



AGENDA APPENDIX
Ordinary Meeting of Council
Wednesday 25 November 2015

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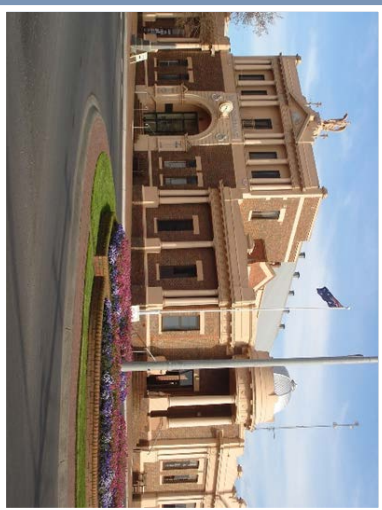
E.2 MUNICIPAL PRECINCT STUDY – FINAL CONSULTANTS REPORT

Appendix 2 – Service Specification & Additional Information

Municipal Precinct Study

Background and Services Specification

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South Gippsland
Shire Council

Come for the beauty. Stay for the lifestyle

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REPORTS

DATE

Executive Team	14 August 2014	✓
Confidential Council Briefing	3 September 2014	✓
Confidential Council Briefing	24 September 2014	✓
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INTRODUCTION

1. Profile of South Gippsland Shire

The South Gippsland Shire Council (Council) was formed on 2 December 1994, with the merger of the former Shires of Korumburra, Moorayl, Mirboo and South Gippsland.

The Shire covers an area of 3,300 square kilometres with a substantial and spectacular coastal frontage between Anderson Inlet and Port Welshpool. It has a diverse topography of ranges, plains, low lying land and is home to the Wilsons Promontory National Park and the Strzelecki Ranges.

The Shire comprises some twenty eight small communities. Major centres include Leongatha, Korumburra, Mirboo North and Foster. Tarwin Lower is one of our significant townships along with Nyora, Toora, Venus Bay, Sandy Point, Poo Wong, Loch, Dumbalk, Welshpool, Meenyan and Fish Creek.

The Shire's current population is 27,930¹. It is estimated that the population will reach 36,511 by 2031 or a growth of 28.87% over the period. The community profile is an ageing one with an increasing proportion of over 50 year old residents. In addition, it is expected that the Shire will experience an increase in retirees seeking a 'sea-change' lifestyle.

The Shire's Council Plan 2013-2017 identifies the following four outcomes and objectives:

- A Prosperous Shire.
- Closely Connected Communities.
- Integrated Services and Infrastructure.
- A Leading Organisation.

A full copy of the Council Plan can be downloaded from the internet: [South Gippsland Shire Council - Council Plan & Annual Plan](#).

¹ <http://profile.id.com.au/south-gippsland/home>

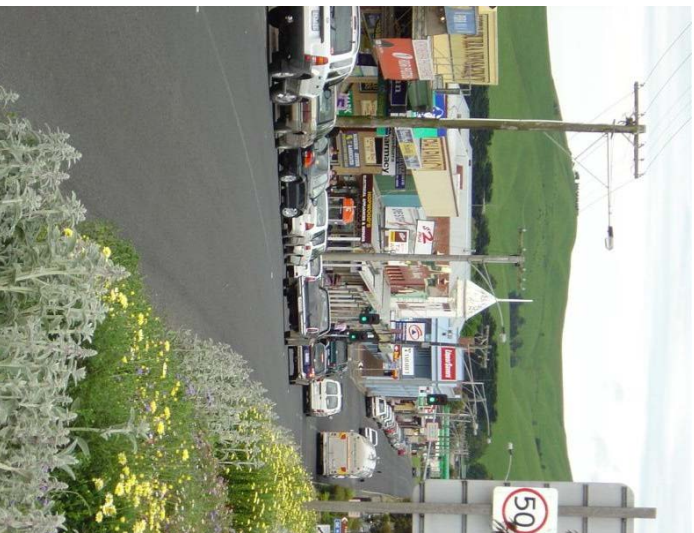
2. Overview of major Town Centres

2.1 Leongatha – Principle Town Centre

With a current population of 5,334 (census 2011), Leongatha is the largest urban settlement in the South Gippsland Shire. It is a major business, industry, education, leisure, recreation, entertainment, health, community and civic centre for the region. Leongatha is also a major centre for the dairy industry located at the intersection of the Bass Highway, Strzelecki Highway and the South Gippsland Highway amidst the rolling hills of South Gippsland, surrounded by fertile agricultural land.

