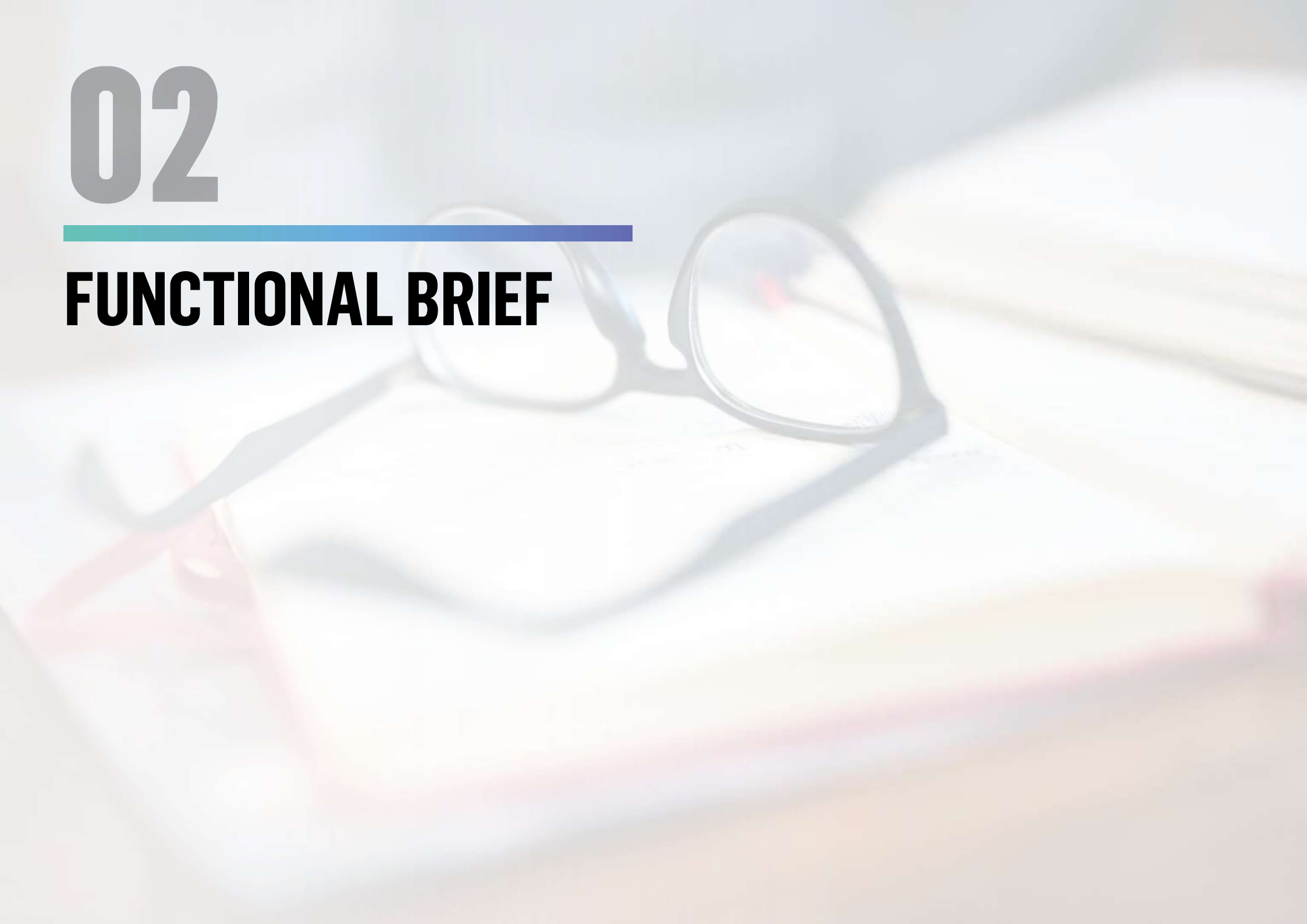


# 02

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## **FUNCTIONAL BRIEF**



# FUNCTIONAL BRIEF | APPROACH & PURPOSE

## Overview

In order to understand the merits and cons of alternative location options, a functional brief was developed. This functional brief helped to understand the current and future operational and functionality requirements of the administrative, civic and customer service functions currently provided at 99 Shepperton Road, Victoria Park.

