

Town of Port Hedland

Town of Port Hedland - Civic Centre and Administration Building Discussion Paper



* Note – this paper has been prepared to allow for discussion and consultation with the Port Hedland community. No final decision of Council has been made regarding the short or long term office accommodation needs of the Town. This information contained in this paper and the community feedback / consultation will be subject to further consideration and decisions of Council.



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1. Executive Summary

This discussion paper builds on the findings of the Short Term Office Accommodation Strategy (Appendix 1) and on the outputs of the Work Force Plan (WFP) to facilitate community consultation on the future location and elements to be included in the Town of Port Hedland Civic Centre and Administration building. The Draft Town of Port Hedland 4 Year Workforce Plan identifies the following growth in Full Time Equivalent (FTE) staff of the Town. This forecast underpins the Draft 4 Year Corporate Business Plan (CBP).

	2011/12	2012/13	2013/14	2014/15	2015/16
Total Full Time Equivalent Staff	189	224	282	337	364
Year on Year Increase - Cumulative		35	93	148	175
Year on Year Increase - Percent		19%	26%	20%	8%

To place existing staffing levels in context it should be noted that the existing Civic Centre is designed for 50 FTE staff and currently holds 76 FTE's.

The number of staff is forecast to double in the next four years; the task of accommodating them will require a bold development rather than a minor extension to existing facilities. Based on a population of 50,000 by 2035, the Town's FTE count may reach 520 with 290 requiring an office.

A new Civic Centre, inclusive of an Administrative Centre for the Town is a once in a 30 year opportunity to make a statement about Port Hedland and to underpin the vision, strategies and objectives of the Town Strategic Community Plan (SCP). This opportunity should be embraced rather than only solve an office accommodation crisis. Funds must be expended to solve the office accommodation need – this paper suggests that options are explored that ensures funds are invested for the long-term benefit of the Town, creating lasting value rather than short term fixes of low value to the Town.

Any new Civic Centre will take a minimum of three years to approve, design and build. The only viable short-term office accommodation solution provides space for one year's growth; a medium term solution will also be required for approximately 65 staff. This medium term strategy needs to be developed by the Town on the expectation that the long term solution is complete within three years.

This paper recognises the accommodation of staff is a foundation for the success of the Strategic Community Plan and the Port Hedland community, and expects to stimulate discussion around the need for a new or expanded Civic Centre and Administration building provided within three years.

The key objectives of undertaking this consultation are to decide:

1. What functions and activities do we need to include in new or expanded Civic Centre and Administration Building(s)
2. Where should these facilities be located?



2. Background

2.1. Context

The community has been engaged over the last few years in various consultations to develop strategies to improve Port Hedland on multiple levels. The focal point for these improvements is the Civic Centre where the administration delivers the services to support the Strategic Community Plan. This discussion paper integrates and supports the goals and aspirations set out in the Strategic Community Plan, Corporate Business Plan, the Town’s Vision, the Growth Plan and relevant parts of the “Port Hedland: Shaping a Cosmopolitan Port City”.

Wherever the Civic Centre is located, it will have a significant impact on its environment and will represent a focal point for the community.

2.2. Strategic Community Plan Alignment

Provided below is an SCP extract. Underlined are key words that may help define a vision for the Civic Centre and Administrative Centre for the future; both in terms of the environment that it could create and in terms of the facility itself.

COMMUNITY	We are a friendly, exciting city of neighbours that is vibrant and diverse
Building a <u>unified and connected</u> community is a key priority for our regional city. Recognised as a <u>vibrant destination</u> by local residents as well as <u>national and international tourists</u> , Port Hedland will be a city of neighbours, <u>alive with recreational, cultural and entertainment activities</u> to <u>enrich the quality of life of residents and visitors</u> .	
ECONOMIC	Our economy is resilient and provides choice and opportunities
An <u>economic powerhouse of Australia</u> , Port Hedland will be a domestic and international gateway into and out of Western Australia. We will be a <u>diversified economy</u> and <u>major distribution and transport hub</u> . The Town of Port Hedland will boast local employment and <u>investment opportunities</u> that allow families in our community to grow and prosper.	
ENVIRONMENT A city in which we live in balance with our unique surrounds	
Creating a <u>vibrant and diverse place to live</u> that is in balance with the natural elements of our surroundings and cultural heritage. A safe, <u>modern and attractive city</u> , Port Hedland is a community where generations of residents are proud to call home and establish themselves as a permanent fixture in the unique environment of Port Hedland.	
LOCAL LEADERSHIP	We are leaders in the community, with a structured commitment to transforming Port Hedland
The Town of Port Hedland provides committed strategic planning and <u>leadership</u> , focused on <u>strengthening Port Hedland’s community</u> , providing growth opportunities, and <u>diversifying the local economy</u> . Bringing <u>transformation to the Pilbara</u> and enhancing the <u>quality of life</u> for Port Hedland’s residents, the organisation is governed in an ethically responsible manner that meets all of its legislative and community obligations.	

