Shire of Dardanup

12.3 Community & Economic Development Directorate

APPENDICES

ORDINARY COUNCIL MEETING

To Be Held

27th May 2026
Commencing at 5.00pm

At

ADMINISTRATION CENTRE EATON
1 Council Drive - EATON

This document is available in alternative formats such as:
~ Large Print
~ Electronic Format [disk or emailed]
Upon request.

(Appendix ORD: 12.3.1A)

Mick Bennett Make-It Space

Three Year Operational Plan

2026/27 – 2028/29

Shire of Dardanup

1. Purpose and Context

This Three-Year Operational Plan (the Plan) outlines the operational priorities, programs, activities and targets for the Mick Bennett Make-It Space for the period 2026/27 to 2028/29. It has been prepared in fulfilment of Council Resolution 127-24 (OCM 22 May 2024), which requested the development of a Make-It Space (MIS) Business Plan and Risk Assessment during the 2-year Hybrid Model period.

The Plan covers the period following the conclusion of the 2-year Hybrid Model (2024–2026) and guides the transition into full operations under Model 2 – 'Connect, Centralise and Develop' – as endorsed in the Shire of Dardanup Makerspace Service Models Report (2023).

The Plan is structured across three financial years and addresses the following operational domains:

- Programs and community engagement;
- Staffing and volunteer management;
- Equipment and technology;
- Governance and policy;
- Financial management and fee structures; and
- Marketing and communications.

1.1 Vision

The Mick Bennett Make-It Space is a community-facing innovation and creativity hub that provides the Shire of Dardanup community with equitable access to technology, tools and skills development – fostering lifelong learning, local enterprise and community connection.

1.2 Strategic Alignment

This Plan aligns with the Shire of Dardanup Council Plan, the Strategic Community Plan 2024–2034, the WA Government STEM Skills Strategy, the WA Public Libraries Strategy, and the Australian Government's Modern Manufacturing Strategy.

2. Transition from Hybrid Model to Model 2

The MIS has been operating under the endorsed Hybrid Model since September 2024 and will operate at the same model until the new financial year (2026/27). During this period the MIS procured all equipment, delivered facilitated programs and built the operational and governance foundations required for the transition to Model 2.

Model 2 – 'Connect, Centralise and Develop' – provides for:

- Broader public access to a variety of craft and STEAM streams with supporting equipment infrastructure;
- A formal membership model with tiered fee structures;
- Access to a core set of tools and machinery (laser cutter, CNC router, 3D printers, overlockers, cricuts, sublimination equipment and electronics workstations);
- Initial patron training and induction as a condition of access to specialist equipment; and
- Ongoing community workshops and programs to drive activation.

The 2025/26 financial year represents the first year of operating. 2026/27 represents Year 1 of Model 2 operations and is therefore a critical transition year. Key transition activities are embedded throughout this Plan.

3. Year-by-Year Operational Overview

Domain	2025/26 Hybrid Model (Year 1)	2026/27 - Model 2 (Year 1)	2027/28 – Model 2 (Year 2)	2028/29 – Model 2 (Year 3)
Focus	• Foundations established • Fit out of space • Hybrid programs delivered	• Launch Model 2 • Establish membership structure • Expand/grow programming	• Consolidate operations • Grow membership • Build financial sustainability	• Mature operations • Full program suite • Strong cost recovery
Access Model	Facilitated and supervised (Hybrid Model)	Facilitated + open membership access	Full membership + facilitated programs	Full membership + expanded self-directed access
Fee Structure	No public fees (grant funded)	Tiered fees to be introduced via Fees & Charges Schedule	• Fees reviewed Machine access and consumables fees expanded	• Full fee schedule in operation • Annual review
Governance	• Business Plan developed for implementation in 2026/27 • Working Group scoped and meeting schedule established	Working Group fully operational	• Working Group review • Policies updated	Working Group leads strategic review
Staffing	• Library Officer (fixed-term) • Casual MIS Officer • External facilitators	• 1.0 FTE permanent MIS Officer • Casual MIS Officer • Casual facilitators	Review 0.5 FTE tech support need	Full staffing model confirmed
Target Attendances	528 *Actual as of May 2026*	550+	570+	590+
Target Memberships	N/A (Hybrid Model)	20+ members	30+ members	40+ members
Cost Recovery Target (*not* including staffing or asset management costs)	Programming (inc consumables), software and equipment purchases grant funded	20–25% *20% = $6,800* *25% = $8,500*	25-30%	35-40%

4. Programs and Community Engagement

4.1 Program Framework

Programs delivered from the MIS are organised into three streams, consistent with the three Make-It streams identified in the 2023 Makerspace Service Models Report and expanded to include community access programming:

Stream	Description	Example Programs
Mechatronics Engineering	Robotics, electronics, 3D printing, CNC, laser cutting	3D Printing Have-a-Go; Laser Cutter Workshops; Robotics open session
Arts, Crafts & Textiles	Sewing, overlocker, Cricut, arts and craft activities for all ages	Make, Create & Connect; Community Craft Groups; MIS Open Sessions
Community Access	Open sessions and community group meet-ups	MIS Open Sessions and Community Group Meet-ups

Note: Mechatronics is the interdisciplinary field that combines mechanical engineering, electronics, computer science, and control engineering.

4.2 Annual Program Targets by Year

Program Type	2025/26 *Hybrid Model Year 1*	2026/27 *Model 2 (Year 1)*	2027/28 *Model 2 (Year 2)*	2028/29 *Model 2 (Year 3)*
Workshops / programs delivered	64	70	75	80
MIS Open Sessions	125	130	140	150
School holiday programs (14 years old +)	0	4 (one per school holiday)	6	8
School / education excursions	0	2	3	4
Community group sessions (MoU)	0	2 per month	4 per month	6 per month
New program streams introduced	3	1	1	1
Total attendance: • MIS Open Sessions • Workshops / Programs	1,545	1,600	1,650	1,700
Youth attendances (under 18) as % of total	10%	20%	25%	30%

4.3 Community Group MoU Arrangements

It was anticipated that Community Groups would be able to enter into a Memorandum of Understanding (MoU) with the Shire and access the MIS on pre-scheduled days. For unsupervised access - without a Shire officer present - Community Groups are required to hold public liability insurance in accordance with LGIS requirements. However, this has proven difficult for many Community Groups due to the associated costs. The Shire will continue to work collaboratively with Community Groups to explore how access to the space can be facilitated while ensuring compliance with the required insurance obligations.

5. Staffing and Volunteer Management

5.1 Staffing Plan

Role	FTE	2026/27	2027/28	2028/29
MIS Officer	1.0	✓	Review + 0.5FTE MIS Officer	✓
MIS Officer	Casual	✓	✓	✓
Volunteer MIS Officers	Casual	✓	✓	✓
Coordinator Library Services (supervisor to MIS Officer)	1.0	✓	✓	✓
Manager Community Development (oversight)	1.0	✓	✓	✓
External Facilitators (contracted)	Casual	✓ $10,000*	✓	✓

** Council has endorsed $10,000 for external facilitators to deliver programs*

5.2 Volunteer Program

A formal volunteer program is to be established in 2026/27 to formalise the community volunteer capacity developed during the Hybrid Model period. The program will include:

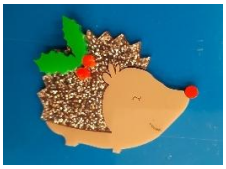
- Volunteer induction and training;
- Safe operating procedure training for relevant equipment;
- Working with Children Check verification

5.3 Training and Professional Development

Annual training budget to be allocated for the MIS Officers to attend relevant professional development, including makerspace conferences, equipment training and library innovation events.







6. Equipment and Technology

6.1 Equipment Maintenance

Where available equipment is to be maintained under supplier service agreements, an Equipment Maintenance Schedule is to be developed and maintained by the MIS Officers, with quarterly checks and an annual maintenance audit.

6.2 Equipment Expansion Plan

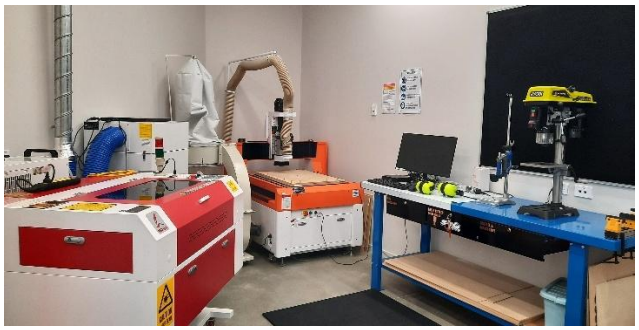
Council has endorsed the following allocations to the MIS budget for 2026/27:

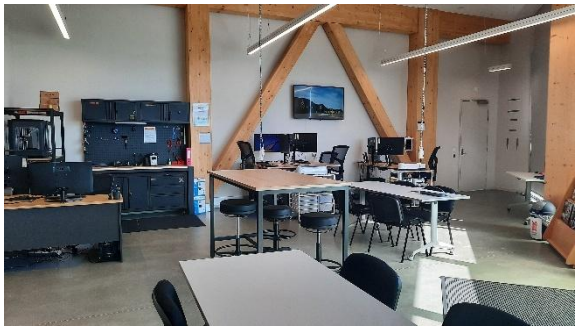
- Equipment maintenance $16,000
- Minor equipment purchases $ 5,000

Equipment / Technology Item	2026/27	2027/28	Notes
Membership / booking platform	✓	Review	• Procure in 2026/27 • Review in Year 2
Additional 3D printer filament colours / materials	✓	✓	Ongoing consumable procurement
UV Laser Engraver	✓	✓	Add additional Arts/Crafts capability - subject to funding
Upgraded computer workstations	–	✓	Investigate costs with IT department for replacement costs
Laser cutter preventive maintenance / service	✓	✓	Annual service; critical equipment
CNC Router maintenance / service	✓	✓	• Annual service • Ongoing training for staff • Increased inductions for MIS member usage

6.3 Asset Replacement Reserve

Officers will develop a dedicated MIS Asset Management Plan in 2026/27, capturing the replacement schedule and projected costs for all major equipment items. An annual contribution to an asset replacement reserve is to be included in the Shire's Long Term Financial Plan from 2027/28.





7. Governance and Policy

7.1 Working Group

The MIS Working Group was formally established in March 2026. The Working Group will meet a minimum of 4 times per year and provide strategic guidance on the MIS programs, operations and future direction.

7.2 Policy Development Schedule

Policy / Process	2026/27	2027/28	2027/28
Space Usage Policy (WHS, access, liability)	Finalise for Model 2 launch	Annual review	Annual review
Membership Policy and Terms of Use	New for Model 2; adopt prior to membership launch	Annual review	Annual review
Volunteer Program Policy	Formalise reciprocal volunteer model	Annual review	Annual review
Equipment Maintenance & Safety Procedures	Safe operating procedure cards on all machines	Annual review	Annual review
Child Safety / WWC Policy	Annual review; all staff and facilitators	Annual review	Annual review
Fees and Charges Schedule	First formal fees via 2026/27 F&C Schedule	Annual review	Annual review
Reporting Framework	Develop for quarterly reporting in the Corporate Performance Reporting (Council Plan)	Review quarterly	Review quarterly

7.3 Annual Report to Council and Quarterly Reporting

An annual Program Report on the MIS operations will be presented to Council each year (commencing July 2027), to provide details of the outcomes being achieved in areas of program delivery and financial performance. KPI results and any proposed changes to the achievements against the key performance matrix will be reported quarterly as part of the Corporate Performance reporting framework.

8. Financial Management

8.1 Fee Structure

The following outlines the proposed Fees and Charges structure for the MIS, as endorsed by the Integrated Planning Committee (15 April 2026). The IPC further endorsed that the timing of the introduction of fees is to be determined by the CEO, and that these will be included in the 2026/27 Fees and Charges schedule for the Shire of Dardanup.

Fee Category	2026/27	2027/28	2028/29
Facility / Equipment Induction	No charge	Review	Review
Facility Hire — Non-Profit (up to 5 people) per hour	$15.00	Review	Review
Facility Hire — Non-Profit (6–15 people) per hour	$25.00	Review	Review
Facility Hire — Commercial (up to 5 people) per hour	$25.00	Review	Review
Facility Hire — Commercial (6–15 people) per hour	$50.00	Review	Review
Annual Membership — Youth (14–17 years)	$20.00	Review	Review
Annual Membership — Student & Concession	$30.00	Review	Review
Annual Membership — Adult	$60.00	Review	Review
Monthly Membership — Youth (14–17 years)	$5.00	Review	Review
Monthly Membership — Student & Concession	$10.00	Review	Review
Monthly Membership — Adult	$15.00	Review	Review
Consumable Surcharge	Market rate	Review	Review
Facilitated Programs — Members (+ consumables)	No charge	Review	Review
Facilitated Programs — Non-Members per session (+ consumables)	$10.00	Review	Review

8.2 Financial Sustainability

The long-term sustainability of the Mick Bennett Make-It Space requires a deliberate and staged transition away from reliance on external grant funding toward a model that combines ongoing Shire investment with growing community-generated revenue. This section outlines the financial sustainability framework that underpins the Three-Year Operational Plan.

Funding Background

Since its establishment, the MIS has been funded primarily through external grants and internal Shire contributions. While this funding model successfully supported the establishment phase and the 2024–2026 Hybrid Model period – enabling the procurement of equipment, delivery of facilitated programs and development of governance frameworks – it is not a sustainable basis for ongoing operations. The transition to Model 2 from 2026/27 marks the beginning of a more financially self-sufficient operating model.

Sustainability Approach

The MIS sustainability model is built on two complementary pillars: continued Shire of Dardanup investment as the foundational funding source, supported by progressively increasing community-generated revenue through memberships, facility hire and facilitated programs. These two pillars are not in competition – rather, they work together to ensure the MIS remains accessible and affordable to the Dardanup community.

The Shire's ongoing investment reflects the MIS's alignment with the Strategic Community Plan 2020–2030 and its role as essential community infrastructure for STEM learning, skills development and community connection. The MIS delivers outcomes that cannot be measured by cost recovery alone, including youth engagement, digital inclusion and local enterprise development.

Community Revenue Streams

From 2026/27, should the CEO impose fees and charges for the MIS, the MIS will generate community revenue through four streams, each contributing to the overall cost recovery targets outlined in the Three-Year Operational Overview (Section 3):

1) **Memberships.** Tiered annual and monthly memberships provide regular, predictable revenue and encourage ongoing community engagement with the MIS. Membership tiers are structured to ensure equitable access, with concessional rates for youth, students and concession holders. Membership growth targets of 20+ in Year 1, 30+ in Year 2 and 40+ in Year 3 are embedded in the KPI framework.
2) **Facility Hire.** Pre-scheduled hire by community groups and commercial organisations provides additional revenue during periods outside of programmed activities. Differential pricing between non-profit and commercial hirers ensures the space remains accessible to community groups while recovering a greater proportion of costs from commercial users.
3) **Facilitated Programs.** Per-session fees for non-member participants in facilitated programs contribute to both revenue and program viability. Fees for facilitated programs are structured to incentivise membership uptake, with members accessing programs at no additional charge.
4) **Consumable Surcharges.** A consumable surcharge at market rate will be applied where members or hirers utilise materials above the included membership allowance, ensuring that the cost of consumables is appropriately recovered rather than absorbed by the Shire's operating budget.

