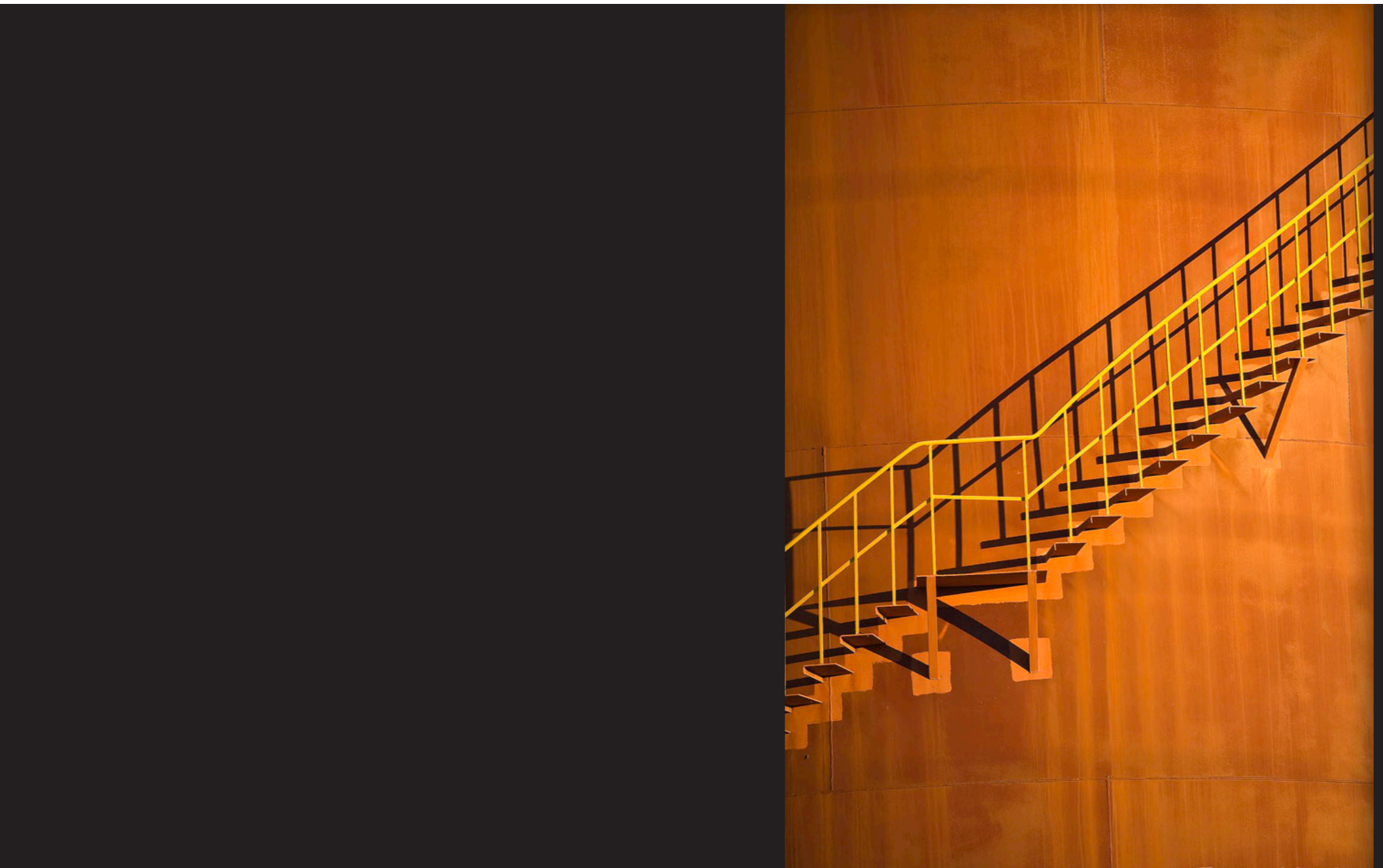
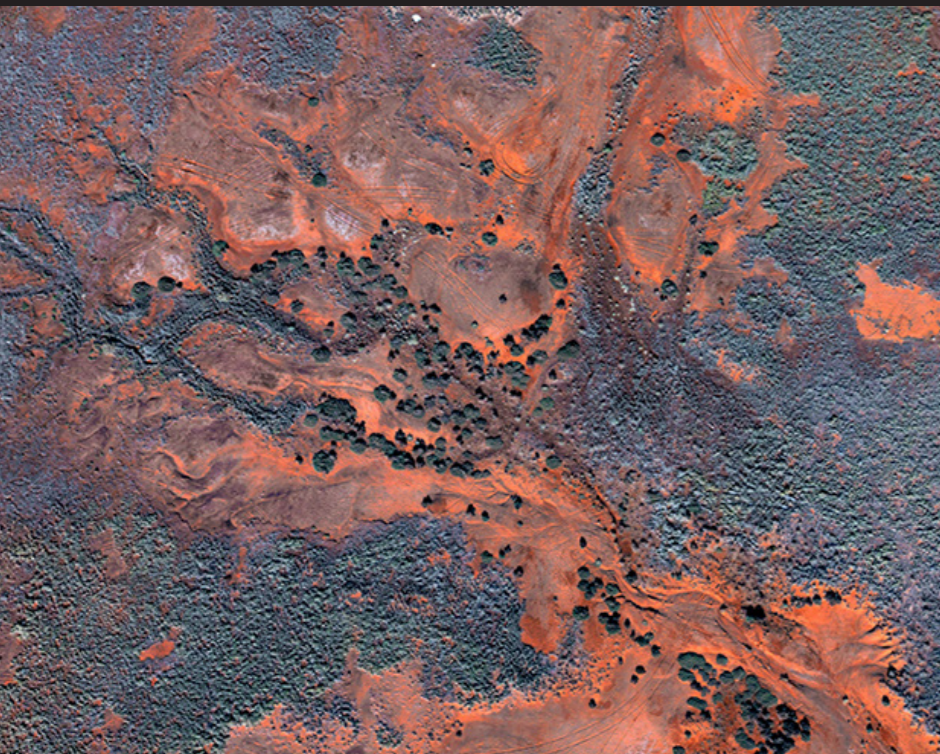
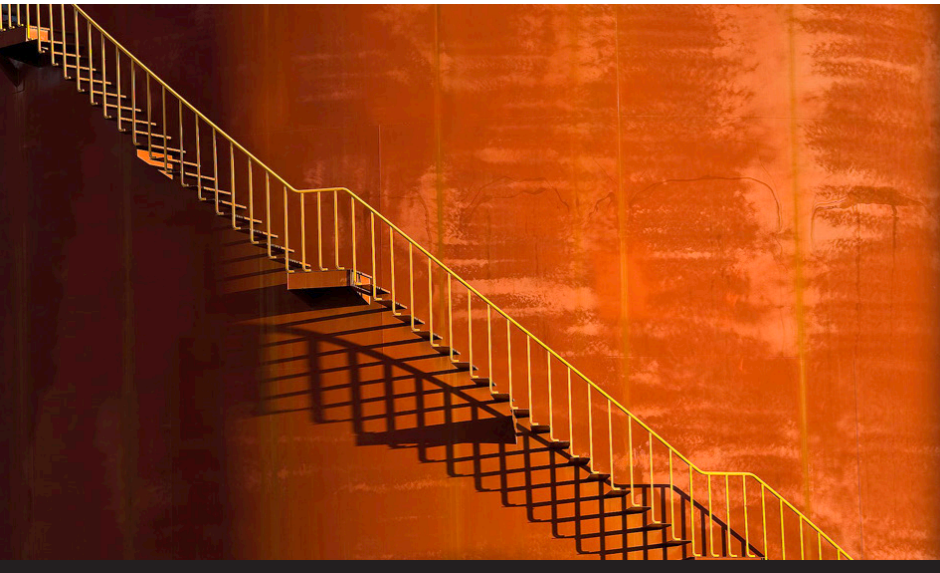


TOWN OF PORT HEDLAND CIVIC AND ADMINISTRATION FACILITIES REDEVELOPMENT

cox howlett and bailey woodland





This concept masterplan captures a VISION for the Town of Port Hedland for its Administration office workforce. This VISION outlines several scenarios that pertain to the existing Town of Port Hedland's current site, capturing the predicted capacity and requirements for the future.