2.2 Korumburra

Korumburra is the second largest urban settlement in the South Gippsland Shire and the major service centre for the western section of the Shire. It is an important business, industry, education, health and community centre for the South Gippsland region. The township is surrounded by rural hinterland used mainly for dairy, beef and snow pea farming.



THE PROJECT

3. Project Background

Council wishes to investigate and understand what opportunities exist to assemble a development site and construct a multi-purpose facility that will consolidate and upgrade its accommodation, include community facilities (such as a library) and secure best value for investment. Accordingly, Council is seeking tenders for the provision of consultancy services for the preparation of a Municipal Precinct Strategy (the Plan). This Plan will be used by Council in understanding its options to reduce business fragmentation, improving service delivery/communication with our community and planning to provide quality community facilities demonstrating best value for investment and within a defined Municipal Precinct.

4. Council's Accommodation

The Council's principal administration base for the municipality is located in Leongatha. The current administrative offices have gradually become dated in presentation, restricted in space, and provide inadequate customer service amenity.

In order to provide sufficient accommodation for the expanding service delivery and staff complement, Council has had to acquire additional facilities and utilise other Council buildings to continue its operations.

As a result, Council's administrative (office based) staff are now located across three (3) different buildings:

- 9-15 Smith Street, Leongatha (principle municipal office building);
- Part of 6-12 Smith Street, Leongatha (known as the "Carino's Building"); and
- Leongatha Depot, 80 Yarragon Road;

which hinders Council's administration, operations and customer service capabilities.

5. Community Facilities

Council owns and manages over 525 community facilities within the Shire with another 380 managed by community groups. These facilities have issues relating to underutilisation, functionality, condition and age. This being the case, Council recognised that there was a need to study the use of its community facilities in order to provide best value for future investment. This might mean rationalising underutilised facilities and defining funding sources for future multipurpose facilities. An extensive study has been completed and known as the "Blueprint for Social Community Infrastructure 2014-2029" which is a fundamental reference document for delivery of the Project's objectives.

6. Project Objectives

With knowledge of existing issues relating to Council accommodation and community facilities, the objectives for this Project are as follows:

6.1 Policy Context

6.1.1 To promote Council's vision for the Shire as described in section 21.03 of Council's Municipal Strategic Statement:

Hyperlink to [Section 21.03 of Municipal Strategic Statement](#)

6.1.2 To develop the Plan in accordance with the direction and outcomes of strategic planning documents and research documents including but not limited to:

- ◆ Leongatha Structure Plan 2008
- ◆ Korumburra Structure Plan 2010
- ◆ Blueprint for Social Community Infrastructure 2014-2029 ("the Blueprint")
- ◆ People Places: A Guide for Public Library Buildings in NSW

6.1.3 To identify opportunities for State and Federal Government contributions and funding.

6.2 Improved Business Performance and Service Delivery

6.2.1 To demonstrate business leadership and improved presence (image and accessibility) and communication by investigating:

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- ◆ industry trends on addressing business unit adjacencies in a rural government environment to improve operational performance, image and presence;
- ◆ the shape and likely future of local government and how a likely future would impact spatial needs;
- ◆ use of latest customer service technology in a government environment;
- ◆ what opportunities exist in our towns to use existing community facilities (such as a library, community hub) to improve accessibility by offering a customer service presence.

6.2.2 To create a functional municipal precinct that includes Council accommodation and a Library.

- ◆ Consideration to be given to actions in the Blueprint and also accommodating a community house, youth space, arts gallery, retail / commercial space, colocation of other government departments, community hub and public domain areas.

6.3 Property Development and Council Land and Building Portfolio Management

6.3.1 To analyse town context and character and relationship/contribution offered by defined study areas shown in Section E.

6.3.2 To analyse the development viability of the candidate sites identified in Section E (or any other sites identified by the consultant).

6.3.3 To realise the highest and best value and alternate development potential of Council's existing sites for office accommodation.

6.3.4 Consideration to be given to a staged approach.

6.3.5 To renew ageing infrastructure and ensure compliance with Occupational Health & Safety Regulations and current Building Regulations.

Consultants will need to ensure that their proposal satisfies the above objectives.

