

AGENDA ITEM NO.: 19.6

TO: Council Meeting on 26 September 2017

DIRECTOR: Cate Hart, Chief Executive Officer

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SUBJECT: Civic Centre and Depot Transitional Arrangements

1. EXECUTIVE SUMMARY

In order to deliver the Community Hub, Library & Innovation Centre (CLIC) by the end of July 2019, the Civic Centre at 128 Prospect Road, Prospect will need to be vacated to allow for demolition and construction activity to occur on the site.

A number of potential options have been explored and critiqued in an analysis undertaken by staff and supported by independent advice. Their analysis was premised on a number of key principles, which focused on ensuring service continuity whilst minimising transitional costs.

The analysis revealed a three site solution as a preferred and viable option for ongoing service delivery, with customer-focused activities and staff to be located in the Town Hall, community-focused activities and staff to be located in the Thomas Street Centre, and administrative and depot staff to be relocated to a facility owned by Walkerville Council (located in Fuller Street, Walkerville). There is a high level of confidence that this can be delivered within budget, and Council is asked to support this option in principle so that work can continue on its implementation.

Other options, including the retention of a portion of the Civic Centre to accommodate staff during construction, are not preferred due to logistical implications and/or cost (for operation during the transitional period as well as the potential impact on construction efficiency). It has been identified that a minimum lead time of 3 months is required to establish a site and organise connection of required utilities / services.

2. RECOMMENDATION

- (1) The Council having considered Item 19.12 Civic Centre and Depot Transitional Arrangements receive and note the report.**
- (2) The Council authorises the Chief Executive Officer to enter into lease negotiations with the Town of Walkerville for use of their Depot Site at 42 Fuller Street, Walkerville for Council's administrative and depot operations.**
- (3) The Council endorse the timely temporary relocation of staff from the Prospect Road Civic Centre and the Johns Road Depot to the Prospect Town Hall (Irish Harp Room and Foyer), Thomas Street Centre and Walkerville Depot.**

3. RELEVANCE TO CORE STRATEGIES / POLICY

Strategic Plan to 2020 Theme 4 – Services “Leaders of the sector providing efficient, responsive, accessible services”

<p>Strategy 4.1 Excellence in Infrastructure</p> <p>Strategy 4.2 Sound Financial Management</p> <p>Strategy 4.4 Accountable and people-focused services</p>	<p>Council services are established to deliver all aspects of the strategic plan, however the transition of the civic centre aims to deliver these services through temporary accommodation. The plan itself has been drafted with the focus of no impact to services while minimising cost and a preference for utilisation of Council’s property and infrastructure.</p>
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Intelligent Community Indicators

<ol style="list-style-type: none"> 1. Broadband 2. Knowledge Workforce 3. Innovation 4. Digital Equality 5. Sustainability 6. Advocacy 	<p>Infrastructure is the foundation of economic competitiveness</p> <p>A labour force that creates economic value through its knowledge, skills and ability to use information effectively</p> <p>Intelligent Communities pursue innovation through a relationship between business, government and institutions (ie. universities).</p> <p>Allowing everyone access to broadband technologies and skills to use them</p> <p>Economic growth while reducing the environmental impact of that growth</p> <p>Engaging leaders and citizens, businesses and institutions, in identifying opportunities to champion positive change.</p>	<p>The transition plan establishes a roadmap of how Council will operate and deliver its services during the construction period of the new civic centre.</p> <p>All of the ICF indicators are built into the core of Council’s services and as a result the transition plan in one way or another supports these indicators.</p>
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4. REGIONAL IMPACT

The opportunity to partner with the Town of Walkerville in order to deliver the transition plan is of benefit to both Councils and supports ongoing regional collaboration.

5. COMMUNITY INVOLVEMENT

No community consultation has been undertaken in the preparation of this report. Following endorsement of the transitional arrangements, a community engagement plan will be enacted to ensure community members are informed of the changes proposed.