At present, there are considerable issues relating to the quality of workplace and lack of available capacity for both immediate and future staffing requirements for the Town of Port Hedland. The current workplace environments for Administration staff have considerable Occupational Health and Safety issues and there are numerous complaints by staff regarding their lack of sufficient quality meeting and shared spaces. This undoubtedly affects productivity, security and general staff morale.

These issues have been identified and outlined in several previous meetings and subsequent reports including:

Town of Port Hedland – Civic Centre and Administration Building Discussion Paper 2013; and,

Town of Port Hedland – Short Term Office Accommodation Strategy January 2013.

The subsequent Request for Quotation (RFQ) February 2013 provides an overview and focus for the concept masterplan, tailored to investigations on the current site. Determining the current capacity and workforce was limited to several site inspections with interviews with most Business Unit Directors, with the base information captured the 'Workforce Plan 2012-2016'. This document outlines the proposed structure and future numbers required for providing Administrative staff for the local government entity of the Town of Port Hedland.

Subsequently, it forms the core basis for the VISION.

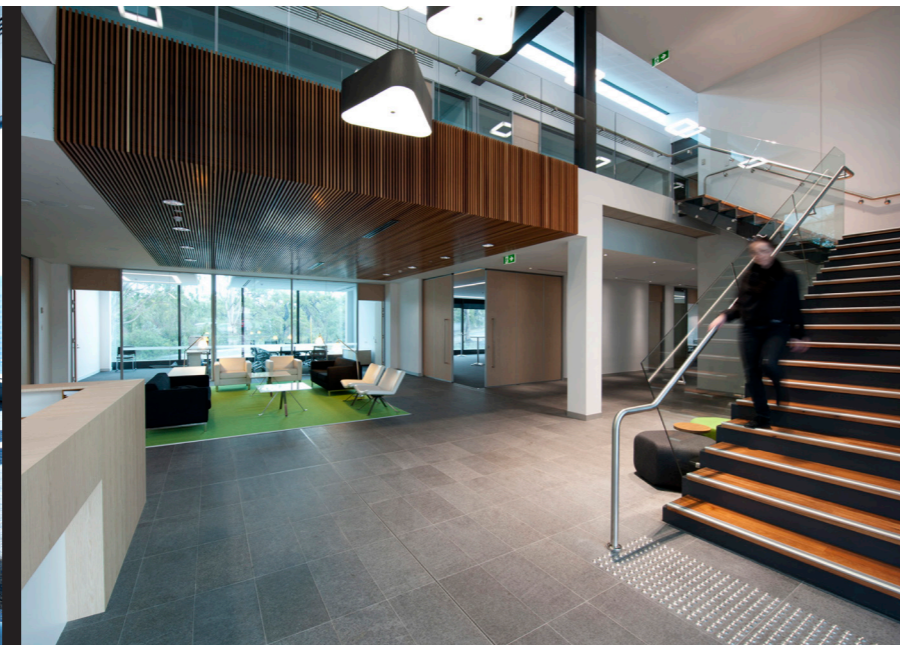
ACCOMMODATION

Total FTE	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Office of CEO		4	34	39	41
Mayor		1	1	1	1
Corporate Services		42	29	33	33
Engineering Services		5	5	19+ 4 hot desks	19+ 4 hot desks
Planning and Development		33	40	54	58
Community Development	13+ 2 hot desks	21 + 2 hot desks	27+ 2 hot desks	32 + 3 hot desks	40 + 4 hot desks
TOTALS		108	138	185	200



The staff resources for this concept masterplan have been defined through meetings and interviews and are set out in the schedule provided. This summary attempts to adjust base staff numbers from the Workforce Plan 2012-2016. We are informed that this captures some slippage in the project timeframe for staff acquisitions, which has been guided by Directors interviews and other Executive discussions during the course of this report.

In ascertaining the spatial requirements for staff, current and future, the Department of Finance – W.A. Government Office Accommodation Workspace and Fitout Standard (Draft 17 January 2013) was used. This document identifies a base area of 15m² per person – applicable to net lettable area (NLA) for workplace density. The State Government standard provides an appropriate starting point for the basis of planning local government accommodation.



CONTEMPORARY WORKPLACE



It goes without saying that the workplace principles which generally emerge most strongly from management and staff are that the workspace needs to support the functional requirements of those working in the office, to support collaboration and team work, particularly for multi-disciplinary teams and be appropriately spaced, with good access to natural light and views if possible, to support healthy work practices and general well being.

Australia has progressed to follow the international change in workplace models. The international models all respond to the following drivers:

- A new level of performance, staff engagement and staff and client benefits
- New and refurbished buildings, new sustainable design, new, better and more efficient work practices, an opportunity to improve both I.C.T. and storage provisions
- Opportunity to implement change and innovation
- Create advantage in attracting and retaining the best staff

The benefits of this workplace model are aspects that form a new work culture and contribute to the organisational culture and thus can re-enhance the staff attraction aspect:

- Access to leader, colleagues and information
- Collaboration across business unit boundaries and improved teamwork
- Flexibility in the physical space to meet future needs
- Knowledge sharing and removal of communication boundaries with improved ICT
- Collaborative learning organisation and ease of mentoring.
- Increased speed of decision making which result in higher moral
- Facilitate a desired culture and thus a driver for attraction and retention
- A healthy environment through access to light and views



CONTEMPORARY WORKPLACE



These models result in a variety between 100% open plan (including executive management and senior staff) and 90% open plan with 10% offices for senior staff. Most of these models have been extremely successful for both the staff (from an engagement and functional point of view) to the organisation and thus ultimately the productivity and delivery point of view by increased organisation performance. Their success rate and success uptake is very much dependant on their ability to be implemented with all of the enablers required prior to the introduction of the new workplace.

The enablers are:

- Commitment by leadership to the strategy and to the associated better performance outcomes above all
- Performance management based on input and people policies aligned with the new workplace
- Integrated design with supporting ICT, behaviours and new acceptance of personal space
- Active and ongoing change management, including support of leaders and employees
- Choice and personal flexibility for time and place, diversity to align work style to task
- Alignment of systems such as record management, utilities and operations

The opinion of workplace design experts is that the recommended area allowance, 15m² per person of NLA, is in line with current trends demonstrated in other government office projects being undertaken in Australia and overseas and is in line with trends of various State Government guidelines.

Uncontested is that the workplace should be open with good natural light; it should be a place that brings teams together and improves collaboration by including effective breakout hubs, amenities spaces, quiet rooms, enhanced meeting and training facilities, while at the same time reflecting the specific needs of individuals.