7. Project Principles

7.1 The Key Project Principles in preparing the Plan are to:

7.1.1 Learn from the knowledge gained and contained in Council's existing strategic planning documents and research documents such as the Blueprint and People Places: A Guide for Public Library Buildings in NSW.

- 7.1.2 Learn from research into industry trends with government office spaces.
- 7.1.3 Understand Council's capabilities and limitations with Council's current office accommodation and customer service delivery.
- 7.1.4 Demonstrate professional project management techniques incorporating quality project governance and a model of engagement with Councillors, internal and external stakeholders.
- 7.1.5 Provide quantitative research and outcomes for future consultation with the Community.

8. Key Considerations on Location

- 8.1 Council's key considerations with regards to a location for a Municipal Precinct are as follows:
 - 8.1.1 Preference to retain Council accommodation and a Library in the heart of town, due to economic multiplier and 'spin off' effects. Suggested study areas are identified on Map T1-M3.
 - 8.1.2 Notwithstanding the preference to retain Council accommodation and a Library in the heart of town, particularly Leongatha CBD, consultants can propose alternative locations to Council on the peripheral of Leongatha CBD or fringe locations based on sound reason. For example, a suggested candidate site is shown on map T1-M10 in Attachment 2 of Section E.
 - 8.1.3 The capacity of a preferred site to be assembled and developed as a municipal precinct.
 - 8.1.4 Growth and employment opportunities.
 - 8.1.5 Opportunities to improve accessibility and the need for a customer service presence in towns such as Korumburra, Mirboo North and Foster as part of an existing library or future community hub.

9. Key Considerations –Office Accommodation

- 9.1 Council's key considerations with regards to its office accommodation are as follows:
 - 9.1.1 Analysis of business unit adjacencies for improved operational performance.
 - 9.1.2 Improved customer service, image and presence.
 - 9.1.3 Resolution of storage requirements.

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9.1.4 Workstation functionality review.

9.1.5 An accommodation mix which demonstrates the efficient use of Council's property portfolio (such as accommodating Council offices, library and multi-functional meeting spaces).

9.1.6 Development of a customer service strategy based on industry trends, new media and technology advances.

10. Key Considerations – Library and Community Facilities

10.1 Council's key considerations with regards to a Library and other community facilities are to recognise the recommended actions and directions of:

10.1.1 People Places: A Guide for Public Library Buildings in NSW;

10.1.2 The Blueprint for Social Community Infrastructure 2014-2029; and

10.1.3 Leongatha Community Infrastructure Plan 2014.

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SCOPE OF SERVICES

11. Request for Tender (RFT)

Council is seeking responses to this request for tender (RFT) from suitably qualified and experienced consultants for the delivery of a Municipal Precinct Plan.

12. Review and Understanding of the Project

12.1 Develop project documentation including:

12.1.1 Project delivery methodology.

12.1.2 Communication models for internal and external consultation. A list of internal and external stakeholders will be provided to the successful consultant including members of the Project Steering Committee, Project Working Group and key contacts at the West Gippsland Library Association.

12.1.3 Confirm, analyse and document opinions relating to:

12.1.3.1 Current operational, customer service and community facility deficiencies/hindrances.

12.1.3.2 Current and future Council office based staff numbers.

12.1.3.3 Current deficiencies/hindrances with business unit adjacencies.

12.1.3.4 Future operational, customer service and community facility delivery capabilities (in particular, future Library needs).

12.2 Undertake a review of prior studies, strategies, plans and reports and property related information relevant to the Project.

12.3 Discuss and understand the Project's objectives, principles and key considerations as listed above and if necessary, recommend any variations.

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12.4 Outcomes / Deliverables for clause 12:

- 12.4.1 Complete suite of documents including Project delivery methodology, communication plan, timeframes and document delivery milestones.
- 12.4.2 Report from external consultation.
- 12.4.3 Report from internal consultation.
- 12.4.4 An investigative analysis which quantifies Council's long term office accommodation, library and community facility needs and spatial requirements.
- 12.4.5 A matrix comparing the needs and requirements against existing situation.

13. Detailed analysis of Candidate Sites, Industry trends and Identification of Preferred Site Options

- 13.1 Analyse the opportunities and constraints (including alternative development potential) of the candidate sites and/or any other sites identified by the consultant against their ability to meet the Project's objectives, principles, key considerations, outcomes and recommendations of existing strategies, studies and Internal and external consultation.