A MIS communications campaign to be developed and implemented in advance of the introduction of any fees and charges. Whilst Council endorses the fees and charges, the Chief Executive Officer retains discretion as to whether the endorsed fees and charges are imposed. Should the CEO determine that fees and charges are to be introduced, the communications campaign will ensure that existing and prospective members are clearly informed of the new fee structure, the rationale for its introduction, and the continued commitment of the Shire to providing equitable access to the opportunities and resources available within the MIS.

Operating Cost Recovery Trajectory

The MIS cost recovery target increases progressively across the three-year plan period, reflecting the expected growth in membership, program participation and facility utilisation as Model 2 matures. Operational costs recovery trajectory does not cover staffing or asset management.

Targets are set as ranges to allow for the inherent variability of a new fee-based model in its early years:

- **2026/27 (Year 1):** 20–25% operating costs recovery.

  With fees introduced mid-year at the discretion of the CEO, this year focuses on establishing the membership base and demonstrating the value of the MIS to prospective members and hirers. Based on a projected operating budget of $34,000, a 20% recovery equates to approximately $6,800 and 25% to $8,500.
- **2027/28 (Year 2):** 30–40% operating costs recovery.

  A full year of fees in operation, growing membership and an expanded program offering are expected to drive increased revenue. Fees will be reviewed through the annual Fees and Charges process and adjusted as required.
- **2028/29 (Year 3):** 40–50% operating costs recovery.

  By Year 3, with a mature membership base, a full program suite and established facility hire demand, the MIS is expected to achieve its strongest cost recovery performance to date. A comprehensive fee schedule review will be undertaken in preparation for the next planning cycle.

External Funding and Grants

While the MIS will no longer rely on external grants as its primary funding source, the Shire will continue to pursue targeted grant opportunities to support specific capital or program expenditure that is beyond the scope of the operating budget. This may include equipment upgrades, new program streams, youth engagement initiatives or professional development for MIS staff. Grant funding, where secured, will supplement rather than substitute core Shire investment.

Annual Financial Review

Financial performance against sustainability targets will be reported to Council annually as part of the MIS Annual Report (refer Section 7.3). The annual report will include a summary of revenue by stream, actual cost recovery against target, and a forward projection for the following year. Where cost recovery targets are not being met, the MIS Officer and Manager Community Development will identify corrective actions, which may include revised fee structures, targeted membership campaigns or adjustments to the program offering.

9. Key Performance Indicators

The following Key Performance Indicators (KPIs) have been developed to measure the performance and impact of the Mick Bennett Make-It Space across the plan period. KPI results will be reported quarterly as part of the Shire's Corporate Performance Reporting framework, with an Annual Program Report presented to Council each July commencing July 2027.

KPI	Baseline (2025/26)	2026/27	2027/28	2028/29
Total program attendances	528	550	570	600
Programs / workshops delivered	64 *(internally and externally facilitated)*	70	75	80
Total Members	216	240	265	290
Youth participation (% of total attendances)	10%	15%	20%	25%
Operational cost recovery rate (*not* including staffing or asset management costs)	N/A (grant funded)	20–25%	30–40%	40–50%
External funding secured	Model 1 $198,581	$10,000+	$10,000+	$10,000+
Community satisfaction ≥ 80%	Baseline	≥ 80%	≥ 85%	≥ 85%
Working Group meetings held	2	4	4	4
Policies and procedures reviewed / updated	N/A	All new policies adopted and procedures reviewed	Annual review completed	Annual review completed

10. Risk Summary

A detailed Risk Assessment has been undertaken in the preparation of the MIS three-year Operational Plan. Outlined below is a summary of the inherent risk ratings and residual risk ratings following identification and implementation of mitigation actions.

A copy of the full Risk Assessment is included as *Attachment 1*.

Risk	Likelihood	Consequence	Mitigation
Project Cost Overruns	Possible (3)	Major (4)	All grants fully expended in accordance with grant conditions; Finance team oversight of dedicated GL accounts in place. Tiered fee structure endorsed by the Integrated Planning Committee (15 April 2026) and included in the 2026/27 Fees and Charges Schedule.
Project Delays	Possible (3)	Moderate (3)	Hybrid Model period (2024–2026) successfully completed with MIS fully operational and monthly attendance consistently exceeding 200 patrons. Permanent 1.0 FTE MIS Officer in place and Three Year Operational Plan provides a structured, Council-endorsed framework with clear milestones.
Poor User Adoption	Possible (3)	Major (4)	216 memberships and 528 attendances recorded in the 2025/26 baseline year, demonstrating established community interest. Tiered fee structure includes equity and concession provisions, with the CEO retaining discretion over the timing of introduction.

Scope Creep	Possible (3)	Moderate (3)	Three Year Operational Plan provides a clearly defined, Council-endorsed scope across five operational domains. MIS Working Group meets a minimum of four times per year to provide governance oversight and manage requests for changes to scope.
Lack of Resources	Possible (3)	Major (4)	Permanent 1.0 FTE MIS Officer established and filled, supplemented by a casual MIS Officer. MIS Working Group (established March 2026) provides strategic guidance and community champion capacity.
Inadequate Long-Term Financial Support	Possible (3)	Major (4)	MIS transitioning to a sustainable Shire budget model from 2026/27, with a projected operating budget of approximately $34,000. 216 memberships already in place as a foundation for membership revenue, with progressive cost recovery targets set across the three-year plan period.
Staffing Considerations	Possible (3)	Major (4)	Dedicated MIS Officer position established, with Manager Community Development providing strategic oversight and external facilitators contracted for specialist program delivery. Volunteer community capacity developed through the MoU framework to supplement staffing.
Sustainability / Governance	Possible (3)	Major (4)	MIS Working Group formally established in March 2026, meeting a minimum of four times per year to provide strategic guidance and continuity. MIS operates within a Council-endorsed governance framework (Resolutions 127-24 and 210-24) with senior management oversight from Manager Community Development and Director CED.
Policies and Processes	Possible (3)	Major (4)	During the Hybrid Model period, access was limited to facilitated and supervised sessions with a Shire officer present, reducing patron safety risk. Child Safety Awareness Policy (SDEV CP508), Working with Children Check requirements and the Shire's WHS framework are all in place.

Attachment 1

Shire of Dardanup

Mick Bennett Make It Space
Risk Assessment – Three Year Operational Plan 2026/27–2028/29

1. Purpose

This Risk Assessment has been prepared in fulfilment of Council Resolution 127-24 (OCM 22 May 2024), Action 5, which requested the development of a Make It Space Business Plan and Risk Assessment during the 2-year Hybrid Model period. It has been developed to accompany the Mick Bennett Make-It Space Three Year Operational Plan 2026/27–2028/29.

The risks assessed in this document are drawn from *Section 12 – Risks and Issues of the MakerSpace* (Make-It Space) *Service Models Report* and have been contextualised to reflect the current stage of the Make-It Space approaching the end of the first full year of operations and transitioning into Model 2 – 'Connect, Centralise and Develop' – operations.

The risk assessment framework applied is consistent with the Shire of Dardanup's Risk Management Governance Framework, as outlined in Section 13 of the 2023 Makerspace Service Models Report.

2. Risk Matrix

Consequence	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain 5	Moderate (5)	Moderate (10)	High (15)	Extreme (20)	Extreme (25)
Likely 4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible 3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely 2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	Moderate (10)
Rare 1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria

Risk Rank	Description	Criteria	Responsibility	Entered on Risk Register
LOW (1 – 4)	**Acceptable**	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring.	Staff Member / Supervisor	No
MODERATE (5 – 11)	**Monitor**	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring.	Supervisor / Manager	No
HIGH (12 – 19)	**Urgent Attention Required**	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring.	Manager / Director / EMT	Yes
EXTREME (20 – 25)	**Unacceptable**	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring.	EMT / CEO / Council	Yes

3. Risk Summary Register

The following table provides a summary overview of all risks assessed in this document. Detailed assessments for each risk are provided in Section 4.

Ref	Risk	Likelihood	Consequence	Inherent Rating	Residual Rating	Responsibility	Register
12.1	Project Cost Overruns	Possible (3)	Major (4)	**High (12)**	**Moderate (6)**	MIS Officer Library Co-Ord Manager CD Finance	Yes
12.2	Project Delays	Possible (3)	Moderate (3)	**Moderate (9)**	**Low (6)**	MIS Officer Library Co-Ord Manager CD	No
12.3	Poor User Adoption	Possible (3)	Major (4)	**High (12)**	**Moderate (6)**	MIS Officer Library Co-Ord Manager CD	Yes
12.4	Scope Creep	Possible (3)	Moderate (3)	**Moderate (9)**	**Low (3)**	MIS Officer Library Co-Ord Manager CD	No
12.5	Lack of Resources	Possible (3)	Major (4)	**High (12)**	**Moderate (6)**	Library Co-Ord Manager CD Director C&ED	Yes
12.6	Inadequate Long-Term Financial Support	Possible (3)	Major (4)	**High (12)**	**Moderate (8)**	Manager CD Finance Director C&ED	Yes
12.7	Staffing Considerations	Possible (3)	Major (4)	**High (12)**	**Moderate (8)**	Library Co-Ord Manager CD Director C&ED	Yes
12.8	Sustainability / Governance	Possible (3)	Major (4)	**High (12)**	**Moderate (8)**	Library Co-Ord Manager CD Working Group	Yes
12.9	Policies and Processes	Possible (3)	Major (4)	**High (12)**	**Moderate (6)**	MIS Officer WHS Officer Library Co-Ord Manager CD	Yes

Note:
'EMT' = Executive Management Team
'MIS Officer' = Make-It Space Officer
'Library Co-Ord' = Co-Ordinator Library Services
'Manager CD' = Manager Community Development
'Director C&ED' = Director Community and Economic Development

4. Detailed Risk Assessments

The following detailed risk assessments address each of the nine (9) risk categories identified in Section 12 (Risks and Issues) of the MakerSpace (Make It Space) Service Models Report 2023.

1	Project Cost Overruns		
Risk Description	The risk of project cost increases is high, particularly in the current market environment. Makerspaces are highly evolving spaces and without clearly defined scope, cost escalation is a significant risk. Unplanned expenditure could impact the Shire's budget position and the long-term viability of the Space.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• MIS funded to date through external grants (Lotterywest $151,581 and Wespine $47,000) and Shire contributions ($15,000), with all grants fully expended across 2024/25–2025/26 in accordance with grant conditions. • Scope clearly defined via Council Resolution 127-24 and the Hybrid Model Transition Plan (Resolution 210-24). • Procurement Policy (CnG CP034) governs all purchasing decisions. • Finance team oversight of dedicated GL accounts for MIS expenditure. • Annual budget reporting to Council with proposed operating budget of approximately $34,000 from 2026/27. • Tiered fee structure endorsed by the Integrated Planning Committee (15 April 2026) and included in the 2026/27 Fees and Charges Schedule to begin generating community-sourced revenue.		
Risk Action Plan (Treatment)	• Maintain clearly defined scope documents; any variations to be formally documented and approved. • All procurement to be conducted in accordance with the Shire Procurement Policy (CnG CP034). • Include MIS as a dedicated line item in the Long Term Financial Plan from 2027/28. • Officers to develop a dedicated MIS Asset Management Plan in 2026/27, capturing equipment replacement schedules and projected costs. • Annual budget requests and cost forecasting to be prepared by the MIS Officer and reviewed by Co-Ordinator Library Services and Manager Community Development. • Pursue ongoing targeted grant and sponsorship opportunities to support specific capital or program expenditure beyond the operating budget.		
Residual Risk Rating (after treatment as above)	Moderate (6) Responsibility: • MIS Officer • Library Co-Ordinator • Manager Community Development • Finance Entered on Risk Register: Yes		

2	Project Delays		
Risk Description	Project delays may occur due to a lack of resources to complete required tasks, limited organisational commitment, or vendors' inability to provide equipment within expected timeframes. Delays in establishing key governance frameworks, policies and the membership model could undermine the planned transition to Model 2.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Moderate (3)	9	Moderate (9)
Existing Controls / Mitigations	• Hybrid Model period (2024–2026) successfully completed; MIS fit-out fully realised and space is operationally active with monthly attendance consistently exceeding 200 patrons. • Permanent 1.0 FTE Make-It Space Officer position established and filled, providing dedicated resourcing for MIS delivery and planning. • MIS Working Group formally established in March 2026, meeting a minimum of four times per year to provide strategic governance and oversight. • Three Year Operational Plan 2026/27–2028/29 provides a structured, Council-endorsed framework with clear milestones across all operational domains.		