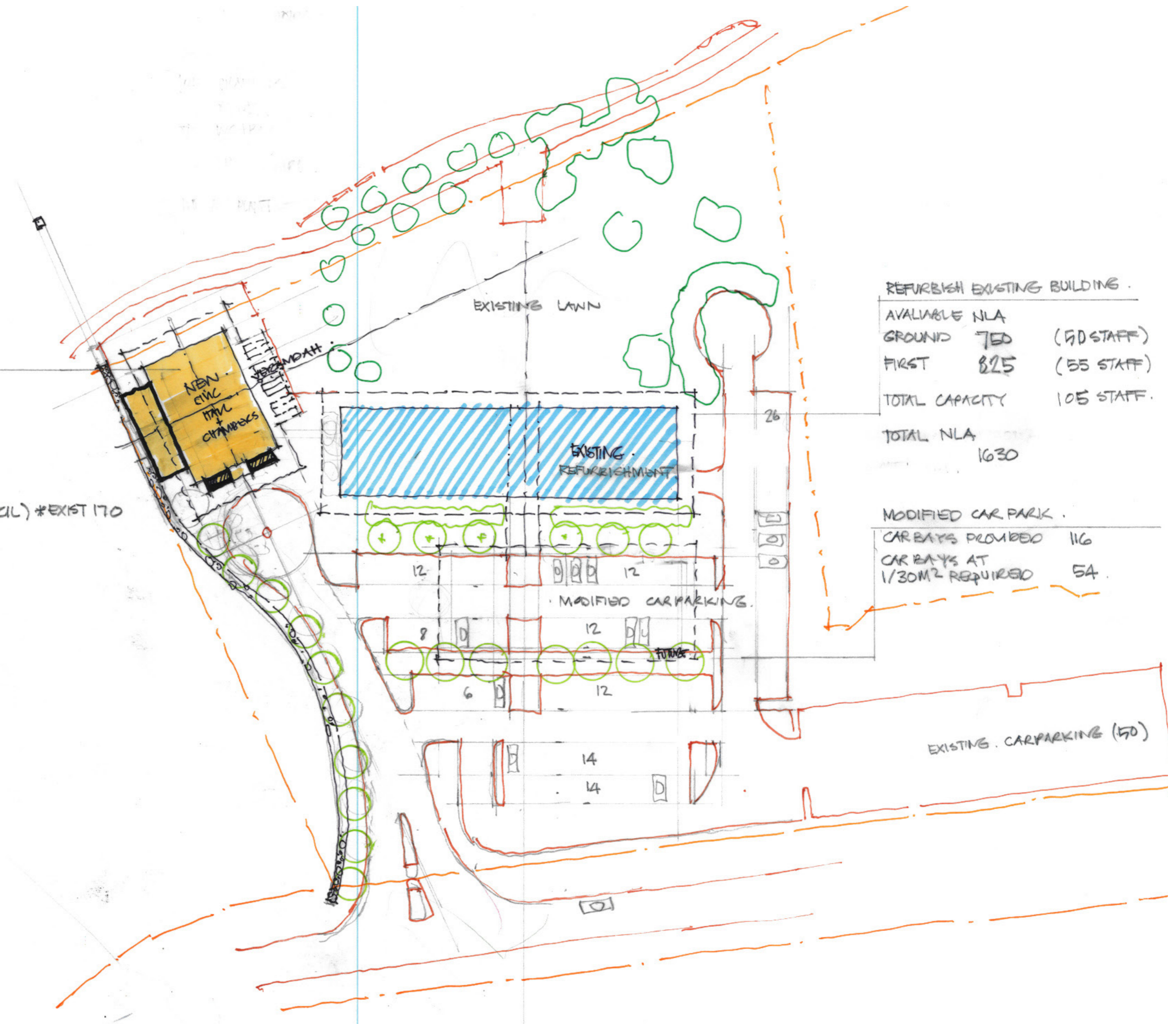
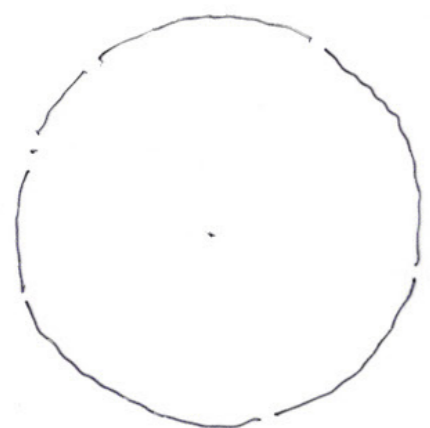
NEW CIVIC + CHAMBERS

GROUND

- 150 HALL
- 40 WC
- 50 KITCHEN
- 200 VERANDAH
- 30 LIFT+STAIRS

FIRST

- 140 CHAMBERS (10 COUNCIL) *EXIST 170
- 30 MAYOR
- 70 WC+KITCHEN/BAR
- 30 LIFT+STAIRS
- 90 VERANDAH
- 100 PLANT



REFURBISH EXISTING BUILDING

AVAILABLE NLA		
GROUND	750	(50 STAFF)
FIRST	825	(55 STAFF)
TOTAL CAPACITY		105 STAFF
TOTAL NLA	1630	

MODIFIED CARPARK

CARBAYS PROVIDED	116
CARBAYS AT 1/30M ² REQUIRED	54

EXISTING CARPARKING (50)

VISION

The following VISION captures the basic scenarios for the site development. They reflect appropriate and key planning principles of:

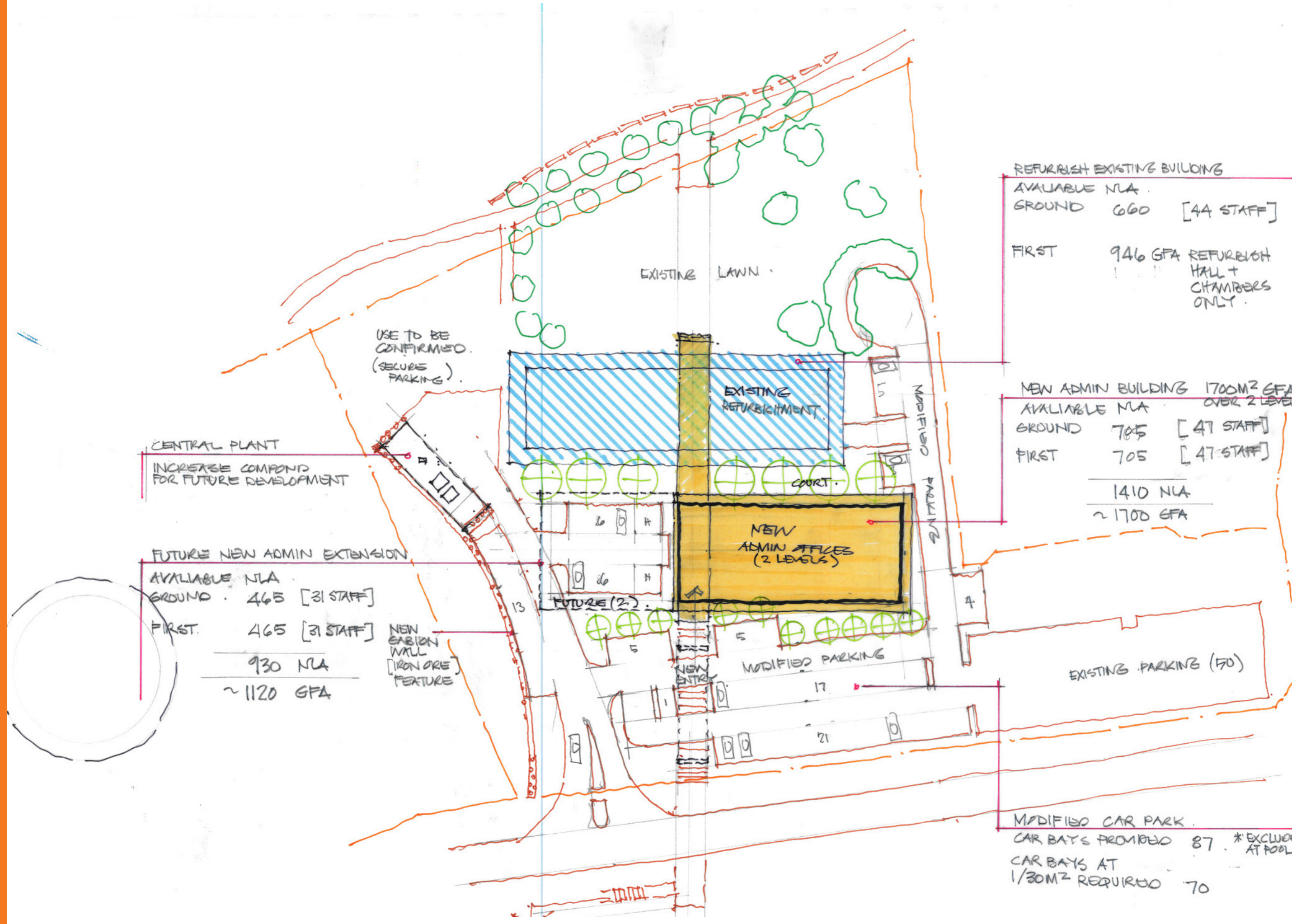
- Retention of existing open grassed area to the north of the existing Administration Building
- Maintain minimum car parking bays based upon office usage at 1 carbay per 30m² NLA
- Capture a civic presence
- Contain developments within current site
- Assess potential future development for the 2 existing accommodation houses located in the north-west corner
- Capture core orientation and siting principles in sustainable design/planning strategies
- Opportunities for commercial revenue and future development
- Strategise and contextual outcome

SCENARIO 1

This scenario incorporates the provision of a new Civic Hall and Council Chambers building and an extensive refurbishment of all levels of the existing Administration Building to cater for Administration staff. For simplicity purposes, it is deemed that like-for-like be assessed, with the new Hall and Chambers being very similar in size, although the site constraints deem a two-storey structural outcome. Notwithstanding, this scenario identifies that the total capacity of the refurbishment of the existing Administration Building is 105 staff members – well short of the nominated 138 staff identified for 2013/14 and 200 staff for 2015/16.