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- 13.2 Recommend options for a preferred site/s for a municipal precinct.

13.3 Outcomes / Deliverables for Clause 13:

- 13.4 A detailed discussion and associated matrix comparing the candidate sites and/or other sites identified by the consultant, their market values (considering alternative development potential) and opportunities and constraints for development as a municipal precinct and providing sound reasons for recommending a preferred site/s.

- 13.5 Development of a customer service strategy factoring in accessibility, latest technology and industry trends.

14. Procurement of the Preferred Site/s

- 14.1 Prepare a project implementation methodology to enable Council to understand the timelines and tasks which are required to procure development of a municipal precinct.

14.2 Outcomes / Deliverables for Clause 14:

14.2.1 Advice on the financial procurement options.

14.2.2 A discussion on the strategic direction/project implementation methodology.

14.2.3 A Microsoft project chart listing the timelines and tasks for the above.

It will be a requirement of the successfully appointed consultant, to confirm and be satisfied, with all tasks to be completed with Council prior to commencement of the Plan.

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CANDIDATE SITES

15. Preliminary Assessment of Candidate Sites

- 15.1 Council has undertaken a preliminary assessment of candidate sites. These are listed in Table 1 below and maps provided in Attachment 2 of Section E of the Tender document.
- 15.2 In accordance with the Project Scope, the consultant is required to explore opportunities and constraints with each of these candidate sites. Please note that the list below is not intended to be exclusive. Consultants are invited to identify and analyse other potential sites.

Table 1: List of Candidate Sites

(Map ID)	Property	Address	Notes
T1-M5	Current Civic Offices	9-15 Smith Street, Leongatha	Currently the main Council office accommodation unit. Retail potential.
T1-M6	Larkins Lane (Carinos)	6-12 Smith Street, Leongatha surrounding private land, road and carpark areas	Further acquisitions likely required. Commercial potential.
T1-M7	Council Chamber, Gallery, Meeting Room	6-8 McCartin Street, Leongatha	Crown land. Heritage values of memorial hall, integration with McCartin Street
T1-M8	Roughhead Street, Former railway land	Abuts train line to southwest, Strzelecki Highway, Leongatha	Not in Council ownership, poor connectivity, topography concerns. Parking and Tourism potential (connection to Rail Trail).
T1-M9	Daker Centre	23 Smith Street, Leongatha, surrounding carpark area and private land	10 year old building, senior citizens. Commercial potential. Acquisition required.
T1-M10	Leongatha Depot	Yarragon Road, Leongatha	Poor township connectivity. Industrial area.

DOCUMENTS TO BE REVIEWED

16. Document to be reviewed

- 16.1 A number of reference documents will be made available to the appointed team including but not limited to:
 - 16.1.1 South Gippsland Planning Scheme
 - 16.1.2 Leongatha Structure Plan June 2008
 - 16.1.3 Korumburra Structure Plan 2010
 - 16.1.4 People Places: A Guide for Public Library Buildings in NSW
 - 16.1.5 Blueprint for Social Community Infrastructure 2014-2029
 - 16.1.6 Leongatha Community Infrastructure Plan 2014
 - 16.1.7 Korumburra Community Infrastructure Plan 2014
 - 16.1.8 Leongatha CBD Parking Study 2012
 - 16.1.9 Specific land information for candidate sites (certificates of title, plans of subdivision and environmental information where available).

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TENDER TIMELINE

16.2 Table 2 below provides the milestone dates in the selection and appointment process for this Tender.:

Table 2: milestone dates

Milestone	Date
Invitation to Tender	Saturday 29 November 2014
Closing of Tender	Tuesday 13 January 2015 at 2:00pm
Commencement of contract upon execution of Contract by Council.	(<i>Estimate mid-February 2015</i>)
Completion date	30 September 2015

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16.3 If interviews / further discussions are required they will occur prior to commencement of contract.