	• Annual Program Report to be presented to Council each July (commencing July 2027) to maintain accountability.
Risk Action Plan (Treatment)	N/A – inherent risk rating below 12; managed by routine procedures.
Residual Risk Rating (after treatment as above)	Low (6) Responsibility: • MIS Officer • Manager Community Development Entered on Risk Register: No

3	**Poor User Adoption**		
Risk Description	There is a risk of poor community uptake of the Space and its programs if staff and community engagement are not established from the outset. Key factors include underutilising communication platforms, failure to identify community champions, adopting a rigid fee structure that excludes community members, inability to access equipment due to lack of training or breakdowns, and inadequate workshop design limiting multiple maker streams.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• Hybrid Model period successfully built strong community engagement foundations; monthly attendance consistently exceeding 200 patrons and 216 memberships established by end of 2025/26. • Facilitated and supervised program delivery model provides an accessible entry point for all users across the Mechatronics Engineering, Arts/Crafts/Textiles and Community Access streams. • Tiered fee structure endorsed by the Integrated Planning Committee (15 April 2026) includes membership options, per-session rates, and concession considerations to support equitable access; CEO retains discretion over timing of introduction. • Shire working collaboratively with community groups to address LGIS public liability insurance requirements for independent access. • MIS Working Group established March 2026 provides community-facing strategic guidance. • 64 programs and 528 attendances delivered in 2025/26 baseline year demonstrating established community interest.		
Risk Action Plan (Treatment)	• Develop and implement a MIS Communications Strategy upon the CEO determining that fees and charges are to be introduced, to ensure existing and prospective members are clearly informed of the fee structure, rationale and the Shire's commitment to equitable access. • Continue to identify and nurture community champions and specialist volunteers through the volunteer program to be established in 2026/27. • Continue to work collaboratively with community groups to explore how independent access can be facilitated consistently with LGIS public liability insurance requirements. • Monitor attendance and membership data quarterly; adjust programming to reflect community interest and demand. • Develop annual program schedule across all three maker streams, published each Term 1, to maximise community awareness and participation. • Target youth participation at minimum 20% of total attendances in Year 1, rising to 30% by Year 3.		
Residual Risk Rating (after treatment as above)	Moderate (6) Responsibility: • MIS Officer • Library Co-Ordinator • Manager Community Development Entered on Risk Register: Yes		

4	Scope Creep		
Risk Description	Scope creep presents a significant risk if not managed correctly, as it will impact on both resource and financial positions. Once a model of operation has been agreed, additional requests for change or additions need to be carefully managed. The evolving nature of makerspaces makes this particularly relevant as community expectations and technology change over time.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Moderate (3)	9	Moderate (9)
Existing Controls / Mitigations	• Three Year Operational Plan 2026/27–2028/29 provides a clearly defined, Council-endorsed operational scope across five domains (Programs, Staffing, Equipment, Governance and Financial Management). • Annual Program Report to Council each July (commencing July 2027) ensures any proposed amendments to the Plan are formally considered. • MIS Working Group meets a minimum of four times per year to provide governance oversight and manage requests for changes to scope. • Equipment expansion priorities clearly defined in the Operational Plan for each year of the plan period.		
Risk Action Plan (Treatment)	N/A – inherent risk rating below 12; managed by routine procedures.		
Residual Risk Rating (after treatment as above)	Low (3) Responsibility: • MIS Officer • Library Co-Ordinator • Manager Community Development Entered on Risk Register: No		

5	Lack of Resources		
Risk Description	The current environment presents shortages of skilled people and funding, which is a major risk to the success of the Space. The Space relies on a small team and the availability of skilled community volunteers. Loss of key personnel, failure to attract volunteers with specialist skills, or funding shortfalls could significantly impact delivery.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• Permanent 1.0 FTE Make-It Space Officer position established and filled, providing dedicated and ongoing resourcing for MIS operations. • Casual MIS Officer position supplements permanent staffing to support program delivery and open sessions. • Coordinator Library Services and Manager Community Development provide supervisory and oversight support. • MIS Working Group (established March 2026) provides strategic guidance and community champion capacity. • Lotterywest and Wespine grants fully expended as intended; MIS transitioning to sustainable Shire budget model from 2026/27.		
Risk Action Plan (Treatment)	• Establish a formal Volunteer MIS Officers program in 2026/27, including induction, equipment training, Working with Children Check verification, and reciprocal benefits, to formalise and sustain community volunteer capacity. • Develop documented procedures and cross-training within the Community Development team to reduce key-person dependency. • Continue to pursue targeted grant and sponsorship opportunities to supplement the operating budget for specific capital or program expenditure. • Include MIS staffing requirements in annual Workforce Plan and budget processes. • MIS Working Group to assist in identifying specialist volunteers and community champions across Mechatronics Engineering, Arts/Crafts/Textiles and Community Access streams.		
Residual Risk Rating	Moderate (6)		

(after treatment as above)	Responsibility: • Library Co-Ordinator • Manager Community Development • Director Community & Economic Development Entered on Risk Register: Yes

6	**Inadequate Long-Term Financial Support**		
Risk Description	Long-term financial costs arising from original equipment purchases, staff training, replacement and maintenance expenditure, and future development funding represent a significant ongoing challenge. This is particularly relevant for publicly-operated makerspaces. Without adequate planning, the Space risks financial unsustainability and potential closure.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• MIS transitioning from external grant funding (Lotterywest $151,581 and Wespine $47,000, fully expended 2024/25–2025/26) to a sustainable Shire budget model from 2026/27, with a projected operating budget of approximately $34,000. • Tiered fee structure endorsed by the Integrated Planning Committee (15 April 2026) and included in the 2026/27 Fees and Charges Schedule; timing of introduction subject to CEO determination. • Operational cost recovery targets set at 20–25% in 2026/27, 30–40% in 2027/28 and 40–50% in 2028/29 (not including staffing or asset management costs). • 216 memberships established in the 2025/26 baseline year, providing a foundation for membership revenue from 2026/27. • Annual budget reporting to Council through the Quarterly Corporate Business Plan Report and Annual Program Report.		
Risk Action Plan (Treatment)	• Develop a dedicated MIS Asset Management Plan in 2026/27, capturing the equipment replacement schedule and projected costs for all major items. • Include an annual contribution to an equipment asset replacement reserve in the Shire's Long Term Financial Plan from 2027/28. • Pursue ongoing targeted grant and sponsorship opportunities to support specific capital or program expenditure beyond the operating budget. • MIS financial performance to be reported quarterly as part of the Shire's Quarterly Corporate Business Plan Report. • The MIS will no longer rely on external grants as its primary funding source; long-term financial sustainability to be underpinned by Shire investment and progressively increasing community-generated revenue through memberships, facility hire, programs and consumable surcharges.		
Residual Risk Rating (after treatment as above)	Moderate (8) Responsibility: • Manager Community Development • Finance • Director Community & Economic Development Entered on Risk Register: Yes		

7	**Staffing Considerations**		
Risk Description	Makerspaces add significant new demands on staff beyond their regular workload responsibilities, including equipment testing and procurement, program design and delivery, patron induction and training, maintenance scheduling, community engagement, safety compliance, budget development, and policy development. Failure to adequately resource the Space will impact service quality and staff wellbeing.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• Dedicated Library Officer – Make It Space & Programs position established (fixed-term). • Manager Community Development provides strategic oversight and support. • External facilitators contracted for specialist workshop delivery.		

	• Volunteer community provides supplementary capacity through the MoU framework.
Risk Action Plan (Treatment)	• Permanent 1.0 FTE Make-It Space Officer position established and filled (position title updated to 'Make-It Space Officer' to reflect the full business scope of the role). • Casual MIS Officer position provides supplementary support for program delivery and open sessions. • Coordinator Library Services and Manager Community Development provide supervisory and oversight support. • External facilitators contracted for specialist program delivery. • MIS Working Group (established March 2026) provides strategic guidance and reduces reliance on individual staff members.
Residual Risk Rating (after treatment as above)	Moderate (8) Responsibility: • Library Co-Ordinator • Manager Community Development • Director Community & Economic Development Entered on Risk Register: Yes

8	**Sustainability and the Role of a Governance Group / Steering Committee**		
Risk Description	The long-term sustainability of the Space is at risk if it relies solely on one or two key staff champions. Research confirms that makerspaces are successful when resources and space are coupled with champions who can mobilise the community. Staff and champion turnover creates a structural vulnerability. Without a governance structure to provide continuity and community ownership, the Space may lose momentum and community engagement over time.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• Mick Bennett Make-It Space Working Group formally established in March 2026; meets a minimum of four times per year to provide strategic guidance on programs, operations and future direction. • MIS operates within a Council-endorsed framework (Resolutions 127-24 and 210-24) providing institutional governance and accountability. • Three Year Operational Plan 2026/27–2028/29 provides documented strategic direction endorsed by Council. • Annual Program Report to Council each July (commencing July 2027) ensures continued institutional oversight. • Manager Community Development and Director CED provide senior management oversight.		
Risk Action Plan (Treatment)	• MIS Working Group to develop and adopt formal Terms of Reference in 2026/27, consistent with Council's governance framework. • Ensure Working Group membership includes representatives from community groups, industry, education, and Shire staff to provide broad governance capacity and reduce key-person dependency. • Working Group to lead annual review of the Operational Plan and KPI performance, with recommendations included in the Annual Program Report to Council. • Develop documented procedures and cross-training within the Community Development team to mitigate the impact of staff turnover. • Formalise Volunteer MIS Officers program including recognition and reciprocal benefits to sustain community champion engagement over the long term.		
Residual Risk Rating (after treatment as above)	Moderate (8) Responsibility: • Library Co-Ordinator • Manager Community Development • MIS Working Group Entered on Risk Register: Yes		

9	**Establishment of Make-It Space Policies and Processes**		
Risk Description	Patron safety becomes a primary consideration when makerspaces provide potentially hazardous equipment. Without adequate policies and processes in place, the Shire is exposed to WHS, liability, copyright, and reputational risks. Key policy areas requiring development include: fee structures, usage expectations, safety protocols, copyright and intellectual property, governance, budget guidelines, patron induction and training, and equipment access conditions.		
Likelihood	**Consequence**	**Inherent Risk Score**	**Inherent Risk Rating**
Possible (3)	Major (4)	12	High (12)
Existing Controls / Mitigations	• During the Hybrid Model period, access was limited to facilitated and supervised sessions with a Shire officer present, significantly reducing patron safety risk during the establishment phase. • Child Safety Awareness Policy (SDEV CP508) and Working with Children Check requirements in place for all staff and facilitators. • Shire WHS framework and incident reporting processes apply to the Space. • Corporate Sponsorship Policy (SDEV CP507) and Procurement Policy (CnG CP034) govern relevant financial and procurement processes. • MIS Working Group established March 2026 to provide governance oversight for policy development and implementation. • Tiered fee structure endorsed by the Integrated Planning Committee (15 April 2026) and included in the 2026/27 Fees and Charges Schedule.		
Risk Action Plan (Treatment)	• Develop and adopt the following policies prior to or concurrent with the Model 2 transition (2026/27): • Space Usage Policy (WHS, copyright, 24/7 access, liability) • Membership Policy and Terms of Use • Patron Induction and Training Procedure (including safe operating procedures for all specialist equipment) • Volunteer Program Policy • Equipment Maintenance and Safety Schedule • Child Safety and WWC Policy (annual review) • Annual Reporting Framework and KPI template • Fees and Charges Schedule (for adoption via Council) • Ensure Safety Data Sheets are maintained on-site for all hazardous materials as per Safe Work Australia requirements. • Develop and maintain an Evacuation Plan and after-hours emergency contact list for the Space. • Implement a patron training records management system to ensure compliance with safety requirements. • Review all policies annually and following any significant incident.		
Residual Risk Rating (after treatment as above)	Moderate (6) Responsibility: • MIS Officer • WHS Officer • Library Co-Ordinator • Manager Community Development Entered on Risk Register: Yes		

(Appendix ORD: 12.3.1B)

MakerSpace (Make It Space) Service Models Report

PROJECT NAME:	***Shire of Dardanup Makerspace (Make It Space) Concept***
RESPONSIBLE DIRECTORATE:	***Sustainable Development***
DOCUMENT PREPARED BY:	***Kelly Bedford-Johnson***
DATE:	***17 January 2023***
VERSION:	***1.2***
TARDIS LINK:	*PRJ-R1330116*

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1. Executive Summary

This Makerspace Business Report will outline potential community benefits received through the development of a flexible makerspace in the new Shire of Dardanup (Shire) building.

This Report, developed by the Community Development Team, is in response to the Business Case that, as a part of the Eaton Civic and Community Centre Business Case, Naja Business Consulting Services developed, on behalf of the Shire. Naja Business Consulting Services conducted a review of a number of makerspace designs as a part of the bigger Business Case for the Shire of Dardanup.

Projects of this nature need to be fully justified both on a financial level and a community benefits level. Although increasingly more local governments and libraries are interested in creating a makerspace, many factors need to be considered including sustainability, staffing, funding, ongoing maintenance of the technology and hardware, operational model and future directions of the space. The success of a library makerspace is not just about providing technologies such as 3D printers but about building a great community that embraces the maker movement and advocates for learning by making or doing.

2. Background

The Shire of Dardanup is seeking to create a landmark and flexible, yet functional building, the Shire of Dardanup Civic and Community Centre (CCC), that demonstrates and celebrates sustainable building practices and technology in a multi-storey commercial building. It is to be an exemplar Administration, Library and Community Building with innovative and cutting-edge technology.

The overarching aim of this project is to anchor the Activity Centre or central business area of Eaton to realise the community-driven vision of a hub that serves Shire of Dardanup and the surrounding community through shared sport and community spaces, commercial activity, public services, and better pedestrian access.

The current Council-endorsed concept design provides growth for the Shire's administration for at least the next 20 years and fulfils the need for a centrally located community library. It will also provide community meeting spaces; training and workshop facilities; and arts, culture and technology production spaces.

The four major areas identified in this project were:

- Library relocation
- Community spaces/meeting rooms
- Shire administration relocation
- Dardanup Shire promotion/liveability/employment

The CCC has been developed and planned, aligning with several key development and strategic plans at a Federal, State, Regional, Local and community level. These include, among others:

- Make it Happen – The Australian Government's Modern Manufacturing Strategy; Department of Industry, Science, Energy and Resources
- The Australian Government's Regional University Centres promotion
- Western Australian Government STEM Skills Strategy
- Western Australia Public Libraries Strategy
- An Age-friendly WA: The Seniors Strategic Planning Framework 2012-2017
- Western Australian Science and Innovation Framework

3. Report Outline

This Report outlines a number of benefits and challenges which have been identified with the introduction of makerspaces in public libraries and buildings plus structural models to consider; with estimates of initial outlay costs, potential membership fee structure and ongoing considerations.

The MakerSpace (Make It Space) will be designed to promote innovation and manufacturing by individuals or small groups at all levels of expertise. A wide range of activities can be promoted that will appeal to all ages and demographics. At one level, technology and installed equipment will allow for experimentation and initial designs that can provide a launch pad for projects that lead to employment and business ventures in the Shire. For example, this equipment can include personal computers, specialised software, and 3D printers, where the beginnings of small manufacturing concepts can be created and prepared, ready for presenting to prospective commercial interests.

Other computers and 2D printing can provide access to software such as technical drawing, 3D art and design, software creation, and other endeavours in the IT-based skills that again can serve as a driver for setting up careers and job opportunities in the wider community. Electronics servicing, and encouraging skills in IT hardware development, manufacturing, and robotics can be supported by equipment such as soldering irons, dedicated workspaces, and specialised hand tools.

A different side of the Makerspace spectrum will be to provide for more crafts-orientated pursuits and offer opportunities for local artists to engage in collaborative projects where extra space and equipment are needed. With this in mind, tools such as professional overlockers, sewing machines, tools for creating canvas framing, and large workbench areas can cater for artistic tasks that are otherwise difficult in the home and, importantly, allow members of the community to come together and work in groups.

The Makerspace will offer a facility not currently available in the Shire – one with hard working surfaces, flooring resistant to chemical spills, excellent lighting and good ventilation. It will be a place where people enjoy creativity and cooperation, and access to semi-professional equipment.

Circuit hacking days at Noisebridge

4. Project Outcomes

Makerspaces serve as gathering points where communities of new and experienced makers connect. The Shire of Dardanup Civic and Community Centre Makerspace will:-

- Provide facilities enabled with cutting edge technology and tools which foster a community culture of multi-disciplinary innovation.
- Provide access to a flexible and responsive space for local collaborative maker networks to meet and share ideas, insights and best practices.
- Enable equity of access to specialised, state-of-the-art equipment and technologies to community groups and residents.
- Create opportunities for social engagement, participation and volunteerism.
- Capture economic opportunities which emerge through the provision of next generation digitally enabled technologies.
- Enable collaborative partnerships with internal and external stakeholders to contribute to the future-proofing of our local library services.