In addition to this, it is almost certain that short-term accommodation requirements will manifest into increasing the existing population within the existing building occupying either or both the Gratwick Hall and/or Council Chambers.

This situation would result in a long and complex refurbishment process – not to mention many compromises – should the refurbishment be undertaken in a densely occupied building. Most likely, alternative accommodation would be required during the refurbishment phase, adding to cost and timeframes for this scenario.



REFURBISH EXISTING BUILDING

AVAILABLE NLA	
GROUND	660 [44 STAFF]
FIRST	946 GFA REFURBISH HALL + CHAMBERS ONLY

NEW ADMIN BUILDING 1700M² GFA OVER 2 LEVELS

AVAILABLE NLA	
GROUND	705 [47 STAFF]
FIRST	705 [47 STAFF]
<hr/>	
1410 NLA	
<hr/>	
~ 1700 GFA	

CENTRAL PLANT
INCREASE COMPOND FOR FUTURE DEVELOPMENT

FUTURE NEW ADMIN EXTENSION

AVAILABLE NLA	
GROUND	465 [31 STAFF]
FIRST	465 [31 STAFF]
<hr/>	
930 NLA	
<hr/>	
~ 1120 GFA	

USE TO BE CONFIRMED.
(SECURE PARKING)

NEW GABION WALL [IRON ORE] FEATURE

MODIFIED CAR PARK
CAR BAYS PROMISED 87 *EXCLUDES 70 BAY AT POOL
CAR BAYS AT 1/30M² REQUIRED 70

SCENARIO 2A

This Scenario approaches a VISION with identifying the fasttrack new build on site, with the least impact. A two-storey structure, located in front of the existing Administration Building provides a effective outcome, with existing operations maintained in the existing building during construction and resulting in a small loss of car parking bays. The proposed new building is to be connected to the existing building and provides greater flexibility in having separate entries for both Administration and Civic activities within the broader complex. This scenario also includes a 'soft' refurbishment for Gratwick Hall and Council Chambers and a more extensive refurbishment at ground floor level for new workplace accommodation.

The proposed new building will accommodate 94 staff over 2 levels, whilst the refurbishment of the existing ground floor in the Administration Building will cater for 44 staff. Thus a compliment of 138 staff can be achieved.

Although this outcome caters for the 2013/14 staffing requirements as previously determined, it does not cater for the imminent additional 56 staff due around 2015/16. Subsequently, a further addition/extension is required immediately, effectively creating a lengthy construction site. This extension would also contribute to increased costs for the overall complex. Important to note that there is considerable decanting movements after the new building is completed to assist in the refurbishment process before full occupation numbers are achieved.

CENTRAL PLANT
 INCREASE COMPOND
 OR FUTURE DEVELOPMENT

USE TO BE
 CONFIRMED.
 (SECURE
 PARKING)

NEW
 GABION
 WALL
 [IRON ORE]
 FEATURE

EXISTING LAWN

EXISTING
 REFURBISHMENT

NEW
 ADMIN OFFICES
 (2 LEVELS)

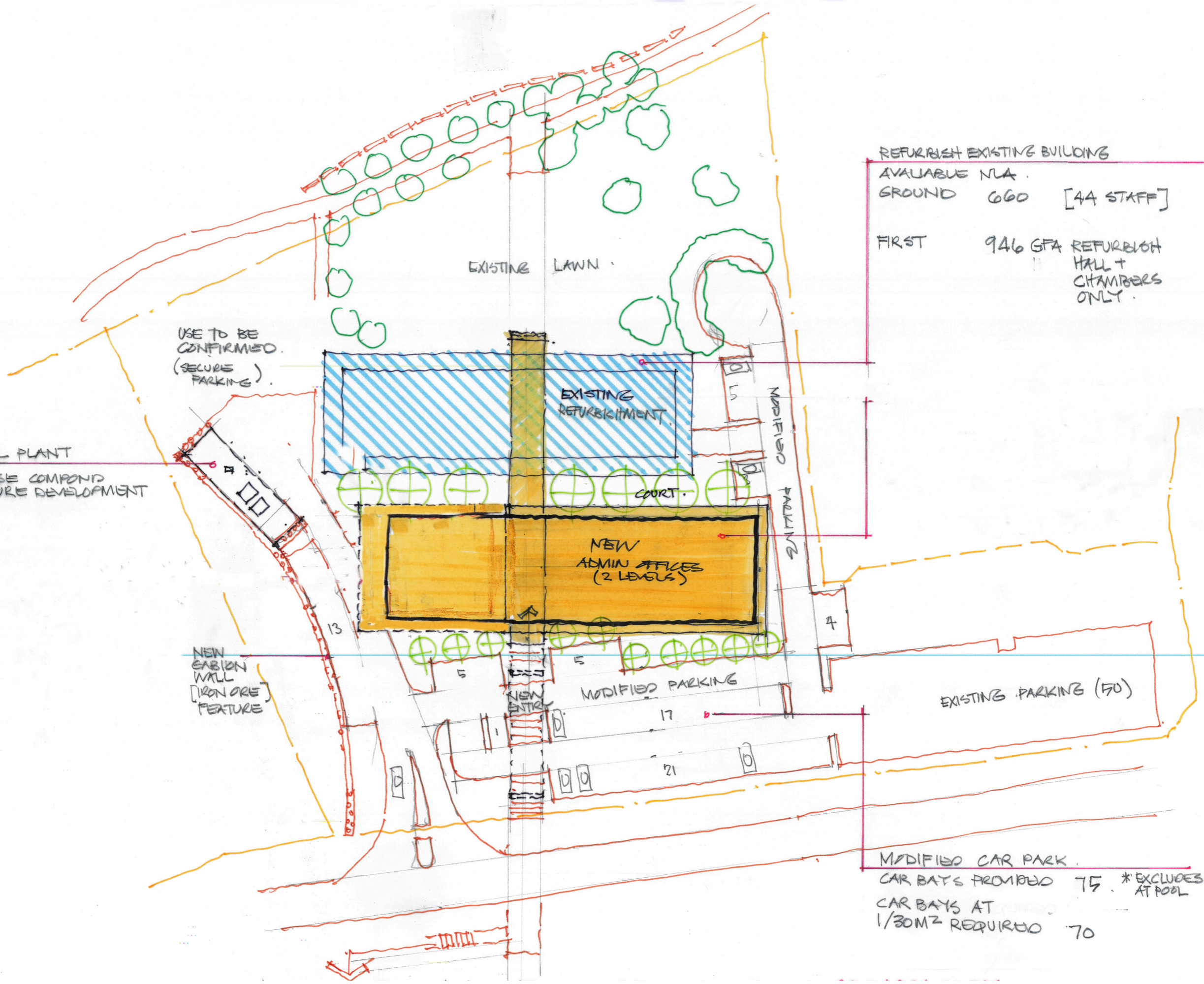
COURT

MODIFIED PARKING

EXISTING PARKING (50)