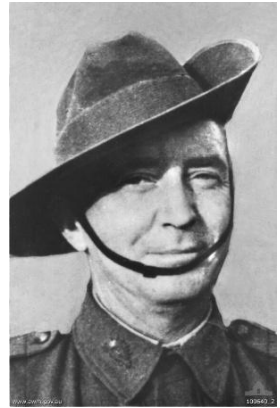


2.3. Existing Civic Centre

2.3.1. History

In the 2007 Review of the Town of Port Hedland Municipal Inventory of Heritage Places, the Civic Centre was noted for consideration for future inclusion. While parts of the community hold significant historic value in the Civic Centre, the building does not appear on heritage registers.

It is noted that Gratwick Hall is named after, Percival Eric Gratwick (1902–1942) who was posthumously awarded the Victoria Cross for valor "in the face of the enemy" for his WWII fighting in Egypt. Percy was a drover, blacksmith and prospector on Indee station, 50 km south of Port Hedland, Yandeyarra station, White Springs Station, and Wodgina. Percy was a quiet and resourceful bushman who was honored in Perth, and in the desert country he came from.



There is 30 years of history in the existing Civic Centre, with any expansion, redevelopment or relocation needing to be respectful of and address the historical elements of the existing Civic Centre. This can be incorporated in a design brief and physically incorporated during construction.

2.3.2. Capacity / OHS

The Town of Port Hedland is currently comprised of 188 FTE across four Directorates. Under the proposed restructure and workforce plan, the total employee numbers are forecast to grow by 200% over the next four years to approximately 355. The existing Civic Centre as an administrative hub is over-crowded and does not support efficient work practices. The Centre also has occupational health and safety issues and is a high risk to the staff and the Town. Numerous Occupational Health and Safety issues are present across all Town office premises and need immediate attention to avoid the Town being held liable should an accident occur. Aspects of current office accommodation that are in breach are with respect to layout (spatial allocation), lighting and power, acoustics and odour, access to natural light, security and toilet facilities. To be compliant with OHS requirements, 50 current workstations would need to be removed from the Civic Centre.

2.3.3. Environmental

Apart from being non compliant with relevant legislation, the existing working arrangements offer staff little with regard to amenity or aesthetic appeal. The conditions are not conducive to:

- An efficient working environment
- Attracting or retaining staff
- Building staff morale
- Creating or sustaining a positive corporate culture
- Hosting guests to the town in a professional environment
- Sending the message that the Town is investment ready to potential investors.



2.4. Town of Port Hedland Documentation and Decisions

2.4.1. Previous Assessments / Minutes of Council Meetings

The Council has for some time now been considering the future of the Civic Centre and Administration building. The Ordinary Council Meeting of 25 November 2009 noted the Civic Centre was overcrowded and that additional FTE growth was anticipated. The interim strategy was to utilise space at the airport however this is now at capacity without reconfiguration and is subject to OHS issues as at the Civic Centre.

The challenge of staff office accommodation has also been noted in Council Minutes in:

- 27 January 2010
- 24 March 2010.

The Council Meeting of March 2010, resolved to:

1. *State the preference for the development of a new civic building and office space in the South Hedland CBD to replace the existing Civic Centre on the provision that:*
 - a) *The public open space at the rear of the civic centre is retained by the Town for public uses.*
 - b) *That any future redevelopment of civic centre must be required to include function spaces and must appropriately recognize the history of the site.*
2. *Commence the development of this project by:*
 - a) *Commencing negotiations to purchase the existing Civic Centre site freehold from the State Government.*
 - b) *Working with Landcorp to identify the exact location available for the proposed new civic building in the South Hedland CBD.*
 - c) *Commencing discussions with developers regarding options to package the proposed development of a new civic building in South Hedland with the potential sale of the current civic centre building.*

2.4.2. Short Term Office Accommodation Strategy

The current Civic Centre building cannot suitably accommodate the necessary increase in staffing levels that are driven by the 4 year workforce plan. The level of risk to occupational health and safety would also increase due to overcrowding of office facilities. The 4 year Workforce Plan currently being considered by Council describes the additional staff required to deliver all the projects, services and initiatives needed to ensure that the Strategic Community Plan recently developed with the community is achieved. Comparison with similar regional local governments across Australia shows that the additional staff identified in the Town Workforce Plan is reasonable.



