
Ray Walsh House Redevelopment

Project Definition Report

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Purpose of this report

This Project Definition Report has been developed to document the investigation, assessment, and options selection for the Ray Walsh House Redevelopment.

The report documents the investigations and advice provided by the consultant team along with the assessment of the implications raised and selection of the preferred option for taking forward to the design, documentation, and delivery phases.

The options development and selection of preferred option has been undertaken utilising the supporting reports and investigations included in the appendices.

The investigations and reports are based on visual inspections undertaken by the consultant team and do not include destructive investigations for testing to confirm.

Should further investigations have been indicated in the appended reports, and where relevant, these will be undertaken to confirm conditions during the next phase of works.

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Introduction

Tamworth Regional Council’s (TRC) administrative headquarters Ray Walsh House has been vacated due to the failure of the air conditioning system servicing three of the five floors of the building. The air conditioning systems are unable to be repaired or serviced due to the presence of friable asbestos in the form of sprayed Vermiculite fire protection to structural steel floor members. To allow the replacement of the air conditioning systems TRC intends to remove all asbestos containing materials (ACM) within the entire building. To facilitate removal of all ACM demolition of a significant amount of the existing internal structure is required. TRC are taking this opportunity to refurbish the entire building and bring the building and its function up to current construction and industry standards.

In parallel to the Project Definition Phase, NSW Public works is contracting a first stage demolition of the interior of Ray Walsh House to remove the internal office partitions/fit out and associated elements that do not require disturbance or removal of friable asbestos. Following from commencement of the stage 1 demolition is the procurement of stage 2 demolition which will involve the strip out of above ceiling services and friable asbestos remediation.

These works will allow for advancement of the program for the project and would be required works for any of the options being assessed within this report.

Phase 1 Project Definition

NSW Public Works has been engaged to coordinate a consultant team and undertake the Project Definition Phase to assess the viability of the existing building to provide suitable accommodation for the TRC functions and for comparison against other options.

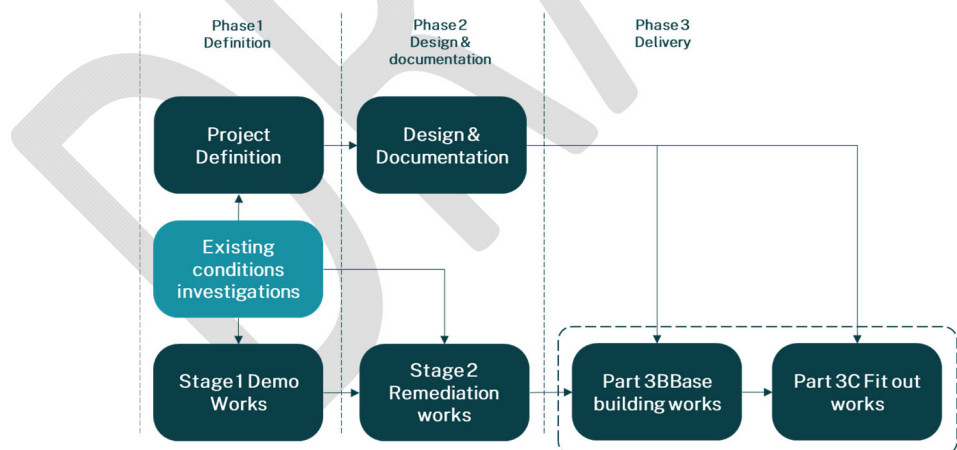


Figure 1: RWHR Project Framework

Definition Team

The team defined below have been engaged for the Project Definition Phase along with their roles and responsibilities for this phase of work.

Discipline	Organisation	Role & Responsibilities
Project Management	NSW Public Works	Overall management of the project definition phase including procurement and management of the consultant team. Documentation of the options assessment.
Architect	EJE	Review of existing condition of Ray Walsh House. Development of outline functional requirements for Tamworth Regional Council. Involvement on options assessment.
Cost Manager	Concept 2 Reality	Development of overall Project Cost Plan including requirements for design, delivery, construction. Involvement on options assessment.
Structural Engineering	Northrop Consulting Engineers	Structural assessment of the Ray Walsh House building through desktop review of existing documentation, visual inspection of the building and Structural modelling loading assessment. Involvement on options assessment.
NCC/DDA	Blackett Maguire + Goldsmith	Review of existing conditions against National construction Code and Disability Discrimination Act. Involvement on options assessment.

