

---

<b>Report Title</b>	<b>B. Late Report - Update of Civic Precinct Project</b>
<b>Report by</b>	Executive
<b>Contact</b>	Angus Witherby, John Carleton
<b>Attachments</b>	Three (3) attachments; refer to Attachments section
<b>File</b>	FILE18/388

---

## RECOMMENDATION

**That Council receive for information the update report for the Civic Precinct Redevelopment Project.**

---

## REPORT

### ALIGNMENT WITH MOREE PLAINS 2027 – YOUR SHIRE. THE PLAN. OUR FUTURE

- An Inclusive, Caring Community**  
C3.4 Provide access to a variety of leisure, sports and recreational activities and promote arts and cultural opportunities to increase participation and support a balanced lifestyle
- Sustainable Spaces and Places**  
S4.1 Provide well maintained and suitable community buildings, facilities and spaces to foster participation in sports, increased recreational activities and promote arts and cultural opportunities
- A Vibrant Regional Economy**  
Not applicable
- A Leading Organisation**  
L1.2 Deliver the desired services throughout the Shire to meet community needs in an effective, efficient and financially viable way, having regard to compliance and risk obligations

## BACKGROUND AND KEY ISSUES

The purpose of this report is to update Moree Plains Shire Council (**Council**) on the Moree Civic Precinct Redevelopment Project. The Moree Civic Precinct is a cluster of buildings including the Moree War Memorial Hall, Banquet Hall, Community Library and ancillary buildings such as amenities buildings.

While considerable work has been undertaken on the Library in recent years, the Moree War Memorial Hall and Banquet Hall have been largely untouched. As a result, they have fallen behind modern standards and community participation has dropped to approximately 8%.

Council was successful in obtaining a grant of \$1,052,182 which, together with Council loan funds of \$1,319,553 enable significant upgrades to the “backbone” essential services to be undertaken. A copy of the grant application is included at Attachment A. The key elements to be addressed as part of the current project are as follows:

## **Moree War Memorial Hall**

There are a range of compliance and functional issues with the existing Moree War Memorial Hall, in particular, that are the focus of the current project. These issues include:

- Access compliance, upgrades, amenities, egress
- Acoustic upgrades - new acoustic ceiling, sound system (subject to budget)
- Communications – provide upgrades
- Electrical upgrades – lighting, wiring
- Fire protection – compliance and upgrades, such as fire hoses, smoke alarms etc.
- Floor – condition assess for refurbish/replace - Memorial Hall main floor, Memorial Hall stage,
- Loading dock – make functional
- Mechanical heat ventilation air conditioning system (HVAC) - replace
- Mezzanine area - new hand rails, tactile, stair nosing indicators on existing stairs
- Roof - improve structure, replace external sheeting as required, consideration to solar panels
- Security upgrades – CCTV, doors
- Stage Dressing Rooms – replace carpet, resurface stairs and handrails
- Stage area – install stage lift, level stage, re-do rigging and lighting (budget dependent)
- Power load study and upgrade of main transformer as required
- Fire services study and upgrade as required

## **Banquet Hall**

The Banquet Hall has recently been repainted, however issues have been identified with the current kitchen, in particular the cooking appliances, and the kitchen is currently not suitable for – house meal preparation but requires meals to be prepared off – site and brought in. Connectivity between the Banquet Hall and the main hall/breezeway area also needs review. An upgrade of lighting should also be considered at the same time as this is considered for the main Moree War Memorial Hall.

## **Community Library**

The Community Library has been the beneficiary of a range of upgrade projects over recent years. While the majority of issues associated with the library have now been addressed, there are still concerns relating to, in particular, access for people with disabilities. In this regard, access to the existing lift is via the rear of the building. The lift is designed as a cargo or goods lift, which is unsuitable for general public usage and awkward for use by wheelchairs. It is also non-compliant. Additional lift access is required to meet disability access standards. There are also acoustic issues between the upper and lower level and the future potential electrical uses of the library need to be factored into the overall precinct electrical power demand.