Further to this, significant numbers of overflow staff unable to be accommodated at the main building, are housed in the Airport Operations building. These staff are not associated with the operation of the airport, supporting community development, recreation, engineering, technical services, infrastructure services and in-part information technology provided by the Town. As a consequence of the disconnect between the two office sites, many of these staff travel frequently between the two. The poor physical conditions of this facility present OHS challenges to both affected staff and community members/stakeholders who need to meet with them.

The Town's Depot building is also overcrowded and in need of significant upgrade to be compliant with OHS legislation.

To address the ongoing overcrowding and poor condition of office accommodation a Short Term Office Accommodation Strategy was presented to the Council at the 22 August 2012 Council Meeting where it was decided to:

- 1. Endorses in principle the strategy of utilising the Gratwick Hall for office accommodation for up to three years until a medium to long term strategy for the provision of office accommodation is developed and implemented.*
- 2. Notes that this endorsement is contingent on community consultation being undertaken with current users of the facility and a report on this consultation being presented back to the Council.*
- 3. Requests the CEO to investigate the potential of utilising transportable office accommodation placed in the front of the Civic Centre building as a parallel option to utilising Gratwick Hall as office accommodation.*
- 4. Requests the CEO to report back to the Council the findings of these investigations and recommendations of the preferred option to alleviate current office accommodation non-compliance in the Civic Centre.*
- 5. Endorses an upgrade in the office accommodation at the Airport Office and the Depot to appropriate industry standards.*
- 6. Notes the initial estimate of \$5 million incorporated into the 2012/13 draft Budget to be funded via a loan.*



3. Civic Centre and Administrative Centre Requirement

3.1. Civic Centre Purpose – Aspiration

The Strategic Community Plan alignment articulated in Section 1.2 of this paper suggests the Civic Centre has the opportunity through its location and design to address the aspirations woven through the SCP such as:

- Unified and connected
- Vibrant destination
- National and international tourists
- Alive with recreational, cultural and entertainment
- Enrich the quality of life of residents and visitors
- Economic powerhouse of Australia
- Diversified economy
- Major distribution and transport hub
- Investment opportunities
- Modern and attractive
- Strategic planning and leadership
- Strengthening Port Hedland’s community
- Diversifying the local economy
- Transformation to the Pilbara
- Enhancing the quality of life.

The Town’s population is forecast to double. Thinking on a larger scale is required to prepare Port Hedland for the next 30 years of growth. Put simply, as bold as the existing Civic Centre was 30 years ago – the next 30 years requires an equally bold step to reflect the aspirations of the town. The images on the right are of various Civic Centres – and are provided as examples of bold and visionary design.

3.2. Civic Centre Purpose – Functional

There are three functions historically associated with the Town Civic Centre being:

- Civic – the ceremonial and public meeting functions of the elected members
- Administrative – the office of the Town’s administration staff
- Community – spaces for the community to use for clubs, associations and events.





Depending on location, the option for a fourth function to be incorporated is cultural. The option to co-locate with interpretative centres, art galleries, cafes, performing spaces, indigenous or cultural facilities may be provided to encourage the community and visitors to utilise more fully the Civic Centre and Administration building.

Outlined previously the Civic Centre has as one of the core function to act as the office for the Town's administration. A number of functional requirements to balance alongside the aspirational opportunities to provide context to evaluate the alternate options could include:

- The Civic Centre and Administration building will activate and have a significant economic impact on the surrounds of its location
- The Civic Centre and Administration building should be located amongst businesses rather than a residential precinct
- The facility has a joint civic, community and administrative function to operate more efficiently and prevent duplication of meeting spaces etc.
- The environment the facility sits within will have an effect on the attraction and retention of staff
- The facility should be designed to maximise environmental benefits to lower operational costs
- The civic function should be accessible to the community
- The facility should have the flexibility to be able to be used for a variety of functions.