SOUTH GIPPSLAND SHIRE COUNCIL

Municipal Precinct Study

Additional Information

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DOCUMENT PREPARED BY:

Manager Property
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Executive Team	14 August 2014	✓
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List of Outcomes

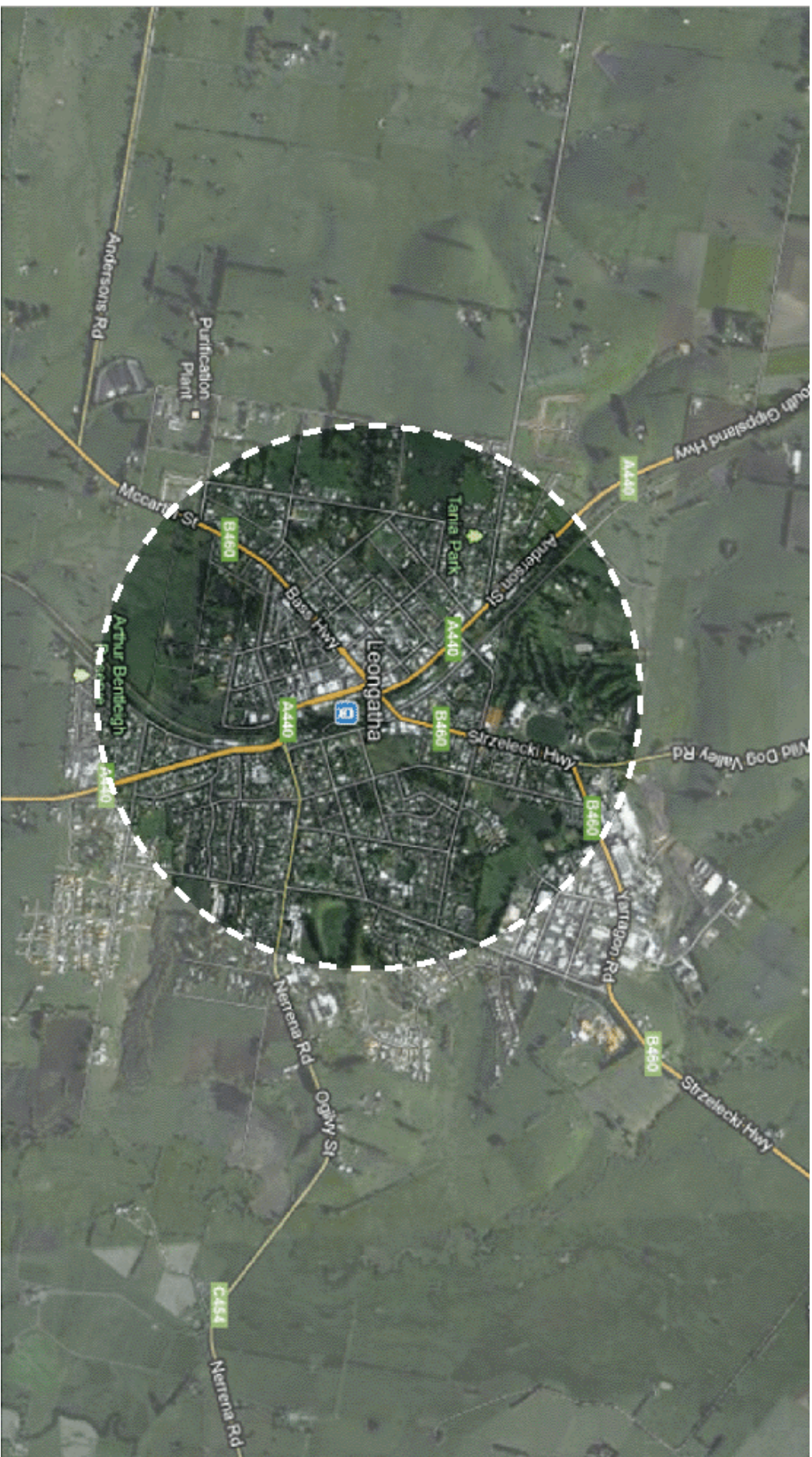
1. An investigative analysis which quantifies Council's long term office accommodation (with inclusion of a library and community infrastructure), needs and spatial requirements.
2. An accompanying matrix comparing the needs and requirements against existing situation for both office accommodation, library and community infrastructure.
3. A detailed discussion and associated excel spreadsheets comparing the candidate sites (or any other sites identified by Respondents), their market values and opportunities and constraints with regards to development potential and providing sound reasons for recommending a preferred site/s.
4. An excel workbook comprising of the financial analysis.
5. Advice on the financial procurement options.
6. A discussion on the project implementation methodology.
7. A Microsoft project gantt chart listing the timelines and tasks for 6 above.
8. Outcome items 1-7 above consolidated into a bound report (the Study).