An initial upfront task was staff engagement to assist in identifying the aspirations of the Town, the overall functionality required from a new premises and what the opportunities a new premises affords. This was considered alongside research of relevant trends within workplace and local government sectors in order to ensure the assessment considers innovative design elements that could be implemented in the future design – and therefore aspects that may affect the overall floorplate and thus the ability for the site options to accommodate such elements.

Once investigation and research was undertaken in order to establish what should be included in the future building, Plus Architecture produced area allocations for all spaces – taking into account their understanding of the Town's organisational vision, current and future trends, functional needs and potential for growth across the organisation. These area allocations looked at both an integrated and split model and resulted in a footprint which was assessed within this business case.

## Approach Summary

### 2.1 Document Review

Review relevant Town of Victoria Park documents and strategic planning to inform research, staff engagement initiatives, area allocations and overall functional brief.

### 2.2 Staff Engagement

Gain an understanding on what issues the current working cohort are facing and what their visions and aspirations are for the Town of Victoria Park.

### 2.3 Key Organisational Functions

Identify key areas of the organisation that must be accommodated within the Town of Victoria Park facilities including Administration, Customer Service and Civic & Community.

### 2.4 Current Workplace

Visit site & conduct spatial investigation. Explore current constraints and opportunities of the current site. Identify current and aspirational working typologies.

### 2.5 Workplace Futures

Identify future trends and benchmarks and tailor these to the future aspirations of Town of Victoria Park. Account for current working style, staff feedback and future considerations informed by changes in technology, workplace culture, social change and the affects of COVID19.

### 2.6 Functional Relationships

Identify key adjacencies and shared departmental requirements to inform spatial outcomes.

### 2.7 Spatial Outcomes & Reasoning

Calculating a General Floor Area for the new site based on staff interviews, organisational understanding and our knowledge of workplace and community space design best practice.

# FUNCTIONAL BRIEF | STAFF ENGAGEMENT OUTCOMES


## Overview

A number of meetings and interviews were undertaken, based on a range of discussion topics, to gain a broad understanding of the following:

- The vision for their department and how that correlates with the overall organisational vision;
- The current operational needs for their department and how they interact internally and with other areas on a daily basis;
- Aspects of the current workplace that are inhibiting their ability to progress towards their vision; and
- Which location was considered to be the most appropriate in their opinion and how would a change of location affect their team.

Several key themes were drawn from these discussions.

## Staff Engagement Outcomes

THEME	DESCRIPTION
 <b>Collaborative Internal Working Environment</b>	The engagement sessions highlighted that the various departments and functional areas work in different ways to one another.
 <b>Intuitive and Streamlined Customer Experience</b>	There is a need for the customer experience to be improved and move from a transactional experience to a more holistic and “care-focused” one for customers. The broad range of customer needs and demographics adds complexity to the streamlining of services, however it is an important area for engaging with the community and one that can be facilitated by a change to the built environment.
 <b>Improved Accessibility</b>	The existing building does not meet Australian Standards in regards to accessibility for both visitors and staff. It was agreed that this is a priority in order to meet the diverse range of needs of all customers and staff members.
 <b>Increased Community Connectivity</b>	A major driver for the organisation as a whole is to increase community connectivity. This increased connection assists in addressing community needs more accurately and forms a sense of trust for the local government within its constituents.
 <b>Agility and Innovation</b>	There was limited appetite for a full Agile Based Working approach to a new workspace, however there is certainly a general eagerness amongst leadership to shift towards a more open, collaborative way of working, whilst retaining a sense of ownership over their workspace.

# FUNCTIONAL BRIEF | CURRENT WORKPLACE CHALLENGES

## Overview

Site visits of the existing site were undertaken in order to further understand how the current workplace operates and where the physical space is lacking or underutilised.

By touring the current facilities and interacting with staff in their working environment, Plus Architecture were able to identify key issues and concerns that are had towards the built environment they operate from and its effects on the productivity and engagement of staff.

In addition to visiting the administrative workplace, inspections of the current civic and customer service facilities were undertaken to understand the limitations of the physical space and high-level functional issues.