REFURBISH EXISTING BUILDING
 AVAILABLE NLA
 GROUND 660 [44 STAFF]
 FIRST 946 GFA REFURBISH
 HALL +
 CHAMBERS
 ONLY

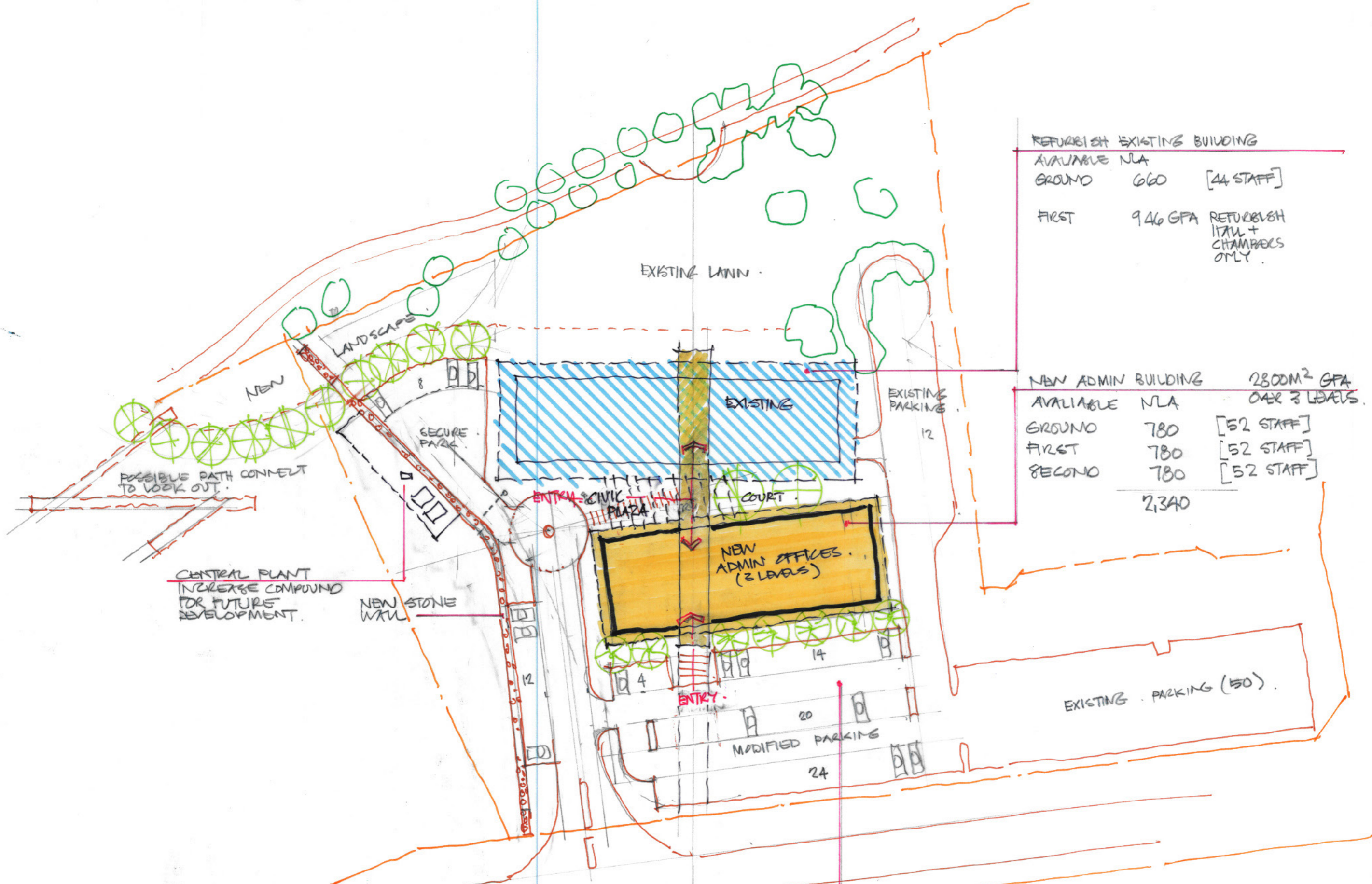
MODIFIED CAR PARK
 CAR BAYS PROVIDED 75 *EXCLUDES 50 BAYS
 AT POOL
 CAR BAYS AT
 1/30M² REQUIRED 70



SCENARIO 2B

In this Scenario, it is assumed that the required space to accommodate a workforce of 200 staff is provided from the outset, by a new two-storey building. Essentially, it combines Scenario 2A with its required extension, thus providing a complete new building project in a single phase. Refurbishment of the existing Administration Building is still required to complete the project in full.

The new building will accommodate 156 staff over 2 levels (78 per level) with the remaining 44 staff being located in the refurbished ground floor of the existing Administration Building. The two buildings are connected with a new dual entry for both Administration and Civic activities – which will require security and management. Although carparking bay numbers are slightly reduced from that of Scenario 2A, the resulting bay numbers does cater for the minimum planning requirements.



REFURBISH EXISTING BUILDING		
AVAILABLE NLA		
GROUND	660	[44 STAFF]
FIRST	946 GFA	REFURBISH ITALL + CHAMPACKS ONLY

NEW ADMIN BUILDING		
AVAILABLE NLA		2800M ² GFA OVER 3 LEVELS
GROUND	780	[52 STAFF]
FIRST	780	[52 STAFF]
SECOND	780	[52 STAFF]
		2,340

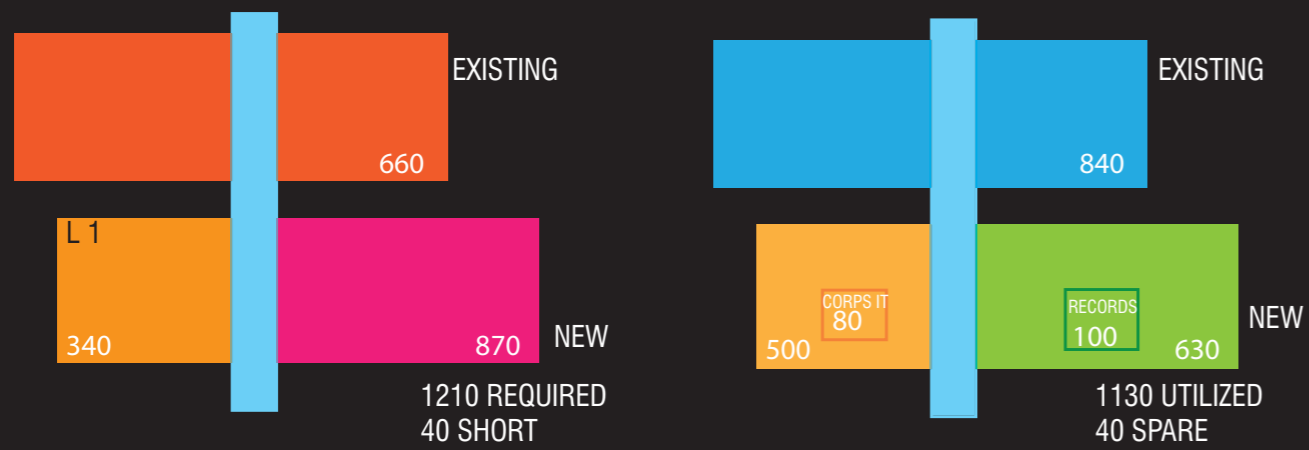
MODIFIED CAR PARK	
CAR BAYS PROVIDED	14 * EXCLUDES 50 BAYS AT POOL
CAR BAYS AT 1/30M ² REQUIRED	70

SCENARIO 3

This Scenario suggests that a full new building is undertaken for accommodating the nominated 200 staff similar to Scenario 2B. It outlines a three-storey building option in order to minimise the site impact. Its mass and configuration, facilitates separate entries for both Administration and Civic activities. The new building accommodates 156 staff over 3 levels (52 per level) and again with the remaining 44 staff located in the refurbished ground floor of the existing Administration Building.

The resulting outcome promotes a strong civic presence and, unlike option 2B, it preserves the capability for public access to future development in the north-west site corner.

