

# List of Stakeholders

## INTERNAL

NAME	TITLE AND PROJECT CONNECTION	EMAIL	PHONE
<b>PROJECT REFERENCE COMMITTEE</b>			
	Manager Property (Project Manager)		
	Chief Executive Officer		
	Director – Engineering Services (Project Sponsor)		
	Director – Community Services (Steering Committee member)		
	Councillor 1		
	Councillor 2		
	West Gippsland Regional Library Corporation		
<b>PROJECT WORKING GROUP</b>			
	Manager Property (Project Manager)		
	Director – Engineering Services (Project Sponsor)		
	Building Operations Coordinator		
	Manager – Engineering & Projects		
	Manager – Strategic Planning, Tourism & EDev		
	Manager – Community Strengthening		
	Manager – Customer Relations		
<b>EXECUTIVE LEADERSHIP TEAM</b>			
	Chief Executive Officer		
	Director – Engineering Services		
	Director – Community Services		
	Director – Corporate Services		

NAME	TITLE AND PROJECT CONNECTION	EMAIL	PHONE
	Director – Development Services		

**EXTERNAL**

***Please note that the list below is not exhaustive and is a work in progress. It will be updated as part of the Project Working Group/Steering Committee discussions.***

West Gippsland Regional Library Corporation			
Active Retirees Advisory Committee			
Leongatha Probus			
Woorayl Probus			
Community House			
South Gippsland Citizens Advice Bureau			
Community College Gippsland			
Leongatha Chamber of Commerce			
Leongatha CWA (Country Women)			
Leongatha Seniors (Daker Centre)			
Korumburra Business Association			
Mirboo Country Development			
Foster Chamber of Commerce			

Our ref:

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Dear #

**South Gippsland Shire Council  
Tender for Consultancy  
MUNICIPAL PRECINCT STUDY**

For some time, Council has been considering the issue of space and location for its office including community infrastructure, particularly a Library and public domain.

In this year's budget, Council allocated funds to undertake a study into the preferred location for a Municipal Precinct (the Study). There are many community benefits to be gained from undertaking this Study including understanding industry trends to better provide for efficient and improved use of community spaces, use of technology for accessibility to Council, our presence and image.

The Foster Chamber of Commerce has been identified as a key stakeholder to this project and added to our communications list. You have been noted as the contact. Please let us know by return e.mail to [REDACTED] or by telephone on 5662 9200 if you are happy to be the contact for the Chamber of Commerce or if you would prefer to nominate someone else.

Accordingly, this letter is to inform you that Council will be advertising its public tender for the consultancy work to undertake the Study in The Age newspaper on the weekend of 29 November 2014. The tender will close on Tuesday 13 January 2015.

The appointed consultant is required to prepare a stakeholder communication plan. Once this has been prepared, we will contact you again with details.

In the meantime, if you have any queries regarding this project, please contact either myself or [REDACTED] Project Manager to discuss.

We are very excited about this project and look forward to your involvement.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Tim Tamlin', with a stylized flourish extending from the end.

**Tim Tamlin**  
**Chief Executive Officer**



Our ref: D2510815

Your ref:

Letter to Towns & District Network Associations

By e.mail:

Dear

**Municipal Precinct Study**

Council is currently investigating the potential and location for a new municipal precinct. This issue was listed as an agenda item at the December 2014 Towns and Districts Associations' Network meeting, held in Leongatha. A very useful discussion took place at that meeting about why Council needs to undertake this investigation and what factors need to be considered when assessing the type of facility, its users and appropriate location that could suit our communities' long term needs.

Since that meeting, Council has appointed consultants, The Sweett Group, to undertake the required investigations. The consultants are keen to obtain further input from key stakeholders and community representatives across South Gippsland.

We would be pleased if a representative from your organisation could attend an information session to be held on Wednesday 15 April at 2pm at Leongatha Memorial Hall. If you will be sending a representative, could you please let us know that person's name and contact details. Whilst a future municipal precinct is most likely to be located in one of the major townships, the whole Shire will be served by the facility, so input from all our key townships and districts is relevant to the planning work being undertaken.