Table 1: Project Definition Phase consultant team

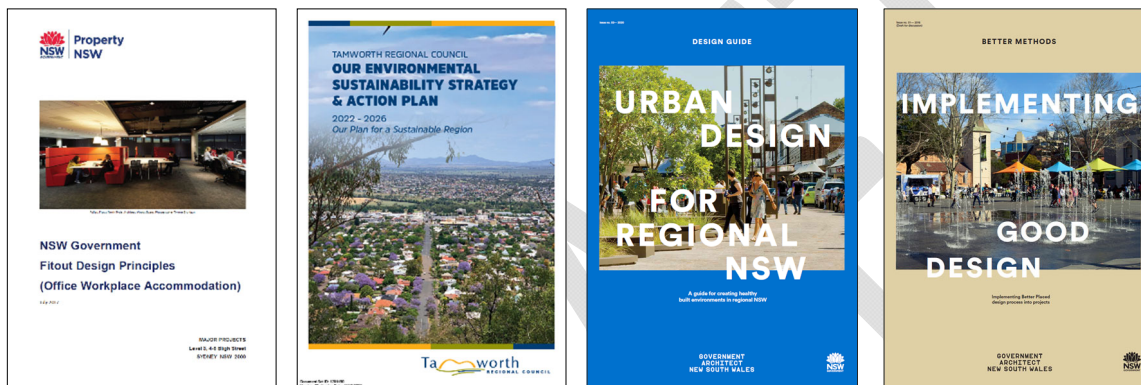
Project Requirements

Below is the developed functional requirements for TRC required to facilitate the delivery of council administration and councillor activities.

Included in these requirements are the current and associated future expansion or additional functions.

Policy/Strategy Alignment

The requirement of following policies and TRC strategies are to be considered and appropriately incorporated into the Design and documentation of the preferred option.



Functional Requirements

TRC is seeking assistance with the design of an office refurbishment of Ray Walsh House. The work required is the design of a new, modern, agile, and functional office layout. The design may require demolition, construction, office refurbishment including customer service counter area, administrative office areas, meeting rooms, breakout rooms, toilets, end of trip (EOT) facilities, collaborative areas, quiet rooms, and the furnishing of the areas. It may also include the base fit out of any additional areas not currently needed by TRC, which could be leased out to other commercial tenants, and any upgrade to the basement carpark level.

The project needs to comply with the following:

- all relevant Australian Standards
- Building Code of Australia, the National Construction Code
- Council's own relevant controls and policies
- Disability Discrimination Act (1992)
- State Government policies, directives and guidelines
- Workplace Health and Safety Act (1995)
- Universal Design Principles

DEPARTMENT STAFFING NUMBERS		
Department	Current staff numbers	Projected staff numbers
Office of the General Manager	92	110
Liveable Communities	67	90
Regional Services	51	75
Water & Waste	35	45
Growth and Prosperity	12	20
Total	257	340

DIRECTORATE	GROUP	SUB GROUP	COMMENTS
G.M.'S Office	GM + 2 STAFF		NO NEED TO BE ON THE SAME FLOOR 1X10 PERSON MEETING ROOM 1X14 PERSON TRAINING ROOM 1X 6 PERSON MEETING ROOM 1 X 4 PERSON MEETING ROOM 2 PRIVACY BOOTHS
		STRATEGY & PERFORMANCE	COMMS, GOVERNANCE, WHS, IPR, LEGAL 1X SMALL MEETING ROOM
			INT AUDIT
			FINANCE & IT
			PEOPLE & CULTURE
LIVEABLE COMMUNITIES		PLANNING	1 X LARGE MEETING ROOM (10 PEOPLE) 1 X SMALLER MEETING ROOM 2 X PRIVACY BOOTHS
REGIONAL SERVICES			1 X 6 PERSON MEETING ROOM 2 X PRIVACY BOOTHS
WATER AND WASTE			1 X 6 PERSON MEETING ROOM 1 X PRIVACY BOOTH

GROWTH & PROSPERITY	1 X 6 PERSON MEETING ROOM 1 X PRIVACY BOOTH
AMENITIES	1 X LARGE LUNCH ROOM ON TOP LEVEL TO ACCESS TERRACE SMALLER BREAK OUT SPACE ON EACH LEVEL END OF TRIP FACILITIES
PARKING	MAXIMISE PARKING IN BASEMENT INCLUDING ACCESSIBLE PARKING SPACES, BICYCLE AND MOTOR BIKE SECURE STORAGE.

Table 2: Functional area requirements

Design Approach

Below defines the key elements of the ongoing design approach that will be undertaken during the following phases of the project. This approach will inform the options assessment in terms to achieving the functional and quality outcomes.

Outline design principles

The following design principles reinforce the aspirations and quality of outcome expected for the project.