A number of challenges were identified with the existing workplace. These broadly fit under two categories.

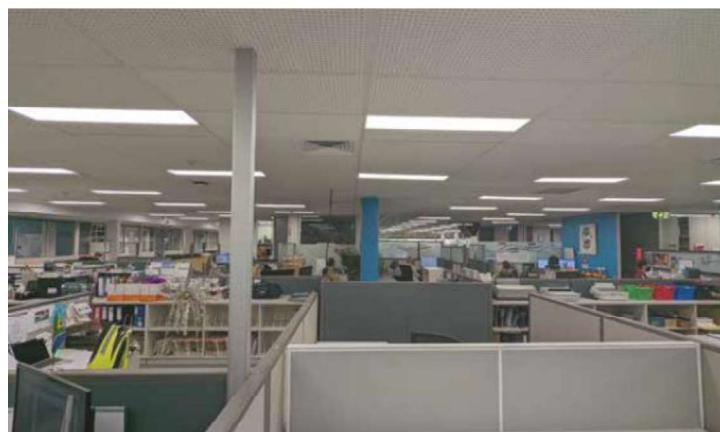
### No Longer Fit For Purpose

- Incremental changes/ band aid solutions
- Inefficient use of floorplate
- Disability access constrained
- End of Trip facilities need modernising
- Discourages community engagement / interaction
- Limit of on site/ off site interface

### Capacity / Limited Growth Opportunity

- Workstations at capacity
- Limited meeting space
- Limited collaboration space
- Limited parking availability

## Existing Building at 99 Shepperton Road, Victoria Park





# FUNCTIONAL BRIEF | SPATIAL NEEDS

## Overview

After identifying the various functions that are required in the future design through document review, precedent research and staff engagement, Plus Architecture was able to ascertain the necessary adjacencies of the differing functions expected at the facility.

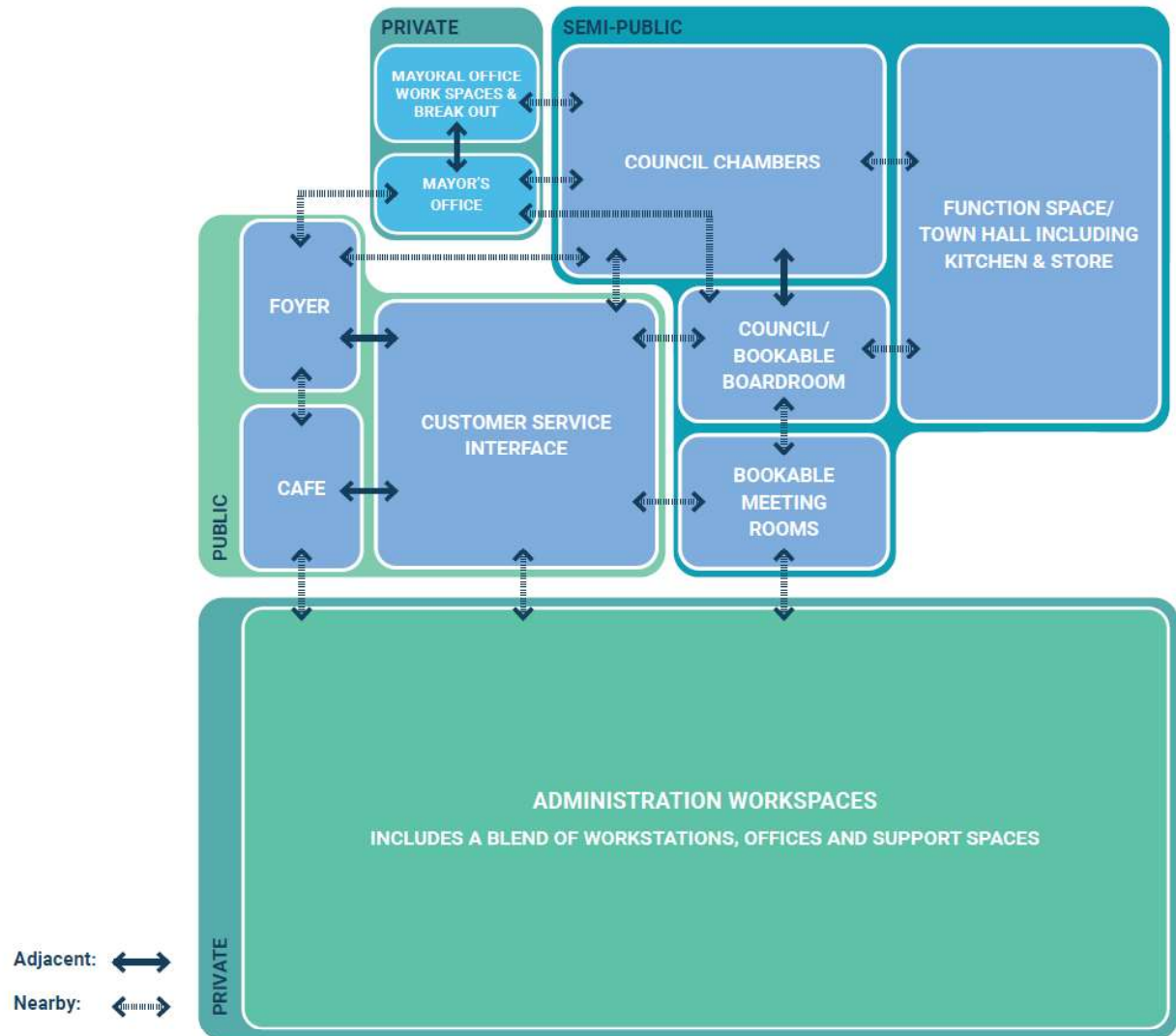
These adjacencies assisted with defining overall building arrangement considerations and identification of integrated and split facility floorspace, configuration and parking requirements.