3.3. Potential Key Considerations

Some potential key considerations to commence discussion are listed below:

- The Civic Centre is not heritage listed
- The Civic Centre has a strong structure but does have concrete cancer (a term referring to the rusting of reinforcement bars within the concrete creating a spalling effect to the concrete – expensive to rectify and ultimately a structural weakness)
- New community facilities have been built elsewhere in Town which are not yet fully utilised
- Redevelopment on the existing site while in use will be disruptive to the public and staff
- The Town does not own the existing Civic Centre site. It is owned by the State Government and currently zoned for community purpose and vested in the Town for the purpose of Public Recreation
- Potential uses of the Civic Centre building and site may present themselves if a new facility is built elsewhere
- There may be the potential for co-location with other commercial or cultural or tourism opportunities.



4. Suggested Options and Evaluation Criteria for Consideration

Based on the identification of needs, supporting documentation and discussions with the Town's staff, the following options are suggested for the community and Council's consideration:

4.1. Suggested Options

- Option 1: Existing Civic Centre Site – Expand and refurbish the existing facility
- Option 2: Existing Civic Centre Site – Demolish existing building and rebuild a new facility
- Option 3: Build a new Civic Centre and administration building in the South Hedland Town Centre
- Option 4: Build a new Civic Centre and administration building in the Port Hedland West End
- Option 5: Build a new Civic Centre and administration building in the Port Hedland East End
- Option 6: Retain the existing Civic Centre building and construct new administration facilities in Port Hedland West End
- Option 7: Retain the existing Civic Centre and build new community facilities at the McGregor Street Reserve (Turf Club)

4.2. Suggested Performance Criteria

The following performance criteria have been used to expand these suggested options for consideration and to stimulate discussion:

Performance Criteria	Factors to be considered
Preservation of History	<ul style="list-style-type: none"> ▪ Retains existing historical elements insitu / intact ▪ Retains some historical connection
Activation	<ul style="list-style-type: none"> ▪ Proximity to community ▪ Proximity to dominant business activities ▪ Links - commercial/retail
Time	<ul style="list-style-type: none"> ▪ Optimises the time and efficiency of staff activities ▪ Provision of and relocation to temporary facilities ▪ Construction of the new facilities
Cost	<ul style="list-style-type: none"> ▪ Sustainability ▪ Cost-Benefit - Provides value for money ▪ Cost - Interim Accommodation included as required
Continuity of Service Provision	<ul style="list-style-type: none"> ▪ Disruption to operations and service ▪ Operational efficiency ▪ Proximity for staff ▪ Capacity / Utilisation of site during construction
Serviceability of Available Land	<ul style="list-style-type: none"> ▪ Civil infrastructure availability (Sewage, power, water) ▪ Size of land (parking capacity) ▪ Availability



4.3. Outline of Options utilising Performance Criteria

Utilising the criteria in the table above, these options are expanded below

Option 1: Existing Civic Centre Site - Expand/Refurbishment

New floors or a new wing to be added or both to create sufficient floor area for the Town's growth. The existing office area comprises approximately 770m² while the forecast requirement could be in the order of 3,500m². To create five times the office space would most likely require a new wing.

Analysis

Renovation and re-use of existing structures suggests efficiency, as there would not be the need to rebuild the current available floor space within the existing Civic Centre. This would reduce costs and deliver an expanded floor space in a reasonable period of time.

There is some risk in this option that once renovation commences on the old building, issues may be discovered that require additional time and cost. These costs are magnified in Port Hedland as lost time is more expensive than in Perth due to accommodation and living away from home considerations of construction workers.

Adding floors to occupied structures should not require the need to relocate occupants for the full extent of construction. Safety and disruption (noise, access, power, air-conditioning, car parking, construction traffic, customer interface satisfaction, etc) are key issues for building occupants and these will have to be actively managed. These considerations may impact on the contractor's schedule to keep the impact to occupants as nominal as possible. The Town may need to relocate parts of the Civic Centre activities for periods during construction works.

Adding a new wing to the existing Civic Centre is another viable re-use scenario. The new wing and surrounding construction site would consume sections of the Civic Centre car park requiring alternative parking and access arrangements possibly within the Turf Club reserve. Services could continue in the existing Civic Centre however there will likely be some noise and disruption and this may impact productivity, amenity and enjoyment of the workplace and Council and civic spaces. Customer access will similarly be affected and may be relocated to an alternate location for parts of the duration of the works.

