Heritage Act 1995.*
- *Planning and Environment Act 1987.*
- Heritage criteria, practice notes and requirements of Heritage Victoria.
- City of Melbourne's grading system.
- *Australia ICOMOS Burra Charter 2013.*

### Thematic Histories to Apply

#### **Aboriginal Heritage**

Finalise CoM's thematic history for Aboriginal heritage, drawing from the -

- Foundation work in the 2010 Stage 1 *Indigenous Heritage Study*.
- Expertise of Aboriginal Melbourne, CoM, and ongoing research and mapping by/for the team.

#### **Shared Heritage**

Develop Shared heritage themes, drawing from –

- The Aboriginal thematic history to be finalised by the Consultant.
- CoM's 2012 *Thematic History*.
- The 2016 and ongoing *Shared Values* work and themes developed for the Heritage Council.

#### **Post Contact Heritage**

Apply CoM's 2012 *Thematic History*.

## Methodology to Undertake

### *Aboriginal, Shared and Post Contact Heritage*

**Examine heritage** according to Melbourne's abovementioned thematic histories and through developing a multi-dimensional method that incorporates:

- **Spatial analysis** - excluding preliminary thematic spatial mapping for post contact heritage, which will be undertaken by CoM and ready in February 2017 (Figure 2).
- **In-the-field surveys.**
- **Research with Traditional Land Owners.**
- **Research using secondary sources** (public records, books, historic maps, images...).
- **Research drawing from previous heritage studies**, including the ongoing 2016 *Guildford and Hardware Lanes Precinct Heritage Study*.

**Ensure priority sites are assessed**, including:

- **Nine** interwar or post war sites identified in the 2010-11 *Hoddle Grid Heritage Review*, and subject to Planning Scheme Amendment C186 'B'.
- **Approximately 239** graded sites that sit outside of Heritage Overlays, and so are currently unprotected.

## Heritage Significance and Protection to Assess

### *Aboriginal, Shared and Post Contact Heritage*

**Determine relative significance**, and prepare narratives and supporting visualisation (e.g. maps and photos) that situates this heritage within Melbourne's thematic histories.

**Make recommendations for the protection of all heritage identified as significant.** Accompany recommendations with clear evidence-based reasoning that draws from the above research.

Recommendations may be for –

- Nomination for inclusion on the **Victorian Aboriginal Heritage Register**.
- Nomination for inclusion on the **Victorian Heritage Register**.
- Inclusion in the **Melbourne Planning Scheme**, and so according to CoM's proposed grading system.

**For sites proposed for inclusion on the Victorian Aboriginal Heritage Register**, prepare –

- Where appropriate, maps using CoM's GIS maps and database.
- Draft forms/documentation for CoM to progress.

**For sites proposed for inclusion on the Victorian Heritage Register**, prepare –

- Maps using CoM's GIS maps and database.
- Draft forms/documentation for CoM to progress.

**For sites proposed for inclusion in the Melbourne Planning Scheme**, prepare –

- Maps using CoM's GIS maps and database.
- Draft planning scheme documentation for CoM to progress, including the -
  - Instruction sheet.
  - Explanatory report.
  - Clause(s).
  - Schedule to Clause 43.01.
  - Heritage Inventory.
  - Statements of Significance document.
  - Heritage Overlay(s).

## **Communication to Deliver / Provide**

### ***Aboriginal, Shared and Post Contact Heritage***

**Prepare and deliver engaging and informative presentations** of project progress and findings to the –

- External Reference Group (quarterly).
- Internal stakeholders (a one-off presentation towards the end of the 2016-17 Financial Year).

**Generate qualitative, quantitative and spatial information** for use by CoM in presentations, stakeholder engagement and ongoing advocacy work, in particular:

- A compelling case for the value of heritage in a living, growing Capital city.
- Engaging narratives that reveal the layers of heritage significance in the study area, and what this heritage demonstrates about Melbourne, especially -
  - its distinctive qualities and culture.
  - how it is changing over time.
  - how this change contributes to or detracts from distinctive qualities and culture.
- Maps of heritage significance, where it can be represented spatially.
- Images to show original conditions and changes to these conditions over time, particularly at significant phases (e.g. Gold Rush, 1980s economic boom, 1990s recession and recovery...).
- Data that communicates the degree and types of heritage significance found for the study area, and what is proposed to conserve it (e.g. types of intangible/tangible heritage, No. sites for protection, area m<sup>2</sup> of heritage significance...)

#### **NB**

This information should be generated for use on City of Melbourne's website, including its GIS based Open Data Platform at:

<http://www.melbourne.vic.gov.au/about-council/governance-transparency/pages/open-data.aspx>

The successful tenderer will be issued with a copy of City of Melbourne's GIS base (including property and sub property identification codes) and AutoCAD information in order to generate maps.

## **PROJECT SCOPE: EXCLUDED**

**Preliminary thematic spatial mapping for Post Contact heritage**, which will be undertaken by CoM for the successful Consultant (will be ready at the start of March, 2017). (Figure 2).