SCENARIO 2B



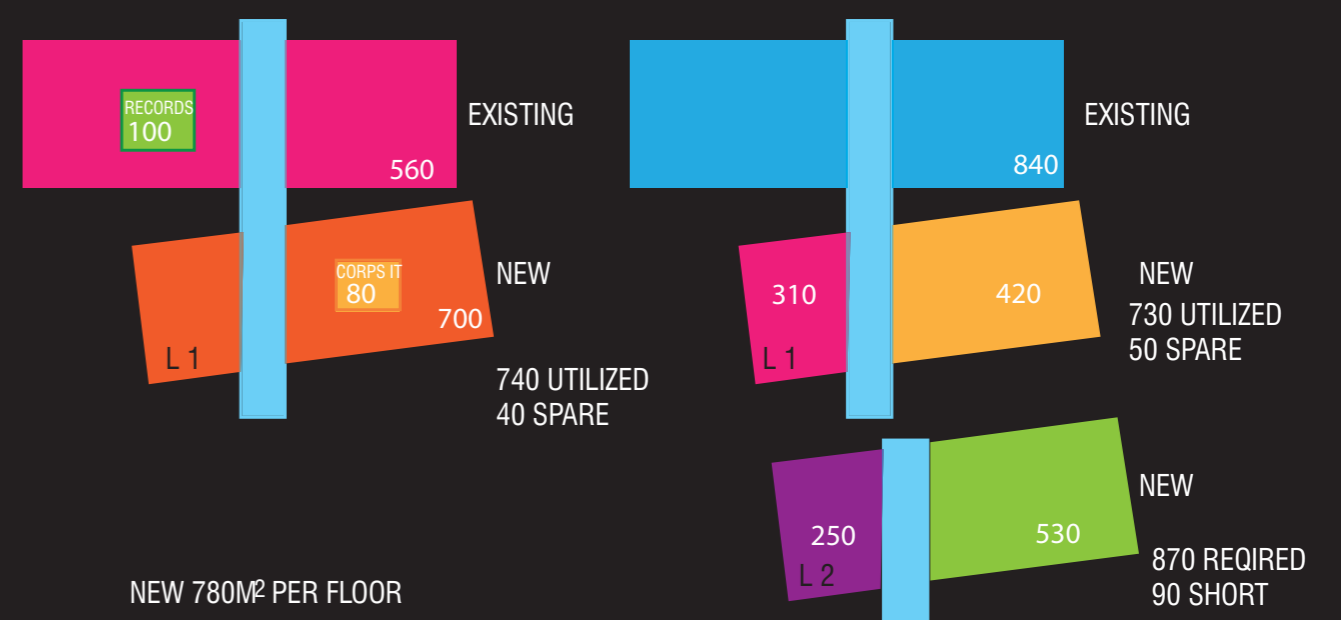
NEW 1170M² PER FLOOR

SCENARIO 2B

The larger scale floor plates of the two levels of the new building enables less shortfalls or spare spaces in accommodating the various Business Units as a whole, within the complex.

To ensure that the fit of Business Units is efficient as possible, on the first floor the IT Unit component has been included within the Corporate Services Unit area and the Records area has also been included within the CEO + Mayor area, although there will be floor load implications.

SCENARIO 3







NEW 780M² PER FLOOR

SCENARIO 3

The smaller floor plates of the three 3 storey new building, highly constrains an even allocation of Business Unit areas when locating them within the complex. For example the Planning Unit area has had to be split as there is not a floor large enough to house them. The additional level also entails extra vertical travel for staff needing to visit other business units for meetings etc. and with a greater cost implication to this scenario for construction.

To achieve the appropriate stacking and enable adequate Business Unit proximity relationships, it became important to locate both the Records (CEO Business Unit) and I.T. (Corporate Services Unit) on the ground floor away from their teams.

ACCOMMODATION MAPPING

LEGEND		community
		engineering
		planning
		civic + chambers
		corporate services
		CEO + mayor

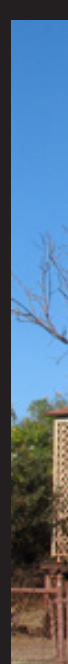
The various Scenarios 1, 2A, 2B and 3 have been considered with the Executive Working Group and due to the program of works and their financial implications those worthy of mapping for this review include Scenario 2B and Scenario 3.

In these two Scenarios for the existing building:

- Ground Floor would be utilised for a business unit, although the Civic facilities access after hours would be through separated common space.
- First Floor is indicated to be utilised as the main Gratwick Hall and Council Chambers, albeit with a 'soft refurbishment'.

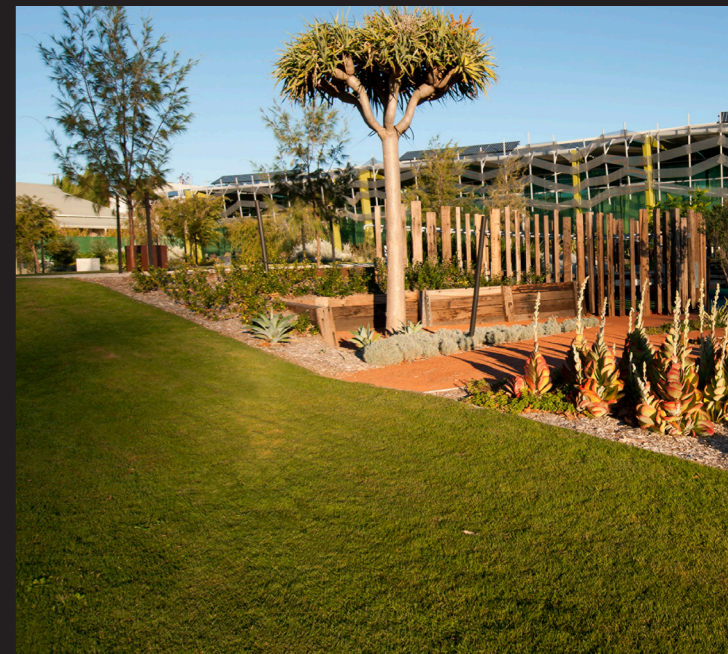
Also, in both Scenarios, the requirement to locate the Planning and Community Units on the Ground Floor is important priority for ease of access by the public. In both Scenarios the I.T. group has been located in the new building to enable greater ease of cable reticulation through the new building containing the greater quantity of office area.

In regard to the phasing of works of the first floor of the existing building it is expected that Gatwick Hall and adjacent spaces are taken up for growing staff accommodation, leaving Council Chambers to the second half of 2015, when they will require temporary accommodation.