Overall, an integrated option of approximately 3,423 sq.m (gross floor area) across 2-3 levels was considered to be appropriate to support existing and future functional requirements.

An alternative split option would require a degree of duplication of amenities and require approximately 3,821 sq.m (gross floor area) across two buildings of 1-2 levels.

Given the benefit of collaboration, floorplates below 1,500 sq.m were considered sub-optimal.

## Functional Relationships Overview



# FUNCTIONAL BRIEF | SPATIAL NEEDS (CONT.)

## Summary of Integrated Option Spatial Needs

The following describes our approach to calculating a General Floor Area for a building with integrated functionality based on staff interviews, organisational understanding and our knowledge of workplace and community space design best practice.

### Workplace

- + We have approached the workspaces with a hybrid model to accommodate the vision for a more collaborative environment, with the expectation that some traditional workplace elements still have validity within an organisation such as this one.

### Customer Service

- + We have approached the customer service area as more of an open, concierge style offering that can be utilised as a "reception" for visitors of the administration workspace.

### Civic

- + Traditional/ceremonial elements have been retained with higher flexibility and capacity for meeting council needs and increasing community involvement.

### Parking

- + Parking for the integrated facility is based on the existing number of carparks - with comparisons of the impact of increasing or decreasing that number in m<sup>2</sup>.

### Area Allocation Table

		QTY	SQM
<b>CIVIC/CUSTOMER SERVICE</b>			
<b>COMMUNITY SPACE</b>	Foyer/Entry Space	1	30
	Customer Service and Visitor Interface	1	150
	Café	1	50
	Bookable Meeting Rooms (6pax)	4	60
	Council and Bookable Meeting Room (20pax)	1	60
	Council Chambers	1	150
	Function Space/Town Hall	1	220
	Function Room Store	1	35
	Commercial Kitchen/Store	1	40
	Lift Lobby	1	12
	<b>SUBTOTAL</b>		<b>807</b>
<b>CIVIC WORKSPACE</b>	Mayor's Office	1	18
	Workstations	1	5
	Elected Member Hot Desks	9	27
	Workstation Circulation & Fit Factor	25%	12.5
	Elected Members Break-out (4pax)	1	6
	<b>SUBTOTAL</b>		<b>68.5</b>
<b>ADMINISTRATION</b>			
<b>ToVP WORKSPACE</b>	Workstations	155	775
	Executive Offices	4	48
	Hot Desks	16	48
	Workstation Circulation & Fit Factor	25%	217.8
	<b>SUBTOTAL</b>		<b>1089</b>
<b>SUPPORT SPACES</b>	Lift Lobby/Waiting/Intertenancy Stair		72
	Meeting Rooms		254
	Collab Spaces		142
	Social Spaces		280
	Utility Spaces		123
	Storage Spaces		57
	<b>SUBTOTAL</b>		<b>928</b>
	<b>TOTAL NLA</b>		<b>2892 m<sup>2</sup></b>
<b>NON-NLA SPACES</b>	End of Trip Facilities incl. Secure Bike Store	1	95
	Building Envelope & Core Allowance (15% of GFA)		530.7
	<b>SUBTOTAL</b>		<b>625.7</b>
	<b>TOTAL GFA</b>		<b>3423 m<sup>2</sup></b>