5. Recommendations

That the Working Group:

1. Receives the Makerspace Report.
2. Request that a report be presented to the February OCM to:
    a. Endorse a change of name from “Makerspace” to “Make IT “ Space
    b. Endorse three “Make It” streams – Mechatronics Engineering (coding, robotics, electrical circuitry) Arts/Crafts/Textiles and Media (podcasting, digital music production, film/photography).
    c. Endorse a 5 year plan to transition from Model 1 to Model 2 subject to available financial and staffing resources.
    d. Endorse the establishment of a Governance Group/Steering Committee to support the implementation and long term sustainability of the Make It Space.
    e. Note that a suitable funding sources and fee structures are identified and developed to ensure a viable and sustainable service model.

6. Models of Makerspaces

As technology evolves and consumer groups needs change, so does the role of the Makerspace. In Australia, makerspaces are becoming more prevalent, however, to date there are few programs hosted by Australian public libraries as compared to overseas counterparts, with the majority occurring in the community sector outside the public-library domain.

Model One – Concept: Connect & Collaborate	
	Focus is on creating a publicly-accessible programmable space in which community members can connect, design and create. Simplest of models, the space offers working surfaces such as tables, counters, or desks and a limited organic collection of tools that reflect the interests of the individuals and community groups who use the space and the projects they develop. The flexibility of space and its primary maker-stream (for example: mechatronics, textile arts/crafts, media etc.) become more refined as the space is used and a shared sense of agency and community ownership is developed. Storage of items is limited to the makerspace tool collection, with users having to supply their own consumable resources, specialised tools and equipment for each visit to the makerspace. Space is managed with "leave no trace" philosophy, with a minimal or no fee attached to the use of the space.
	Organisational Impact: • No additional support required to provide access to specialist technicians. • No additional support required as patrons access own equipment and consumables. • Initial fit-out of space approximately: **$36,280.94** **(see appendix 1: Resources required for Model 1)** • Initial expenditure for tool collection: **$10 000.00** • Limited, zero ongoing costs. **Considerations:** **Workforce Impact:** • Development and ongoing management of an online booking system • Development of a Shire usage policy • Additional responsibility to manage the space and tool collection, which is not collocated within the library precinct • Cleaning of space after patron usage

Model One – Concept: Connect & Collaborate	
	• On-going communication strategy to notify community of space availability • Responsibility to develop programs or workshops to draw activity and build interest • Current capacity of staff to support the Makerspace concept **Insurance considerations:** • 24/7 access: Safety management Monitoring space usage Responsibility for call outs to address issues that may arise • Theft of tools from tool collection • Inappropriate and potentially hazardous use of materials used in the space. • Damage to fixtures • Lighting and parking access • Loss of access cards/keys **Ongoing costs:** • Utilities cost (water, power, rubbish) • Heating and cooling costs • Tool replacement and repair costs • Rubbish removal • General cleaning schedule • Delivery costs for workshops developed by Shire staff (resources, consumables and program development time)
Recommendation *Initial foundation Model*	Identified as an initial interim model until the building construction, management, operations and long term available resourcing and ongoing viability is more certain. Initial outlay of approximately $38 000.00 would be achievable and see the space opened as a flexible programmable space for the Shire and a suitable meeting space for community groups. It is recommended that during this initial stage that the focus of the Governance Group/Steering Committee is to drive the development of programs and specialist interest workshops to draw activity, source local champions and build a local sustainable culture that encourages connection, collaboration and creation.

Model Two – Concept: Connect, Centralise and Develop	
	Focused on providing the public access to a variety of craft/STEAM streams with supporting equipment infrastructure the founding principle (based on the *FabLab* model and similar to *Canning Libraries MakerSpace*) is to enhance the work and abilities of the home hobbyist. This model provides access to a core set of tools (including basic electronics equipment, a lasercutter, a vinyl cutter, a CNC router, a CNC milling machine, overlockers, etc.) which allow novice makers to make almost anything on a small scale, given a brief introduction to engineering and design development. Offering public access to standard manufacturing equipment and initial training to use the equipment, this model relies on patron's access to experience volunteers and paid technicians to provide assistance as needed. Conditions of access to use the space (when experienced volunteers or paid technicians are unavailable) are usual with this model; with patrons required to be aged 16+. Model Two sees individuals and groups given access to hardware, reusable tools and limited consumables plus storage facilities- such as lockers, in exchange for set (often monthly) membership fee, or hourly machinery fee and detailed Terms of Use agreement. Model Two relies heavily on external funding sources for its initial set up. The sustainability of the space is supported by affordable membership fees plus regularly community workshops to provide an income. Additionally costs of individual project consumables lies with patrons.
	Organisational Impact: • Ongoing support required to provide access to specialist technicians and/or experienced volunteers. • Ongoing support required as patrons access Makerspace equipment and general consumables. • Initial fit-out of space approximately: **$114,129.05** *although this could be scaled down to two maker streams (electronics & textiles) rather than three maker streams (electronic, textiles and media)* (see Resources outlined on pages 18-22 required for Model 2- three maker streams) • Initial expenditure for tool collection and basic consumables $15 000.00 (see Reusable Tool List page 23 and Consumable Materials List pages 23-24 as a reference point)

Model Two – Concept: Connect, Centralise and Develop	
	• Moderate ongoing costs, however a sliding scale membership/usage policy could offset some costs. • Potential to off-set costs further by running well designed workshops for wider community groups/ ratepayers/youth groups and school holiday programs **Considerations:** **Workforce Impact:** • Development and ongoing management of an online booking system • Development of a Shire usage policy – including WHS, copyright, 24/7 access, liability, etc. • Coordination of ongoing training/induction for new patrons • Additional recordkeeping to record training/inductions/usage, etc. • Additional responsibility to manage the space, tool collection and specialist equipment which is not co-located within the library precinct • Initial and ongoing staff training to trouble shoot equipment issues and daily maintenance requirements • Ongoing management of consumables • Cleaning of space after patron usage • On-going communication strategy to notify community of space availability • Responsibility to develop programs or workshops to draw activity and build interest • Current capacity (time, knowledge, interest and skills) of staff to support the Makerspace concept, and deliver interest/specialist skills workshops • Management of gallery/display space • Additional time required to source ongoing funding streams • Additional time to manage extension of MakerSpace (Make It Space) streams (from 2 – 3 or 3-4, etc.) • Management of storage spaces and co-ordinating patron storage. • Management of IT including dedicated laptops to run machine software and internet access. **Insurance considerations:** • 24/7 access: Safety management of patrons (potentially unskilled) and use of specialist equipment Monitoring space usage by untrained patrons or non-registered patrons

Model Two – Concept: Connect, Centralise and Develop	
	Responsibility for call outs to address issues that may arise outside of work hours • Theft of tools and or equipment • Damage to fixtures • Damage to equipment through misuse • Inappropriate and potentially hazardous use of materials used in the space. • Lighting and parking access • Loss of access cards/keys **Ongoing costs:** • Utilities cost (water, power, rubbish) • Heating and cooling costs • Tool replacement and repair costs • Rubbish removal: including recycling and possible hazardous materials • General cleaning schedule • Delivery costs for workshops developed by Shire staff (resources, consumables, program development time, sourcing specialist facilitators) • Ongoing communication strategy • Internet connectivity
Recommendation *Ideal aspirational target*	A transitional, carefully staged approach to this model would be prudent as the initial investment would require an additional $80 000.00 (approx.) on top of the Model 1 start-up outlay. Ideally a 5 year plan to transition from Model 1 to Model 2 would enable the Governance Group/Steering Committee to establish the required policies and processes required (as highlighted in Appendix 5). The recommended timeline also allows for the emergence of community trends and preferred Maker Streams; which may not align to the maker streams identified in this Report (Mechatronics Engineering (coding, robotics, electrical circuitry) Arts/Crafts/Textiles and Media (podcasting, digital music production, film/photography). Sustainable HR and resourcing models will need to be established for this model to experience long term success.

Model Three – Concept: Entrepreneurial Incubators	
	The focus of Model Three is to enable as many creative maker-streams as possible within the space (see *UQ Innovate* makerspace model). "Streams" are represented through well-considered workshop layouts, significant manufacturing infrastructure such as high-voltage electricity and ventilation, lots of supporting tools dedicated to each maker stream, and appropriate tooling to accomplish a variety of projects. Each area could be used both by hobbyists, students and semi-professional craftsmen alike, and the ability to access multiple types of maker-streams in the same space is a magnetic attractor to individuals and community groups alike. Due to the significant expense and energy involved in maintaining multiple types of semi-professional-grade maker areas, training new members to use the tools responsibly and overall resource management, Model Three is structured along the lines of traditional business /training spaces to ensure its sustainability and ensure ongoing costs are covered. Access to the space is generally prohibited to: 1. Anyone under the age of 16 years 2. Anyone who hasn't undertaken the training, or 3. Is not under direct supervision of experienced, trained staff. This model combines fee for service for access to specialist workshops, set user fees (daily or monthly rates), access to purchase consumable resources on site and detailed Terms of Use agreements.
	Organisational Impact: • Development of a Makerspace Business Model that aligns to the Shire of Dardanup – Council Plan 2022-2032 plus Strategic Community Plan 2020-2030 requires time for staff to develop a Business Case plus a sustainable Business Model. • Additional funding support required to provide access to specialist technicians and/or experienced volunteers. • Additional support required as patrons access Makerspace equipment and general consumables. • Initial fit-out of space approximately: $114,129.05 although this could be scaled down to two maker streams (Mechatronics Engineering & Arts/Craft/Textiles) rather than three maker streams (Mechatronics Engineering , Arts/Craft/Textiles and Media) (see Resources outlined in Appendix 2 required for Model 2-three maker streams)

Model Three – Concept: Entrepreneurial Incubators	
	• Initial expenditure for tool collection and basic consumables $10 000.00 (see Appendix 3 Reusable Tool List and Consumable Materials List as a reference point) • Considerable ongoing costs, however the model requires on sliding scales for membership to accommodate community access. • There is potential to offset running costs by establishing a user pay system where patrons pay per hour access to specialist machines (eg laser cutter) to buy machine compatible consumables plus payment to access to specialist/high interest skills workshops and youth holiday programs. **Considerations:** **Workforce Impact:** • Development and ongoing management of an online booking system • Development of a Shire usage policy – including WHS, copyright, 24/7 access, liability etc • Coordination of ongoing training/induction for new patrons • Additional recordkeeping to record training/inductions/usage etc • Additional responsibility to manage the space, tool collection and specialist equipment which is not co-located within the library precinct • Initial and ongoing staff training to trouble shoot equipment issues and daily maintenance requirements • Ongoing management of consumables • Cleaning of space after patron usage • On-going communication strategy to notify community of space availability • Responsibility to develop programs or workshops to draw activity and build interest • Current capacity (time, knowledge, interest and skills) of staff to support the Makerspace concept, and deliver interest/specialist skills workshops • Management of gallery/display space • Additional time required to source ongoing funding streams • Additional time to manage extension of MakerSpace (Make It Space) streams (from 2 – 3 or 3-4 etc) • Management of storage spaces and co-ordinating patron storage. • Management of IT including dedicated laptops to run machine software and internet access. • Requires additional support through access to specialist technicians.

Model Three – Concept: Entrepreneurial Incubators	
	• Requires consideration of HR for position number and additional funding (which may or may not be additional to the projected additional FTE outline in the 2020-2050 plan) **Insurance considerations:** • 24/7 access: Safety management of patrons (potentially unskilled) and use of specialist equipment Monitoring space usage Responsibility for call outs to address issues that may arise • Theft of tools and or equipment • Damage to fixtures • Inappropriate and potentially hazardous use of materials used in the space. • Damage to equipment through misuse • Lighting and parking access • Loss of access cards/keys **Ongoing costs:** • Utilities cost (water, power, rubbish) • Heating and cooling costs • Tool replacement and repair costs • Rubbish removal: including recycling and possible hazardous materials • General cleaning schedule • Delivery costs for workshops developed by Shire staff (resources, consumables and program development time) • Communication strategy • Internet connectivity • Requires additional support through access to consumables that are hardware compatible **Space:** • The size allocated in the new precinct has not been designed to support co-located multi maker streams, it is simply too small. • Generally speaking a well-designed 500 to 1000m2 community workshop is required to easily support educational programs, multi maker streams, membership access to shared tools/workspaces/semi-professional machinery, storage facilities, kitchen facilities, co-creation spaces/labs plus studio rental space and recording booths, with the focus and capacity to grow start-up ecosystems that enable economic benefits for the community.

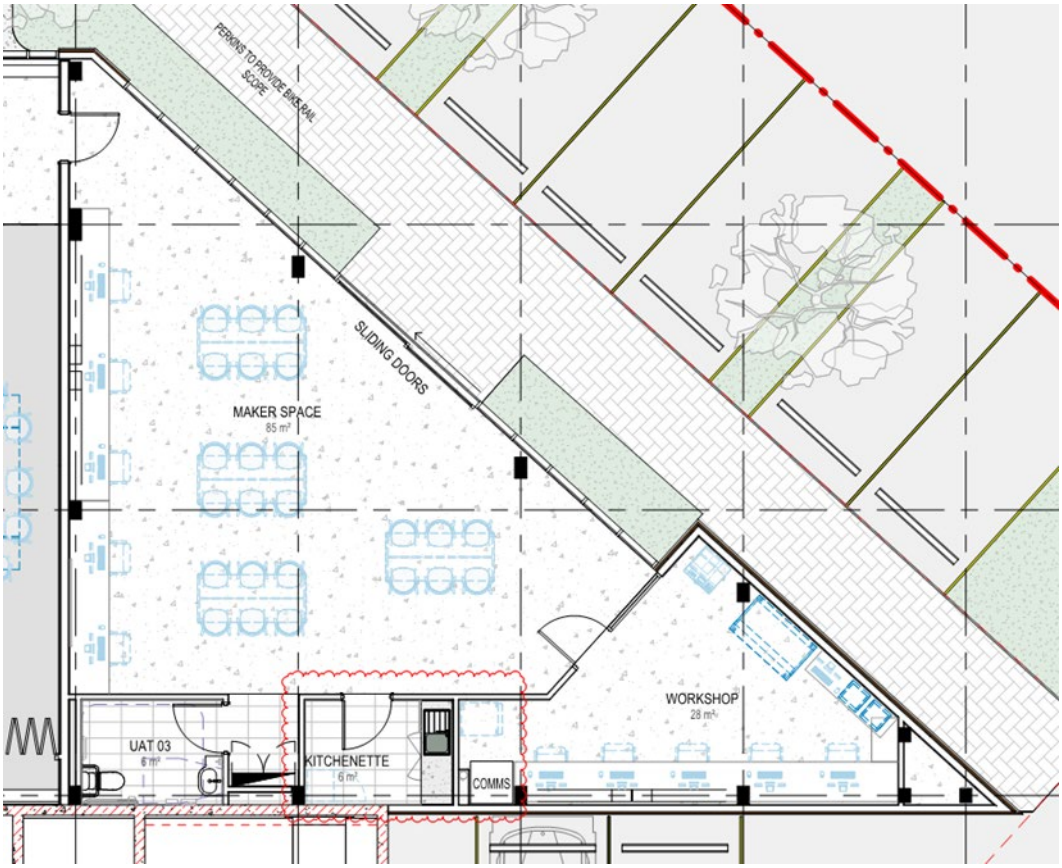
Model Three – Concept: Entrepreneurial Incubators	
Recommendation: *Not a viable model*	Critical factors such as: • the size of floor space allocated • limited breakout creation zones and space for "start-ups" • Limited storage space for equipment and projects • ongoing cost of resourcing • limited access to technical expertise required to manage a multi- streamed MakerSpace (Make It Space) • limited resourcing to pay competitive wages to attract specialist staff • ongoing training requirements of Shire staff • population size and socio- economic impacts which limit community members and residents ability to high fees for service contribute to this not being a viable model.