**Planning Scheme Exhibition and Panel representation.**

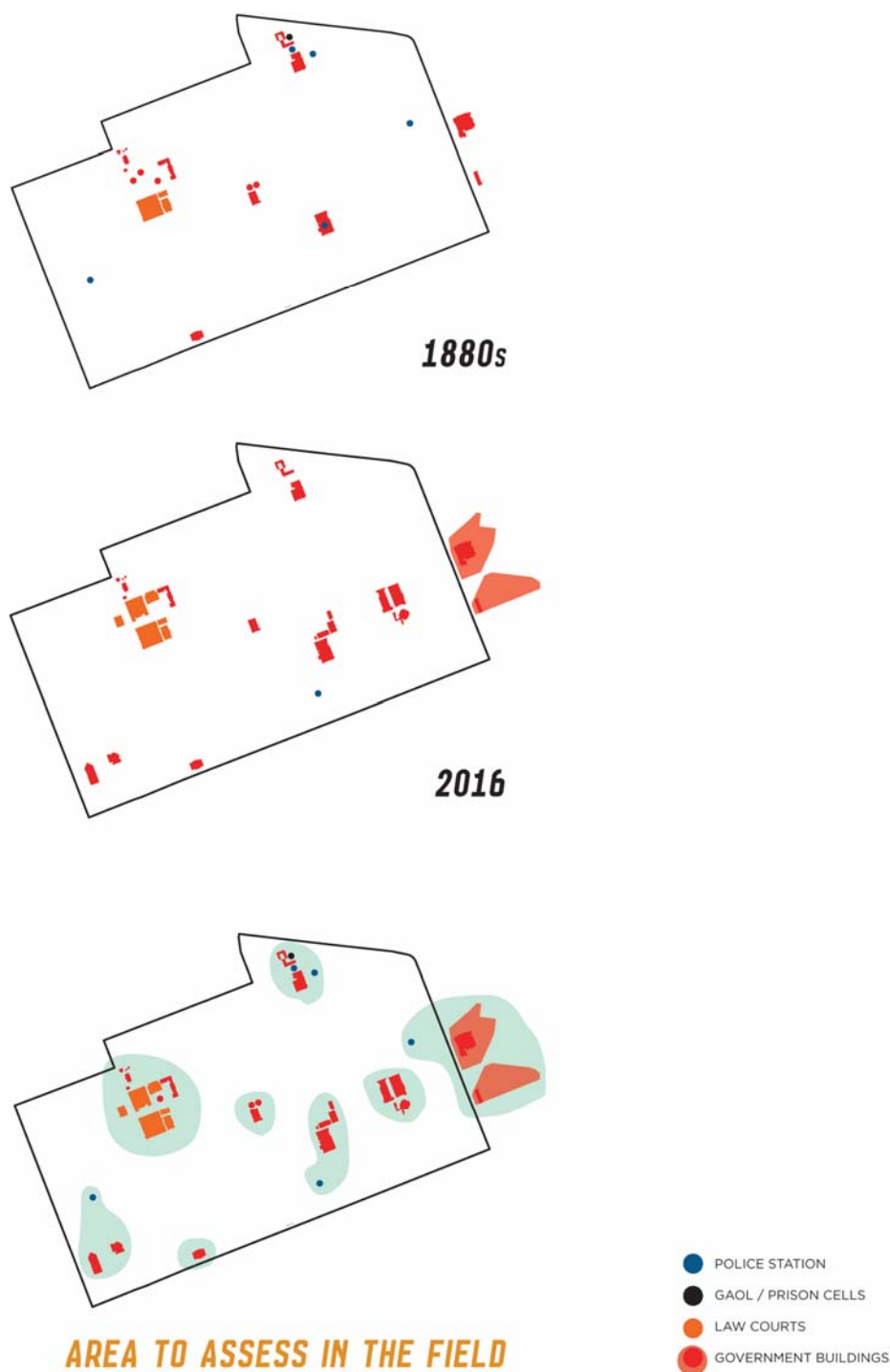


Figure 2. **Thematic mapping – Governing, Administering and Policing the City.**

Example of how the Post Contact thematic history will be mapped to provide the Consultant a preliminary guide for fieldwork

## PROJECT TASKS AND DELIVERABLES/OUTPUTS

The principal tasks, deliverables and outputs for the project are:

**Table 2**

| STREAM  | TASKS  | OUTPUTS  |
|---|--|--|
| <b>STAGE 1</b>                                  |  |  |
| <b>Stream 1: Overall Project</b>                | <ul style="list-style-type: none"> <li>- Undertake a two-week scoping exercise with CoM.</li> <li>- Prepare a project plan.</li> <li>- Deliver bi-monthly report(s) of progress at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage. Apply this reporting to preparing a progress report for the client to present to Councillors in May, 2017.</li> <li>- Attend / present at the External Reference Group Quarterly meetings.</li> </ul>  | <ul style="list-style-type: none"> <li>a. Methodology.</li> <li>b. Project Plan.</li> <li>c. Interim progress report outlining initial findings and recommendations, to take to Councillors in May, 2017.</li> </ul> |
| <b>Stream 2: Aboriginal and Shared Heritage</b> | <ul style="list-style-type: none"> <li>- Finalise CoM's Aboriginal thematic history.</li> <li>- Develop Shared heritage themes.</li> <li>- Conduct spatial analysis according to the Aboriginal and Shared themes.</li> <li>- Undertake In-the-field surveys and research.</li> </ul>  | <ul style="list-style-type: none"> <li>a. Aboriginal thematic history.</li> <li>b. Shared heritage themes.</li> </ul>  |
| <b>Stream 3: Post Contact Heritage</b>          | <ul style="list-style-type: none"> <li>- Undertake in-the-field surveys and research.</li> <li>- Assess heritage value and make recommendations – <i>priority places</i>.</li> <li>- Prepare statements of significance for heritage identified as significant – <i>priority places</i>.</li> <li>- Prepare mapping for heritage identified as significant – <i>priority places</i>.</li> <li>- Prepare draft documentation for CoM to progress nominations of significant sites to heritage registers / Melbourne Planning Scheme – <i>priority places</i>.</li> </ul> <p><b>NB</b><br/>All assessment for the c. 239 priority sites to be completed by the end of Stage 1.</p> | <ul style="list-style-type: none"> <li>a. Heritage significance identified and documented for <i>priority places</i>.</li> </ul>   |

| STAGE 2   |   |   |
|---|---|---|
| <b>Stream 1: Overall Project</b>                | <ul style="list-style-type: none"> <li>- Prepare a report of the heritage review.</li> <li>- Prepare communication material.</li> <li>- Deliver bi-monthly report(s) of progress at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage.</li> <li>- Attend / present at the External Reference Group Quarterly meetings.</li> <li>- Present to the Internal Advisory Group – once.</li> <li>- Submit all work to the client.</li> </ul>   | <ul style="list-style-type: none"> <li>a. Report of the heritage review.</li> <li>b. Communication material.</li> <li>c. All work submitted to the client.</li> </ul> |
| <b>Stream 2: Aboriginal and Shared Heritage</b> | <ul style="list-style-type: none"> <li>- Assess heritage value and make recommendations.</li> <li>- Prepare statements of significance for heritage identified as significant.</li> <li>- Prepare mapping for heritage identified as significant.</li> <li>- Prepare draft documentation for CoM to progress nominations of significant sites to heritage registers / Melbourne Planning Scheme.</li> <li>- Update heritage databases.</li> </ul>   | <ul style="list-style-type: none"> <li>a. Heritage significance identified and documented.</li> </ul>   |
| <b>Stream 3: Post Contact Heritage</b>          | <ul style="list-style-type: none"> <li>- Assess heritage value and make recommendations – <i>remaining places</i>.</li> <li>- Prepare statements of significance for heritage identified as significant – <i>remaining places</i>.</li> <li>- Prepare mapping for heritage identified as significant – <i>remaining places</i>.</li> <li>- Prepare draft documentation for CoM to progress nominations of significant sites to heritage registers / Melbourne Planning Scheme – <i>remaining places</i>.</li> <li>- Update heritage databases – <i>all places</i>.</li> </ul> | <ul style="list-style-type: none"> <li>a. Heritage significance identified and documented for <i>remaining sites</i>.</li> </ul>                                      |

## DRAFT PROJECT PROGRAM

This table outlines the draft project timelines, requirements and outcomes, based on the **project scope**, **assumptions** and **deliverables**. Figure 3 shows the streams of work in this program, which will need to occur concurrently in order to meet the highly compressed project timeline.

*Please note that the Consultant may submit an alternative approach to that outlined in this project specification, but it should incorporate the project scope outlined pp.9-11.*