### Square Metres Per Staff Member

<b>ADMINISTRATION WORKSPACE - m<sup>2</sup> PER PERSON</b>	
ToVP Workspaces	1089 m <sup>2</sup>
Support Spaces	928 m <sup>2</sup>
<b>WORKPLACE m<sup>2</sup></b>	<b>2017 m<sup>2</sup></b>
ToVP Workpoints	159 No. of
<b>m<sup>2</sup> per Staff Member</b>	<b>12.7 m<sup>2</sup></b>

### Parking Area Table

	QTY	SQM
<b>PARKING</b>		
Carparking - 20% Less than Current Number	65	1625
Carparking - Current Number of Spaces	77	1925
Carparking - 20% More than Current Number	93	2325
Bike Racks for Visitors	15	13.5
<b>CURRENT NUMBER SUBTOTAL</b>		<b>1938.5</b>
<b>GFA + Parking</b>		<b>5381.5</b>

NOTE: 15% building envelope and core allowance includes essential spaces such as fire stairs, lifts, bathrooms and cleaner's stores.

# FUNCTIONAL BRIEF | SPATIAL NEEDS (CONT.)

## Summary of Split Option Spatial Needs

The following describes our approach to calculating a General Floor Area for a design as split functionality based on staff interviews, organisational understanding and our knowledge of workplace and community space design best practice.

### Workplace

- + We have approached the workspaces with a hybrid model to accommodate the vision for a more collaborative environment, with the expectation that some traditional workplace elements still have validity within an organisation such as this one.

### Customer Service

- + We have approached the customer service area as more of an open, concierge style offering within the civic/customer service building.
- + The administration building has a more traditional reception style offering that is more suited to a workplace environment.

### Civic

- + Traditional/ceremonial elements have been retained with higher flexibility and capacity for meeting council needs and increasing community involvement.

### Parking

- + Parking for the Civic & Customer Service Building is considered as supplementary to parking that may already exist on the site.
- + Parking for the Administration building is based on the existing number of carparks - with comparisons of the impact of increasing or decreasing that number in m<sup>2</sup>

NOTE: 15% Building envelope and core allowance includes essential spaces such as fire stairs, lifts, bathrooms and cleaner's stores

### Area Allocation Table

		QTY	SQM
<b>BUILDING 1</b>	<b>CIVIC/CUSTOMER SERVICE</b>		
	Foyer/Entry Space	1	30
	Customer Service and Visitor Interface	1	150
	Café	1	50
	Bookable Meeting Rooms (6pax)	4	60
	Council and Bookable Meeting Room (20pax)	1	60
<b>COMMUNITY SPACE</b>	Council Chambers	1	150
	Function Space/Town Hall	1	220
	Function Room Store	1	35
	Commercial Kitchen/Store	1	40
	Lift Lobby	1	12
	<b>SUBTOTAL</b>		<b>807</b>
<b>CIVIC &amp; CUSTOMER SERVICE WORKSPACE</b>	Mayor's Office	1	18
	Workstations	1	5
	Elected Member Hot Desks	9	27
	Customer Service Workstations	5	25
	Customer Service Hot Desks	4	12
	Workstation Circulation & Fit Factor	25%	21.75
	<b>SUBTOTAL</b>		<b>108.8</b>
<b>SUPPORT SPACES</b>	Elected Members Break-out (4pax)	1	6
	Utility & Storage Space		71.5
	Social Spaces		72
	<b>SUBTOTAL</b>		<b>149.5</b>
	<b>TOTAL NLA</b>		<b>1065 m<sup>2</sup></b>