Model Four - MakerSpace (Make It Space) Franchise (Tech Shop, Makers Hub, Maker Media)	
	While there is a range of commercial platforms which offers education programs for people interested in learning how to use the tools, many of these are based off shore (predominately USA, Canada and China). To buy a Makerspace franchise, such as MakerKids, interested parties need to have at least liquid capital of $100,000 and a minimum net worth of $1,000,000. Franchisees are expected to make a total investment of $150,000 - $550,000. The primary advantage of this model is that the Shire does not have to bear the development cost and risks of opening a new venture on its own, as the franchisee is typically responsible for those costs and risks, putting the onus on them to build a profitable operation as quickly as possible. Franchised makerspaces are general co-located with a retail space where customers can buy drone kits, welding rods, t-shirts, and maker books. The primary risk is that Makerspaces are generally not profit making and there is a growing trend of insolvency, here and overseas (Techshop, MakerPlace, Vocademy).
Recommendation: *Not a viable model*	Critical factors such as: • the size of floor space allocated • limited breakout creation zones and space for "start-ups" • limited storage space for equipment and projects • ongoing cost of resourcing • population size and socio- economic impacts which limit community members and residents ability to high fees for service • off shore franchises (no local support) • a growing trend of insolvency, here and overseas • level of capital required to buy a franchise and establish the space contribute to a high level of risk for the Shire and this not being a viable model.

It is important to note that in the research completed to develop this report, it was evident that each model of makerspace has seen successes and failures, and no single set of best practices has yet emerged from the global movement.

7. Proposed Floorplan

Proposed Floorplan = 113 sq metres



8. Space and Fixture Considerations

Further additions to the space for consideration:

Workshop fixtures:

- A recommendation would be to increase the size of the personnel door into the workshop to ensure machinery can be moved in and out with ease – a one and a half size door with a viewing panel would improve access and safety aspects.
- Access to water is required in the workshop, particularly if soldering stations are being installed. Water is a requirement for keeping a cleaning sponge wet during the soldering process and for washing hands after using cleaning solvents etc. Using the kitchenette sink would not be appropriate as it could lead to cross contamination of food and food utensils and potentially toxic by-products from activities such as soldering, textile dying, etc.
- Additionally an eyewash fixture should be included as a part of the water trough (see as example) as solder can "spit". With it included into the water trough, no additional space for fittings are required: although additional costs will need to be factored in.

- Individual tip extraction fans should be installed at each soldering station to ensure that the fumes generated from the soldering flux are removed quickly. Exposure to rosin (an ingredient in solder) can cause eye, throat and lung irritation, nose bleeds and headaches. Repeated exposure can cause respiratory and skin sensitisation, causing and aggravating asthma.
- Extraction and ventilation is highly important. Engineering and fabrication equipment such as the 3D printers, CNC router and laser cutter can create excessive airborne dust or toxic vapours when in use. Exhaust systems must be installed properly, be ducted to the outside of the building and meet all manufacturer specifications. Appropriate ducting is a core requirement if Mechatronics Engineering is going to be a maker stream offered in the space.
- A water trough should also be considered in the main makerspace. There has been no provision for a wet space in either the library or makerspace. This will inhibit the flexibility to run craft/arts activities in any of these zones. These types of activities (painting, gluing, textile dyeing, acrylic pouring and resin crafts) are popular during the school holiday program and would be used by community craft groups using the makerspace. Consideration to include a tap fitting with a flexible pull-out hose to improve use. Again using the kitchenette sink is not an appropriate solution.

- Data points and IT connectivity is critical if the maker stream supported is STEM focused. Each specialist machine requires individual software. Machines (both production machines (3D printer, laser cutter and CNC router, etc,) and computers will need power sources (depending on the model, a medium sized laser cutter may require 3 phase power)

- Security Cameras will be required to enhance specified building access control as established elsewhere in the main building project and this will allow management to the door level. CCTV in the makers spaces itself has not been included as yet and is highly recommended to be included in the broader buildings CCTV install. This will be a critical inclusion required if the space is to be opened 24/7.
- Location of the Makerspace, next to Council Chambers, will require additional consideration for sound proofing or panelling to be installed. Most of the identified machines for the Mechatronics Engineering stream will create a level of noise pollution that will impact collaboration and discussion within the space and potentially create acoustic issues in that end of the building.

Important to note that these additional requirements have not been costed as a part of the Report or in the original scope of the building project and funds will need to be secured to enable a variation to be submitted if any of the above considerations are adopted.

9. Considerations

Current ICT Hardware and Software Costs

All models will require consideration of both hardware and specialist software costs to be factored. Using the Asset Management Plan, the cost under the current strategy for hardware is insufficient.

It is important to note that in a five year time span, it would be safe to predict there will be new 3D printers developments capable of going way beyond the current technology and replacement costs would drop.

Each specialist machine will require a designated laptop to run the specialist software.

Consideration of wireless vs direct cabling needs to be factored into the project as connectivity is critical.

Make magazine

10. Cost Analysis

The calculation used in this Report is based on a number of factors. These include:-

1. This cost of initial outlay for hobbyist/semi-professional standard hardware to ensure longevity of equipment;
2. The cost of general fit out of furnishings that enable flexible use of space and purpose;
3. Staffing;
4. Consumables.

The calculation is based on a five year lifecycle and an inflation rate of 3%. For the purposes of this exercise, it does not include an allowance for the time value of money.

Technology is moving at a fast pace. Accelerating change is seen not just in the evolution of computers but in the improvement of all technology, including access to affordable industrial equipment. The demand for access to technology is ever-growing. This demand is at the consumer level, where patrons to the Makerspace will want the equipment and tools maintained at an appropriate technological level. The hardware replacement schedule should reflect a timeline that is responsive to this.

11. Project Funding

IT infrastructure and software licensing/replacement is funded from a dedicated IT Asset Management Reserve and annually through Council's Municipal fund.

Hardware replacement will need to be considered and funded from a dedicated Asset Management Reserve through Council's Municipal fund and will be an additional cost to previous budget allocations. Depending on the maker model selected this could see a considerable increase in funding allocation.

Appendix 2 provides an estimated equipment list and approximate cost for initial start-up of three potential maker streams – Mechatronics Engineering, Arts/Craft/Textiles and Media. Each area can be scaled down as required or "parked" for further consideration when expansion of the maker concept and take up is evident.

Addition to the above, there is a need to provide access it additional reusable tools and consumable items which need to be factored into the scope of the project. This would see an additional $10 000.00 factored into both models. (See appendix 3).

Model	Maker Streams	Start-up estimates for initial set-up only
1	**Concept: Connect & Collaborate** No provision of Maker streams. Individuals and community groups are limited to the limited makerspace tool collection, with users having to supply their own consumable resources, specialised tools and equipment for each visit to the makerspace. No storage for community groups.	**$32 731.94** for furniture *(not including freight or installation costs)* Plus **$5 000.00** approx. required for reusable (makerspace tool collection) tools
	Total	**$37 731.94**
2	**Concept: Connect, Centralise and Develop** Provision for individuals and community groups to access hardware, reusable tools and limited consumables equipment for 3 Maker streams – Mechatronics Engineering, Arts/Craft/Textiles & Media. Model Two sees individuals and groups given access to limited storage facilities- such as lockers, in exchange for set membership fee, or hourly machinery fee and detailed Terms of Use agreement.	**$110,580.05** for furniture and maker stream equipment *(not including freight or installation costs)* Plus **$10 000.00** approx. required for reusable (makerspace tool collection) tools plus consumable items.
	Total	**$120 580.05**

It is important to note the amounts listed are estimated costs which are subject to price increases, do not include freight or installation costs, training costs for specialist equipment or future consumable costs or equipment loses. Additionally costs for changes to the building scope, which may occur with the additional fixture requirements, has not been costed or included in this Report.

12. Risks and Issues

The recent movement of creating makerspaces in libraries or public buildings presents new challenges and considerations. Therefore, it's important to consider the potential long term organisational impact which may occur when creating a makerspace.
By nature makerspaces are an evolving concept. The risks highlighted below need extensive consideration (in conjunction with the potential model of Makerspace) prior to "doors opening" at the Shire of Dardanup Civic and Community Centre.

Implementing any new program has risks that need to be mitigated.

12.1 Project Costs Overruns

The risk of any project cost increases is high, particularly in today's market. This risk is best mitigated by ensuring that the agreement of what is in scope is clearly defined and understood by all stakeholders. This starts with a clearly defined initial model, which has provision for any future developments as Makerspaces are highly evolving spaces, which reflect the interests of the maker community in which they are based. Once a model is selected, due diligence has to be undertaken to ensure all risks to the Council/Shire are considered and responses developed.

Of all the three models presented, Model One has the least potential to suffer project cost overrun as it has no outlay for specialist machinery and could open the doors with a minimum investment of $50,000.00. Model Two and Model Three have an estimated start-up requirement of $125,000.00 excluding staffing, training, freight and installation of equipment.

12.2 Project Delays

Project delays occur due to lack of resources to complete the tasks, lack of commitment within the organisation to deliver the project and vendors inability to provide equipment within expected timeframes. The mitigation strategy will need to ensure that a realistic timeline is established after taking into account the model identified by Council, success of grant applications and availability of resources.

The executive, management and procurement team will need to assist the project team to ensure resources, or alternative products, are available when needed. This will be mitigated by sourcing suitable suppliers, placing orders and identifying suitable storage arrangements for goods purchased prior to the space being completed. This will ensure that a suitable lead in time is clearly managed and clearly communicated to all involved to enable cataloguing of assets, fit out of the Makerspace, suitable training on machinery and policies and processes established.

12.3 Poor User Adoption

Although some of the expected outcomes of the Makerspace are:

- Establishing a regional, purpose built space for the varied makers community of the south west
- Enabling grassroots economic growth
- Supporting meaningful community programming
- Extending educational opportunities to reconnect disaffected youth
- Extending community access to a wide range of semi-professional specialist equipment

There is a risk of poor adoption from the community if staff and community engagement in the co-creation of multiple maker streams is not established from the beginning. Five factors that will influence the positive uptake of using the Makerspace are:

- Underutilising community communication platforms and social media strategies to promote the space and generate interest in the Maker community
- Failure to source/identify/engage a community or shire staff champion to promote and develop the new space and targeted programs
- Adopting a rigid fee structure that prices community groups or individuals out of accessing the space
- Inability to access or use specialist equipment due to lack of training, machinery breakdowns, technical support and/or over subscription to the space or equipment.
- Inadequate workshop design which limits the flexibility of developing multiple maker streams within the space.

These points will need to be explored further when the Business Case is developed and a full risk assessment completed.

12.4 Scope Creep

Scope creep is a risk that can be a major issue if not mitigated correctly as it will impact on the resource and financial positions. Scope creep can be mitigated through clearly defining what is being delivered to the community/ Maker Model. Once the decision about what Model has been chosen of Makerspace, it needs to be clearly communicated to the organisation, the project team and community. This is the responsibility of the project manager. Any requests for change or additions to what has been agreed should be documented. This document then can be used as systems enhancements post the implementation.

12.5 Lack of Resources

The current climate with its shortages of skilled people and funding is a major risk to the success of the Makerspace. The mitigation of this risk is to identify key community groups, expert volunteers and Shire staff to create a governance group or specialist team to manage the space and develop creative solutions to ongoing funding sources. Locking in of resources that support the Makerspace model chosen, well in advance of the larger Shire of Dardanup Civic and Community Centre project will create a level of certainty for the executive, management and procurement team.

12.6 Inadequate Long Term Financial Support

Long term financial costs from original equipment purchases, staff training, replacement and maintenance expenditures as well as future development funding, form a significant aspect to the planning and final implementation of Makerspaces; particularly those hosted by libraries and not-for-profit organisations. Careful consideration of pricing structures will need to consider a range of additional expenditures not previously covered by the Shire (equipment replacement schedules, additional insurances, employment of additional staff, etc.)

12.7 Staffing Considerations

Makerspaces add new demands onto staff, over and above their regular work load responsibilities. For example, a library makerspace may require staff to test out new equipment, source out and purchase new products, or design new projects, programmes or classes. Making connections with community members, other makers and technical experts is another necessary makerspace task that takes time and commitment. Makerspaces have the potential to be time-consuming ventures with added planning, preparation, training, maintenance and purchasing responsibilities for library staff.

The following staffing considerations are directly impacted by the Makerspace Model selected by Council:

- Identification of staff who have the capacity and/or interest in managing the daily operational aspects of the Makerspace
- Successional planning to ensure minimal impact to the daily operations of the Makerspace occurs as a result of staff turnover
- Potential increase in FTE required to manage the Makerspace and budget implications to increasing Shire FTE

- Additional costs of accessing technical support staff who specialise in the maker steams that are catered for
- Additional programming costs and relief cover for staff to attend training opportunities to ensure that staff can use the equipment properly and safely and can offer support to patrons using the equipment.

Additional workload of library staff to be factored into staff workload and responsibilities includes:

- Managing booking systems of the space and/or booking of individual resources
- Checking equipment and coordinate maintenance schedules, organise machinery repairs, fix technical problems and provide assistance to patrons using the space
- Developing community workshops and educational programs to ensure maximum utilisation of the space and resources
- Coordinating daily maintenance and cleaning schedules
- Following up on potential theft and damage of resources
- Leading patron training which requires time for planning and consistency to ensure that the space and equipment are well used.
- Managing patron training records for safety requirements
- Developing annual budget requests and reports to Council
- Developing, maintaining and implementing policies (WHS, copyright, etc.) related to each maker stream
- Maintaining safety data sheets as per Safe Work Australia requirements
- Maintaining and reporting any injuries that occur in the Makerspace

These realities (of which the list above is not exhausted in all tasks that may arise) then beg the question: who becomes responsible for the upkeep of the space, ensuring order, tidiness and damage control.