**Table 3**

| TASK   | REQUIREMENTS   |
|--|--|
| <b>STAGE 1</b>   |  |
| <b>MARCH + APRIL 2017</b>  |  |
| <b>STREAM 1: Overall Project</b>   |  |
| <b>Undertake a two-week scoping exercise</b> in close collaboration with CoM.  | Assess approx. 20 blocks (i.e. approx. 5 per quadrant of the Hoddle Grid) to determine how the following heritage may be assessed – <ul style="list-style-type: none"> <li>- Priority sites.</li> <li>- Aboriginal heritage.</li> <li>- Shared heritage.</li> <li>- Post Contact heritage.</li> </ul> This scoping exercise should incorporate testing in the field. |
| <b>Prepare a project plan</b> setting out an agreed - <ul style="list-style-type: none"> <li>- Timetable.</li> <li>- Payment schedule with related milestones.</li> <li>- Suggestions for meeting dates for the External Reference Group and with CoM staff.</li> <li>- Completion.</li> </ul> | To be approved by CoM.<br><br>Once approved, the consultant will seek the approval of CoM for any amendments to the milestones and completion dates.   |
| <b>Deliver bi-monthly report(s) of progress</b> at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage.  | -  |
| <b>Attend / present</b> at the External Reference Group Quarterly meeting.   | -  |
| <b>In April, prepare an interim progress report</b> outlining initial findings and recommendations, to take to Councillors in May, 2017.   | To be discussed with the Consultant.   |
| <b>STREAM 2: Aboriginal + Shared Heritage</b>  |  |
| <b>Finalise CoM's Aboriginal thematic history.</b>   | Draw from the - <ul style="list-style-type: none"> <li>- Foundation work in the 2010 <i>Stage 1 Indigenous Heritage Study</i>.</li> <li>- The expertise of Aboriginal Melbourne, CoM, and ongoing research and mapping by/for the team.</li> </ul>   |

| TASK  | REQUIREMENTS   |
|---|--|
| <b>Develop Shared heritage themes.</b>  | Draw from - <ul style="list-style-type: none"> <li>- The Aboriginal thematic history to be finalised by the Consultant.</li> <li>- CoM's 2012 <i>Thematic History</i>.</li> <li>- The 2016 <i>Shared Values</i> work and themes developed for the Heritage Council.</li> </ul>   |
| <b>STREAM 3: Post Contact Heritage</b>  |  |
| <b>Undertake in-the-field surveys</b> of tangible (and intangible?) heritage, drawing from the <i>preliminary thematic spatial analysis undertaken for the Consultant by CoM (Figure 2)</i> . | Ensure priority sites are assessed.<br><br>At the bi-monthly meeting, report back with any findings that change or add to the spatial mapping of the Post Contact thematic history.<br><br>For tangible heritage, photographs of each principal view that - <ul style="list-style-type: none"> <li>- Are a min. 300PPI colour.</li> <li>- Avoid distortions, shadows and features that block views of street level (e.g. vehicles).</li> </ul> |
| <b>Undertake research using secondary sources</b> to determine potential heritage value.  | All sources of information used are to be accurately recorded and cited, and included in a references section in the final submission.   |
| <b>Undertake research drawing from previous heritage studies</b> to determine potential heritage value.   | Refer to all heritage studies undertaken for the study area.   |
| <b>MAY + JUNE 2017</b>  |  |
| <b>STREAM 1: Overall Project</b>  |  |
| <b>Deliver bi-monthly report(s) of progress</b> at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage.   | -  |
| <b>Attend / present</b> at the External Reference Group Quarterly meeting.  | -  |
| <b>STREAM 2: Aboriginal + Shared Heritage</b>   |  |
| <b>Conduct spatial analysis</b> according to the Aboriginal and Shared themes.  | Based on the CoM endorsed themes for Aboriginal and Shared heritage.   |
| <b>Undertake in-the-field surveys</b> of tangible (and intangible?) heritage.   | At the bi-monthly meeting, report back with any findings that change or add to the spatial mapping of the Post Contact thematic history.<br><br>For tangible heritage, photographs of each principal view that - <ul style="list-style-type: none"> <li>- Are a min. 300PPI colour.</li> <li>- Avoid distortions, shadows and features that block views of street level (e.g. vehicles).</li> </ul>  |

| TASK  | REQUIREMENTS   |
|---|--|
| <b>Undertake research with Traditional Land Owners.</b>   | Requirements to be determined by the Consultant with Aboriginal Melbourne, CoM.  |
| <b>Undertake research using secondary sources</b> to determine potential heritage value.  | All sources of information used are to be accurately recorded and cited, and included in a references section in the final submission.   |
| <b>Undertake research drawing from previous heritage studies</b> to determine potential heritage value.   | Refer to all heritage studies undertaken for the study area.   |
| <b>STREAM 3: Post Contact Heritage</b><br><b>PRIORITY PLACES</b>  |  |
| <p><b>Assess heritage value to determine relative significance</b>, and prepare narratives and supporting visualisation (e.g. maps and photos) that situates this heritage within Melbourne's thematic histories.</p> <p><b>Based on this assessment, make recommendations</b> for –</p> <ul style="list-style-type: none"> <li>- Nomination for inclusion on the <b>Victorian Heritage Register</b>.</li> <li>- Inclusion in the <b>Melbourne Planning Scheme</b>, and so according to CoM's proposed grading system.</li> </ul> | <p>Places must be assessed in accordance with –</p> <ul style="list-style-type: none"> <li>- <i>Australia ICOMOS Burra Charter, 2013</i>. All terminology shall be consistent with the <i>Burra Charter</i>.</li> <li>- Heritage criteria, practice notes and requirements of – <ul style="list-style-type: none"> <li>- Heritage Victoria.</li> <li>- CoM's proposed 'significant /contributory' grading system (Appendix 1).</li> </ul> </li> </ul>  |
| <b>Prepare Statements of Significance</b>   | <p>Ensure priority sites are assessed first and ASAP.</p> <p>Statements of Significance are to be prepared using the Heritage Victoria format of:</p> <ul style="list-style-type: none"> <li>- 'What is Significant';</li> <li>- 'How is it significant?'; and</li> <li>- 'Why is it significant?'.</li> </ul>   |
| <p><b>Define the curtilage of all places of heritage significance</b></p> <p><i>NB spatial boundaries may not be possible or appropriate for some heritage, particularly intangible heritage.</i></p>   | <p>Define boundaries according to Heritage Victoria's requirements for place curtilages.</p> <p>For all heritage –</p> <p>Draft boundaries in GIS or AutoCAD (to be converted to GIS later):</p> <ul style="list-style-type: none"> <li>- Using CoM's base plan.</li> <li>- Applying CoM's property identification numbers.</li> <li>- Accurately defining the spatial extents of each place.</li> <li>- If the place is the entire Hoddle Grid, then use the project boundary closed polyline included in the base plan.</li> </ul> |