The Gratwick Aquatic Centre would be impacted through noise, dust, parking and access. The site is not owned by the Town, with some work required to obtain necessary approvals however this is not considered a significant risk. Heritage considerations would be well addressed by this option.

The ability to leverage the existing Civic Centre for the inclusion of additional community, commercial or tourism opportunities may be limited. There is also limited surrounding economic benefit or activation likely from an extended Civic Centre. Any makeover of the existing building would also be constrained as the architectural team will have to work within the the existing structure.



Option 2: Existing Civic Centre Site - Demolish/Rebuild

The provision of a new building would provide a designed, purpose built facility unencumbered by the existing structure or scale of building. This option would enable the replacement of the current deteriorated facility, providing a new asset which would utilize modern technology and significantly reduce maintenance costs.

Analysis

This option makes the most of the existing site however will not maintain heritage aspects of the building, other than through representation or interpretation. The need to relocate all functions for the duration of construction is clear. Identifying accommodation for temporary occupation for over 18 months will be a key challenge for this option. This option was rated as being the most expensive due to the impact of having to secure short term office accommodation in the current economic conditions.

Other considerations are similar to Option 1 in that the location will have limited activation of the surrounding area and therefore may have reduced appeal for the co-location of cultural or commercial opportunities. With a new build, the architectural response to the aspirations of the Town can be more readily incorporated.

The Gratwick Aquatic Centre, as with option 1 will be impacted through noise, dust, parking and access difficulties. To maximise the utilisation and funding potential of the existing site relocation of the Aquatic facilities should be investigated.

Option 3: New Civic Centre and Administration in the South Hedland Town Centre

This option has a current Council resolution supporting the preferred location for a future Civic Centre and Administration Building in the South Hedland Town Centre. This option would also provide a new building specifically designed for the needs of the Town now and into the future. The ability to incorporate cultural, commercial or other community functions is possible. A site has been identified for the Civic Centre in South Hedland Town Centre as part of this previous process.

Analysis

There is obviously no disruption to existing operations during construction and may be viewed as meeting this performance criteria. This option does not provide easily for historical linkages to the existing facility and obviously means a move away from the coast and no link to the port.

The facility was rated highly to provide benefits to the community and will further assist in activating the South Hedland Town Centre along with other community revitalisation projects. Building in South Hedland is one of the fastest options which is considered of critical importance given the current acute shortage of office accommodation for the Town.



Option 4: New Civic Centre and Administration in Port Hedland's West End

This option provides a new building specifically designed for the needs of the Town now and into the future. The ability to incorporate cultural, commercial or other community functions is excellent as visitors attend the area already to see the port and reflects well the Town's vision.

Analysis

There is no disruption to existing operations during construction. Any of the identified locations would be close to the port and on the waterfront and would make for an impressive, exciting and engaging backdrop to the functioning of the civic and administration processes and purpose of the Town.

Proximity to community is not as significant as a South Hedland option (largest population base). This could be countered by a 'shop front' in the proposed South Hedland Library and Community Centre to facilitate the community engaging with the Town.

This option would require the eventual construction of the Spoilbank Marina Precinct to realise two of the proposed locations associated with this option. On the value for money assessment, this option allows for the potential to co-locate cultural, commercial or other facilities which has the potential to reduce the overall cost of the project.

Any facility associated with this option will enhance significantly to the vitality of the surrounding areas and act as a catalyst for revitalisation of Port Hedland. Any location in immediate proximity to the port will need to contend with real or perceived issues associated with dust and current shortages of car parking in the West End.

Option 5: New Civic Centre and Administration in Port Hedland's East End (undeveloped land corner of Styles Road/Cooke Point Drive)

This option provides a new building specifically designed for the needs of the Town now and into the future. This option was ranked last overall scoring poorly against the preservation of history, cost, time and serviceability criteria.

Analysis

There is no disruption to existing operations during construction. Any of the identified locations would be close to the water-front as a backdrop to the functioning of the civic and administration processes.

Proximity to community is not as significant as a South Hedland option (largest population base). This could be countered by a 'shop front' in the proposed South Hedland Library and Community Centre to facilitate the community engaging with the Town.

On the value for money and timeliness criteria, this option rates poorly however as it would involve a new build it allows for the potential to co-locate cultural, commercial or other facilities.