Workplace of choice	Flexible	Functional	Modular	Sustainable	Community Connection
Is inspiring, innovative & equitable	A choice of workspaces that allow for change and are effectively utilised	Multipurpose spaces that enable / encourage mobility	Workspaces that are responsive to different business unit requirements	Business needs & wellbeing of our people & enhanced building performance	Social benefits maximised through access and connection to the community

Design life expected for the works

The design outcomes for our working environment are driven by this ethos, by providing a modern, flexible, and collaborative space in which teams can thrive. The design should give consideration to the principles of activity-based working; however, the overriding objective is to provide a variety of workspaces that support a wide range of business activities. The design will also need to acknowledge TRC’s need for continuous operation during subsequent implementation stages, so staging will be a consideration.

Assessment of the available options is to include understanding of the design life implications involved in the retention of the existing building opposed to construction of new.

A newly constructed facility will provide a 50year design life.

Retained facility design life will have a varied extension of this dependant on the extent of work to the existing building, services and façade.

Quality of the functional spaces

TRC are seeking a design that focuses on the principles of activity-based working, provision of open plan space, and an increased variety of workspaces (break out areas, private meeting space, collaboration spaces, different sized meeting spaces, common facilities, hot desks) and dramatically improved employee amenities. In addition, identification of design outcomes to improve interaction with customers and general public in the civic spaces on either side of the building.

As a benchmark to the overall level of quality of materials and fittings, it is proposed to benchmark the fit out of the office spaces and council areas with the recently completed Lake Macquarie City Council office refurbishment.

Sustainability

Where relevant and dependant on the agreed option selected, the sustainability approach for Ray Walsh House will be aligned to the Tamworth Council Sustainability Strategy and Action Plan with the approach considering the whole of life of the project.

Opportunities for alignment include:

Council Objective	Objective Description	Council Targets
Energy E.1	Increase energy efficiency of Council’s major buildings. This may include incorporating renewable energy generation to support base load of high energy use buildings during day-light hours	<ul style="list-style-type: none"> Audit conducted on 100% of Council Operational buildings and key sites (dams, pump stations, landfills etc.) with a load greater than 50MWh/yr to establish a baseline for energy and carbon emissions by 2024
Energy E2	Reduce Tamworth Regional Council’s carbon emissions from energy use (commencing with scope 2)	<ul style="list-style-type: none"> 90% LED lighting across operational Council owned building assets by 2026 Council has improved the energy efficiency of it’s key operational buildings by 2026
Transport & Mobility TM1	Establish a road map for connecting our LGA to the wider EV network, and commence the transition toward reducing Council’s fleet emission	<ul style="list-style-type: none"> For those living in a 5km radius to their workplace, 1 in 10 journeys to work will be done so by either walking or cycling
Transport & Mobility TM3	Reduce traffic congestion in the CBD and at key locations	<ul style="list-style-type: none"> Installation of additional electric vehicle charging infrastructure to adequately connect Tamworth LGA to the wider Electric vehicle network by 2026
Sustainable Governance SG3	Integrate a sustainable approach within the work of all TRC directorates	<ul style="list-style-type: none"> All Council procurement processes include sustainability as a key consideration by June 2024. This includes, all Council tenders include specifications around including recycled, reuse and sustainably sourced materials
Sustainable Governance SG5	Integrate sustainability elements within existing and planned Council assets	

		<ul style="list-style-type: none"> • All large development applications are assessed against the DCP and LEP which considers sustainability • Council capital works projects include 30% recycled and or resource recovered materials where viable
Climate Change Mitigation & Adaptation CC1	Monitor and reduce the Tamworth LGA's carbon emissions - aiming to achieve net zero emissions by 2050	Track all scope 1, 2 and 3 carbon emissions from Operational buildings and key sites (dams, pump stations, landfills etc) by 2025

Security

An upgraded security system will be required if TRC decide to lease part of the building to the market. The design will need to allow for flexibility of all areas going forward. Secure access to the basement carpark will need to be maintained. Also, when providing an accessible lift to enable people to travel to the first floor, this will need to be created in a secure manner.

Future expansion strategy

New agile working practices combined with efficiencies in working practices result in the spatial requirements of Council being less than the area available in RWH. It is important in locating various TRC departments that the layout should enable future expansion of the departments into any unused space as needed.

The layout also needs to be flexible to be able to adjust to changing needs. Operational improvements may also provide opportunities for efficiencies in space usage.

Opportunities

TRC has brought together an internal project team to gather information, undertake research into industry best practice, quantify space constraints in council's operational buildings and identify what the existing spaces are capable of accommodating if refurbished to their maximum capacity.

The outcomes of this research and preliminary floor plans for Ray Walsh House are attached to this document, (Appendix C).

Concept design and brief development

The full capacity layout (Appendix A) provides a feasibility and capacity testing based on the new 1500mm rectangular desks (as already purchased as part of the relocation out of Ray Walsh House) in a streamlined layout. This full capacity layout was to illustrate only what the building is capable of housing should the floor space be maximised with workstations. The total gross floor space area is 7,141 square metres (excluding carpark).