| TASK  | REQUIREMENTS  |
|---|---|
| For heritage proposed for inclusion on the <b>Victorian Aboriginal Heritage Register and/or the Victorian Heritage Register</b> , prepare draft forms/documentation for CoM to progress.  | Use the forms for the Victorian Aboriginal Heritage Register and the Victorian Heritage Register.<br><br>Prepare a summary table listing the recommendations for heritage assessed. Refer to Appendix 3 for suggested formatting.   |
| For heritage for inclusion in the <b>Melbourne Planning Scheme</b> , prepare draft documentation for CoM to progress.   | Prepare a summary table listing the recommendations for each place assessed. Refer to Appendix 3 for suggested formatting.<br><br>CoM will provide the latest versions of documentation to be amended.  |
| <b>STAGE 2 – SUBJECT TO FUNDING</b>   |   |
| <b>JULY + AUGUST 2017</b>   |   |
| <b>STREAM 1: Overall Project</b>  |   |
| <b>Deliver bi-monthly report(s) of progress</b> at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage.   | -   |
| <b>STREAM 2: Aboriginal + Shared Heritage</b>   |   |
| <b>Assess heritage value to determine relative significance</b> , and prepare narratives and supporting visualisation (e.g. maps and photos) that situates this heritage within Melbourne's thematic histories.<br><br><b>Based on this assessment, make recommendations</b> for – <ul style="list-style-type: none"> <li>- Nomination for inclusion on the <b>Victorian Aboriginal Heritage Register</b>.</li> <li>- Nomination for inclusion on the <b>Victorian Heritage Register</b>.</li> <li>- Inclusion in the <b>Melbourne Planning Scheme</b>, and so according to CoM's proposed grading system.</li> </ul> | Places must be assessed in accordance with - <ul style="list-style-type: none"> <li>- <i>Australia ICOMOS Burra Charter, 2013</i>. All terminology shall be consistent with the <i>Burra Charter</i>.</li> <li>- Heritage criteria, practice notes and requirements of – <ul style="list-style-type: none"> <li>- Aboriginal Victoria.</li> <li>- Heritage Victoria.</li> <li>- CoM's proposed 'significant /contributory' grading system.</li> </ul> </li> </ul> |
| <b>Prepare Statements of Significance</b>   | TBD by Consultant and Aboriginal Melbourne.   |
| <b>Define the curtilage of all places of heritage significance</b><br><br><i>NB spatial boundaries may not be possible or appropriate for some heritage, particularly intangible or some Aboriginal heritage.</i>   | TBD by Consultant and Aboriginal Melbourne.<br><br>Draft boundaries in GIS or AutoCAD (to be converted to GIS later): <ul style="list-style-type: none"> <li>- Using CoM's base plan.</li> <li>- Applying CoM's property identification numbers.</li> <li>- Accurately defining the spatial extents of each place.</li> <li>- If the place is the entire Hoddle Grid, then use the project boundary closed polyline included in the base plan.</li> </ul>         |

| TASK  | REQUIREMENTS   |
|---|--|
| <b>STREAM 3: Post Contact Heritage</b><br><b>REMAINING PLACES</b>   |  |
| <p><b>Assess heritage value to determine relative significance</b>, and prepare narratives and supporting visualisation (e.g. maps and photos) that situates this heritage within Melbourne's thematic histories.</p> <p><b>Based on this assessment, make recommendations</b> for –</p> <ul style="list-style-type: none"> <li>- Nomination for inclusion on the <b>Victorian Heritage Register</b>.</li> <li>- Inclusion in the <b>Melbourne Planning Scheme</b>, and so according to CoM's proposed grading system.</li> </ul> | <p>Places must be assessed in accordance with –</p> <ul style="list-style-type: none"> <li>- <i>Australia ICOMOS Burra Charter, 2013</i>. All terminology shall be consistent with the <i>Burra Charter</i>.</li> <li>- Heritage criteria, practice notes and requirements of – <ul style="list-style-type: none"> <li>- Heritage Victoria.</li> <li>- CoM's proposed 'significant /contributory' grading system.</li> </ul> </li> </ul>   |
| <b>Prepare Statements of Significance</b>   | <p>Ensure priority sites are assessed first and ASAP.</p> <p>Statements of Significance are to be prepared using the Heritage Victoria format of:</p> <ul style="list-style-type: none"> <li>- 'What is Significant';</li> <li>- 'How is it significant?'; and</li> <li>- 'Why is it significant?'.</li> </ul>   |
| <p><b>Define the curtilage of all places of heritage significance</b></p> <p><i>NB spatial boundaries may not be possible or appropriate for some heritage, particularly intangible heritage.</i></p>   | <p>Define boundaries according to Heritage Victoria's requirements for place curtilages.</p> <p>For all heritage –</p> <p>Draft boundaries in GIS or AutoCAD (to be converted to GIS later):</p> <ul style="list-style-type: none"> <li>- Using CoM's base plan.</li> <li>- Applying CoM's property identification numbers.</li> <li>- Accurately defining the spatial extents of each place.</li> <li>- If the place is the entire Hoddle Grid, then use the project boundary closed polyline included in the base plan.</li> </ul> |
| <b>SEPTEMBER + OCTOBER 2017</b>   |  |
| <b>STREAM 1: Overall Project</b>  |  |
| <b>Deliver bi-monthly report(s) of progress</b> at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage.   | -  |
| <b>Attend / present</b> at the External Reference Group Quarterly meeting.  | -  |
| <b>Present to the Internal Advisory Group.</b>  | -  |
| <b>Prepare a report of the heritage review and findings</b> to the client, CoM.   | Incorporate content listed in Appendix 2.  |

| TASK  | REQUIREMENTS  |
|---|---|
| <b>Prepare communication material.</b>  | <p>Reports and Presentations -<br/>To be submitted as PDFs and in the original file formats (e.g. Word, InDesign, Excel...).</p> <p>Images -<br/>Onsite photos and historic images to be submitted-<br/> <ul style="list-style-type: none"> <li>- As high resolution jpg files (300PPI).</li> <li>- Images organised in soft copy folders for each precinct and street/lane address.</li> </ul> </p> <p>Maps –<br/>As PDFs and original mapping software files (generated in AutoCAD and/or GIS).</p> |
| <b>STREAM 2: Aboriginal + Shared Heritage</b>   |   |
| <b>For heritage proposed for inclusion on the Victorian Aboriginal Heritage Register and/or the Victorian Heritage Register, prepare draft forms/documentation for CoM to progress.</b> | <p>Use the forms for the Victorian Aboriginal Heritage Register and the Victorian Heritage Register.</p> <p>Prepare a summary table listing the recommendations for heritage assessed. Refer to Appendix 3 for suggested formatting.</p>  |
| <b>For heritage for inclusion in the Melbourne Planning Scheme, prepare draft documentation for CoM to progress.</b>  | <p>Prepare a summary table listing the recommendations for each place assessed. Refer to Appendix 3 for suggested formatting.</p> <p>CoM will provide the latest versions of documentation to be amended.</p>   |
| <b>Update all specified database(s) with required information about each place of heritage significance.</b>  | <p>TBD by Consultant and Aboriginal Melbourne.</p>  |
| <b>STREAM 3: Post Contact Heritage</b><br><b>REMAINING PLACES</b>   |   |
| <b>For heritage proposed for inclusion on the Victorian Aboriginal Heritage Register and/or the Victorian Heritage Register, prepare draft forms/documentation for CoM to progress.</b> | <p>Use the forms for the Victorian Aboriginal Heritage Register and the Victorian Heritage Register.</p> <p>Prepare a summary table listing the recommendations for heritage assessed. Refer to Appendix 3 for suggested formatting.</p>  |
| <b>For heritage for inclusion in the Melbourne Planning Scheme, prepare draft documentation for CoM to progress.</b>  | <p>Prepare a summary table listing the recommendations for each place assessed. Refer to Appendix 3 for suggested formatting.</p> <p>CoM will provide the latest versions of documentation to be amended.</p>   |

| TASK  | REQUIREMENTS   |
|---|--|
| <b>STREAM 3: Post Contact Heritage</b><br><b>ALL PLACES</b>   |  |
| <b>Update all specified database(s)</b> with required information about each place of heritage significance.  | For Post Contact heritage -<br>Data entry into the HERMES system according to HV's guidelines.   |
| <b>NOVEMBER + DECEMBER 2017</b>   |  |
| <b>STREAM 1: Overall Project</b>  |  |
| <b>Deliver bi-monthly report(s) of progress</b> at a one hour meeting with the Project/Contract Manager and Team Leader - Heritage.   | -  |
| <b>Submit all -</b> <ul style="list-style-type: none"> <li>- Reports.</li> <li>- Documentation.</li> <li>- All material gathered through research.</li> <li>- Maps.</li> <li>- Images.</li> <li>- Communication material as outlined in Table 1.</li> </ul> | <p>Report and documentation -<br/>To be submitted as PDFs and in the original file formats (e.g. Word, InDesign, Excel...).</p> <p>Images -<br/>Onsite photos and historic images to be submitted-</p> <ul style="list-style-type: none"> <li>- As high resolution jpg files (300PPI).</li> <li>- Images organised in soft copy folders for each precinct and street/lane address.</li> </ul> <p>Maps –<br/>As PDFs and original mapping software files (generated in AutoCAD and/or GIS).</p> |