Option 6: Retain Existing Civic Centre and Build a new Administration building in Port Hedland (West End)

This, along with Option 7, proposes the separation of civic from administration functions. This option maintains the existing building while still providing sufficient growth space of administration functions amongst a commercial precinct in Port Hedland's West End. Development at the port and the Spoilbank Marina is anticipated and a new office building could be built, co-developed as anchor tenant or leased from others. This option is ranked highly against a number of criteria.

Analysis

This option ranked highest for preservation of history and continuity of service criteria. This option would not require relocation or significant disruption to services. Any of the identified locations would be close to the port and on the waterfront and would make for an impressive, exciting and engaging backdrop to the functioning of the civic and administration processes and purpose of the Town.

Proximity to major community is not as significant as a South Hedland option (largest population base). This could be countered by a 'shop front' in the proposed South Hedland Library and Community Centre to facilitate the community engaging with the Town.

Separation of functions could be viewed as a negative and may result in underutilisation of the current Civic space without separate redevelopment. Duplication of meeting rooms, reception services, bathrooms and kitchens could also be viewed as a negative. Dividing the Town's civic and administration functions also minimises the opportunity to design a facility that responds to the aspirations of the Town.

Any facility associated with this option will enhance significantly to the vitality of the surrounding areas and act as a catalyst for revitalisation of Port Hedland's West End. Any location in immediate proximity to the port will need to contend with real or perceived issues associated with dust and current shortages of car parking in the West End.

Option 7: Retain Existing Civic Centre Building and Construct New Additional Facilities at McGregor Street Reserve (Turf Club)

This, along with Option 6, proposes the separation of civic from administration functions. This option maintains the existing building while still providing sufficient growth space close to the Civic Centre. Development at the McGregor Street Reserve is anticipated and a new office, civic and community building could be considered appropriate for inclusion.

Analysis

This option would not require relocation or significant disruption to services. The overall duration would be excessive however as post occupation of the new facility, a refurbishment of the Civic Centre would be required. Separation of functions may be viewed as a negative and may result in underutilization of Civic space as it would be a separate building.



Duplication of meeting rooms, reception services, bathrooms and kitchens could be viewed as negative, along with the lack of scale and the loss of ocean views for the relocated function. There is no improvement in activation of surrounding areas and no improvement in the potential appeal for co-location of cultural or commercial opportunities. Dividing the Town's Civic and administration functions also minimizes the opportunity to design a facility that responds to the aspirations of the Town. A choice would need to be made as to which function(s) are located on each of the two sites involved.



5. Appendix 1 – Short Term Office Accommodation Strategy

MINUTES: ORDINARY COUNCIL MEETING

22 AUGUST 2012

11.4.2.2 *Short Term Office Accommodation Strategy (File No.: 03/01/002)*

Officer **Debra Summers**
Manager Organisational
Development

Date of Report **16 August 2012**

Disclosure of Interest by Officer **Nil**

Summary

This report presents for the Council's consideration the recommendations from the Short Term Office Accommodation Strategy being undertaken to support the Workforce Plan, one of the plans required as part of the Integrated Strategic Planning and Reporting Framework.

Council is being requested to endorse in principle the strategy of utilising the Gratwick Hall for office accommodation for up to three years until a medium to long term strategy for the provision of office accommodation is developed and implemented. This endorsement is contingent on community consultation being undertaken with current users of the facility and a report on this consultation being presented back to the Council for further consideration.

Further this report suggests investigation into the potential of utilising transportable office accommodation placed in the front of the Civic Centre building as a parallel option to utilising Gratwick Hall as office accommodation.

Background

To ensure compliance with the requirements of the Department of Local Government a 4 year Workforce Plan is to be developed which will outline the required workforce capacity and capability to deliver the Strategic Community Plan and associated Corporate Business Plan.

KPMG was engaged to develop the Workforce Plan, inclusive of a housing and office accommodation strategy. The scope of work to deliver the office accommodation strategy was to investigate and report on the:

- Provision of appropriate workforce office accommodation including assessment of current office arrangements and development of the strategies and options available, along with the funding requirements for each; and
- Costs of implementation and associated timelines to deliver on proposed strategies and solutions.