Our preliminary research into comparable organisations transitioning to activity-based work environments has identified an 80% rule of provision of desk spaces to employees, given flexible working arrangements (part time, job share, 9-day fortnight), as well as staff in the field (building inspectors, rangers) indicating the capacity to share desks.

TRC are seeking a design that focuses on the principles of activity-based working, provision of open plan space, and an increased variety of workspaces (break out areas, private meeting space, collaboration spaces, different sized meeting spaces, common facilities, hot desks) and dramatically improved employee amenities. In addition, identification of design outcomes to improve interaction with our customers and general public in the civic spaces on either side of the building.

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Ray Walsh House Investigations and Assessment

Investigations have been undertaken to determine the condition of Ray Walsh House. The investigations will inform the viability for the existing building to house the required current and future functions for TRC.

Architecture

Ray Walsh House was designed and constructed in the 1970's in a Brutalist style which is somewhat controversial today. While the style has supporters wanting to retain examples there are many in the community who do not regard the style as having merit and are happy to raise the building ready for new developments. The style is characterized by minimalist constructions that showcase the bare building materials and structural elements over decorative design. It looks heavy and immovable but is artistically sculptural giving the unique qualities that rely on depth to create patterns and compositions with light and shadows.

Ray Walsh House is massive in scale and form and sits on a large concrete base with 'sphinx' like feet which extend out on both sides of the building. The concrete encased steel structure allows large open plan spaces with deep shadowed verandahs on the east west and south sides. A glass rain screen façade is on the thinner northern section of the building.

The building has over 5,500m² of net office space over 4 levels above an extensive but insufficiently tall basement carpark on its lower level. Extensive views are available from the upper levels and given Tamworth has few buildings over three storeys in height the views extend for kilometres in all directions.

Its location in the centre of the main street is not insignificant for cultural and financial reasons. With the main entrance of the main street of Tamworth, it is easily accessed by the general public, and housing a staff of approximately 400 staff, the economic benefit to the general area is significant.

Structure

A desktop study of the subject building has been undertaken by Northrop Consulting Engineers, based on existing drawings dated 6th March 1975. They are noted as "Working Drawings" subject to Council Approval. They are not "Issued for Construction" drawings or "Works as Executed" drawings, as such, the desktop study was based on structural elements that were visible at the time of our visual inspection and the information documented on these working drawings.

An inspection of the subject building was undertaken by a Principal from Northrop Consulting Engineers on the 30th March 2023. The inspection was undertaken via readily accessible areas to the interior, exterior and Basement. Photos were taken of the specific areas and of the structure identified, these photos have been included within the body of the Structural Report.

Northrop Consulting engineers have identified the following elements for consideration:

- The existing structure is in reasonable condition. The amount of cracking to concrete is as expected for the age of the building and has not significantly reduced the structural adequacy.
-

- The current structure does not meet the current requirements for seismic restraint (noting reduced limits for existing buildings).
- Additional structure would be required to be incorporated into the building to reach the required current structural standards. Noting that this would require significant concrete removal for steel structure install.

Refer to the Appendices to this report for the full Structural Report.

NCC/DDA

Blackett Maguire + Goldsmith conducted an existing condition report on Ray Walsh House in April 2023.

The following issues were listed as non-compliant with the NCC/DDA in the assessment based on current standards and regulations.

The implications and opportunities with ability to support the upgrade of these across the options presented are defined below. Confirmation of requirement to upgrade and align to current standards is based on the extent of works finally agreed and although identified in an option a viable to resolve, may not be required.

Issue	Options covering				
	Option 1	Option 2	Option 3	Option 4*	Option 5*
Fire resistance issues	●	●	●	●	●
Structural stability issues			●	●	●
Non-compliant spandrel panels were identified.			●	●	●
Insufficient separation of equipment in main switch room.		●	●	●	●
Side boundary fire separation issues with some openings in external walls.			●	●	●
Shafts and penetrations may need to be upgraded to current standards.		●	●	●	●
Travel distance compliance issues.				●	●
Non-compliance of exit widths in a few instances.			●	●	●
Currently the basement exit paths and upper level exit paths combine. They should be separated or fire engineered solution.		●	●	●	●
Minor non-compliance issues with EDB/Comms cupboards.		●	●	●	●
Non-compliant enclosure under stairs		●	●	●	●
Minor non-compliance issues with stair risers, goings and handrails.				●	●
Non-compliant door thresholds.				●	●
Non-compliant external balustrades.			●	●	●
Non-compliant door hardware.		●	●	●	●