<b>NON-NLA SPACES</b>	End of Trip Facilities incl. Secure Bike Store Building Envelope & Core Allowance (15% of GFA)	1	18
			188
	<b>SUBTOTAL</b>		<b>206</b>
	<b>TOTAL GFA</b>		<b>1271 m<sup>2</sup></b>

### Square Metres Per Staff Member

ADMINISTRATION WORKSPACE - m <sup>2</sup> PER PERSON		
ToVP Workspaces	1069	m <sup>2</sup>
Support Spaces	1022	m <sup>2</sup>
<b>WORKPLACE m<sup>2</sup></b>	<b>2091</b>	<b>m<sup>2</sup></b>
ToVP Workpoints	157	No. of
<b>m<sup>2</sup> per Staff Member</b>	<b>13.3</b>	<b>m<sup>2</sup></b>

		QTY	SQM
<b>BUILDING 2</b>	<b>ADMINISTRATION</b>		
<b>ToVP WORKSPACE</b>	Workstations	153	765
	Executive Offices	4	48
	Hot Desks	14	42
	Workstation Circulation & Fit Factor	25%	213.8
	<b>SUBTOTAL</b>		<b>1069</b>
<b>SUPPORT SPACES</b>	Foyer & Administrative Reception		100
	Lift Lobby/Waiting/Intertenancy Stair		72
	Meeting Rooms		254
	Collab Spaces		136
	Social Spaces		280
	Utility Spaces		123
	Storage Spaces		57
	<b>SUBTOTAL</b>		<b>1022</b>
	<b>TOTAL NLA</b>		<b>2091 m<sup>2</sup></b>
<b>NON-NLA SPACES</b>	End of Trip Facilities incl. Secure Bike Store Building Envelope & Core Allowance (15% of GFA)	1	90
			369
	<b>SUBTOTAL</b>		<b>459</b>
	<b>TOTAL GFA</b>		<b>2550 m<sup>2</sup></b>

### Parking Area Table

		QTY	SQM
<b>BUILDING 1 PARKING</b>			
	Carparking - Number of staff	7	175
	Carparking - Number for visitors	10	250
	Bike Racks for Visitors	5	4.5
	<b>CURRENT NUMBER SUBTOTAL</b>		<b>179.5 m<sup>2</sup></b>

**GFA + Parking 1450.5 m<sup>2</sup>**

		QTY	SQM
<b>BUILDING 2 PARKING</b>			
	Carparking - 20% Less than Current Number	65	1625
	Carparking - Current Number of Spaces	77	1925
	Carparking - 20% More than Current Number	93	2325
	Bike Racks for Visitors	15	13.5
	<b>CURRENT NUMBER SUBTOTAL</b>		<b>1938.5 m<sup>2</sup></b>

**GFA + Parking 4488.5 m<sup>2</sup>**

# 03

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## SITE OPTIONS





# SITE OPTIONS | SITE OPTIONS OVERVIEW

## Overview

Three site options were considered for the Town's future administration, civic and customer service functions. These are:

- Existing Administration Building – 99 Shepperton Rd, Victoria Park;
- Macmillan Precinct (subject to master planning process underway) – 248 Gloucester St, East Victoria Park; and
- Aqualife – 42 Somerset St, East Victoria Park.

This section considers the merits of each site option and the capital and life cycle cost implications.

It is important to note that this scope did not include concept planning for each site. Rather, this assessment was taken at a high level to consider the merit of the locations and potential cost implications. Following the selection of a preferred location, further detailed planning will consider the appropriate building and site design.

## Site Option Locations



# SITE OPTIONS | SITE OPTIONS OVERVIEW (CONT.)

## Site Attributes Summary

### 99 SHEPPERTON ROAD

#### Current Uses and Features:

- Town of Victoria Park Administration and Council Offices
- Elevated site with good exposure, and high existing amenity in the surrounding area, particularly large established trees and gardens, and food and beverage choices.

#### Size

4,300 sq.m (approx.)