## **Initial Assessment**

While a preliminary engineering assessment has been undertaken of the building, which has confirmed that the building is largely in reasonable order for its age, there are a number of building elements which require upgrading in particular to “future proof” the building for a wider range of uses in the future. In addition, further work is required to fully address fire safety issues and the mezzanine issue.

## Status of the Project

### *Governance*

Council has now signed the Deed associated with the funding arrangement and the project is actively underway. As determined by Council at its meeting of 24 January 2019 (Attachment B) a governance structure has been developed for the project. This structure, at the request of the funding body, was required to include a specific Steering Group as the funding body has sought a very high level of engagement with the project moving forward.

Another key aspect of the governance structure is the formation of the Reference Group. This group is critical, in that it provides a wide range of knowledge, skills and history with respect to the buildings and also includes people who can make significant input into ensuring that the future range of uses is appropriately scoped and therefore the services provided in this upgrade have sufficient capacity to meet those uses.

The Reference Group includes:

- Three community representatives who were selected through a public process on the basis of the breadth of experience that they can bring to the project. Their experience includes expertise in a range of arts and culture activities, including professional and amateur theatre and film production, performer, professional musician, music and dance teacher administration of event management, introduction of arts and culture in the disability sector all integral for an effective multi-use arts and culture facility.
- Senior Council staff (Director of Planning and Community Development who has experience in upgrades of historical buildings and multi-use facilities together with Council's Executive Projects Manager who brings specific experience in project management, grants administration and capital infrastructure)
- Two Councillors (Cr Tramby brings extensive knowledge of previous studies and investigations while Cr Ritchie brings his knowledge as a builder and also his historical knowledge as president of the Moree Historical Society)
- The Head Contractor, once appointed, would also attend this group although not be a member of it.

Day to day management of the project rests with Council's Executive Projects Manager who would be directly overseeing a Head Contractor who would manage the different sub – elements of the project.

The Head Contractor model has been selected to ensure that there is a very high level of coordination across the different elements of the project and to ensure that there is integration between the different elements. The role also has a key element in problem-solving given that any building of this age will generate issues during the project which were unanticipated at the time of project commencement.

Another key element is the need to ensure that the physical changes needed to undertake the upgrades work in harmony with each other and that budget is appropriately balanced across the different physical needs. In this respect, the Reference Group will provide essential information which will assist the Head Contractor to appreciate the outcomes that are required from the project in terms of both current and future uses and to ensure that the solutions developed provide both sufficient scope and flexibility to "future proof" the overall precinct.

A particular challenge with the project is the interdependence of a range of elements. For example, without some knowledge as to the final building capacity for patrons it is not possible to scope the heating and cooling systems. The heat generation of 500 people is very different from the heat generation of 300 people. Similarly, unless thought is given to such things as the potential subdivision of the Banquet Hall into smaller spaces (e.g. through movable partitions) the heating and cooling system cannot be designed to cater for that possibility. Similarly, unless and until the overall demands of the heating and cooling system are known it is not possible to scope the electrical demands of the building.

Another example is the issue of the mezzanine and the possible need to install additional supports. Consideration needs to be given to how this would work with future retractable seating but also what would work from a functional point of view in terms of the size of the foyer.

A final example is the question of lift access for the library and the mezzanine. Potentially, a single lift may be able to cater for both needs with appropriate security and dual access top and bottom. There is, however, a need for this element to be assessed from both a structural point of view and also a functional point of view. This, again, is where the Head Contractor would have the job of providing potential design solutions to the reference group for consideration and for advice to the Project Manager.

These are examples of issues which need to be “problem solved” throughout the project and where the Head Contractor would have the responsibility of developing and costing options.

### ***Budget Management***

Budget management will be a significant ongoing issue throughout the life of the project. In particular, and as noted previously, older buildings are notorious for having issues discovered during the renovation process which can have (at times) considerable budget impacts. It is therefore necessary for the project budgeting process to give careful consideration to the core priorities to meet statutory obligations and then to the priorities for individual project elements to ensure that the project neither under – expends nor goes over budget. Again, the Reference Group and Head Contractor will provide essential input into this balancing act process and the Reference Group will assist to determine the minimum levels of service for different project elements, with cost inputs being provided from the Head Contractor. Overall budget responsibility, however, remains with the Project Manager.