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Maps

Refer to following pages 2 - 11.

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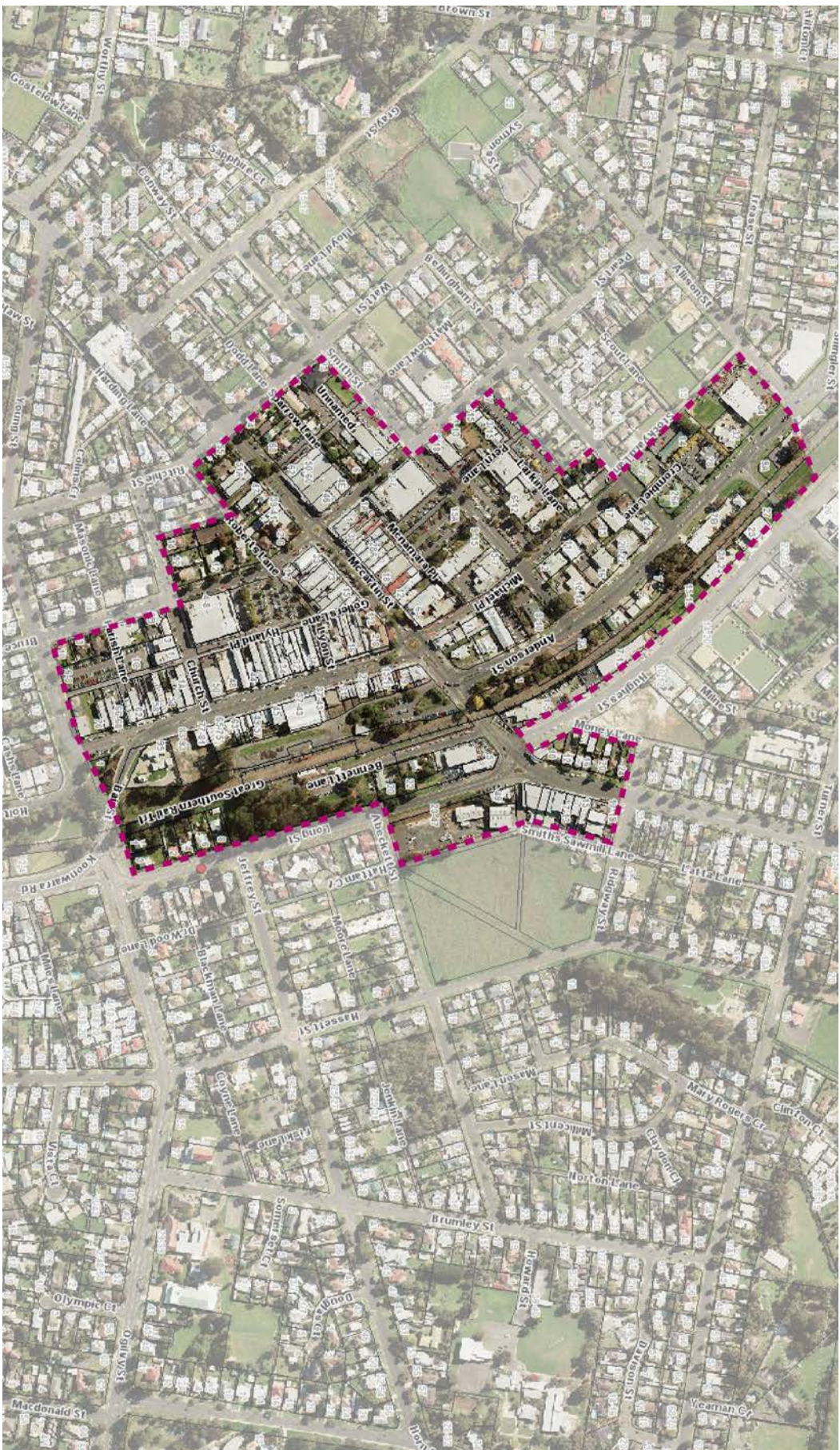