To supplement this work, the Pilbara Regional Council (PRC) undertook a study of the potential opportunity for consideration of a Perth based office with other Pilbara Councils. This study was also to investigate resource sharing across the region. The PRC report from these investigations was to include costs associated with recommended options. The Town is currently awaiting the outcomes of this report.

It was anticipated that together, these two bodies of work would allow planning for the workforce required to deliver on the programs and services required to support the Strategic Community Plan.

In May this year, the Executive group requested KPMG to commence the first stage of the office accommodation strategy to allow financial implications of required additional space to accommodate the first year of the Workforce Plan to be able to be considered as part of the 2012-2013 Budget.

The need for this first stage of work was also to quantify the estimated funds required to address the immediate shortfall in workspace to accommodate existing staff in offices closer to industry standards.

Accordingly, the scope of work was to consider the following requirements:

- a) Assessing existing offices
- b) Review options for the provision of required immediate additional seating
- c) Prepare a staging plan and estimate of funds required for each option investigated; and
- d) Select a preferred option against a matrix considering advantages and disadvantages of each option.

This resulting first stage of the strategy would need to ensure integration of the preferred short term solution into the medium and long term strategies that will be fully explored once the final Workforce Plan is developed.

Consultation

- Town of Port Hedland Executive
- Relevant Town of Port Hedland Officers
- KPMG/Thinc Projects
- Elected members at the 15 August 2012 Concept Forum



Statutory Implications

The Local Government Act 1995 states that:

"5.56. Planning for the future

- (1) A local government is to plan for the future of the district.*
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district."*

Policy Implications

Nil

Strategic Planning Implications

Theme 4: Local Leadership

We are leaders in the community with a structured commitment to transforming Port Hedland.

Local Leaders in the community who provide transparent and accountable leadership.

Budget Implications

Should the officer's recommendation be adopted there is an initial \$5m allocation to support the funding of this report factored into the draft 2012-2013 Budget. As a loan would be taken out to fund these works, only the principal and interest repayments totalling an estimated \$440,574 would impact on the overall cash requirements of Council.

Officer's Comment

Due to an ongoing shortage of office accommodation the organisation has been split across various buildings until a long term office accommodation strategy is presented to the Council. The geographic separation of the current general office administration at the Civic Centre and the Airport Operations building continues to lead to inefficiencies and operational issues.

Coupled with this, some of the office accommodation, particularly at the Airport and Depot is well below industry standards and thus not compliant with Occupational Health and Safety legislation. Overcrowding at the Civic Centre is similarly leading to the same non compliance. Providing compliant office accommodation for staff is a legislative requirement for the Council as an employer. The Short Term Office Accommodation Strategy confirms these issues.

The report has identified that 61 new office workstations are required to accommodate the following staff in office space to align with the current industry standards:



MINUTES: ORDINARY COUNCIL MEETING

22 AUGUST 2012

- 5 existing staff positions vacant
- 11 staff in 2012/13 draft budget (requiring workstations)
- 20 staff identified as overcrowded in Civic Centre
- 25 staff in substandard accommodation at Airport Operations Building.

The report investigated ten options to provide for this shortfall being:

- Option 1 Adding an extra floor(s) to the Civic Centre
- Option 2 Extending the Civic Centre horizontally
- Option 3 Making use of the depot site for office accommodation
- Option 4 Becoming part of a commercial office development
- Option 5 Other land options
- Option 6 Resuming Gratwick Hall
- Option 7 Expanding the Airport Office
- Option 8 Formalising work from home arrangements
- Option 9 Hot desk
- Option 10 Rent office space.

In assessing the options above the following assessment criteria was developed and applied:

Descriptor	Definition
Timeliness	Can the option be achieved in the Short Term Strategy timeframe of 0-12 months
Spatial Capacity	Can the option provide the required space
Availability	Is option available to satisfy solution
Ease / simplicity / health and safety	Can the solution be achieved with relative simplicity and meets acceptable health and safety standards
Operational / organizational positivity	Impact on amenity, staff satisfaction, organizational effectiveness, unity, ease of management, staff attraction and retention
Value	Does the cost of the solution represent value for money

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The following table outlines the results of this assessment.