12.8 Sustainability and the role of a Governance Group /Steering Committee

The belief that “If you build it, they will come” is not true and will not happen. Concepts such as Makerspaces are successful when resources and space is coupled with champions who have the ability to mobilise the community. Unfortunately this factor alone can have a long term impact on the sustainability of a program. We have all seen the challenges faced when key staff leave, creating a structural hole in the organisation.

The consideration of a Makerspace Governance/Advisory group is an attempt to minimise the impact of staff/champion turn over. The question of how the Shire of Dardanup Civic and Community Centre Makerspace is governed is important because this will steer and guide what factors motivate the space and its future development.

Existing research highlights the tensions and absences in relation to policy and planning for creative precincts, including makerspaces. As a generalisation each Makerspace develops a governance structure that is unique to its context and

community needs. A proportion of the governance models reflect a "Do-ocracy" which is a governing model that assumes that the decision making power is in the hands of those who 'do' versus those who 'don't'. In creating a governance/advisory group, it will be critical that it includes representatives from a variety of sectors, both local government and non-government and has a clear scope of its purpose.

12.9 Establishment of Makerspace Polices and Processes

Patron safety becomes a primary consideration when makerspaces provide potentially hazardous equipment that could cause harm when used incorrectly or without proper supervision. Many of the current Makerspaces have adopted access policies which generally prohibits access to the space to:

1. Anyone under the age of 16 years
2. Anyone who hasn't undertaken the required safety training, or
3. Is not under direct supervision of experienced, trained staff.

Other areas that will need a policy guide to be establish include:

1. Fee structure for use of space
2. Policies that outline general expectations of what should be made within the space. All spaces have guidelines which prohibit the creation of items that could be perceived as weapons, or used commercially.
3. Safety protocols – including evacuation plans, safety data sheets and injury reporting.
4. Guidelines addressing copyright infringement, liability and intellectual property. General practice is to place the onus on the patron to ensure that he/she is respecting copyright law when creating products in the makerspace.
5. Governance of the Makerspace
6. Budget guidelines and funding streams

13. Risk Assessment

A full risk management plan will be delivered on the recommendation of Makerspace Model prior to the implementation of the project.

Risk Matrix						
Consequence / Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5	Moderate (5)	Moderate (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	Moderate (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

RISK ACCEPTANCE CRITERIA

Risk Rank	Description	Criteria	Responsibility	Entered on Risk Register
LOW (1 – 4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Staff Member / Supervisor	No
MODERATE (5 – 11)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Supervisor / Manager	No
HIGH (12 – 19)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Manager / Director / EMT	Yes
EXTREME (20 – 25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	EMT / CEO / Council	Yes

Appendix 1 – Resource List for Model 1

Resources required for Model 1:

FURNITURE		UNIT PRICE	NO REQUIRED	TOTAL
Interactive Screen *(instead of data projector)*	SmartBoard 86" Interactive Screen w/iQ & Learning Suite *(not including installation)*	$11,250.00	1	$11,250.00
Mobile Meeting Table	Axis Mobile Meeting Table 1800x600	$585.00	8	$4,680.00
Heavy Duty Steel Industrial Mobile Work Bench	Industrial mobile work bench 2.4m length steel top	$1,998.97	2	$3,997.94
Lab Stool	Lab Gas Lift Drafting Stool Ergonomic Chemical Resistant Industrial Seating *(consideration for back support required)*	$367.00	8	$2,936.00
Office Chair	Office Chair Veer Drafting Stool Mesh Chairs Flip Up Armrest Black *(more suitable for craft streams)*	$193.00	8	$1,544.00
Noticeboard Display Case	Weather Resistant Display Case *(notice board with cover to ensure notices are protected from random removal)*	$499.00	1	$499.00
Porcelain Whiteboard (Wall mounted)	LX8 Slim Edge Magnetic Porcelain Whiteboard *(not including installation)*	$727.00	1	$727.00
Storage	MAXIM 12 Piece Garage Storage System & Mounting Kit - Stainless Top Workbench, Tall Upright Storage Cabinet, Rolling Cabinets	$3,549.00	2	$7,098.00
TOTAL (approx.) Expenditure for furniture	*(not including installation or freight costs or cost for basic tool collection)*	**$22,105.92**		**$32,731.94**

Appendix 2 – Resource List for Model 2 (Three Make It Space Streams)

Resources required for Model 2 (Three Make It Streams):

GROUP	ITEM	APPROXIMATE COST PER *SINGLE UNIT PRICE*	UNITS REQUIRED	APPROXIMATE TOTAL
STEAM Machinery				
3D Printers	Makerbot Replicator +	$3,999.00	2	$7,998.00
3D Scanner	Makerbot Digitizer Scanner	$1,523.50	1	$1,523.50
Laser Cutter	Epilog Zing 24-40W Laser cutter	$15,000.00	1	$15,000.00
CNC Router	Pocket NC V2-10	$11,563.00 *(not including shipping from USA)*	1	$11,563.00
Bench drill	Bosch DIY 710W Bench Drill	$429.00	1	$429.00
Soldering	60W ESD Safe Lead-Free Soldering Station	$159.99	2	$319.98
Soldering	ESD Safe Solder/Desolder Rework Station	$249.00	2	$498.00
Dremel	Dremel 4000 Rotary Tool 175 W, Rotary Multi Tool Kit with 6 Attachments 128 Accessories Variable Speed 5000-35000 rpm	$333.30	2	$666.60
Sewing Machine	Elna HD1000 (manual machine = not computerised)	$599.00	2	$1,198.00
Overlocker	Janome 8004D Overlocker Machine	$599.00	2	$1,198.00
Portable Dust/fume Collector	Fanmaster Portable Fume Collector	$5,000 *(Installation of a permanent extraction system would remove need for this)*	1	$5,000.00
Cricut Machine	Cricut Maker 3 Machine	$628.00	2	$1,256.00
TOTAL (approx..)		**$40,082.79**		**$46,650.08**

GROUP	ITEM	APPROXIMATE COST PER *SINGLE UNIT PRICE*	UNITS REQUIRED	APPROXIMATE TOTAL
Expenditure for Machinery		*(excluding freight and technical support/initial training)*		
IT EQUIPMENT				
Desktop PCs	Desktop PCs with adaptable hdmi monitors for raspberri pi + better graphics cards for 3D rendering *(Need to consider higher specification machines for more intensive applications, ie: graphics, sounds, modelling, rendering etc)*	$3,500.00	2	$7,000.00
Interactive Screen *(instead of data projector)*	SmartBoard 86" Interactive Screen w/iQ & Learning Suite	$11,250.00	1	$11,250.00
Mac Studio	Apple Mac Studio (2022) M1 Max/32GB SSD	$3,099.00	1	$3,099.00
	Apple Studio Display = tilt & height adjustable stand	$3,099.00	1	$3,099.00
Top of Form	Punch! ViaCAD 2D/3D v9	$331.00	(2) to be confirmed by IT	$662.00
Raspberry Pi	Raspberry Pi Starter Kit - 8GB	$284.96	3	$569.92
TOTAL (approx..) Expenditure for IT Equipment		**$21,563.96**		$25,679.92

GROUP	ITEM	APPROXIMATE COST PER *SINGLE UNIT PRICE*	UNITS REQUIRED	APPROXIMATE TOTAL
Media Equipment				
Video Camera	Panasonic HC X2000	$2,889.15	2	$5,778.30
Video Camera Tripod	Professional Benro A3573FS6 Video Tripod	$495.00	2	$990.00
Audio Mixer-USB	Yamaha MG12XU	$560.00	2	$1,120.00
Microphone	Rode NT-USB Studio Condenser USB Microphone	$200.00	2	$400.00
Teleprompter	DESVIEW T12 Teleprompter for Smartphone/Tablet/DSLR with Remote Controller	$390.00	1	$390.00
LED Video Light with Adjustable Tripod Stand	Dimmable USB LED Video Light with Adjustable Tripod Stand for Tabletop/Low-Angle Shooting	$50.00	1	$50.00
Studio lighting Kit	Studio lighting Kit Bi-Color Dimmable 2x 85W Softbox Continuous Lighting Background Support System Black ,White & Green Backdrop Cloth with Stand For Portrait Product Photography Video Shooting	$200.00	1	$200.00
Photo and Movie Editing Software	Elements 2023 or alternatively Adobe CS be appropriate here which would allow manipulation and creation of photos, illustrations, film, graphic design, animation, etc.? *Approx. $960 annual subscription*	$219.99		$219.99
Movie, Green screen, Multi track Audio recording and more	Director Suite 365	$120 *(annual prescription cost)*	1	$120.00

GROUP	ITEM	APPROXIMATE COST PER *SINGLE UNIT PRICE*	UNITS REQUIRED	APPROXIMATE TOTAL
TOTAL (approx..) Expenditure for Media Works		**$5,124.14** *(excluding software costs and desktop computer listed in IT equipment)*		**$9,267.30**
ELECTRONICS				
Power Supply	Regulated Variable Laboratory Power Supply	$209.00	(2) to be confirmed by IT	$418.00
Power Supply for Soldering Stations	Clipsal Pneumatic Time Delay Switch W/Proof, 250V 10amp 319HP White	$131.94 *(excluding installation by electrician)*	2	$263.88
Test Equipment	Oscilloscope	$549.00	1	$549.00
TOTAL (approx..) Expenditure for Electronics		**$889.94** *(excluding installation by electrician)*		**$1,230.88**
FURNITURE				
Mobile Meeting Table	Axis Mobile Meeting Table 1800x600	$585.00	8	$4,680.00
5 Drawer Tool Trolley	Craftright 5 Drawer Tool Trolley	$198.00	4	$792.00
Heavy Duty Steel Industrial Mobile Work Bench	Industrial mobile work bench 2.4m length steel top	$1,998.97	2	$3,997.94
Lab Stool	Lab Gas Lift Drafting Stool Ergonomic Chemical	$367.00	8	$2,936.00

GROUP	ITEM	APPROXIMATE COST PER *SINGLE UNIT PRICE*	UNITS REQUIRED	APPROXIMATE TOTAL
	Resistant Industrial Seating *(consideration for back support required)*			
Office Chair	Office Chair Veer Drafting Stool Mesh Chairs Flip Up Armrest Black *(more suitable for craft streams)*	$193.00	8	$1,544.00
Noticeboard Display Case	Weather Resistant Display Case *(notice board with cover to ensure notices are protected from random removal)*	$499.00	1	$499.00
Display Case	1800mm Aluminium Framed Glass Display Cabinet	$2,738.95	2	$5,477.90
Porcelain Whiteboard (Wall mounted)	LX8 Slim Edge Magnetic Porcelain Whiteboard *(not including installation)*	$727.00	1	$727.00
Storage	MAXIM 12 Piece Garage Storage System & Mounting Kit - Stainless Top Workbench, Tall Upright Storage Cabinet, Rolling Cabinets *(this would remove the need for the 5 Drawer Tool Trolley)*	$3,549.00	2	$7,098.00
TOTAL (approx..) Expenditure for furniture		**$10,855.92**		**$27,751.84**
Grand TOTAL				**$110,580.05**

Appendix 3 – Reusable Tools List & Consumables List

Reusable Tools List

JOINING
- staple gun
- hot glue gun
- hot glue gun
- pop riveter
- box rivets
- big sewing needles
- paint brushes (1" and 3")
- straight pins
- splice set
- tap and die (SAE + Metric)

MECHANICAL
- screwdriver set (precision)
- screwdriver set (big)
- allen (SAE + metric)
- claw hammer
- mallet
- combination wrench
- ratchet set
- joint pliers (channel locks)
- miter box
- PVC pipe cutter
- socket set
- driver bits
- hollow-shaft nut drivers

CUTTING
- hole saw
- metal file(s)
- file card
- chisel/rasp set
- tin snips
- box knives
- X-acto knife
- scissors
- drill bits
- sanding block
- hacksaw
- wood-saw
- block plane
- deburring tool
- countersink
- awl
- cutting mat
- hand-crank (rotary) craft drill

FIXTURING
- vise
- C-clamps
- bar clamps
- needlenose
- locking pliers
- adjustable wrench
- binder clips
- locking pliers

BATTERIES / POWER
- AA NiMH and charger
- AA NiMH
- 9V battery clip
- 4 AA battery holder
- 3 AA battery holder
- 2 AA battery holder
- alligator clips

TEXTILE/SOFT CIRCUIT
- Fabric scissors
- pinking shears
- seam ripper
- cloth tape measure
- sewing needles
- iron
- embroidery needles
- needle threader
- snap setter
- Serger

Consumable Materials List

ADHESIVES
- wood glue
- white glue
- epoxy
- hot glue sticks
- super glue (CA) medium + debond
- CA glue thin
- spray adhesive
- PVC cement

TAPE
- packing tape
- paper Kraft tape 2"
- electrical tape
- duct tape
- masking tape
- scotch tape
- blue painter's tape

ELECTRONICS
- conductive thread 2ply
- conductive thread 4ply
- breadboarding pins
- batteries AA
- batteries 9V
- 9V battery snaps
- battery holders
- heat shrink tubing
- breadboards
- resistors
- switches
- buzzers
- motors
- photoresistors
- jumper wires
- wire
- crimps
- beeswax
- LEDs
- batteries

WOOD
- 2"x4"x96" wood
- 4'x8' 1/4" plywood
- balsa wood

FLUIDS
- small plastic syringe
- plastic tubing
- Luer connectors
- 1-way valve
- T-connector

HARDWARE
- hack saw blades
- jig saw blades
- jewelers' saw blades + lubricant
- X-acto and utility knife blades
- lubricant
- acid brushes
- popsicle sticks
- paper mixing cups (Solo)
- plastic mixing cups (medicine)
- toothpicks
- caliper battery

ABRASIVES
- sandpaper (80/200/400/600)
- sandpaper (80/200/400/600)

FASTENERS
- fasteners (screws, nails, etc.)
- staple gun staples
- pop rivets
- Mr. McGroovy's Box Rivets
- zip tie assortment
- binder clips

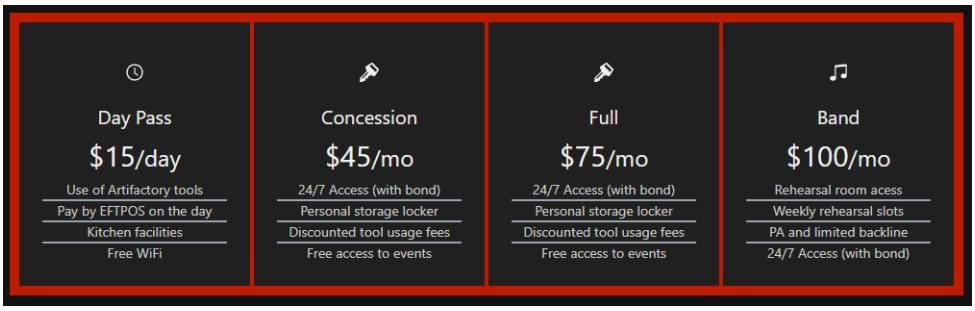
TEXTILES
- thread
- adhesive tape
- sewing machine needles
- felt
- fabric
- sewable battery holder
- snaps
- bobbins
- metal beads
- plastic beads

FIRST AID KIT
- gloves
- dust masks
- safety glasses

MISC
- Shapelock (or Instamorph)
- Nichrome wire
- string
- rope

Appendix 4 – Examples of current pricing models (Australian spaces) :

Current Pricing Models	Examples for pricing currently being applied to similar spaces to Model Two and Model Three : *Artifactory Perth*: https://artifactory.org.au/



Hackerspace Brisbane: https://hsbne.org/join

Membership at HSBNE

Benefits

- A warm fuzzy feeling and the opportunity to support a unique community focused organisation
- 24/7 access to the HSBNE campus via an RFID access card
- Voting rights in the group
- One 55L storage tub in member storage (if required)
- Discounted classes

Fee Structure

Standard Member	• $100 per month. Rates can be reduced to $60 per month by becoming a 'Volunteer Member.'
Volunteer Member	• $60 per month. • To be on this rate you must become a volunteer by signing an agreement. Each month you fulfill your agreement we will discount your membership fees to this level. Don't be shy! There's always plenty to do.
Concessional Volunteer Member	• $30 per month, no further discounts • To be on this rate you must become a volunteer by signing an agreement. Each month you fulfill your agreement we will discount your membership fees to this level. • The volunteer workload for this rate is higher than for the 'Volunteer Member' rate. You can fulfill these expectations by attending the monthly working bee. • To be eligible for this rate you must be genuinely unable to afford the standard tier. Being a student or unemployed generally makes you eligible. Proof of eligibility will be required during the sign-up process.
Lifetime Member	• $0 per month, for life • Available to those who have been a member for at least 10 years as a thank you for supporting and volunteering for HSBNE since the beginning.