◆ Leongatha

MAP REF T1-M1 - Township Image



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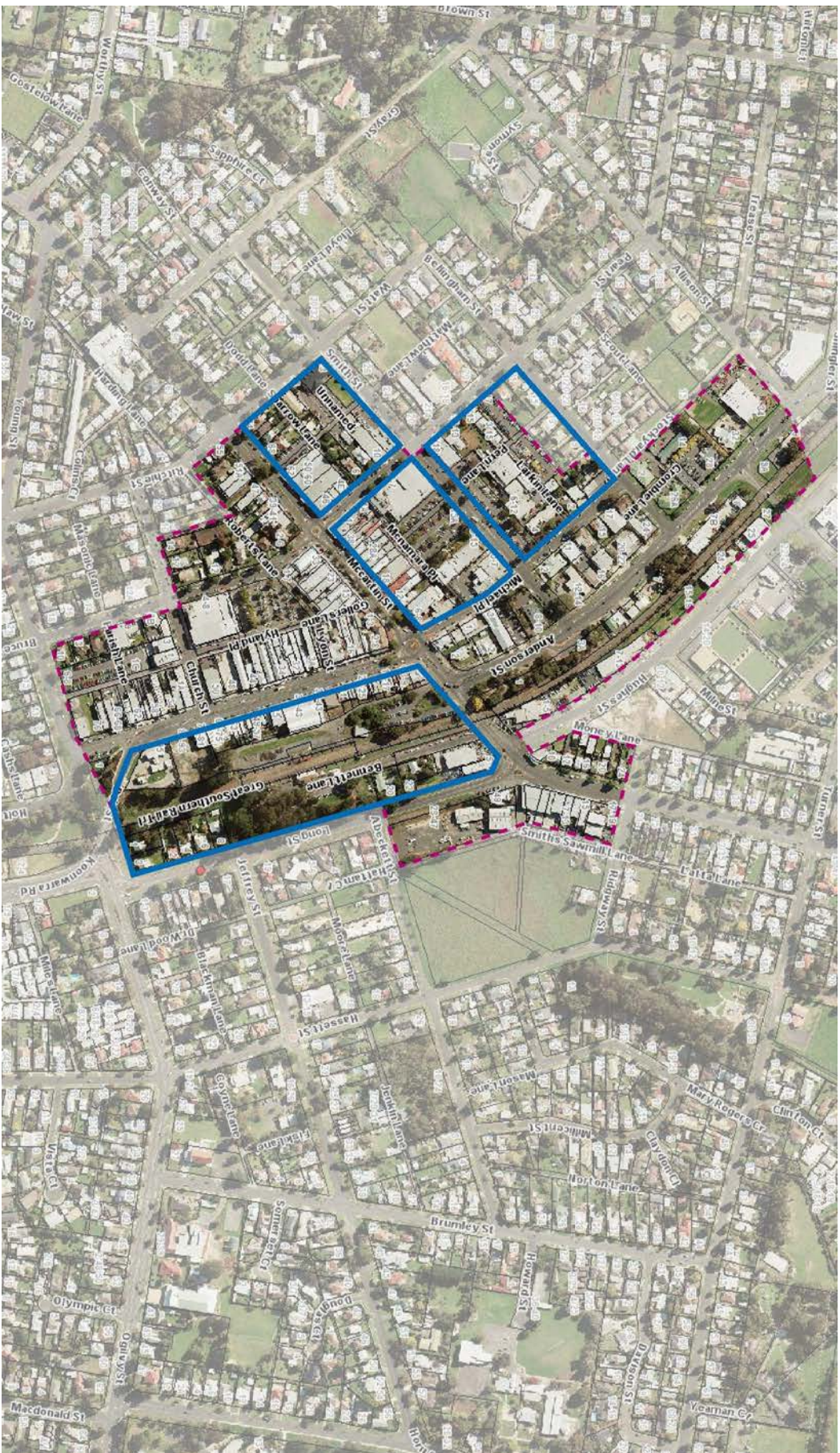