If you are unable to send a representative, please don't hesitate to send your comments to me at [REDACTED]

Yours sincerely

[REDACTED]

**Manager Property**



# Municipal Precinct Study

## Community and Stakeholder Information Session

**Wednesday 15 April  
2:00pm to 4:00pm  
Leongatha Memorial Hall**

Council has been considering the issue of space and location for its office including community infrastructure, particularly a library, community meeting rooms and public open space. In this year's budget, Council allocated funds to undertake a study into the options for a Municipal Precinct (the Study).

Council is pleased to announce that the Study has commenced, with consultants - The Sweett Group - appointed to undertake the Study. The consultants have met with key Council and staff and commenced their research, desktop review, analysis of potential sites and service delivery options.

Following on from previous correspondence, your organisation has been identified as a key stakeholder that we would like to engage with to progress this Study.

As part of the Study's community and stakeholder engagement process we would like to invite a representative from your association to attend a closed Community and Key Stakeholder Information Session to provide the consultants with feedback and other considerations as they develop the initial options recommendations for the Study's recommendations.

Please let us know by return email to [REDACTED] or by telephone on 5662 9200, if you or a representative of your association is able to attend this session.

If you have any questions regarding the Study, please contact [REDACTED] Project Manager to discuss.





# Municipal Precinct Study

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## What is a Municipal Precinct Study?

The Municipal Precinct Study (Study) ultimately aims to improve Council's business performance, community accessibility and customer service delivery whilst maximising overall community benefits and values.

The Study will:

- Identify the preferred location/s for a Municipal Precinct in the future, one which will improve the way Council engages with our community and our visitors.
- Include options for co-location with a library and community meeting spaces including public open spaces.
- Provide direction on potential development options for the current Council main office including the possibility of securing future interest of retail/commercial developers.
- Investigate industry trends into the future of local government, customer service technology and service locations in other towns.
- Inform Council of the possible financial requirements for such a development and also deliver a Financial Strategy, which may involve future land sales and land purchases.

## Why is Council undertaking this Study?

The current administrative offices have become overcrowded, dated in presentation, restricted in space and provide inadequate customer service amenity.

The current offices are located in three different buildings which hinder Council's administration, operations and customer service capabilities. Council has had to acquire additional facilities and utilise other buildings for its ongoing operations.

Factors such as paying commercial rental for library space and our community expressing a desire to see improved business opportunities, including the potential use of the vacant former Leongatha rail yards site, mean it is timely to explore options for the future.

Two of our current offices occupy prime landholdings:

1. The office space at 9 Smith Street, Leongatha is impacting on ability to expand Leongatha's retail offering, and
2. The office space at the Carino's Cinema Complex is also located on prime retail/entertainment landholdings.

The question of considering these sites for retail or redevelopment as a Municipal Precinct will also be explored.

There are other strategic sites not owned by Council that may also have potential for redevelopment as a Municipal Precinct.

The Study is supported by recommendations and actions from Council strategies such as:

- The Blueprint for Social Community Infrastructure 2014-2029, and
- Draft Economic Development and Tourism Strategy 2014-2019.

### **How will this Study be delivered?**

Council has committed a budget and appointed qualified and experienced consultants - The Sweett Group - to undertake the Study.

The Study will include various key milestones that include:

- Review and Understanding of existing strategic planning and research documents such as:
  - *The Blueprint for Social Community Infrastructure 2014-2029, and*
  - *People Places: a Guide for Public Library Buildings*
- Meetings with project working groups and key stakeholders
- Detailed analysis of existing conditions
- Presentation of report on initial findings and implications
- Economic analysis
- Site assessment
- Capital cost assessment
- Strategic direction

### **When will it be completed and what are the time frames?**

The contract to deliver the project commenced in February 2015 and will end in July 2015.

Key stakeholder and community engagement will commence in April 2015.



# date

Media release

## **Council invites expressions of interest to undertake a MUNICIPAL PRECINCT STUDY**

**Council has begun exploring options for the preferred location for a Municipal Precinct including Council Offices, Library and Public Domain.**

Are our fragmented offices affecting our service delivery to our community? What is trending in local government municipal spaces? What should a future library look like? Is Council's current office location impacting on opportunities to provide improved shopping experiences for our community? Where should a Municipal Precinct be located? Council wishes to investigate and understand these questions and what opportunities exist to assemble a development site and construct a multi-purpose facility that will consolidate and upgrade its accommodation, include community facilities and secure best value for investment. Council believes there are sites currently available in Leongatha that could be prime candidates to deliver such a development. The practicality of expanding on our existing locations as well as the suitability of the former Leongatha Railyards site has been discussed as well as exploring options on the fringe of towns.