Hobart Hackerspace : Hobart Hackerspace | TidyHQ

Standard - Monthly

Duration	Price
1 Month 19-12-2022 – 18-01-2023	$25.00

Concession - Monthly

Duration	Price
1 Month 19-12-2022 – 18-01-2023	$20.00

Standard - Annual

Duration	Price
1 Year 19-12-2022 – 18-12-2023	$275.00

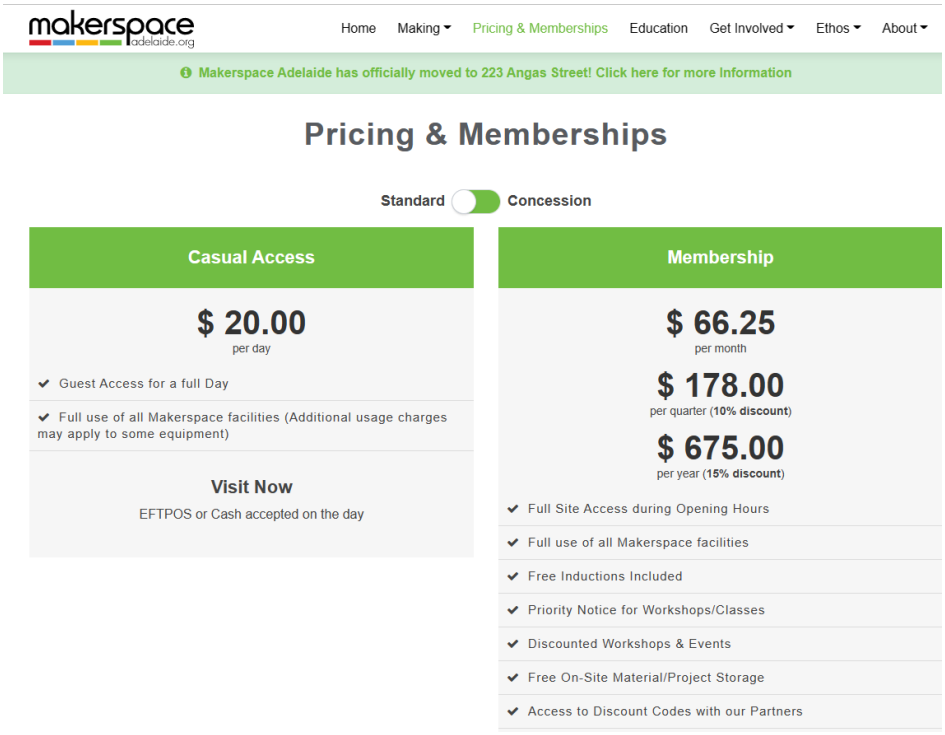
Concession - Annual

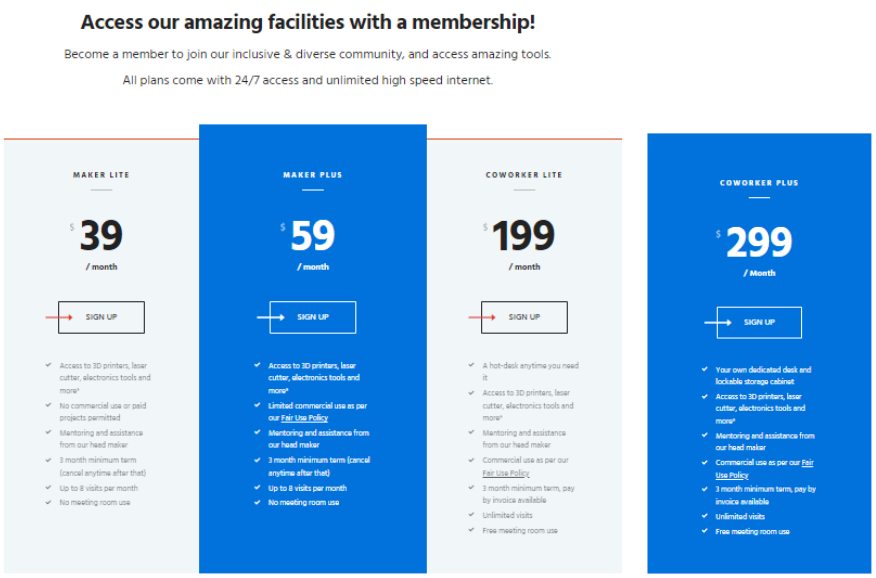
Duration	Price
1 Year 19-12-2022 – 18-12-2023	$220.00

Basic facilities, 24 hour access

Supported by a successful crowd funding campaign and workshop site provided by the Tasmanian Department of Health and Human Services, the Hobart Hackerspace is governed as a not-for –profit association.

Makerspace Adelaide:



	Brisbane Makerspace: Pricing - Brisbane Makerspace 

Appendix 5 - Example of Make It Space Action Plan Required

ACTION	DELEGATED AREA OF RESPONSIBILITY	NOT STARTED	ON TRACK	COMPLETED	DATE DUE
Development of Project Plan					
Working Party to identity Make It Model					
Development of Business Case					
Business Case presented to Shire Council					
Identification of Department responsible for the Make It Space : Bookings Program development and delivery Maintenance & repairs etc Community technical support and trouble shooting Safety planning and evacuation plans IT – connectivity and hardware Communication Strategy Budget and funding sources Program analysis, reports and updates					
Establishment of Steering Committee/Governance Group					
Identify members (Shire staff, Councillors, Industry, Community Groups)					
Establishment of Steering Committee/Governance Group Terms of Reference					
Review Business Case					
Establishing key deliverables of Governance Group					
Establishing key deliverables of the Make It Space					
Identify additional key stakeholders which can be co-opted to support funding, Make It Space development etc					
Review Implementation Plan					
Identify and establish operational policies required for Make It Space					
Communication					
Development of communication plan for Make It Space					
Agreed key messages for the space					
Webpage for Make It Space					
FB posts – who is responsible & how will this be managed					
Develop a Program of Use for the Make It Space (see example Appendix ^^^^)					

ACTION	DELEGATED AREA OF RESPONSIBILITY	NOT STARTED	ON TRACK	COMPLETED	DATE DUE
Communication of Program					
Policies and Processes					
Develop a preliminary assessment of the space for code compliance and existing infrastructure support for the proposed equipment uses. *(exclusion areas etc)*					
Risk Assessment of Operational Plan					
Development of Budget					
Development of Operational Plan					
Development of Sustainability Plan					
Development of Asset Management Plan					
Development of Safety Plans *(including but not limited to: evacuation plan, after hours emergency contacts, safety data sheets etc)*					
Copyright					
Security					
Responsible Use of Space & Equipment Agreement					
Fees and service structures					
Liability					
Maintenance and replacement schedules					
Booking policies					
Identification of monitoring and reporting processes					
Development of evaluation strategy which enables feedback mechanisms and set success measures to inform Steering Committee/Governance Group, key stakeholders, sponsors, users and residents.					
HR Requirements					
Recruitment of additional Community Development Officer/Librarian					
Development and oversite of Training Program:					
Shire Induction					
Payroll Process					
Financial Systems Induction					
Library Systems					
Safety Plans					
Speciality Equipment					
Identification and recruitment of community volunteers and community members with specialist skills					
Development of a policy stance for reciprocal benefits for volunteers which could be					

ACTION	DELEGATED AREA OF RESPONSIBILITY	NOT STARTED	ON TRACK	COMPLETED	DATE DUE
rewarded with to support sustainable participation.					
Roster of staff to the Make It Space *(including out of hours support if open 24/7)*					
Budget					
Separate Asset Management Plan for the Makerspace established					
Development of Budget					
Identification of long term funding sources – grants and sponsorship					
Shire of Dardanup Budget commitment					
Identification and application for seed funding					
Grant writing & acquittals					
Development of fee structures for:					
Use of space only					
Equipment access					
Specialist workshops and/or holiday programs					
Community groups v Individual access					
Consumable use (3D printer filament etc)					
Training Budget for staff					
Procurement					
Asset Management Plan					
Identification of equipment required					
Purchasing of equipment					
Management of equipment *(daily maintenance checks, booking, maintenance schedules, repairs, replacement etc)*					

Appendix 6 - Example of Make It Space Implementation Strategy: (requires review and editing)

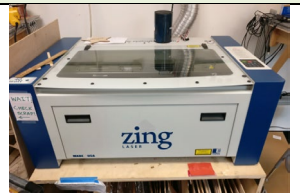
Transition from Model 1 to Model 2:

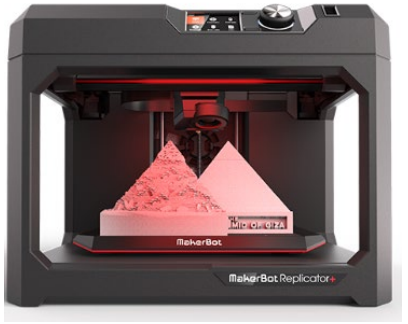
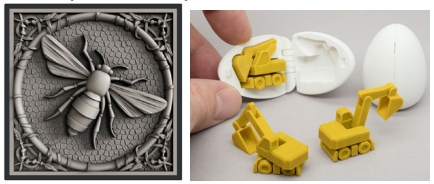
Year 1 2023		Year 2 2024		Year 3 2025		Year 4 2026		Year 5 2027	
Jan- June	**July - Dec**	**Jan- June**	**July - Dec**	**Jan- June**	**July - Dec**	**Jan- June**	**July - Dec**	**Jan- June**	**July - Dec**
Work stream group to review Report – edit and refine as required for presentation to Working Party	Governance Group/steering committee established (regular meetings established)	New Shire of Dardanup Civic and Community Centre building completed	**Model 1** Booking sheet open	Review of first 6 months of operations	Review of first 12 months of operations		New maker streams come on line	**Model 2** Booking sheet open	Review of first 6 months of multi maker stream operations
Working Party to review recommendations and ratify an aspirational target model	Funding to be sourced for approved model – including potential sponsorship or industry/higher education partnerships identified	Furniture purchased for delivery to align with building completion		Funding for transition into Model two to be sourced and secured	Expansion of MakerSpace (Make It Space) reusable tools as a response to community maker feedback	New equipment purchased as funding is secured	Training for library/maker space staff on new machines and equipment to support implementation of Model 2 (multi maker streams)	NEW programmed community workshops established in Make It Space to utilise new maker stream technologies	Maker stream public exhibition to highlight the work created and generate further community interest
Working Party to present recommendations to Council	Identification MakerSpace (Make It Space) project led	Workshop facilitators sourced to develop programs ready for July-Dec delivery	Christmas holidays programs developed	School holiday programs established in Make It Space (April holidays, June/July holidays)		Workshop facilitators sourced to develop new programs ready for new equipment and maker streams	Change expected in fee structure to reflect access to increasingly more technologies.	NEW School holiday programs established in Make It Space to utilise new maker stream technologies	Planning to host a Make It Space regional/state conference to show case the work completed by the Shire in developing the space
Business Case developed	Communication plan established to ensure interest and excitement is generated in the community	Policies and processes developed	Programs promoted and published			Review of policies and processes to reflect the transition from model 1 (flexible space) to model 2 (multi maker streams)			Celebration of new “start-ups” grown from the MakerSpace (Make It Space) programs

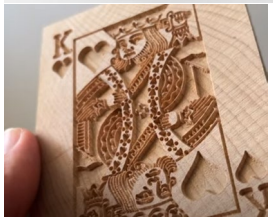
Appendix 7 - Example of Weekly Schedule for a Programmable Make It Space

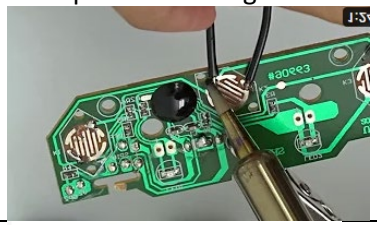
times	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8-9	*Closed for maintenance and daily start-up*	*Closed for maintenance and daily start-up*	*Closed for maintenance and daily start-up*	*Closed for maintenance and daily start-up*	*Closed for maintenance and daily start-up*	*Closed for maintenance and daily start-up*	*Closed for maintenance and daily start-up*
9-11	**Make, Create & Connect** *Arts/Craft activities for community* *Ages: 18-88*	**Little Learners** *STEM activities for Tots* *Ages: 2-4*	**Tech StartUPS – 3D Printing** *Facilitated have a go classes (5 weeks)* *Ages: 18-88*	*Available for individual bookings or community group bookings*	**Tech Savvy Seniors** *Tech based activities for interested seniors.* *Ages: 18-88*	*Available for individual bookings or community group bookings*	*Available for individual bookings or community group bookings*
11-12	*Closed for clean up*	*Closed for clean up*	*Closed for clean up*	*Closed for clean up*	*Closed for clean up*		
1-3	*Safety Training and Equipment Training for new Make It members and/or key community groups*	**Tech LevelUPS – CAD and Design** *Facilitated intermediate classes (5 weeks)*	**Make, Create & Connect** *Arts/Craft activities for community* *Ages: 18-88*	**Tea & Tech.** *Connect through a cup of tea and improve your technology skills.* *Ages: 18-88*	*Available for individual bookings or community group bookings*	**E-Sports** *Ages:13-17* *Eaton Community College Team & Individuals*	
3- 4	*Closed for clean-up & afternoon set up*	*Closed for clean-up & afternoon set up*	*Closed for clean-up & afternoon set up*	*Closed for clean-up & afternoon set up*	*Closed for clean-up & afternoon set up*		
4-5.30	**Lego League** *Are you a lego master?* *Ages: 7-12*	**Coder Dojo** *Ages: 7-12*	**Instructables STEM Tech Club** *Ages: 7-12*	**Tech StartUPS – Laser Cutters** *Facilitated have a go classes (5 weeks)* *Ages: 18-88*	**Media Stars** *Ages: 7-12*	*Available for individual bookings or community group bookings*	
6.00-8.30	*Available for individual bookings or community group bookings*	**Media Moguls** *Social media, podcasts, film production & digital audio production.* *Ages: 13-24*	**Tech StartUPS - CAD and Design** *Facilitated have a go classes (5 weeks)* *Ages: 18-88*	*Available for individual bookings or community group bookings*	**Dungeons and Dragons LAN Party** *Ages: 13-24*		*Closed for maintenance and deep cleaning*