Issue	Options covering				
	Option 1	Option 2	Option 3	Option 4*	Option 5*
Protection of openable windows in certain situations.			●	●	●
The fire hydrant system needs to be brought up to current standards.		●	●	●	●
The fire hose reels need to be brought up to current standards.		●	●	●	●
To comply the basement carpark should be sprinklered.			●	●	●
Fire detection shortfalls throughout.		●	●	●	●
Emergency lighting and exit signage needs to be upgraded to achieve compliance.		●	●	●	●
The number of sanitary facilities need to be reviewed for compliance with current standards.			●	●	●
Accessibility issues were identified with the current ramp on Peel Street		●	●	●	●
No accessibility on Kable Avenue				●	●
No accessible parking provided in the basement				●	●
No accessible lift to the basement level at all.				●	●
Minor accessibility issues with paths of travel, door hardware, door widths and signage.				●	●
The finished building will require accessible unisex sanitary facilities and a male and female ambulant facility on each level. Currently there is only one unisex accessible facility on the ground floor level.			●	●	●

* Option 4 & 5 comments to the NCC/DDA issues raised assumes that a newly built facility will provide compliance and therefore resolve the issues with the existing.

While the list is extensive, most non-compliance issues would be identified in any buildings designed and built in the 1970's. Standards have changed and compliance issues for accessibility have become more inclusive. Majority of the non-compliance issues can be rectified quite easily, others will require some service redesign, such as additional toilets and others may require a performance solution to sign off on compliance

Refer to the Appendices to this report for the full NCC/DDA review.

Options Assessment

To confirm the approach heading into Phase 2 (Design and Documentation) of the project, a process to assess options for the TRC facilities has been undertaken.

The options considered are outlined below:

Element	Option 1 – Enabling Works Maintain leased premises	Option 2 – Base Refurbishment Internal refurbishment of RWH, including services upgrade and new front desk within existing structure	Option 3 – Full Refurbishment Major Refurbishment of RWH, including works to option 2 + façade upgrade and structural upgrade to meet existing building seismic standard requirements. Looking to maximise Greenstar score. New front of house.	Option 4 – New Build Existing Site Demolition and rebuild of RWH. Replace with new building (9,880sqm, 50 year design life). Greenstar 5 star solution.	Option 5 – New Build New Site (Site TBC) Sale of RWH and new site build
Outline scope/description	<ul style="list-style-type: none"> Continues long term with the leased premises as is currently being utilised. Remediation/removal of asbestos and installation of new fire rating solution to structure. Dispose/Sell of Ray Walsh House. 	<ul style="list-style-type: none"> Internal demolition including removal of asbestos. New fire rating solution to the structure. Refit internally for offices, council and community uses Upgrades to existing services to support the refit. Retain existing lifts due to recent refurbishment. 	<p>Option 2 scope plus;</p> <ul style="list-style-type: none"> Replacement of all services, including Mechanical chiller systems Construct new customer reception pod on the Peel Street forecourt Upgrade of building structure to align to requirement of seismic standards for existing building. Major repairs to building structure including Level 4 deck (New membrane and paving). Replacement of façade glazing to high performance solution and as part of a complete energy modelling solution between facade performance and mechanical systems. Upgrade the above ground external areas for balustrades and safe access systems. 	<ul style="list-style-type: none"> Demolish existing Ray Walsh House, including prior removal of asbestos Construct new purpose designed facility (circa office space net 5,500sqm). The new construction providing a long-term design with high performance sustainable solution to align to the TRC strategies/policies. <p>Sub-option: Maximise floor space based on current Peel Street DCP.</p> <ul style="list-style-type: none"> Construct new purpose designed facility that maximises the building height and FSR of the site. Utilise the additional constructed floor area as commercial leased area. 	<ul style="list-style-type: none"> Purchase new site and construct new purpose designed facility (circa net office floor area of net 5,500sqm) Remediation/removal of asbestos and installation of new fire rating solution to structure. Dispose/Sell of Ray Walsh House.
Design principles alignment	<ul style="list-style-type: none"> No opportunity to meet design principles. 	<ul style="list-style-type: none"> General opportunities to meet most of the design principles. 	<ul style="list-style-type: none"> Significant opportunity to meet all the design principles. 	<ul style="list-style-type: none"> Maximum ability to meet design principles. 	<ul style="list-style-type: none"> Major ability to meet design principles. Potential limitation for community connection if CBD site not achievable.
Functionality	<ul style="list-style-type: none"> Functionality limited to leased spaces available. 	<ul style="list-style-type: none"> Required functions to fit within existing constraints, potentially limiting some flexibility. 	<ul style="list-style-type: none"> Required functions to fit within existing constraints, potentially limiting some flexibility. 	<ul style="list-style-type: none"> Maximum functionality achieved through purpose-built facility. 	<ul style="list-style-type: none"> Maximum functionality achieved through purpose-built facility.
Structure	<ul style="list-style-type: none"> Not relevant. 	<ul style="list-style-type: none"> Structural works limited to maintenance and repair. 	<ul style="list-style-type: none"> Structural upgrade to improve RWH seismic performance. 	<ul style="list-style-type: none"> New structure to current standards and maximum design life. 	<ul style="list-style-type: none"> Opportunity for alternate structural solutions utilising renewable resources. (eg. Cross Laminated Timber).
Regulations	<ul style="list-style-type: none"> Requirements for building compliance with building owner. 	<ul style="list-style-type: none"> Limited ability to upgrade to current standards. Internal elements only. 	<ul style="list-style-type: none"> Some ability to upgrade to current standards. Internal and some external elements. 	<ul style="list-style-type: none"> Alignment to all current regulations and standards. 	<ul style="list-style-type: none"> Alignment to all current regulations and standards.
Sustainability	<ul style="list-style-type: none"> Limited ability to impact sustainable solutions other than through operations activities. 	<ul style="list-style-type: none"> Internal fit out alignment with TRC sustainability strategy. 	<ul style="list-style-type: none"> Opportunity to improve performance of the existing RWH aligning with TRC's strategies and action plan. 	<ul style="list-style-type: none"> Opportunity for high performance sustainable building aligning with Council's strategies. 	<ul style="list-style-type: none"> Opportunity for very high-performance sustainable building aligning with Council's strategies.
Design life	<ul style="list-style-type: none"> Design life only limited to availability of suitable office and council spaces. 	<ul style="list-style-type: none"> Structural works limited to maintenance and repair. 	<ul style="list-style-type: none"> Extended design life of RWH through structural upgrade. 	<ul style="list-style-type: none"> Maximisation of design life as a new build. 	<ul style="list-style-type: none"> Maximisation of design life as a new build, including.
Program	<ul style="list-style-type: none"> High Opex, offset initially by sale of RWH. 	<ul style="list-style-type: none"> Most efficient timeframe. 	<ul style="list-style-type: none"> Efficient timeframe with potential for some overlap of external works and fit out. 	<ul style="list-style-type: none"> Longest timeframe requiring demolition and rebuild. 	<ul style="list-style-type: none"> Second longest timeframe.
Cost	<p>Costing details for the options are included in the following section and Appendix D.</p> <p>Note that operational cost implications for potential revenue through sale of the property is not included in the cost assessments.</p>				