Leongatha

MAP REF T1 - M2 - Township CBD



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Leongatha

MAP REF T1-M3 - Study Areas



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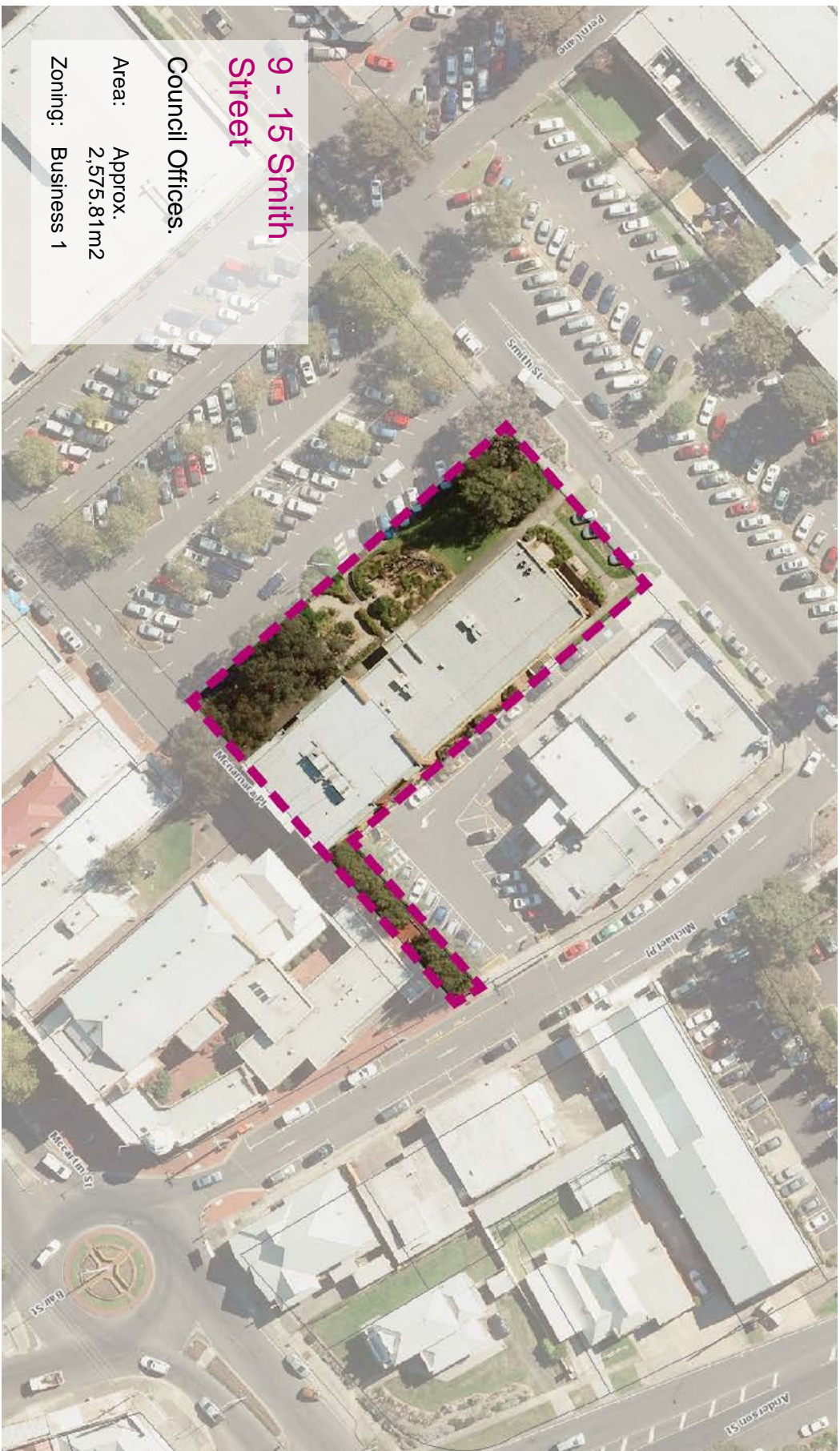


Leongatha

MAP REF T1-M4 - Candidate Sites Overview



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9 - 15 Smith Street
Council Offices.
Area: Approx. 2,575.81m²
Zoning: Business 1

Leongatha

MAP REF T1 - M5 - Candidate Site 1, 9 - 15 Smith Street



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Leongatha

MAP REF T1 - M6 - Candidate Site 2, 6 - 12 Smith Street



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Leongatha

MAP REF T1 - M7 - Candidate Site 3, 6 - 8 McCartin Street



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Former railway land
Roughhead Street
Area: Approx. 9,662.96m²
Zoning: Public Use Zone 4
(Transport)

Leongatha

MAP REF T1-M8 - Candidate Site 4, Roughhead Street



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Leongatha

MAP REF T1-M9 - Candidate Site 5, 19 - 21 Smith Street



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Leongatha

MAP REF T1- M10 - Candidate Site 6, Yarragon Road