6. DISCUSSION

6.1 Background

At its meeting of 24 January 2017, Council resolved to construct a new Community Hub, Library and Innovation Centre at 128 Prospect Road, Prospect (to replace the Thomas Street Centre), which would also integrate the civic centre administration staff and functions in a co-located facility. The decision was also made to pursue the sale of Council assets at 82 Johns Road and 218 Main North Road, Prospect.

By necessity, these decisions require that Council staff and services to the community be relocated to an alternate site(s) prior to demolition of the Civic Centre. A Transition Team has been established, with a core group of members appointed to ensure a complementary range of relevant skills and experience.

Whilst specialist advisers are called in on an as needs basis, and the membership of the team will change over the course of the transition (as it moves from planning stage to the delivery stage) the core members of the team are as follows:

- Chris Birch, Manager Financial Services (Chair)
- Chris Newby, CLIC Project Lead
- Ginny Moon, Director Corporate Services
- Alex Cortes, Manager Assets, Infrastructure & Environment
- Lesley Golley, Property Officer
- Paul Stringer, Infrastructure & Assets Officer
- Anna Mellier, Human Resources Adviser

In discussion with the Internal Project Team, the Transition Team established three guiding principles that would inform their investigations into possible temporary accommodation:

- No (or minimal) loss of Services to the Community
- Maintain a Customer Service presence on Prospect Road
- Minimise the number of sites in order to minimise cost and maintain connection and collaboration of the workforce.

The Transition Team evaluated a number of sites as part of the research process, including:

- Prospect Town Hall
- Prospect Civic Centre (portion to the North of the construction site)
- Thomas Street Centre
- ABC Building
- Maras Cinema Complex
- Former BankSA Building (113 Prospect Road)
- Prospect Oval
- Prospect Croquet Club
- Town of Walkerville Depot.

6.2 Evaluation Outcomes

As an outcome of the evaluation it is proposed that staff be maintained across three sites. These sites are:

- Prospect Town Hall/Irish Harp Room
- Thomas Street Centre
- Town of Walkerville Depot

The option to retain the northern portion of the civic centre and operate from this site was also considered, with preliminary advice sought from an independent building designer and referred to Council's project manager for consideration. It was identified that the partial demolition of the existing civic centre, relocation and modification of existing building services, sealing of the southern side of the building, and establishing a new access to the building from Prospect Road (or alternatively coordinating customer service delivery from the Irish Harp room with no immediate public access to the civic centre), would be of substantial cost and is likely to impact on service delivery while building alterations are undertaken.

The removal of the existing civic centre in its entirety is considered to support the most efficient approach to construction as it allows the northern side of the site to be used during the construction period, which is considered necessary to deliver the construction of the new building by July 2019. The efficiency of the build process would otherwise be compromised.

A vacant site would allow for better access during construction and would reduce (or eliminate) the need for construction activities to impede traffic flow along Prospect Road, as has been experienced recently with the construction of the cinema complex. If a portion of the civic centre was retained, there would also be disruption to the community accessing services / staff during construction, not located within the Irish Harp room.

The main discounting factor for other sites considered was generally cost. These cost limitations generally came in the form of rental costs (some exceeding \$100,000pa), with most external leases requiring a lease term of 3 to 5 years, which is well beyond that required by Council. Council's other (smaller) facilities also required significant modification to suit and had limited capacity.

Preliminary costings for IT services suggest that up to approximately \$130,000 of the allocated budget would be required for establishing or modifying ICT infrastructure, while lead times for these to be installed (estimated at a minimum of 3 months) require confirmation of transitional site preferences as soon as possible.

While it is acknowledged that full costings of options are still being undertaken, it is considered that the decision on a preferred location (or locations) for Council services is required to give certainty in the subsequent transitional design phase, and to allow for that phase to be completed in time for the relocation to occur. It is also recognised that the outcome of design and construction plans for the new facility would potentially impact on the location of services and facilities during the transitional period, so a decision at this stage on transitional arrangements (whilst giving certainty) may require later revision depending on the outcomes of that parallel process.