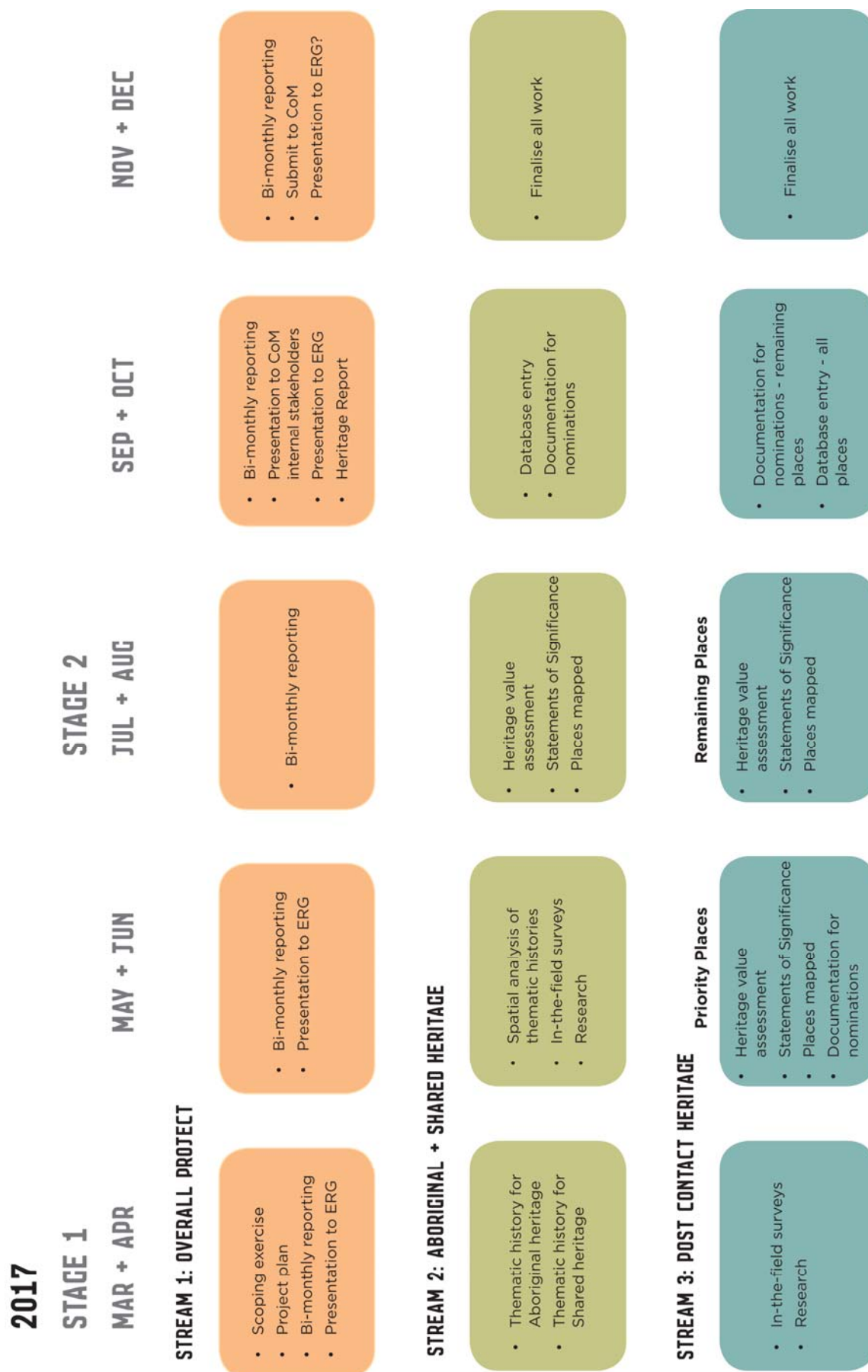


Figure 3. The draft project program showing concurrent work streams.

## PROJECT COMMUNITY

### CoM's Core Project Team

Table 4

| NAME   | ROLE(S)   |
|--|---|
| <b>Tanya Wolkenberg</b><br><i>Heritage Team Leader</i>   | Team Manager  |
| <b>Geoff Lawler PSM</b><br><i>Senior Strategic Advisor</i>                                     | Senior Strategic Advisor<br>Chair of the External Reference Group |
| <b>Emma Appleton</b><br><i>Manager Urban Strategy</i>  | Project Client  |
| <b>Roslyn (Ros) Rymer</b><br><i>Urban Designer</i>   | Project / Contract Manager and<br>Researcher                      |
| <b>Shane Charles</b><br><i>Team Leader Aboriginal<br/>Melbourne</i>                            | Project Advisor   |
| <b>Jeanette Vaha'akolo</b><br><i>Senior Indigenous Policy Officer<br/>Aboriginal Melbourne</i> | Project Advisor   |
| <b>Pam Neivandt</b><br><i>Strategic Planner - Heritage</i>                                     | Project Advisor   |

### Internal Advisory Group

The Internal Advisory Group (IAG) consists of in-house expertise and stakeholders to provide advice regarding specific aspects of the study area and the processes for their design, planning and management. Members of the IAG may be contacted via the project manager, Ros Rymer. The officers who will form the IAG are still to be confirmed.

Table 5

| GROUP   | ADVICE  |
|---|---|
| <b>City Communities</b><br><i>Arts Melbourne</i>                              | Outdoor installations such as sculpture                             |
| <b>City Design and Projects</b><br><i>City Design Studio</i>                  | Public space and adaptive reuse of historic buildings               |
| <b>City Strategy and Place</b><br><i>Urban Strategy (also project client)</i> | Planning scheme amendments  |
| <b>City Strategy and Place</b><br><i>Urban Sustainability</i>                 | Energy efficiency and resilient adaptive reuse                      |
| <b>City Operations</b><br><i>Engineering Services</i>                         | Engineering heritage such as paving, kerb stones and infrastructure |
| <b>City Operations</b><br><i>Planning and Building</i>                        | Statutory planning  |

## External Reference Group

Due to the complexity of the Hoddle Grid area as a cultural and urban landscape, and CoM's commitment to renewing its heritage practice, a multi-disciplinary External Reference Group (ERG) has been established to provide advice to CoM on conducting the review.

The ERG will be chaired by Mr. Geoff Lawler, Senior Strategic Advisor, and comprise representatives of organisations who have capabilities and expertise in Aboriginal heritage (including Post Contact), urban history, urban research, urban design, development and urban growth.