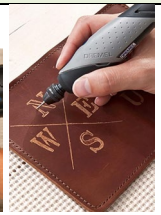
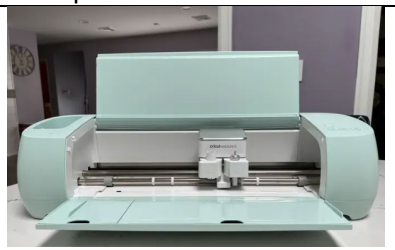
Appendix 8 - Illustration of Proposed Equipment and Potential Applications

MAKERSPACE STREAM	ITEM OF EQUIPMENT	PRACTICAL USES	ADDITIONAL INFORMATION
Mechatronics Engineering	Laser Cutter	Laser cutters can cut and engrave a wide variety of materials – anything from paper, wood, cork, acrylic and foam to different types of metals. Still, there are some materials that should never be cut using a laser cutter. Cutting material such as polyvinyl chloride, polycarbonate and polystyrene results in the emission of acids and toxic fumes. These are harmful to both the operator of the machine but also the laser cutter itself as they can be a source of corrosion. Examples of laser cutting projects can be viewed on YouTube: This New CNC laser is amazing! - The cost effective LONGER RAY5 10W - New!August 2022 - YouTube 3D Laser Cut Cardboard Art - YouTube	 Standard example of a laser cutter. Generally bench mounted and requires fume extraction and ventilation systems.  Example of the potential projects that can be enabled with a laser cutter.

MAKERSPACE STREAM	ITEM OF EQUIPMENT	PRACTICAL USES	ADDITIONAL INFORMATION
Mechatronics Engineering	3D Scanner	3D scanners help preserve history by capturing delicate artifacts and objects into 3D digital form. Non-contact 3D scanners, such as structured-light systems, are especially great for this type of application because they capture the object without causing any disturbance to the original.	 Example of 3D scanner.
Mechatronics Engineering	3D Printers	As their name suggests, 3D printers can build three-dimensional objects, out of a variety of materials. 3D printing is a manufacturing process in which material is laid down, layer by layer, to form a three-dimensional object. The most commonly known is fused deposition modeling (FDM), also known as fused filament fabrication (FFF). In it, a filament—composed of acrylonitrile butadiene styrene (ABS), polylactic acid (PLA), or another thermoplastic—is melted and deposited through a heated extrusion nozzle in layers. The Ultimate Beginner's Guide to 3D Printing - Part 1 - YouTube What Is 3D Printing and How Does It Work? | Mashable Explains - YouTube	 Example of 3D printer  Example of 3D projects

MAKERSPACE STREAM	ITEM OF EQUIPMENT	PRACTICAL USES	ADDITIONAL INFORMATION
Mechatronics Engineering	CNC Router	CNC routers are often used for to precisely cut out intricate shapes from cardboard, foam, and plywood. A CNC router is a computer-operated cutting tool that acts as a combination panel saw, spindle moulder, and boring machine, carving complex shapes out of materials like wood, metals, plastics, and glass. CNC stands for "computer numerical control"—a fancy way of saying the device operates using programmable automation, similar to 3D printing, allowing builders to design complex parts that can be cut cleanly, quickly, and on a massive scale. 70 woodworking projects with CNC Router - YouTube	  Example of CNC router projects.
Mechatronics Engineering	Bench drill	The bench drill is used for drilling holes through materials including a range of woods, plastics and metals. It is normally bolted to a bench so that it cannot be pushed over. Unlike handheld drills which rely on arm strength and the steadiness of the operator to drill an accurate, clean hole, drill presses are precise by design.	

MAKERSPACE STREAM	ITEM OF EQUIPMENT	PRACTICAL USES	ADDITIONAL INFORMATION
Mechatronics Engineering	Soldering	A soldering iron is a hand tool used to heat solder, usually from an electrical supply at high temperatures above the melting point of the metal alloy. This allows for the solder to flow between the work pieces needing to be joined. Soldering irons are most often used for installation, repairs, and limited production work in electronics assembly. High-volume production lines use other soldering methods. Large irons may be used for soldering joints in sheet metal objects. Basic Soldering Technique - YouTube	 Example of soldering station 
Mechatronics Engineering	Dremel	Developed for creative makers, this range opens a world of possibilities for your next DIY project. It includes extensive tools and attachments, perfect for both professional and personal use. Dremel tools can be used for a variety of applications – carving, cleaning and polishing, cutting, engraving, drilling and sanding. A tool for precision work and cleaning up projects. Power Carving a Wooden Bear with a Dremel - YouTube Carving a small Owl with Foredom and Dremel - YouTube	 Dremel set

MAKERSPACE STREAM	ITEM OF EQUIPMENT	PRACTICAL USES	ADDITIONAL INFORMATION
			  Examples of use.
Arts/Craft/Textiles	Cricut Machine	A Cricut is an electronic cutting machine that can cut all sorts of designs from materials like paper, vinyl, card stock, and iron-on transfers. Some Cricut machines can even cut leather and wood! Cricut Australia & New Zealand | Personalise almost anything New to Cricut? Try these EASY Beginner-Friendly Cricut Explore + Maker Decor DIYs! | Whiskey & Whit - YouTube How To Make Custom Stickers w/ Cricut | Teacher Holiday Gift - YouTube	 Cricut machine

References

Diane Slatter & Zaana Howard (2013) A place to make, hack and learn: makerspacers in Australian public libraries, The Australian Library Journal , 62:4,272-284, DOI:10.1080/00049670.2013.85335

https://makezine.com/article/education/the-difference-between-hackerspaces-makerspaces-techshops-and-fablabs/

https://makered.org/wp-content/uploads/2014/09/Makerspace-Playbook-Feb-2013.pdf

Makerspace: Towards a New Civic Infrastructure (placesjournal.org)

https://curiositycommons.wordpress.com/makerspaces-the-challenges/

Emerging Health and Safety Issues in Makerspaces

https://ijamm.pubpub.org/pub/07vlibe4/release/2

Makerspaces: Space and Design Considerations - Digital Pedagogy - A Guide for Librarians, Faculty, and Students - Research guides at University of Toronto (utoronto.ca)

Making Makerspaces: Creating a Business Model (makezine.com)

CNC Router : Air-Cooled or Water-Cooled … Which Is Better? | American Machinist

Safety data sheets | Safe Work Australia

MakerSpace Program | Australian Army Research Centre (AARC)

Building a Makerspace Facilitation Team | Australian Army Research Centre (AARC)

Who Makes a Makerspace? Makerspace Governance in Toronto, Ontario, and London, Ontario

Top Do's & Dont's of Makerspaces in Libraries | by Jane Cowell | Medium

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: *Mick Bennett Make-It Space (Model 2 Operations 2026/27-2028/29)*

RISK THEME PROFILE:

6 - Community Engagement
10 - Management of Facilities, Venues, Events and Services Choose an item.

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	Failure to ensure the safety of children and young people accessing the MIS, including risk of injury during facilitated programs and school holiday activities.	Major (4)	Possible (3)	High (12–19)	Minimum age requirements are clearly communicated for all programs. Membership is 14 years old. Parents/guardians are required to sign in and out and provide emergency contact details for under 18 years of age. All MIS Officers facilitating programs involving minors hold current First Aid, CPR and Working with Children (WWC) clearances. A first aid kit is maintained on-site and officers always have access to emergency contact details.	Minor (2)	Unlikely (2)	Low (1 - 4)
HEALTH	Unskilled or insufficiently trained users incorrectly operating specialist equipment (laser cutter, CNC router, 3D printers, soldering stations), causing injury to themselves or others in the space.	Major (4)	Possible (3)	High (12–19)	All new members and patrons are required to complete a facility induction prior to accessing specialist equipment. Safe Operating Procedure (SOP) cards are displayed on all machines. The workshop area is locked when an experienced MIS Officer or qualified volunteer is not present. Equipment manuals and instructional resources are accessible via the MIS booking platform. Facilitated programs provide supervised instruction for all equipment use.	Minor (2)	Possible (3)	Moderate (5-11)
HEALTH	Equipment malfunction or poor-quality machinery causing injury	Major (4)	Possible (3)	High (12–19)	All equipment is procured from reputable WA-based suppliers and assessed by a subject matter expert prior to purchase. Equipment	Minor (2)	Possible (3)	Moderate (5-11)

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
	to users or damage to property.				operates under warranty and a formal maintenance schedule. Supplier agreements include on-call technical support. An Equipment Maintenance Schedule is maintained by the MIS Officer with quarterly checks and an annual audit. Only inducted users access specialist equipment.			
FINANCIAL IMPACT	Community revenue (memberships, facility hire, program fees) fails to meet cost recovery targets, increasing net cost to the Shire.	Moderate (3)	Possible (3)	Moderate (5 - 11)	A staged cost recovery framework is embedded in the Three-Year Operational Plan, with targets of 20–25% in 2026/27, 30–40% in 2027/28, and 40–50% in 2028/29. Annual financial performance is reported to Council. Where targets are not met, the MIS Officer, Coordinator Library Services and Manager Community Development will identify corrective actions, including revised fee structures or targeted membership campaigns. The CEO has discretion over the timing of fee introduction to optimise community uptake.	Minor (2)	Possible (3)	Low (1 - 4)
FINANCIAL IMPACT	Equipment replacement and consumable costs exceed allocated budget, impacting MIS operational capacity.	Moderate (3)	Possible (3)	Moderate (5-11)	A dedicated MIS Asset Management Plan will be developed in 2026/27, capturing equipment replacement schedules and projected costs. An annual contribution to an asset replacement reserve is to be included in the Shire's Long Term Financial Plan from 2027/28. Consumable surcharges at market rate are applied to offset consumable costs above membership inclusions.	Minor (2)	Unlikely (2)	Low (1 - 4)
SERVICE INTERRUPTION	Insufficient IT and technical support for specialist MIS equipment, resulting in	Moderate (3)	Likely (4)	High (12 - 19)	Suppliers are selected on the basis of their capacity to provide delivery, installation, training and on-call technical support as part of their	Minor (2)	Unlikely (2)	Low (1 - 4)

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
	extended equipment downtime and disruption to programs and member access.				service agreement. Qualified community volunteers and external facilitators with specialist technical skills are actively recruited to supplement staff support. The MIS Officer receives annual professional development, including equipment training. Maintenance issues are logged and actioned through the Equipment Maintenance Schedule.			
SERVICE INTERRUPTION	Poor community uptake of memberships and facilitated programs resulting in underutilisation of the MIS and failure to meet attendance and cost recovery targets.	Major (4)	Possible (3)	High (12 - 19)	Marketing and Communications Strategy to continue which includes a social media plan, community newsletter content and targeted outreach to schools, community groups and local businesses. The MIS Working Group provides strategic guidance on program development and community engagement. Fee structures are designed to be accessible, with concession rates for youth, students and concession holders. Annual attendance and membership data is reported to Council.	Minor (2)	Unlikely (2)	Low (1 - 4)
LEGAL AND COMPLIANCE	Failure to ensure all staff, facilitators and volunteers working directly with minors hold a current Working with Children (WWC) check.	Major (4)	Possible (3)	High (12 - 19)	All Shire staff in the MIS Officer and Library roles hold current WWC clearances as a condition of employment. All external facilitators and volunteers engaged in programs involving minors are required to provide a valid WWC clearance prior to commencement. WWC records are maintained by the MIS Officer and reviewed annually. Community group MoU holders are required to confirm WWC compliance for all volunteers facilitating activities involving children.	Minor (2)	Unlikely (2)	Low (1 - 4)

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
LEGAL AND COMPLIANCE	Non-compliance with procurement requirements under the Local Government Act 1995 in the ongoing purchase of equipment, consumables and services.	Major (4)	Unlikely (2)	Moderate (5-11)	All procurement is undertaken in accordance with the Shire's Purchasing Policy and the Local Government Act 1995. Advice is sought from the Procurement Officer and Finance Manager for significant purchases. A formal Equipment Expansion Plan is included in the Three-Year Operational Plan, providing advance visibility of procurement requirements. All quotes and purchasing decisions are documented.	Minor (2)	Rare (1)	Low (1 - 4)
REPUTATIONAL	Poor quality programs, equipment failures or inadequate customer service results in negative community perception of the MIS and the Shire's service delivery.	Major (4)	Possible (3)	High (12 - 19)	Equipment is procured from reputable, WA-based suppliers and assessed by subject matter experts. All facilitated programs are developed and delivered by qualified MIS Officers and/or specialist facilitators. The MIS Working Group provides community oversight and feedback. An Annual Report to Council provides a formal mechanism for accountability and continuous improvement. Member and patron feedback is actively sought and incorporated into program planning.	Minor (2)	Unlikely (2)	Low (1 - 4)
PROPERTY	Damage to MIS equipment or facility assets resulting from misuse, accidents or inadequate supervision.	Major (4)	Possible (3)	High (12 - 19)	All users complete a mandatory induction and agree to the MIS Terms of Use and Responsible Use Agreement prior to accessing the space. Safe Operating Procedures are displayed on all machines. The workshop is locked when an officer is not present. Equipment is maintained under supplier service agreements. Any damage is reported, recorded and actioned through the Equipment Maintenance	Insignificant (1)	Rare (1)	Low (1 - 4)

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATEMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
					Schedule. CCTV monitoring is in operation across the MIS.			
PROPERTY	Unauthorised access to the MIS through sharing of access cards or keys between community group members or individuals.	Major (4)	Possible (3)	High (12 - 19)	All MoU community groups and individual members are required to sign a Facility User Agreement that explicitly prohibits the sharing of access cards or keys. Breach of this condition results in immediate termination of the agreement and may result in further action. Access card records are maintained by the MIS Officer. CCTV monitoring provides an additional deterrent and mechanism for identifying unauthorised access.	Minor (2)	Possible (3)	Moderate (5 - 11)