It was noted that retaining Council operations within such close proximity of the building site raises a number of Work Health and Safety (WHS) issues with dust, machinery operation and noise identified as potential risks. Although there is a high degree of confidence that these issues will be appropriately managed (for the adjoining premises to the north due to the site separation).

6.3 Prospect Town Hall/Irish Harp Room

The Irish Harp Room is the preferred site to operate Council's customer-centric (or "front of house") services, including:

- Customer Service, including Enquiries and Council Payments
- Development Services, including Town Planning
- Business and Innovation Team (including Director)
- CLIC Project Management, including the CLIC Project Lead.

Minor modifications will be required to the facility, limited to the installation of a counter, security provisions for cash management and ICT Connections, as well as relocation of desks and ICT from the Civic Centre to provide basic accommodation for staff.

Retaining the Town Hall maintains the availability of a publicly available facility for community use. This community use will see Council programs relocated from the current Prospect Community Hall into the Town Hall, as well as other Council functions and activities including:

- Council Meetings and Workshops
- Club5082
- Citizenship Ceremonies
- Community Home Support Program (CHSP) day activities
- Community Consultation Events
- Public and Community Meetings.

The Town Hall was also to be considered for the provision of Immunisation Services by Eastern Health Authority (EHA). Council staff have worked with EHA to find a workable solution for their services. It was deemed by EHA that the Town Hall was not suitable to their needs. As such, they have identified from their database that a large portion of City of Prospect residents attend the St. Peters Clinic. To meet demand, the Prospect Immunisation Clinic will be run as an additional day from the St. Peters facility during the transition period.

The Town Hall facility is owned by Council and subsequently is available rent free. While the Eliza Hall is used by private hirers, their use of the Irish Harp Room is limited. As a result, Council's hirer income is not at threat with this temporary arrangement.

Retaining the Irish Harp Room also provides a base for the continuation of public services such as the Prospect Village Heart Wi-Fi. At present the service is hosted from the civic centre and repeated through other points along the street. The delivery of this service is reliant on the feed in from the civic centre and as such will be provided from the Town Hall complex during construction.

It is acknowledged that the new Community Hub, Library and Innovation Centre will integrate the Town Hall into its design, although the extent of this integration is not yet known. It is anticipated that the construction process could be staged to ensure ongoing service continuity or, in the event that this cannot be accommodated, an alternate site would need to be determined. A further report and recommendation to Council would be provided in that eventuality.

6.4 Thomas Street Centre

The Thomas Street Centre remains available for Council use until the expiration of its lease in August 2019. This facility provides no additional rental costs to occupy until the expiration of the current lease.

In addition to the already operating services, the Thomas Street Centre is the preferred site for Council's community-focused services and programs (supported by the availability of the Eliza Hall on Prospect Road). Preliminary work on the capacity of the Digital Hub space confirms its suitability for accommodating a number of additional staff, including:

- The Chief Executive Officer and the Director Community and Planning
- The Community Development Department, including CHSP and Volunteer coordination
- The Arts, Gallery & Events Team

These staff will occupy the current floor space of the Digital Hub and adjacent meeting rooms. This will require the digital hub to offer training in a modified format from within the library area. It is anticipated that a high level of services will be maintained despite the reduction in floor area available. The highly regarded Prospect Gallery would continue to operate unchanged from its current space.

6.5 Town of Walkerville Depot

The Town of Walkerville Depot is currently vacant. Located in Fuller Street, Walkerville Council have retained the site pending a two year trial of accommodating their depot within the facilities owned by the City of Campbelltown. The option for City of Prospect to utilise the facility while they complete their trial and evaluation period is seen as of benefit to both Councils. The CEO has been negotiating with the CEO of Walkerville for a low cost leasing arrangement.