Council's Chief Executive Officer, Tim Tamlin said "Our current administrative offices have gradually become dated in presentation, restricted in space and provide inadequate customer service amenity. We have had to acquire additional facilities and utilise other buildings to continue our operations which have resulted in departmental fragmentation. Also, factors such as paying commercial rental for Library space and our community expressing a desire to see improved business opportunities and potential use of the vacant former Leongatha Railyards Site, it is timely that we put all these matters together and explore options for our future.

The Council will be looking for a suitably qualified consultancy to investigate key factors in planning for a Municipal Precinct such as the opportunities to improve business performance and service delivery, reviewing our property portfolio with specific attention to highest and best use of our existing office space, investigating industry trends into the likely shape and future of Local Government and improved accessibility for our

### APPENDIX 3D

community with customer service technology and/or the need for a presence in towns such as Mirboo North and Foster.

The Council emphasises that the subject of the tender is not only office accommodation but a library site, meeting spaces including public open spaces.

Council has identified representatives from key community groups and associations to be kept informed throughout the life of the consultancy work and has written to each representative to inform them of this project and seek their interest in continuing to be part of the stakeholder group.

Mr Tamlin said the Study is an important next step to understand our existing situation and how we should plan to improve it. We know this will come at a cost and that is why it is important for Council to develop a financial strategy now.

Ends//

**For enquiries** contact [REDACTED] by email at  
[REDACTED]

## Methodology to Date



### Key aim of Project:

To investigate the opportunity and potential locations to develop a Municipal Precinct to consolidate and upgrade Council's accommodation, including community infrastructure, such as a Library and community meeting spaces.

Our methodology to date has included the following key tasks:

- Meetings with Council staff, Council Project Reference and Working Groups in February 2015.
- Inspection of Council's current office buildings.
- A review of relevant Council Policy and Strategy documentation.
- Analysis of office accommodation requirements.
- Identification of potential Site options.
- Formulation of an evaluation criteria and weighted evaluation matrix for comparison of site options.

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## Documentation Review



Key documents including:

- *Council Plan 2013-2017.*
- *Blueprint for Social Community Infrastructure.*
- *Structure Plan and Community Infrastructure Plan for Leongatha.*
- *Structure Plan and Community Infrastructure Plan for Korumburra*

**Main implications** for this Study:

- Large number of facilities, many in poor condition, are under-utilised with limited functionality.
- Need for a range of multi-function facilities that allow for the co-location of existing services and functions that can operate collaboratively, i.e. Community Hubs.
- Strong emphasis on strengthening and revitalisation of Town Centres and CBD areas.
- Develop 2 strategically located community hubs in Leongatha and Korumburra.

**Key principals** for community facility provision and planning:

- Multi-purpose and flexible.
- Promote a positive local identity and social connection.
- Managed in partnership and consultation with key stakeholders and communities;
- Socially, financially and environmentally sustainable.
- Access for all.
- Safe and fit for purpose.
- Equitably and appropriately located.

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## Existing Council Accommodation



Council is currently operating out of four buildings in Leongatha:

- **Main Council Offices** (9-15 Smith St) located within Leongatha CBD - ground floor customer service/ office facilities and second level area of office space.
- **Memorial Hall building** (6-8 McCartin Street) – Adjoins Main Offices, including Council Chambers, meeting room
- **Carinos** (9-15 Smith St) single level building located opposite Main Council Offices.
- **Depot** (Yarragon Street) (Operations department), located on the fringe of Leongatha CBD.

**Total available floor space = 2,258 m<sup>2</sup>**

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## Key Findings to date




- Existing Leongatha Library on leased site is too small to cater for current and future community needs.
- Need for improved community facilities and accommodation to respond to changing accessibility requirements for the delivery of services by Council.