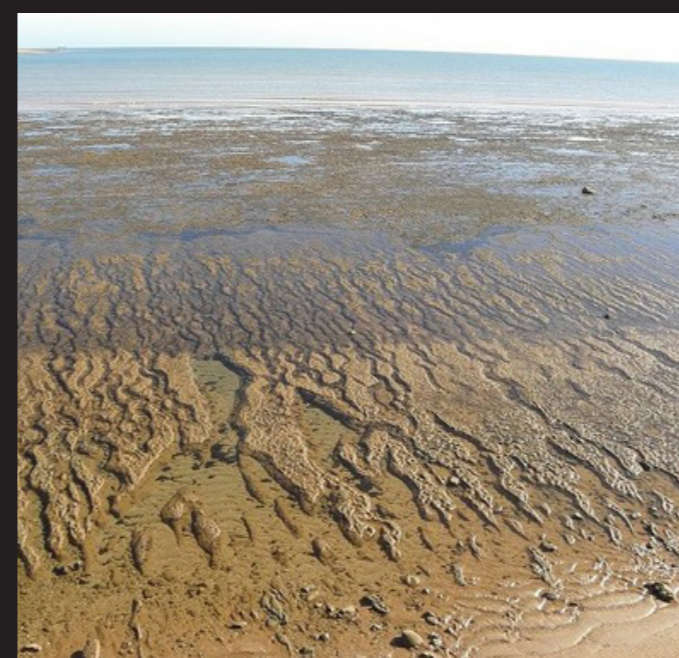
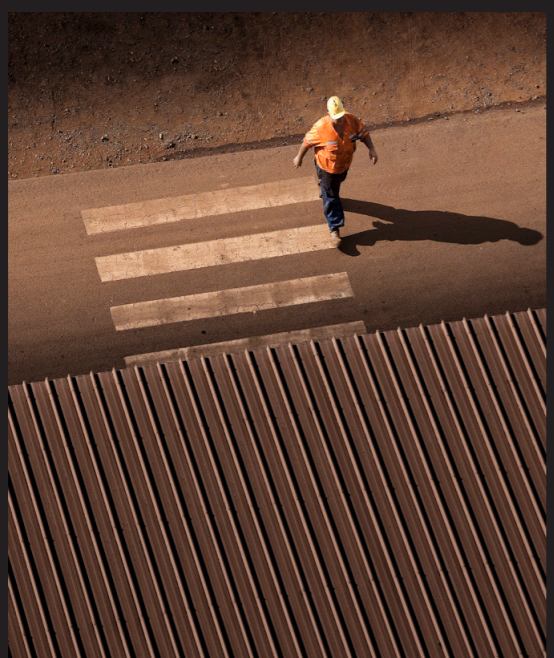
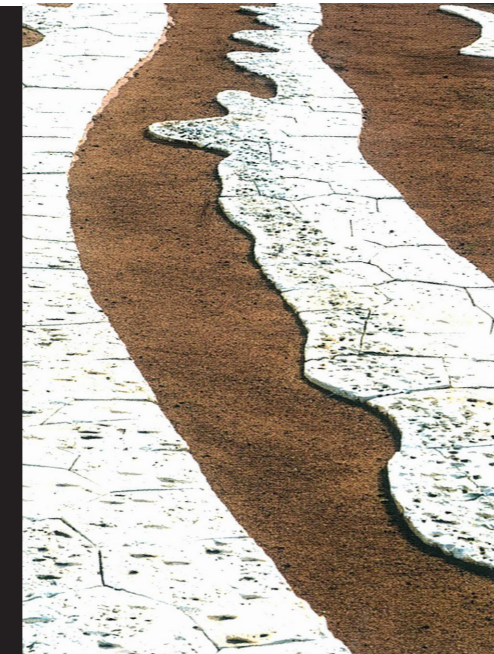
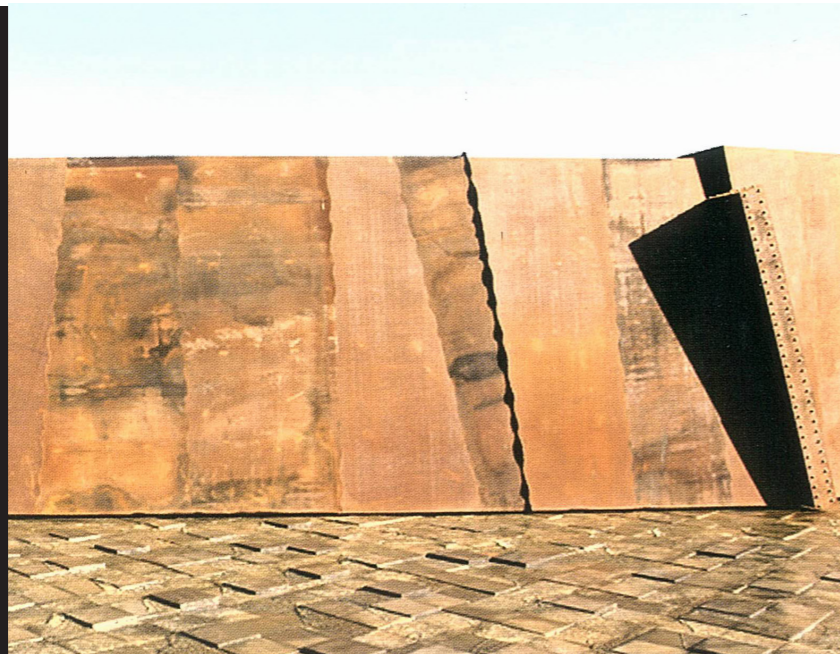


LANDSCAPE PLACEMAKING





LANDSCAPE PLACEMAKING





SCENARIO 2B

The VISION for this study should capture not just a lack of current staff space, but the future direction for the administrative functions for the Town of Port Hedland. It represents a unique opportunity in signifying the NEXT GENERATION for Port Hedland's local government. It should be viewed as a highly significant project for the community and region, one that will provide a contemporary workplace, adequately supporting the staffing requirements for both short and mid-term future.

This VISION also should capture a strategic authenticity – reflecting the character of Port Hedland and its community. It should be distinctive in its context and architectural outcome, drawing inspiration from both the natural and built environments. It should strive for a 'landmark' outcome – one that is unique for the Pilbara region.

The conceptual masterplans have captured a VISION for several scenarios. It was considered that the most likely scenarios, being 2B and 3, be developed further to capture an architectural conceptual strategy. Even the similarities of these scenarios, site, base orientation, connection to existing building, etc. it was deemed that similar strategies for these outcomes could be explored. Basic differences of scale and mass exist, but architectural treatments, contextual references and connectivity with the existing Administration and Civic building, would fundamentally be similar.

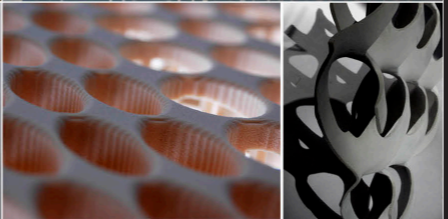
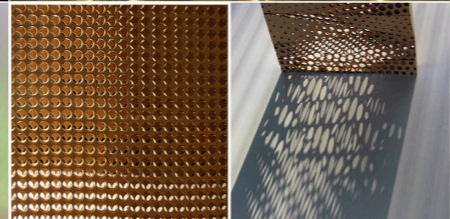
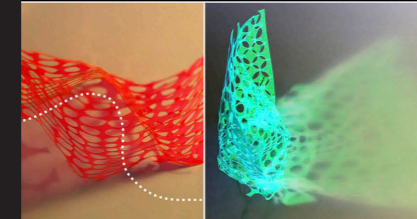
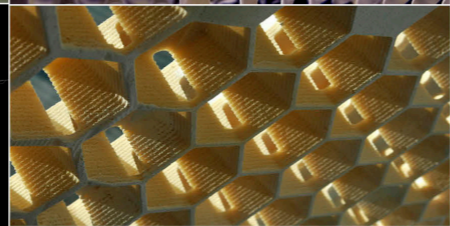
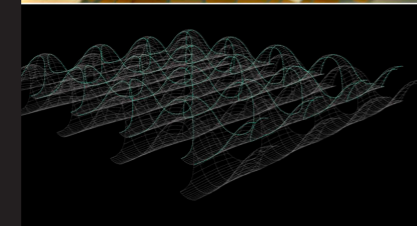
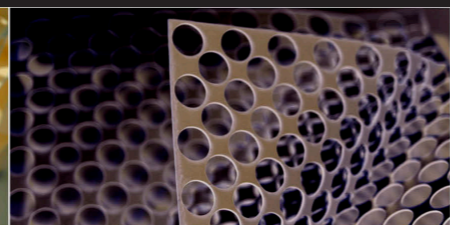
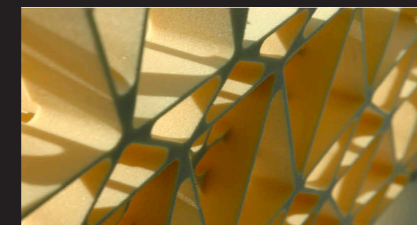
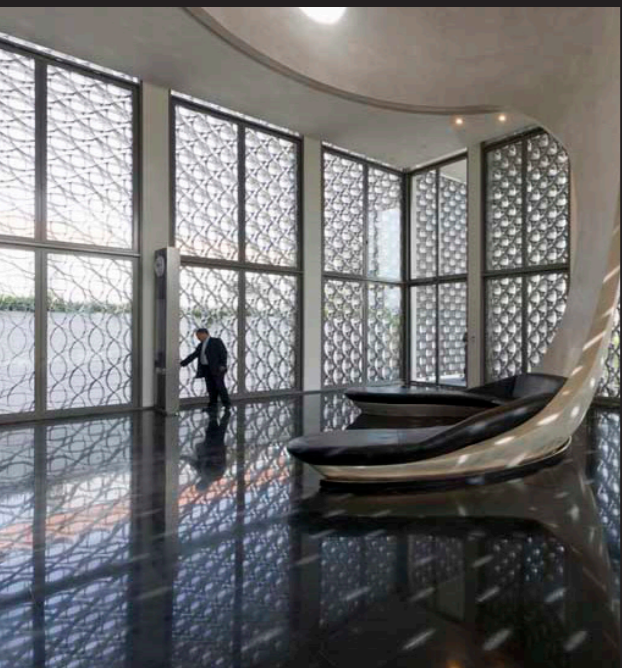
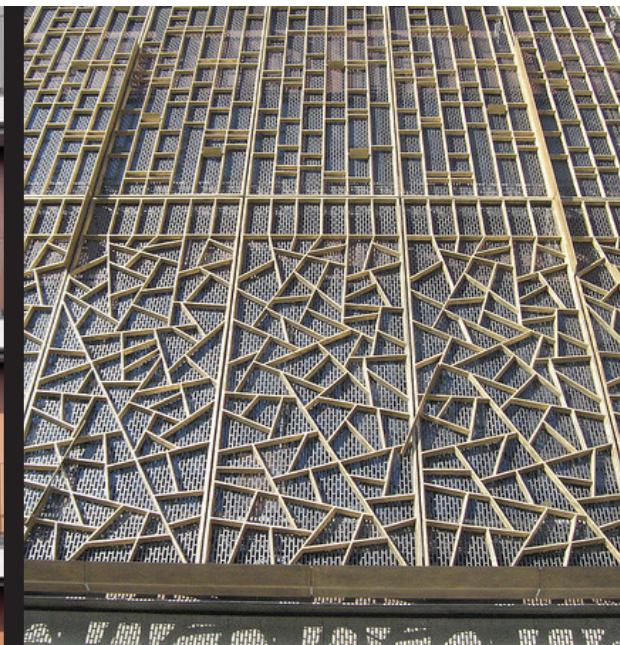
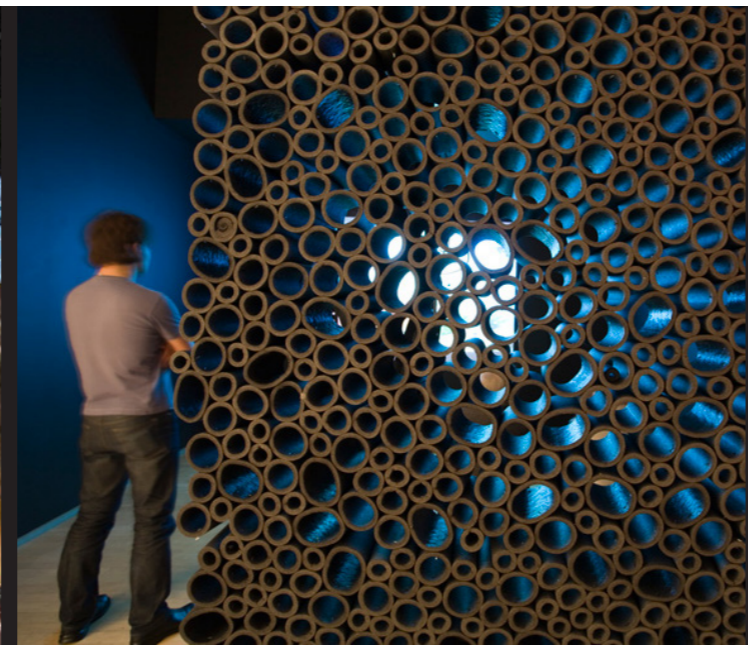
The following conceptual imagery captures the above architectural strategies, blending a strong site specific outcome inclusive of the broad functional requirements and practical construction delivery methods.