Walkerville has a large transportable building on their depot site, which was established and utilised during their own civic centre redevelopment. The facility housed all of their staff and maintained customer service operations.

It is not proposed that any Prospect customer interactions would occur at the Walkerville Depot site. Instead, this site would have a focus on accommodating administrative (“back of house”) functions and staff, including:

- Director Corporate Services
- Director Infrastructure & Assets
- Financial Services
- Knowledge and Information Management
- Human Resources and Governance
- Assets, Infrastructure and Environmental Services
- City Maintenance Team and Administration.

The relocation to the Walkerville Depot would also include the co-location of the outdoor workforce and associated plant and equipment, which can be accommodated on site. While discussions continue with City of Adelaide for a potential move to London Road, Mile End, the relocation to Walkerville will provide additional time for this arrangement to be investigated and given further consideration following the appointment of a new Director Infrastructure and Assets.

6.6 Other Considerations

The pending demolition of the Civic Centre also means the loss of the Prospect Community Hall, which is accessed from the rear car park of the civic centre and currently used by a number of community groups. Council staff have been working with hirers to ensure that they have sufficient notice and options provided to them so that they can relocate prior to 31 December 2017, when the facility is deemed to no longer be available. This relocation has been a mixture of relocation to other Council facilities, as well as introduction of other suitable facilities within the city.

The use of the civic centre as a base of operations for regular or ad hoc events has also been given consideration, including Council’s major annual event Tourrific Prospect. The Civic Centre operates as a command centre and changing facility for performers during the event, as well as offering air conditioned relief to the public in extreme weather.

6.7 Timing

Although not finalised, the Architects and Project Managers of the CLIC project have scheduled a demolition of the existing civic centre in late February-March 2018. This would require the civic centre to be vacated from early February 2018.

Planning and design has begun in order to ensure delivery of the transition sites, with a staged approach to relocation to ensure services and functions are fully operational prior to relocation of all staff. A significant consideration is availability of ICT (information and communication technology) infrastructure. Early engagement with service providers has confirmed that the necessary infrastructure will be in place in time for the scheduled move.

Financial and Resource Implications

The long term financial plan includes an allocation of \$365,000 for the temporary relocation of civic centre staff during construction. This figure was calculated based on commercial rental of a facility with the footprint bring enough to meet Council’s needs.

The use of Council's own facilities minimises this rental cost during the transition period. While not finalised, Town of Walkerville have indicated that they would be prepared to consider the rental at a minimal cost that ensures cost recovery for them.

The retention of staff in the northern portion of building, while appearing at face value a relatively simple exercise of demolishing a portion of the building and undertaking necessary alterations to make it fit for use, is anticipated to result in expenditure greater than the allocated budget due to the building (and building services) modifications required.

The major costs required during transition to three sites are anticipated to be the establishment of ICT systems and physical relocation of furniture and equipment. Preliminary estimates suggest that these will be within budget, and the total anticipated costs will be finalised following the decision by Council on preferred sites. A further report to Council will be provided if costs are anticipated to exceed the allocated budget of \$365,000.

7. CONCLUDING STATEMENTS

The proposed use of the Prospect Town Hall for temporary accommodation will ensure a cost effective continuation of Council's services during the transition period, while allowing for a continued Council presence on Prospect Road. The Thomas Street Centre provides similar cost efficiencies with negligible impact on services, whilst reinforcing the benefits of staff co-location.

The proposed use of the Walkerville depot is the lowest cost option for the remainder of Council staff, and there is a high degree of confidence that the Council's necessary administrative and depot functions will not be significantly affected. It also demonstrates the ability for Councils to support each other beyond their city boundaries for the common good of both communities.

In principle support from Council for the preferred site option at this stage will provide the level of certainty required for the project to progress to the implementation phase.

ATTACHMENTS

Nil