#### Land Use Considerations

- Zoned commercial
- Within Albany Highway Precinct
- Subject to Albany Highway Precinct Plan P11

### MACMILLAN PRECINCT

#### Current Uses and Features:

Substantial long term community facilities within precinct;

- Town library (only one)
- Recreation centre with dry courts, gym, group fitness spaces, community meeting and facility rooms
- Park with recent public realm improvements on eastern edge - playground, half-court basketball, public art.
- Community Arts Centre
- Bowls Club
- Not for-profit child-care centre

#### Size

66,600 sq.m (approx.)

#### Land Use Considerations

- Zoned Commercial, Parks and Recreation, Public Purpose (Civic Use)
- Adjacent to District Commercial Centre.
- Within the Albany Hwy Precinct, subject to Albany Hwy Precinct Plan P11

### AQUALIFE

#### Current Uses and Features:

Aqualife recreation facility, including

- Public swimming pool, gym, group fitness spaces, creche, parking and associated facilities
- Substantial open space both within and surrounding the Aqualife complex.

#### Size

28,600 sq.m (approx.)

#### Land Use Considerations

- Zoned as a Parks and Recreation Reserve
- Within the Shepperton Hwy Precinct
- Subject to Shepperton Precinct Plan P10

*n.b. this property is held in trust for the purposes of Recreation in perpetuity. If the land were to be developed to include alternative uses, the Town would need to establish whether, and if so, how this trust could be varied.*

# SITE OPTIONS | SITE ASSESSMENT

## Key Findings

Whilst each site option could accommodate the future administration, civic and customer service functions, the MacMillan Precinct is considered to have the fewest site constraints and most significant benefits / positives.

Located in the heart of East Vic Park, the Macmillan Precinct is home to many community facilities surrounding John Macmillan Park, including the Library, Community Centre, Leisurelife, Vic Park/Carlisle Bowls Club and Vic Park Centre for the Arts. This site location is currently progressing through a master planning process that looks at how the precinct's public spaces and community facilities can be designed to best accommodate all users. As part of this work, consideration has been given to the council administration facility for each of the four options.

Comparatively, the Macmillian Precinct offers a relative lack of impediments to developing the site in terms of building location and site capacity.

At Aqualife, there is limited location options, with the carparking adjacent to the clubrooms considered the most viable option. This would lead to a small footprint and higher parking costs. There are additionally constraints on the ability to accommodate other uses within the building given the deed on the title.

There is the ability to develop the new facility adjacent to the current site (on the northern side) or alternatively demolish and build on the current footprint. Both options would significantly under-develop the site unless a mixed use development outcome is pursued.

## Site Assessment Summary

	99 SHEPPERTON ROAD	MACMILLAN PRECINCT	AQUALIFE
<b>Risks and Negatives</b>	<ul style="list-style-type: none"> <li>Significant 5 meters level change impacts construction cost and build area</li> <li>Potential for underbuilding of the site</li> <li>Construction on current building footprint would require temporary re-location</li> <li>Basement of multistory parking likely required.</li> </ul>	<ul style="list-style-type: none"> <li>Distance from Victoria Park station</li> <li>Possible impact on Bowls Club</li> </ul>	<ul style="list-style-type: none"> <li>Potential impact on existing vegetation</li> <li>Context of single storey residential use and potential visual impact.</li> <li>Legal / land impediments to be resolved (e.g. restricted uses)</li> <li>Limited walkability in urban context</li> <li>Limited site footprint options</li> </ul>
<b>Benefits and Positives</b>	<ul style="list-style-type: none"> <li>Adjacent to existing greenspace</li> <li>District Centre offers diverse context and compatible uses</li> <li>Zoning and planning accommodates this scale of structure.</li> <li>Well connected to bus routes</li> <li>Positive business impact</li> <li>Existing awareness of civic centre at this location</li> </ul>	<ul style="list-style-type: none"> <li>Co-location with council services</li> <li>Centrally located within Vic Park</li> <li>Flexibility in site placement (and thus cost)</li> <li>District Centre offers diverse context and compatible uses</li> <li>Site capacity for a large building footprint / fewer floors</li> <li>Limited impact on vegetation</li> <li>Good walkable context</li> <li>Positive business impact</li> </ul>	<ul style="list-style-type: none"> <li>Good proximity to Oats street and station upgrades.</li> <li>Co-location with Aqualife</li> </ul>