Project Cost

The outline project cost plans have been developed considering the implications across each of the options.

The summary of the key elements in developing the plan is provided within this section of the report. Refer to the full cost plan report provided as an appendix to this document.

Programme & Staging

The cost plan is based on the following program assumptions.

Option 2

Project Phase	Duration	Commence	Complete
Soft strip out demolition	3 months	Jul-23	Sep-23
Demolition and remediation (friable asbestos)	10 months	Oct-23	Jul-24
Project definition and endorsement	2 months	Jul-23	Aug-23
RFT + appoint PDC and others	2 months	Sep-23	Oct-23
Design phase (CD, SD, part DD) (DA approval)	10 months	Nov-23	Aug-24
RFT + appoint main works contractor	4 months	Sep-24	Dec-24
Main works delivery	16 months	Jan-25	Apr-26

For Options 3 and 4 all program assumptions are the same except for the main works delivery, which has an expected duration of 18 months, complete Jun-2026.

For Option 5 all program assumptions are the same except for the main works delivery, which has an expected duration of 20 months, complete Aug-2026.

Escalation

The Cost Plan Base date is Jul-2023.

The following annual (calendar year) compounding Escalation rates have been to calculate the Escalation allowances within the Cost Plan.

- 2023 5.0% pa
- 2024 5.0% pa
- 2025 4.5% pa
- 2026 4.0% pa

Contingency

We have nominated and included 5% Design Contingency and 10% Construction Contingency within the Cost Plan. These are to be managed by the Project Manager.

Procurement

This cost plan is predicated on the construction works being procured via competitively tendered lump sum tenders,, assumed tier 2 contractor.

It is anticipated that the construction works will be fully designed and documented prior to procuring a construct only contract. This procurement method will allow TRC to have more control over the desired outcomes (eg. finishes, selections, quality) with reduced risk of costs escalating during the construction contract. It will provide TRC with more certainty of the expected construction costs prior to engagement of a contractor.

A more detailed procurement strategy, including commentary on alternative procurement strategies, will be developed upon finalisation of the preferred option.

Cost Plan Summary

Cost Plan options are summarised below.

	Demolition	Construction	Fees	Contingency	Total (excluding GST)
Option 1 – Enabling Works					
Option 2 – Base Refurbishment					
Option 3 – Full Refurbishment					
Option 4 – New Build Existing Site					
Option 5 – New Build New Site					

Refer to the full Cost Plan Report provided as an appendix to this report.