Existing Office Accommodation issues:

- Lack of clarity for customers regarding which site to go for what service.
- Limited sense of arrival and customer service environment. Inadequate front of house meeting rooms.
- Difficulties in sustaining effective, open communication, knowledge sharing, cultural integration across the organisation due to the physical separation of offices.
- General overcrowding and limited storage which has a negative impact on staff morale, retention and attraction.
- Duplicated processes and equipment, and loss of productivity and general time / logistic inefficiencies moving between office locations.
- Limited capacity and/ or functionality of existing offices to expand.

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## Community Space Requirements




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1. Expanded Library - currently in premises leased by Council.
2. Information Centre - currently provided in Leongatha via Citizens Advice Bureau from Council owned premises.
3. Expanded Exhibition space/art gallery-currently provided in Leongatha in Council owned premises.
4. Gathering space/informal meeting space not currently provided elsewhere to supplement library/ community spaces (including for Youth, other community organisations).

**Summary of Proposed Requirements:**

Community Spaces	Proposed Area Requirements (m2)
Library (currently in premises leased by Council)	622
Information Centre (i.e. Citizens advice bureau)	60
Exhibition space/art display	120
Gathering space/informal meeting space (including for Youth)	300
<b>Total</b>	<b>1102</b>

## Validation of Accommodation Requirements



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Accommodation Survey Analysis confirmed the following:

- Requirements for accommodation for 166 office based staff.
- Council accommodation requirements are summarised as follows:

Council Accommodation requirements	Proposed Area Requirements (m2)
Areas for staff operations/ workspaces:	1383
Support Spaces (customer service areas, meeting rooms, storage):	545
Allowances for Common areas (circulation, plant, stairs):	578
<b>subtotal</b>	<b>2506</b>
Allowances for Growth in staff numbers (2015 to 2032)	230
<b>Total Accommodation Requirements</b>	<b>2736</b>

## Local Government Benchmarking Comparison



Municipality	Gross Floor Area	Number of Staff	Total M2 per person (gross)
Hindmarsh	1100.00	48	22.92
Ballarat	6650.00	309	21.52
Knox	5650.00	285	19.82
Wellington	3350.00	175	19.14
Southern Grampians	1629.00	86	18.94
Stonnington	7632.00	386	19.77
Brimbank	5350.00	289	18.51
Banyule	5254.00	284	18.50
Shire of Yarra Ranges	4215.00	230	18.33
Whittlesea	6011.60	330	18.22
Campaspe	2481.00	137	18.11
Surf Coast	3800.00	210	18.10
Baw Baw	4313.00	240	17.97
Dandenong	6530.00	365	17.89
Frankston	5805.00	331	17.54
Yarra	6537.00	376	17.39
Moira	2614.60	159	16.44
<b>South Gippland</b>	<b>2506.00</b>	<b>166</b>	<b>15.10</b>
Mitchell	2776.00	191	14.53
<b>Averages</b>	<b>4312.33</b>	<b>227.67</b>	<b>18.39</b>

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## Accommodation Needs Summary



Community and Civic Accommodation Requirements	Proposed Area Requirements (m2)
<b>Civic Office Space Requirements</b> (Office space and support space)	<b>2726</b>
<b>Community Spaces</b>	
Library (currently in premises leased by Council)	622
Information Centre (Citizens advice bureau)	60
Exhibition space/art display	120
Gathering space/informal meeting space (including for Youth)	300
<b>Subtotal</b>	<b>1102</b>
<b>Total Floorspace Requirements</b>	<b>4048</b>

### Note: Key Assumption

Council Chamber/ meeting rooms functions retained in current building

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## Site Options for Municipal Precinct



### Key Considerations:

- Improved accessibility and convenience for customers and community
- Improved financial outcomes for Council.
- Site specific opportunities and constraints.
- Council Strategic/ Policy compliance.
- Catalyst Opportunity/ revitalisation of Townships/ CBD areas.