### ***Local Trades***

Council has a procurement policy which gives preferential treatment to local trades. Additionally, during the contracting process, Council can set out its expectations with respect to local contractor engagement. With the exception of some specialist areas it is considered that the majority of the project elements could be provided by local contractors noting in particular their experience with such matters as heating and cooling within the Moree climate.

### **PROJECT STATUS**

The current project status is that the project is up and running. The Steering Group involving the funding body is operating, and the Reference Group has been established. An initial Expression of Interest process identified several contractors who would be appropriate to tender for the Head Contractor role. The specification associated with this expression of interest process are included at Attachment C.

Council staff have been advised within the last few days that one of the potential tenderers is now unable to continue involvement in the project due to other commitments. While this is disappointing, this is a better outcome than appointing a tenderer who then may struggle to meet project timelines due to over-commitment.

Accordingly, there is an opportunity to consider other contractors for the Head Contractor role. It is therefore proposed to seek further expression of interest submissions from potential contractors including local contractors with appropriate commercial scale experience and also Public Works Advisory. This is a new body, owned by the NSW State Government which was developed out of the old Public Works Department. The body has a wide range of experience in building infrastructure projects.

## **FINANCIAL IMPACT TO COUNCIL**

There are no budget implications associated with this upgrade report.

## **STATUTORY AND POLICY IMPLICATIONS**

There are no statutory or policy implications associated with this upgrade report.

## **RISK IMPLICATIONS**

While there are no risk implications associated with this upgrade report, a project specific risk matrix would be developed once a Head Contractor has been appointed.

## **ASSET MANAGEMENT IMPLICATIONS**

No asset management implications have been identified from this project update report. Overall, the project is expected to deliver significantly higher utilisation of the building and reduce overall maintenance costs. Depreciation costs would increase due to the increased capital value of the asset after refurbishment.

## **PREVIOUS COUNCIL DECISIONS**

### ***17/08/05 RESOLVED (CASSELLS/MONTGOMERY):***

***That Council endorse staff to prepare a grant proposal for the Moree Civic Precinct upgrade that is generally consistent with the project scope identified in Stage 1 (as part of the Strategic Plan) and that the cost estimates be updated and eligibility criteria for grant funding be further identified and be brought back to Council for further consideration.***

### ***18/01/08 RESOLVED (CASSELLS/TRAMBY)***

- 1. That Council submit a grant application to the second phase of the Regional Cultural Fund for Stage 1 of the Moree Civic Precinct redevelopment.***
- 2. That Council provide delegated authority to the General Manager to issue owners consent for the lodgement of a Development Application on the lots affected by the Moree Civic Precinct redevelopment.***
- 3. That Council endorse the expenditure of funds up to \$55,414 sourced from the Moree Civic Precinct redevelopment budget in order to submit a compelling grant application consistent with the mandatory requirements of the Regional Cultural Fund.***

## **ATTACHMENTS**

Attachment A Moree Civic Precinct Stage 1 Business Case & Condition Assessment 2017

Attachment B 24 January 2019 Ordinary Council Meeting Report 12

Attachment C Moree Civic Precinct Redevelopment Project Head Contractor Specification

**(Attachment provided under separate cover due to size)**

**(Attachment provided under separate cover due to size)**

## **Moree Civic Precinct Redevelopment Project Head Contractor Specification**

### **GENERAL**

Redevelopment of the Moree Civic Precinct (MCP) will provide much needed upgrades to ensure that this majestic building can continue servicing the arts and cultural needs of the community well into the future.

The specification covers all aspects of planning, coordination and delivery of the project.

It is envisioned that a multidiscipline professional and trade qualified team will be utilised to successfully deliver the project. While a primary emphasis is on statutory and systems upgrades, there is also a visionary approach (future proofing) that must be taken to ensure that upgrades especially services take into consideration future uses for the facilities. Therefore, design and planning expertise capabilities will be considered favourably. A NSW Builders Licence is essential for this project.