Specific Notes & Assumptions

We note the following specific Cost Plan inclusions and assumptions:

- Program dates as noted above.
- Soft strip out demolition works [REDACTED] (original contract amount, as advised by PW 19-Jun-2023).
- Building effective height is less than 25m (based on floor to floor onsite measurements provide below). Fire sprinklers have not been allowed for as a deemed to satisfy solution should fire

rating of the existing structure to current requirement not be achievable. Similarly, for fire egress.

Level	Floor to Floor (mm)
Basement to Ground	2770
Ground to First	3720
First to Second	3720
Second to Third	3700
Third to Fourth	3720
Fourth to Plant	4100
Plant to Roof	Asbestos containing area could not access.

- Where necessary, blockwork wall to form an effective vertical spandrel, 900mm high (where 1100mm horizontal projection not present).
- Remediation of ‘concrete cancer’ to 20% of roof areas.
- Works will be carried out as a single main works package (besides Enabling Works i.e. soft demolition and asbestos removal work).
- The New Build option site location in Tamworth is TBC and will require remediation/demolition scope TBC.

Specific Exclusions

The following specific items have been excluded from the costing:

- Services infrastructure diversions and amplifications.
- Substation replacement. Making consideration that improvement in areas including main plant efficiencies and energy efficient lighting will reduce overall power load required for the building.
- Replace of lifts to RWH (refurbishment options). Considering recent refurbishment works completed to these.
- Road upgrades and precinct works.
- TRC costs (e.g. staff, relocation, start-up).
- Workstations (other than built in joinery items). Considering items already purchased as part of the relocation.
- Loose FF&E and ICT. Considering items already purchased as part of the relocation off-site with any additional items required to be confirmed during design phase and a budget developed.
- Site acquisition costs and RWH sale costs/proceeds. Which will need some support from TRC to develop.
- Works associated with decanting building occupants / rental / lease.
- Out of hours works.
- Works outside the site boundary.
- Works associated with Hazardous Materials, beyond noted inclusions.
- Funding costs.
- Escalation for Construction completion beyond Aug-2026
- Goods and Services Tax (GST)

Options Assessment Criteria

The following weighted criteria was pre-determined by the Assessment working group and utilised to assess the options.

Criteria	Details	Weighted Score (%)
Functional suitability	Suitability of the option end solution to support the required functions both current and future.	30
TRC policy & strategies	Alignment of the option with the TRC current polices and strategies.	5
Engagement	Suitability of the option to maximise the engagement of TRC with their clients, Regional and with the region's population	10
Program	Ability for the option to be completed within the TRC required timeframes	10
Value (Capex & Opex)	Value of the project in both Capex and Opex implications	30
Whole of Life	Future life span of the facility and ability to support future adaption and needs.	15
Total		100

Assessment Scoring

Score	Details
0-4	Option does not meet the requirements set out in the pre-defined assessment criteria. Scoring and associated comments should indicate shortfalls in aligning to each assessment criteria. Any option that scores within this range on any of the assessment criteria should be considered non-viable.
5	Option provides baseline alignment to the specific assessment criteria. Scoring and associated comments should indicate how the baseline is achieved.
6-8	Option provides good alignment to the specific assessment criteria. Scoring and associated comments should indicate how the option provides a strong alignment to the criteria requirements.
9-10	Option provides excellent alignment to the specific assessment criteria Scoring and associated comments should indicate how the assessment criteria has been exceeded and what additional benefits can be potentially provided.

Assessment Working Group

The following key stakeholders were involved in the options assessment

Name - role	Organisation	Involvement
Paul Bennett – General Manager	Tamworth Regional Council	Assessment working group
Marie Resch – Chief People Officer	Tamworth Regional Council	Assessment working group
Christopher Hague - Project Manager	NSW Public works	Assessment working group
Glen Spicer - Architect	EJE	Support adviser to committee
Luke Sardelich – Cost Manager	Concept 2 Reality	Support adviser to committee
Todd Bailey – Structural Engineer	Northrop Consulting Engineers	Support adviser to committee

Table 3: Assessment Working Group team

Options Assessment

Summary

Below is outlined a summary of the weighted scoring determined by the team in the Assessment workshop.

Details of the assessment is provided in the Appendices of this report.

Option	Functional suitability	TRC policy & strategies	Engagement	Program	Value	Whole of Life	Weighted total
1. Maintain current leased premises							
2. Internal refurbishment of Ray Walsh house							
3. Major refurbishment of Ray Walsh House							
4. Demolition and rebuild of Ray Walsh House							
5. New Building/Site including Sale of ray Walsh House							

Table 4: options assessment scoring summary

Preferred option

From the weight scoring the preferred option determined by the assessment team is

Next Steps

The Results of this report including confirmed preferred option for the project are to be presented to the TRC for confirmation of approach and for direction to proceed with Phase 2, involving the procurement of the full consultant team, completion of all investigation works and development of the design and documentation.