**Table 6**

| ORGANISATION  | REPRESENTATIVE(S)  |
|---|--|
| <b>Aboriginal Victoria</b>                          | Dr. David Thomas, Manager Metropolitan Heritage Programs<br><br>Lucy De Kretser, Heritage Registry Information Officer |
| <b>Heritage Victoria</b>                            | Sonia Rappell, Senior Heritage Planner<br><br>Peita Tapper, Senior Strategic Planner at DELWP                          |
| <b>National Trust Australia (Vic)</b>               | Felicity Watson, Acting Manager, Advocacy and Conservation   |
| <b>Property Council of Victoria</b>                 | <i>Sally Capp CEO (is seeking appropriate Committee member to represent)</i>   |
| <b>Office of the Victorian Government Architect</b> | Stefan Preuss, Technical Specialist for Sustainability   |
| <b>Melbourne Sustainable Society Institute</b>      | Emeritus Professor Graeme Davison AO FAHA FASSA  |
| <b>State Library of Victoria</b>                    | Anthony English, Manager Property  |
| <b>Planning Institute of Australia</b>              | Rod Duncan, PIA Victoria Committee Member, and Policy and Advocacy subcommittee member                                 |
| <b>Australian Institute of Landscape Architects</b> | Barrie Gallacher, Landscape Architect at CDA Design Group  |
| <b>Australian Institute of Architects</b>           | Jesse Judd, Director – ARM   |

## Project Stakeholders

In addition to the CoM groups of the IAG and organisations in the ERG, stakeholders include:

1. Traditional land owners and elders.
2. Land owners and occupiers.
3. Interest groups.
4. Other?

## RISK MANAGEMENT

### Risk Management System

The Service Provider is to maintain a Risk Management System in accordance with AS/NZS ISO 31000:2009 or equivalent.

### Risk Management Plan

- a. The Service Provider is to prepare, and implement, a Risk Management Plan in a format consistent with the guidelines set out in AS/NZS ISO 31000:2009 – “Risk Management”. The Risk Management Plan shall be prepared in such a way that risk types are separately classified and referenced.
- b. The plan must detail the actual and potential risks associated with the delivery of the service and provide an explanation of the strategies and practices that will be used to eliminate (and/or minimise) the risks identified.
- c. Risk categories/exposure types to be considered for the risks involved with the delivery of the service and products are business continuity, environmental, financial and economic, occupational health and safety, Infrastructure, assets and systems, political and liability aspects

## PERFORMANCE STANDARDS

### Key Performance Indicators

Refer to **Schedule 25** of the **Invitation to Tender Document**.

***NB - KPI's will be further defined after award of the contract.***

### Performance Measures

Refer to **Schedule 25** of the **Invitation to Tender Document**.

### Contract Review Meetings

Refer **p. 12-19** of this project specification.

## REPORTS

Refer **p. 12-19** of this project specification.

## QUALITY SERVICE

### Commitment to Quality

In performing the services under this contract, the Service Provider is required to achieve, in all respects, Council's commitment to the provision of a high quality service to its community. The community includes residents, businesses, workers, and both local and international visitors. This commitment is described below.

### Customer Service

- a. The City of Melbourne is committed to the provision of a high standard of customer service as described in the City of Melbourne's "Customer Service Position" specified below.

- The City of Melbourne is dedicated to providing quality services to its community, which includes residents, businesses, workers, local and international visitors.
  - Reflecting higher community expectations about quality service, the City of Melbourne will continue to strive for improved service delivery and greater community access. Our challenge is for ratepayers to consider that the City of Melbourne provides exceptional value for money and for the community to believe that the City of Melbourne provides outstanding service. More specifically, the City of Melbourne's aim is:
    - That every member of the community who comes into contact with the City of Melbourne or its service providers feels they receive professional, courteous and efficient attention.
    - That all City of Melbourne services and activities are based on a balanced understanding of community needs and expectations.
    - To continually improve services and their delivery by seeking, and acting upon feedback from the community.
    - That all contracted service providers share and are committed to our vision of quality service.
    - For every City of Melbourne employee or Service Provider to instinctively act with an intense understanding of the impact that their daily work and actions have on their immediate customer and ultimately on the community and ratepayers
- b. The Service Provider shall provide the same high level of service to customers and stakeholders by meeting specific customer service guidelines and standards adopted by the City of Melbourne (i.e. The City of Melbourne's Customer Service Charter). The supporting Standards, Business Rules and Behaviours (City of Melbourne document reference 6299088), to which all Service Providers are to adhere to, are available from your Contract Manager.
- c. The Service Provider will be required to liaise and interface with the City of Melbourne, the Public and other service providers to the City of Melbourne. The Service Provider shall at all times uphold the high standing reputation and public image of the City of Melbourne and shall be identified as a Service Provider for the City of Melbourne.
- d. The Service Provider's personnel shall conduct themselves in a manner that is consistent with the City of Melbourne's high standards of courtesy, conduct and behaviour toward members of the Public and Council's personnel. The Service Provider, its' representatives and agents must make sure their employees are aware of the Council Employee Code of Conduct and do not breach its principles when performing duties on behalf of the Council. The Service Provider shall provide a smoke-free workplace and office environment in accordance with the City of Melbourne's policy, and shall ensure compliance with the City of Melbourne's prohibitions on the use of alcohol or drugs by employees in the performance of the service.
- e. Complaints and Compliments
- Service complaints or compliments received by the City of Melbourne regarding the quality of service provided will be documented and forwarded to the Service Provider. Where a complaint is raised directly with the Service Provider, the Service Provider shall respond to the complaint with immediate recording using the complaint form, prompt investigation and notification to the Contract Manager within one (1) working day.
  - The Service Provider must endeavour to resolve complaints and provide a response to the City of Melbourne within the first working day of the issue being raised. If the issue is not able to be resolved at this point the Service Provider must inform the Contract Manager of progress and the date of further response. On a monthly basis the Service Provider will provide the Contract Manager with a summary of the volume and type of compliments and complaints received.

## Quality System

The Service Provider is to maintain a Quality System in accordance with AS/NZS ISO 9001:2008 or equivalent and shall have documented procedures for at least the following activities:

- a. In-the-field analysis.
- b. Assessment of heritage value and significance for Aboriginal, Shared and Post Contact heritage.

## CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility covers Environmental Sustainability, Social Enterprises and Aboriginal and Torres Strait Islander strategies. Council wishes to work with organisations who share our vision of creating a City which is ecologically sustainable and where care and support is given to the disadvantaged.

### Gender Equity

The City of Melbourne plays a significant role in making our city safer and more inclusive for all.

We condemn violence against women in all forms and support a culture that ensures women enjoy respect, equal opportunity and participation.

The City of Melbourne demonstrates leadership in promoting gender equity practices to the broader community by:

- a. Ensuring an integrated and comprehensive approach to the promotion of gender equity to prevent violence against women meet the needs of women;
- b. Modelling safe, flexible workplace practices that support respectful relationships; and
- c. Representing gender diversity in all Council plans, activity, publications and in the media.

The City of Melbourne has a Gender Equality policy which can be made available upon request.

## ENVIRONMENTAL SUSTAINABILITY

The city of Melbourne seeks to reduce its impact on the Environment, through its own activities, through the activities undertaken by its subsidiaries, and through the activities undertaken on its behalf by service providers.

The City of Melbourne's Zero Net Emissions by 2020 strategy sets an ambitious target to achieve zero net emissions for the city by 2020. In line with this strategy, the City of Melbourne has been certified Carbon Neutral for Council operations from the 2011-12 financial year under the National Carbon Offset Standard (NCOS), administered by Low Carbon Australia.