No	Option	Key Issues	Cost	Time	Capacity (staff)	S/M/L Option
1	Adding an extra floor to the Civic Centre (900m ²)	Timeframe. Disruption	\$8m	2-3 yr	61	Long
2	Extending the Civic Centre horizontally (900m ²)	Timeframe. Disruption	\$7m	2-3 yr	61	Long
3	Making use of the depot site for office accommodation	Segregate staff and service delivery for community Temporary	\$2.4m	1-2 yr	35	Medium
4	Becoming part of a commercial office development (900m ²)	Timeframe. Reliant on external party	Unknown	2-3 yr	61	Long
5	Other land options (900m ²)	Timeframe	Unknown	2-3 yr	61	Long
6	Utilising Gratwick Hall (510m ²)	Relocation strategy required	\$1.1m	Less than 1 yr	35	Short
7	Expanding the Airport Office (900m ²)	Redundant work Airport development constrained	\$5-7m	1-2 yr	61	Medium
8	Formalising work from home arrangements	Limited solution. Requires additional staff to implement.	\$1.8m-\$2.1m	1-2 yr	30	Medium
9	Hot desk arrangements	Limited solution. Requires additional systems to implement.		1-2 yr	<30	Medium
10	Rent office space	None available			0	Medium-Long

After applying the criterion above it is apparent that no single option provides for the current accommodation needs for the staff identified as needing a compliant standard of office accommodation.



The recommendation from the report is that Gratwick Hall is utilised as it is the only option that provides an immediate solution for the budgeted staff. However the report recommends that this solution will also need to be supported by other remediation actions such as a reconfiguration of office accommodation at the Civic Centre on the ground floor as well as an upgrade of this space to industry standards. Also there is a recommendation to upgrade to industry standards the accommodation at the Airport Office and the Depot. This will ensure that both these locations can be utilised for office accommodation until medium to long term strategies can be introduced.

The hot desk option is a scenario in which no officer has a designated workspace and sits at any desk that is available. This option is not recommended in the short term due to the inability for the organisation to support this way of working with regard to current knowledge management, ICT capacity, management and supervisory practices. It is however, recommended as a medium strategy to support the preferred strategy of utilising Gratwick Hall for office accommodation until a long term strategy can be implemented. This would allow for the current project of improving organisational capacity to be imbedded supporting this innovative way of working.

The impact on the community of utilising the Gratwick Hall is not under estimated. Officers recommend a thorough engagement strategy with existing users of the Gratwick Hall to identify their particular needs or financial assistance required in an attempt to source appropriate alternative venues such as the Colin Matheson Club House, the JD Hardie Youth Centre, the Wanangkura Stadium or the Port Hedland Yacht Club. This strategy would also include the development of a transition plan to allow for the most optimal relocation possible.

The findings of the Short Term Office Accommodation Strategy were presented to Elected Members at a Concept Forum for their feedback in preparation for the presentation of this report to the Council. Feedback from this Forum reiterated the need for an intensive consultation process with effected community groups and a report on findings to be bought back to the Council for consideration.

Further, officers were to investigate another option not included in the Short Term Accommodation Strategy as a parallel option to utilising Gratwick Hall as office accommodation. This was the potential of utilising transportable office accommodation placed in the front of the Civic Centre. Indicative costs of a building(s) to accommodate approximately 45 people are approximately \$2,347,200. The placement of the temporary offices at the front of the Civic Centre will have significant implications for parking and usage for all users of the facility. This option may also not be complaint with relevant legislation. However officers suggest that this option be further investigated with a report back to the Council at the same time as the report on the option of utilising Gratwick Hall. This would allow the Council to choose its preferred option to alleviate office accommodation non compliance.



201213/088 Officer's Recommendation / Council Decision

Moved: Cr Jacob

Seconded: Cr Hooper

That Council:

1. **Endorses in principle the strategy of utilising the Gratwick Hall for office accommodation for up to three years until a medium to long term strategy for the provision of office accommodation is developed and implemented.**
2. **Notes that this endorsement is contingent on community consultation being undertaken with current users of the facility and a report on this consultation being presented back to the Council.**
3. **Requests the CEO to investigate the potential of utilising transportable office accommodation placed in the front of the Civic Centre building as a parallel option to utilising Gratwick Hall as office accommodation.**
4. **Requests the CEO to report back to the Council the findings of these investigations and recommendations of the preferred option to alleviate current office accommodation non-compliance in the Civic Centre.**
5. **Endorses an upgrade in the office accommodation at the Airport Office and the Depot to appropriate industry standards.**
6. **Notes the initial estimate of \$5 million incorporated into the 2012/13 draft Budget to be funded via a loan.**

CARRIED 7/0