On confirmed direction of the preferred option, the procurement process will be undertaken for the consultant team for the following phase of works to complete the design and documentation and in preparation for procurement of the contractor(s).

Appendix A – Structural Report

Appendix B – NCC/DDA Report

Appendix C – Architectural Test Fit for Ray Walsh House

Appendix D – Cost Plan Report

Appendix E - Options Assessment

The Options Assessment workshop was undertaken on XX Month YYY and was attend by the following:

Name - role	Organisation	Involvement
Paul Bennett – General Manager	Tamworth Regional Council	Assessment working group
Marie Resch – Chief People Officer	Tamworth Regional Council	Assessment working group
Christopher Hague - Project Manager	NSW Public works	Assessment working group
Glen Spicer - Architect	EJE	Support adviser to committee
Luke Sardelich – Cost Manager	Concept 2 Reality	Support adviser to committee
Todd Bailey – Structural Engineer	Northrop Consulting Engineers	Support adviser to committee

Options Assessment

Option 1. Maintain current leased premises

- Continues long term with the leased premises as is currently being utilised.
- Dispose/Sell of Ray Walsh House.

Criteria	Score	Weighting	Weighted Score	Notes
Functional suitability				

Public Works

Department of Regional NSW



Criteria	Score	Weighting	Weighted Score	Notes
TRC policy & strategies				
Engagement				
Program				
Value (Capex & Opex)				
Whole of Life				
	Total			

Option 2. Base refurbishment of Ray Walsh House

Undertake refit of the internal spaces within Ray Walsh House along with update to current building services, including electrical, comms, mechanical), maintain current design life to the building.

- Internal demolition including removal of asbestos.
- New fire rating solution to the structure.
- Refit internally for offices, council and community uses
- Upgrades to existing services to support the refit.
- Construct new Customer reception pod on the Peel Street forecourt.
- Minor repairs to building structure including Level 4 deck (new membrane and paving)
- Retain existing lifts due to recent refurbishment

Criteria	Score	Weighting	Weighted Score	Notes
Functional suitability				
TRC policy & strategies				
Engagement				
Program				
Value (Capex & Opex)				
Whole of Life				
	Total			

Option 3. Full refurbishment of Ray Walsh House

Undertake works as outlined in option 2 with additional upgrade to the building structure and façade for an extended design life to the building.

- Internal demolition including removal of asbestos.
- New fire rating solution to the structure.
- Refit internally for offices, council and community uses
- Replacement of all services, including Mechanical chiller systems
- Construct new Customer reception pod on the Peel Street forecourt
- Upgrade of building structure to align to requirement of Seismic standards for existing building.
- Repairs to building structure including Level 4 deck. (New membrane and paving)
- Replacement of façade glazing to high performance solution and as part of a complete energy modelling solution between facade performance and mechanical systems.
- Upgrade to above ground external areas for balustrades and safe access systems.

Criteria	Score	Weighting	Weighted Score	Notes
Functional suitability				
TRC policy & strategies				
Engagement				
Program				
Value (Capex & Opex)				
Whole of Life				
	Total			

Option 4. Demolition and new build on existing site

Demolition of the existing Ray Walsh House building as rebuild new purpose-built facility with a high level is sustainable outcome.

- Demolish existing Ray Walsh House
- Construct new purpose designed facility (circa office space 5,500sqm). The new construction providing a long-term design with high performance sustainable solution to align to the TRC strategies/policies.

Sub-option: Maximise floor space based on current Peel Street DCP.

- Construct new purpose designed facility that maximises the building height and FSR of the site.
- Utilise the additional constructed floor area as commercial leased area.

Criteria	Score	Weighting	Weighted Score	Notes
Functional suitability				
TRC policy & strategies				
Engagement				
Program				
Value (Capex & Opex)				
Whole of Life				
	Total			

Option 5. New build on new site (site TBC) & sale of Ray Walsh House

Sale of Ray Walsh House building and build new purpose-built facility with a high level is sustainable outcome on another site.

- Purchase new site and construct new purpose designed facility (circa 5,500sqm)
- Sale of existing Ray Walsh House.

Criteria	Score	Weighting	Weighted Score	Notes
Functional suitability				
TRC policy & strategies				
Engagement				
Program				
Value (Capex & Opex)				
Whole of Life				
	Total			

Appendix F - Preferred Option Program

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Phase 1 Definition																													
Phase 2																													
Phase 3																													
Phase 4																													
Phase 5																													
Phase 6																													
Phase 7																													
Phase 8																													
Phase 9																													

Appendix G - Risk Register

Following is the initial risk register assessment for the project as determined through Phase 1 Project Definition for the Ray Walsh House Refurbishment.