The City of Melbourne will continue to operate as a carbon neutral organisation; as such, Council is dedicated to continually measure and reduce the environmental impact of its supply chain and encourages all of its service providers to have similar objectives.

In working with the City of Melbourne the service provider may be required to undertake an assessment of project / service activities to determine the areas which present the greatest environmental impacts. The Service provider may be required to provide a report identifying the impacts and associated measures to reduce or mitigate environmental impact.

The following suggested text describes the level of environmental management that may be required by Council. The text may be modified, replaced or deleted as appropriate. The level of detail depends on the complexity of the services required and the perceived environmental impact of the provision of the services.

## Environmental Reporting

The City of Melbourne will continue to operate as a carbon neutral organisation; as such, Council is dedicated to continually measure and reduce the environmental impact of its supply chain. To effectively measure and report on the environmental impact of Council's operations, the service provider is required to provide data per financial quarter to Council on their energy usage, waste generation, and other environmental impacts.

## Environmental Management

- a. Effective environmental management planning and processes are an integral part of quality service provision. The Service Provider must be able to demonstrate continual environmental improvement in accordance with Council's goals as outlined in Future Melbourne 2020 (City Plan). Specifically, the Service Provider must "improve the environmental sustainability of Council operations...based on best practice in environmental management."
- b. A number of Council operations are subject to State and Commonwealth environmental laws and regulations. As well, Council is currently incorporating sustainable development principles into corporate planning processes; this commitment to sustainable development will assist Council in achieving service excellence and best value.
- c. Sustainable development will be underpinned by the introduction of Triple Bottom Line reporting mechanisms during the term of the contract. The Service Provider will be required to introduce Triple Bottom Line reporting principles into its service delivery, and to assist Council in its pursuit of sustainable development objectives.
- d. The Service Provider must be aware of its responsibilities with regard to Council's Environmental Local Law 2009, and the impact that its service delivery may have on other parties required to observe this Local Law.
- e. The Service Provider will be required to actively apply these policies and principles and to ensure such policies and principles are embodied in their Environmental Management Plan and directed to all aspects of the service.

## Environmental Management Plan

- a. The Service Provider is to prepare, and implement, an Environmental Management Plan that, at a minimum, addresses the following elements:
  - The extent of environmental impacts associated with provision of civil infrastructure services and preparation of detailed designs;
  - The method of ensuring compliance with council environmental policy and relevant legislation, regulations and codes of practice;
  - The means of compliance with Australian industry best practice in the environmental management aspects applicable to the provision of civil infrastructure services and designs. Supporting documentation should include case studies and reference to relevant standards and benchmarks;
  - The actions taken to minimise environmental impacts and ensure compliance with Australian industry best practice;
  - The establishment and adherence to performance targets that will achieve compliance with Australian industry best practice, and
  - The systems and processes used to document environmental impacts and drive continuous improvement.
- b. Council has identified that the major aspects of environmental impact associated with the delivery of the services and which must be addressed in an Environmental Management Plan are as follows:
  - Air emissions (e.g. odour, greenhouse gases, particulates);
  - Noise emissions;

- Visual and non-visual pollution of stormwater (e.g. Silt discharges from construction works, spillage of chemicals and detergents);
- Water consumption;
- Energy consumption;
- Soil Degradation (e.g. pollution or erosion);
- Habitat Destruction;
- Waste generation, handling and disposal;
- Recycling of construction materials removed during various elements of the service;
- Use, handling and disposal of chemical agents and hazardous material;
- Product/material selection and use;
- Impact on local community (e.g. vibrations, visual impact);
- Equipment maintenance, failure and use, and
- Other Environmental Risks particular to the Tenderer's methods of operation.

## **Sustainable Procurement**

The procurement of environmentally sustainable goods and services by council provides solid foundations for meeting Council's eco-city goal (Council Plan 2013-17). Council is dedicated to continually measure and reduce the environmental impact of its supply chain and encourages its service providers to have similar objectives.

Council's environmental sustainability procurement initiatives include:

- a. Considering and identifying opportunities to purchase environmentally sustainable goods and services, where appropriate and possible.
- b. Helping build the capacity of environmentally sustainable business in Melbourne, fostering innovation in the provision of good and services.
- c. Wherever possible the Service Provider must follow the same initiatives when purchasing products, materials and services, as set out in Council's Procurement Policy.

## **SOCIAL SUSTAINABILITY**

- a. The social dimension of sustainability refers to the political, cultural and people centred issues. Council is committed to the principles underlying social sustainability in all its practices, taking responsibility for achieving social and community outcomes and reporting on them openly and transparently. Sustainability outcomes relate to the management of Council's own business and processes, as well as those of our contractors, for the overall health and well-being of our communities – residents, businesses, workers, visitors, students and others.
- b. Social sustainability is based on social equity – decision-making all levels that contributes to greater physical, cultural and financial access and equity in services and the achievement of overall social justice. Action on social equity addresses disadvantage and supports community-building initiatives that strengthen coping mechanisms in our communities. Principles that underpin social equity include diversity, acceptance, fairness, compassion, inclusiveness and access for people of all abilities.
- c. Social sustainability recognises the value of sustainable and thriving communities (neighbourhoods, local areas, interest groups, cultural groups) and that different community needs and aspirations require flexible and innovative solutions. Programs, projects and activities which support communities also help to build social sustainability.
- d. Melbourne City Council programs for social sustainability include:
  - Community and neighbourhood plans;
  - Community grants programs and sponsorships;

- Support for volunteers;
- Community information and resources;
- Cultural development initiatives; and
- Programs to build neighbourhood and community connections.

## **Social Sustainability and Community Development**

- a. Social sustainability can be supported by a wide variety of programs, projects and initiatives that contribute to Community Development. Community Development can include any combination of programs, projects and initiatives that fall under the following criteria:
- b. Community and resident information
  - Community newsletter
  - Information kits.
- c. Community education and training
  - Leadership programs
  - Youth programs
  - School programs.
- d. Volunteering
  - Staff volunteering in the local community
  - Supporting community volunteers and program.
- e. Sponsorship
  - Grants and corporate support for the community
  - Scholarships for community members
  - Mentorships for community members.
- f. Supporting Arts and Culture
  - Various levels of support for community arts
  - Festivals
  - Community and school fetes
  - Supporting local sports.
- g. Supporting Recreation and Sport
  - Support for community sports
  - Staff volunteers who coach and referee.
- h. Employment
  - Family friendly work practices
  - People with a disability.
  - Multicultural and Indigenous people
  - People who may be homeless
  - Long term unemployed
  - Supported employment.
- i. Projects that link the community with services
  - Financial counselling services
  - Concessions rates for services.
- j. Community participation
  - Community representation in decision making at your organisation
  - Community representations in the governance processes of your company/organisation
  - Community feedback on services.

- k. Local area development
  - Support for initiatives in the local area
  - Capital projects that support the local community
  - Equipment for the local community.
- l. Community health and welfare
  - Ride to work days
  - General health promotion programs in the community
  - Contributions to community health centres.
- m. Forging community and social networks
  - Voter registration
  - Seniors and youth programs.
- n. Involvement in state, national and international initiatives
  - Adopt a village-style programs
  - Contributions to overseas projects.
- o. Melbourne City Council Values
  - Integrity
  - Courage
  - Accountability
  - Respect
  - Excellence.
- p. Melbourne City Council Objectives for
  - An Inclusive and Engaging Melbourne
  - A Safe and Welcoming Melbourne.