### **PROJECT SITE DETAILS**

The MCP project site includes the Moree War Memorial Hall, Banquet Hall and Community Library at 36 Balo Street Moree, Lot 1 DP654055, Lot 2 Sec 52 DP758706, Lot 1 DP3363.

### **SCOPE OF THE WORKS**

The scope of works generally involves bringing the MCP into compliance with the National Construction Code (building) involving primarily statutory and systems upgrades, which will improve safety and usability of the facilities. In addition, design services for potential future community uses.

The MCP is both a memorial and an item of the environmental heritage and close consideration is required to both of these factors in undertaking works of the facility. There will be no changes to the existing external building façade.

#### **Total Project**

- Community engagement and consultation on the project including design elements
- Detailed NCC compliant designs suitable for procurement
- Local government authority approvals
- Development of procurement packages and contractor appointment

#### **Memorial Hall**

- Access compliance, upgrades, amenities, egress
- Acoustic upgrades - new acoustic ceiling, sound system (subject to budget)
- Communications – provide upgrades
- Electrical upgrades – lighting, wiring
- Fire protection – compliance and upgrades, such as fire hoses, smoke alarms etc.
- Floor – condition assess for refurbish/replace - Memorial Hall main floor, Memorial Hall stage, which currently falls 150-200mm over 10m
- Loading dock – make functional
- Mechanical heat ventilation air conditioning system (HVAC) - replace
- Mezzanine area - new hand rails, tactile, stair nosing indicators on existing stairs



- Roof - improve structure, replace external sheeting as required and give consideration to the potential provision of rooftop solar
- Security upgrades – CCTV, doors
- Stage Dressing Rooms – replace carpet, resurface stairs and handrails
- Stage area – install stage lift, level stage, re-do rigging and lighting (budget dependent)
- Power load study and upgrade of main transformer as required
- Fire services study and upgrade as required

### **Banquet Hall**

- Access compliance, upgrades, amenities, egress
- Communications - provide upgrades
- Doors – provide new doors to link Reception Room to breezeway between the Memorial Hall and Banquet Hall
- Electrical upgrades – further condition assessment of lighting, wiring and demand load
- Fire protection – further to condition assessment, compliance and upgrades, such as fire hoses, smoke alarms etc.
- Mechanical heat ventilation air conditioning system (HVAC) - replace
- Security upgrades – CCTV, doors
- Power load study and upgrade of main transformer as required
- Fire services study and upgrade as required

### **Library**

- Access compliance, upgrades, amenities, egress
- Acoustic – provide upgrades
- Communications - provide upgrades
- Electrical, data points – provide upgrades
- Lift - install new lift and consider possibility to service the Memorial Hall Mezzanine
- Mechanical heat ventilation air conditioning system (HVAC) - replace
- Security upgrades – CCTV, doors
- Power load study and upgrade of main transformer as required
- Fire services study and upgrade as required

While future uses are yet to be determined, these are likely to include options such as theatre, conferences, community activities, sports events, cinema and the like. Key considerations include the capacity of the main town hall to potentially accommodate tiered seating in the future while the ability to potentially subdivide the banquet hall into multiple spaces also needs to be taken into consideration.

Flexibility for multiple uses both envisaged and future is a key and essential outcome of the project. This will have implications for the overall building capacity that may be facilitated through improvements to access and egress as well as implications for key services such as heating and cooling, power and communications.

### **Valuing the Local Community**

The Principal is committed to providing and/or fostering opportunities for community development, prosperity and employment that reflects and values the diversity of the Moree Plains. This can be demonstrated by:

- Employing local Aboriginal, Torres Strait Islander and other local community members
- Employing economically disadvantaged and socially marginalised community members
- Engaging local sub-contractors
- Using local businesses and suppliers for materials and services
- Sponsoring or supporting community groups or sporting teams

- Showing a commitment to corporate social responsibility (e.g. treating sub-contractors and workers fairly and respectfully).

Contractors and suppliers engaged in development of this Project will be expected to positively contribute to a socially inviting, viable and sustainable community through the quality of their goods and/or services that value and contributes to the diversity of the Moree Plains Region.