### Minimum requirements for Candidate site options:

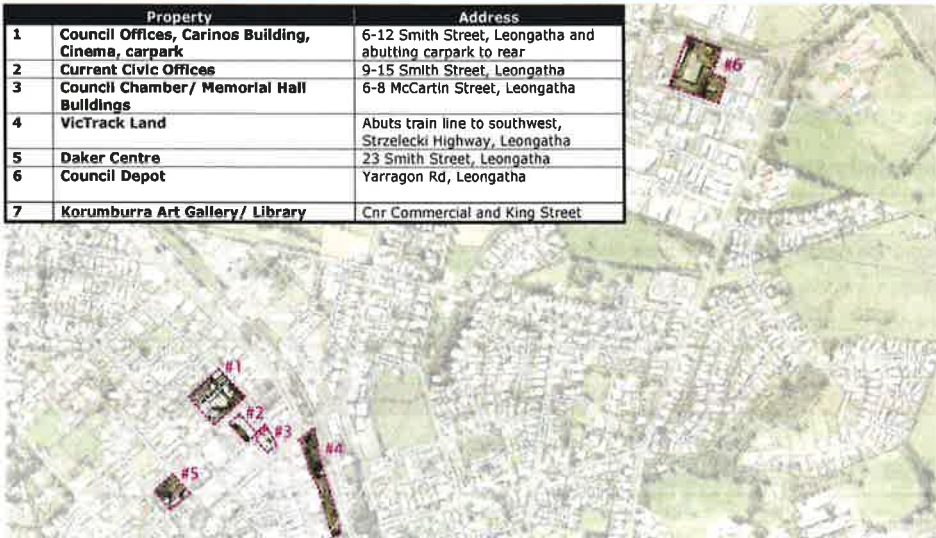
- Capacity to accommodate floor space requirement –Community and Civic spaces (i.e. approx. 4,000m<sup>2</sup> – single level building; 2,000m<sup>2</sup> – 2 level building, plus provision of/ access to car parking).
- Preferably CBD/ Township based – community access and convenience, car parking, integrated with community, retail and commercial facilities opportunity.
- Preferably on Council owned land, possible vacant land (no acquisition costs).

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## Site Options to be considered



	Property	Address
1	Council Offices, Carinos Building, Cinema, carpark	6-12 Smith Street, Leongatha and abutting carpark to rear
2	Current Civic Offices	9-15 Smith Street, Leongatha
3	Council Chamber/ Memorial Hall Buildings	6-8 McCartin Street, Leongatha
4	VicTrack Land	Abuts train line to southwest, Strzelecki Highway, Leongatha
5	Daker Centre	23 Smith Street, Leongatha
6	Council Depot	Yarragon Rd, Leongatha
7	Korumburra Art Gallery/ Library	Cnr Commercial and King Street



No other site options appear to meet evaluation criteria requirements.  
i.e. suitable, available, CBD orientation

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## Evaluation Criteria



The site options for the Municipal precinct development will be evaluated using the following criteria:

1. **Improved Customer service/ Community accessibility/ Civic Presence and convenience for customers:** integrated customer service, enhanced customer and community accessibility, Capacity to provide high quality public realm/ Place making/ Civic Precinct capacity, future flexibility (expansion capability).
2. **Enhanced Community Facilities/ Civic Office accommodation. Workplace amenity:** Enhanced Community facilities/ Hub, improved workplace amenity, staff productivity, integrated organisation/ culture.
3. **Improved financial outcomes:** optimal and responsible use of funds for land and building construction, minimises Project lead time and delivery; recurrent cost implications.
4. **Strategic. Policy Compliance:** Supports Structure Plans; Principles and directions of *Blueprint for Social Community Infrastructure*.
5. **Site Specific Opportunities and Constraints:** Site size, site conditions, development/ redevelopment costs, development potential (Planning framework – zoning, overlays, heritage, etc.).
6. **Catalyst/ Revitalisation Opportunity for Leongatha CBD:** Commercial and employment stimulus; revitalisation of commercial/ retail precincts.

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## Next Steps



- Confirmation of weighted evaluation criteria matrix/ details.
- Confirmation of high level concepts and master plan approaches and the shortlisted site options for further detailed financial analysis.
- Preparation of a Draft Municipal Precinct Strategy which includes:
  - Capital cost frameworks for preferred options.
  - Develop 15/20 year comparable Net present value cashflow financial models for preferred options.
  - Prepare an implementation strategy together with key milestone dates which may be applicable.
- Present the Draft Municipal Precinct Strategy for ratification.
- Prepare and present information to Council for further direction.

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