## APPENDICES

## APPENDIX 1

### COM GRADING SYSTEM

PROPOSED IN PLANNING SCHEME AMENDMENT C258 (NOT YET EXHIBITED)

#### Definitions

The definitions used for each of the heritage place gradings are as follows:

***‘Significant’ heritage place:***

A ‘significant’ heritage place is individually important at state or local level, and a heritage place in its own right. It is of historic, aesthetic, scientific, social or spiritual significance to the municipality. A ‘significant’ heritage place may be highly valued by the community; is typically externally intact; and/or has notable features associated with the place type, use, period, method of construction, siting or setting. When located in a heritage precinct a ‘significant’ heritage place can make an important contribution to the precinct.

***‘Contributory’ heritage place:***

A ‘contributory’ heritage place is important for its contribution to a precinct. It is of historic, aesthetic, scientific, social or spiritual significance to the precinct. A ‘contributory’ heritage place may be valued by the community; a representative example of a place type, period or style; and/or combines with other visually or stylistically related places to demonstrate the historic development of a precinct. ‘Contributory’ places are typically externally intact, but may have visible changes which do not detract from the contribution to the precinct.

***‘Non-contributory’ place:***

A ‘non-contributory’ place does not make a contribution to the heritage significance or historic character of the precinct.

***The definition used for a significant streetscape is as follows:***

‘Significant streetscapes’ are collections of buildings outstanding either because they are a particularly well preserved group from a similar period or style, or because they are highly significant buildings in their own right.

## **APPENDIX 2**

### **PROJECT REPORT CONTENT REQUIRED**

The following is content deemed important, not necessarily in the order or titles listed:

#### **Cover**

- Name of the client.
- Names of all the practitioners engaged in the task and the work they undertook (this will include CoM).
- Publication date.

#### **Inside Cover**

- Acknowledgment that “The [*insert study area*] Heritage Study was carried out with the assistance of funds made available by the Victorian State Government”.

#### **First Pages**

- Summary and contents page.

#### **Introduction**

- Study area map.
- Project background.
- When the study was conducted and by whom.
- Detailed project methodology.
- Limitations to the project methodology.

#### **Thematic History**

- Results of the spatial mapping of CoM's thematic history.
- Narratives associated with the spatial mapping.

#### **Catalogue of Recommendations**

- Refer Appendix 3.

#### **Heritage Assessment of All Places Report**

#### **Heritage Recommendations for Places of Significance Report**

#### **References**

For all:

- Inventories
- Public records
- Data bases
- Maps
- Images
- Oral histories
- Other.

#### **Other?**

## APPENDIX 3

### CATALOGUE OF RECOMMENDATIONS

#### Sample Layout Page for Recommendations

The table shown has been found useful for listing every site assessed, proposed grading and recommendations. A table should be developed for the Hoddle Grid Heritage Review, which captures all forms of heritage being assessed: tangible and intangible Aboriginal, Shared and Post Contact heritage.

| Name   | Address                 | Existing Grading (A-E) | Proposed Grading (A-D) | Existing Streetscape Level (1-3) | Proposed Streetscape Level (1-3) | Heritage Overlay | Proposed Heritage Overlay? | Contributory to precinct? | Significant | Recommendations  |
|--|-------------------------|------------------------|------------------------|----------------------------------|----------------------------------|------------------|----------------------------|---------------------------|-------------|--|
| Shop and residence, later Chinese laundry.   | 503 Spencer Street      | -                      | D                      | -                                | 2                                | No               | Yes                        | Yes                       | No          | Consider including the Victorian-era shop and residence at 503 Spencer Street in Heritage Overlay 845, 505-511 Spencer Street, West Melbourne to become '503-511 Spencer Street, West Melbourne'.<br>Revise Heritage Places Inventory July 2015. |
| Yule's shops and residences  | 504 Spencer Street      | -                      | D                      | -                                | 2                                | No               | No                         | No                        | No          | Revise Heritage Places Inventory July 2015.  |
|  | 505 -507 Spencer Street | D                      | D                      | 2                                | 2                                | HO845            | No                         | Yes                       | No          | None.  |
| Edwardian and Victorian-era commercial streetscape   | 505 -511 Spencer Street | varies                 | varies                 | varies                           | 2                                | HO845            | No                         | No                        | Yes         | Consider including the Victorian-era shop and residence at 503 Spencer Street in Heritage Overlay 845, 505-511 Spencer Street, West Melbourne to become '503-511 Spencer Street, West Melbourne'.<br>Revise Heritage Places Inventory July 2015. |
| Doyle's shop and residence, part 509-511 Spencer Street                                      | 506 Spencer Street      | -                      | D                      | -                                | 2                                | No               | No                         | No                        | No          | Revise Heritage Places Inventory July 2015.  |
|  | 509 Spencer Street      | C                      | C                      | 2                                | 2                                | HO845            | No                         | Yes                       | Yes         | None.  |
| Doyle's shop and residence, part 509-511 Spencer Street                                      | 511 Spencer Street      | C                      | C                      | 2                                | 2                                | HO845            | No                         | Yes                       | Yes         | None.  |
| Woolworth's (Victoria) Ltd.  | 512 -542 Spencer Street | -                      | -                      | -                                | -                                | No               | No                         | No                        | No          | Revise Heritage Places Inventory July 2015.  |
| Royal Mail Hotel (formerly Cook's Hotel)   | 519 Spencer Street      | C                      | C                      | 3                                | 3                                | HO783            | No                         | No                        | Yes         | None.  |
|  | 525 Spencer Street      | -                      | -                      | -                                | -                                | No               | No                         | No                        | No          | None.  |
|  | 527 Spencer Street      | -                      | -                      | -                                | -                                | No               | No                         | No                        | No          | None.  |
| Vulcan Motors Pty. Ltd., motor garage, part  | 535 -539 Spencer Street | -                      | D                      | -                                | 3                                | No               | No                         | No                        | No          | Revise Heritage Places Inventory July 2015.  |
| Associated Taxi Services offices and service station, later Embassy café and service station | 541 -547 Spencer Street | -                      | C                      | -                                | 3                                | No               | Yes                        | No                        | Yes         | Proposed Heritage Overlay: Associated Taxi Services offices and service station, later Embassy café and service station, 541-547 Spencer Street, West Melbourne;<br>Revise Heritage Places Inventory July 2015.                                  |
| Butcher's shop and residence   | 544 Spencer Street      | -                      | D                      | -                                | 3                                | No               | No                         | No                        | No          | Revise Heritage Places Inventory July 2015.  |
| Car wash   | 550 -558 Spencer Street | -                      | -                      | -                                | -                                | HO3              | No                         | No                        | No          | None.  |
| Henry B. Smith Ltd., wool broker   | 551 Spencer Street      | -                      | D                      | -                                | 2                                | HO3              | No                         | Yes                       | No          | Revise Heritage Places Inventory July 2015.  |
| Graeme Butler & Associates, 2015: Appendix 1:  |                         |                        |                        |                                  |                                  |                  |                            |                           |             | 52   |