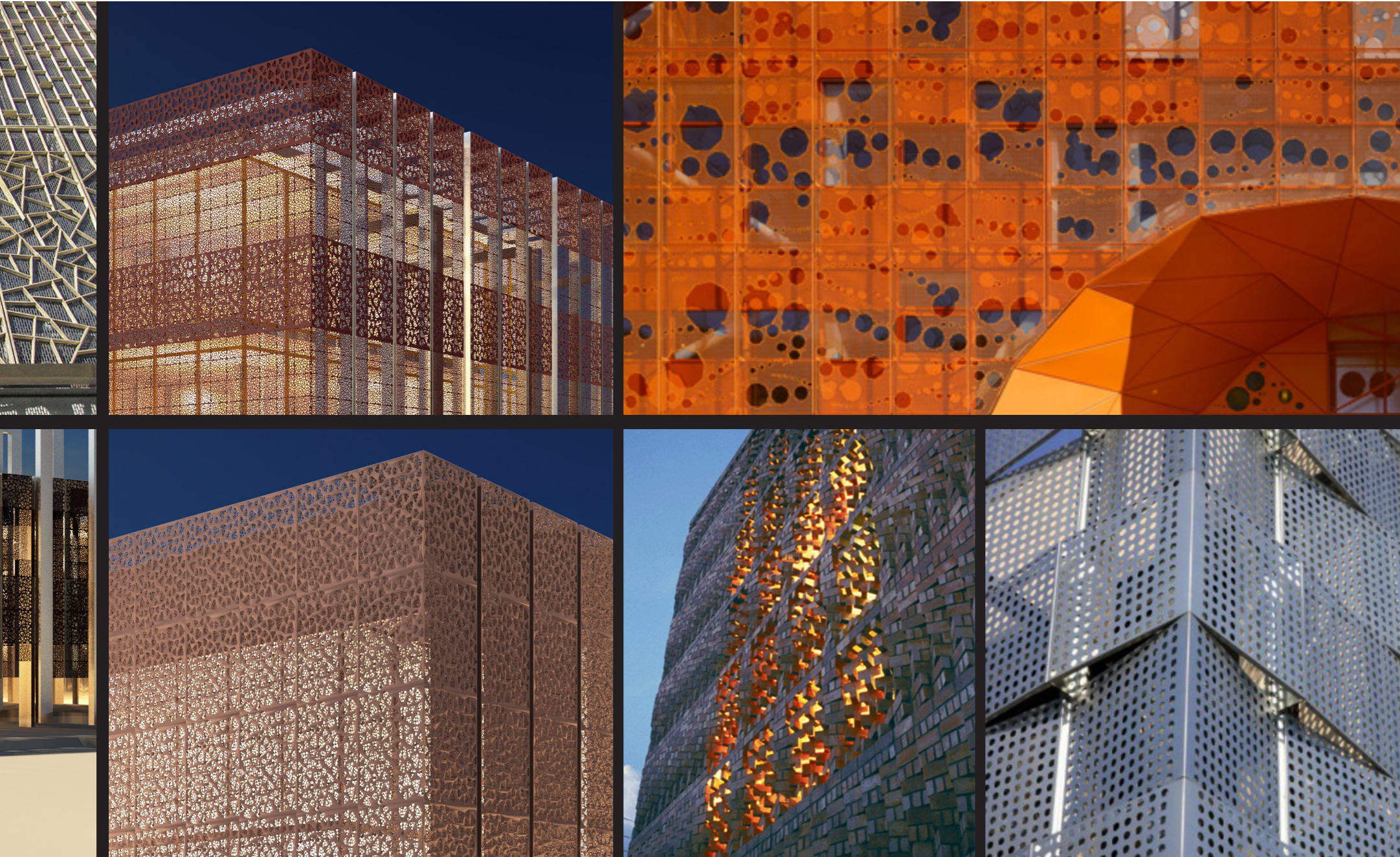
SCENARIO 3

A brief outline of the key principles include:

- Orientation – environmentally sustainable approach minimising east/west facades
- Shading – Appropriate extent of shading external skin whilst maintaining views
- Natural light – Consideration of natural light harvesting for internal environments
- Connectivity – Air conditioned link structure between new and existing buildings
- Campus – Refurbishment works on the existing administration/civic hall/chambers include appropriate façade treatment that ties new and existing together, forming a family of buildings on the site
- Context – façade detail, colour and patterns to reflect the Port Hedland location, its natural and physical environment and its human activities
- Image – project a strong sense of leadership and governance for the Town of Port Hedland
- Flexibility – Provide a flexible building arrangement that can facilitate cost effective building and construction methodologies
- Landscape – Protect existing landscape and provide opportunities for enhancement including open courtyards between buildings. The landscape will capture the sense of place of Port Hedland and provide balance to the built form



FACADE STUDIES



Indicative programs have been prepared for scenarios 2A, 2B and 3. They are conservative at the stage of assessment and include key assumptions:

- Standard procurement of architect and sub-consultants
 - Commencement – 1 July 2013 of design and documentation
 - Full preliminary brief prepared prior to commencement
 - Standard tender process and construction contract utilised
 - Partial integrated Fitout and Loose Furniture pre-ordering
-

