



City of Ryde

General Manager's Performance Agreement- Objectives 2010/2011

General Managers Objectives

The following objectives are proposed to form the basis of the General Manager's Performance Agreement. Note the months mentioned refer to the end of each month.

Obviously these objectives can only be delivered if the Council agrees to provide the resources required to execute them and maintains momentum in accordance with the Performance Agreement Action Plan.

I will be considered effective by the Council (subject to the accountability and resources remaining within my control) when the following objectives are completed to the satisfaction of the General Manager's Performance Review Committee and in accordance with the conditions of my contract.

Objectives which will strengthen the organisation's change management journey to date.

1. To complete and publish the Council's component of the Ryde 2030 Integrated Community Strategic Plan which identifies Council's programmes of works across each area of our operations by June 2011.
2. To design an Outcome Planning Framework to deliver the Ryde 2030 Council programmes in an integrated way across the organisation by November 2010.

The Outcome Planning Framework will over the next 3 years:-

- align the Ryde 2030 outcomes, to programmes (with a place specific approach) for each outcome area
 - align all of Councils existing plans and strategies to the determined outcome areas
 - align programmes to the Council's Long Term Financial Plan
 - form the basis for the
 - Four Year Management Plan
 - Service Unit Plans
 - Personal Performance Plans
 - encourage a cross Council approach to the delivery of projects
 - form the basis of reporting to the Council and the community
 - form the basis for project delivery across the organisation
 - have ownership including accountability for Council's outcome and programme delivery
3. To clarify accountability across the organisation for the carriage of the General Manager's accountabilities by levels of management within each group to team leader level so that all Group Managers, Service Unit Managers and Team Leaders have clarity of :-
 - roles and responsibilities (accountabilities)
 - delegated authority obligations
 - legislative requirement obligations

as a basis of performance requirements and review by June 2011.

4. To conduct an organisational wide culture survey which establishes values and associated behaviours across the organisation and forms the basis for a :-
 - a 360 degree appraisal process
 - an 'organisation culture' component of the performance review process
 - training and mentoring programme

for each level of management across the organisation. To be completed by February 2011.

Objectives which will continue the momentum of existing improvements to our assets and service areas and contribute to a positive image of Council and the enhanced quality of life for our residents.

5. To progress the Civic Precinct project and complete the :-
 - Appointment of a Development Director
 - Appointment of the Civic Precinct Advisory Panel
 - Analysis of the most appropriate and commercially viable model for Council
 - DCP guidelines and urban design constraints
 - Community engagement and consultation obligations
 - Lodgement of the section 68 application with the Department of Planning as a request to amend the height of the Civic Precinct

by June 2011.

6. To complete the construction and implement the most appropriate operational management of the following facilities :-
 - Top Ryde library by April 2011
 - Top Ryde Customer support centre by April 2011
 - ELS Hall Sports centre by March 2011
 - West Ryde community centre by July 2011
7. To complete a marketing and branding strategy for the City of Ryde which :-
 - develops a Ryde positioning statement and 'strap line'
 - advises how Council's brand awareness within the community can be strengthened
 - enables us to improve our messaging to key demographic groups within the community
 - acts as the basis for all of our publications and promotions
 - supports Ryde 2030
 - supports the Council relaunched website

by December 2010

8. To complete the redesign of the City of Ryde website and have it fully operational by January 2011

9. To complete a best value review for :

(9.1) The development assessment process including but not limited to :-

- improving assessment processes
- improving developers levy and fee processes
- recommendations for improvements to the development control plans to enable quicker assessment

by April 2011

(9.2) The allocation of sports grounds and playing fields and grounds maintenance including but not limited to :-

- policies and procedures for ground allocation and utilisation
- accountabilities for capital works and priority setting
- accountabilities, budgets and schedules for grounds maintenance

by June 2011

10. To complete a strategic accommodation review of Council's future accommodation requirements for both office and civic requirements so that:-

- teamwork is optimised between groups and service units
- Council optimises the asset returns on its land holdings

by May 2011

11. To complete the establishment of the following information system and process initiatives:-

- on line section 149 certificate to be made available for internal use by June 2010
- existing financial reports and CRMS on a management dashboard
- on line customer service for 149 certificates, 603 and dog registration by June 2011

12. To deliver a budget in accordance with the established 2010/11 Management plan and associated quarterly reviews by June 2011

13. To complete the comprehensive City of Ryde Local Environment Plan and associated local strategy for submission to the Department of Planning by April 2011.

14. To aim to improve the ratio of women in Managerial positions.



City of Ryde

Objective No 1

To complete and publish the Council's component of the Ryde 2030 Integrated Community Strategic Plan which identifies Council's programmes of works across each area of our operations by June 2011.



1. Project Brief

☒ Minor Project

☐ Major Project
Project Management Plan to be completed

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	John Neish		1 April 2010
Project Sponsor	John Neish		1 April 2010
Project Manager	Sue Ledingham		1 April 2010

1.2 Project Brief

1.2.0 Project Background / Description

The development of a Community Strategic Plan is a statutory requirement for all councils in NSW. Council has resolved to adopt Ryde 2030 Community Strategic Plan in June 2012.

In 2009 Council undertook extensive engagement with the community to determine their hopes and concerns for the future. This information will be the basis for developing the Ryde 2030 Community Strategic Plan.

With the commencement of the new General Manager there have been changes to the project and therefore a revised brief is provided.

1.2.1 Total Budget

\$60,000

☐ Capital Budget

☒ Operating Budget

☐ Not in Management Plan
(Business Case Required)

External Consultants:

- Facilitate workshops with staff to develop the Outcomes Model
- City of Ryde branding
- Write 2030 outcomes and strategies
- Facilitate workshops on 2030 outcomes and strategies
- Assist in developing KPIs for 2030 and the 4 year delivery plan.

Consumables:

- Refreshments
- Consultation materials
- Documentation
- Printing
- Launch
- Promotion

1.2.2 What is in Scope

- Development of the Ryde 2030 Community Strategic Plan consistent with statutory requirements, including:
 - o Financial Long term Plan
 - o Asset Management Plan and Strategy
 - o Workforce Management Strategy
 - o City of Ryde 4 year delivery program
 - o City of Ryde 1 year operational plan
- Consultation with staff, Councillors and community stakeholders at key points within the project.
- Identification of Council program areas to support the strategic plan and the City of Ryde Outcomes Framework.



1.2.3 What is out of Scope

- Review of external and internal strategies and plans and how they inform the development of the Ryde 2030 Community Strategic Plan.
- Agreement from non government organisations and Government agencies on their projects / initiatives to support the implementation of the Ryde 2030 Community Strategic Plan.
- Implementation of the Ryde 2030 Community Strategic Plan.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- Support and involvement from Councillors
- Support from the community is not continued due to the delay in the project

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

	Not Required
	Information Only (Advert, City View, Letters of Advice)
X	Consultation (eg Letters or Surveys seeking responses)
	Participation (community or stakeholder input)

External Consultation will only focus on the Ryde 2030 aspects and include:

- Existing 2030 Theme Committees
- Residents and stakeholders
- Government agencies
- Not for profit community groups
- Business groups

1.2.6 Internal Consultation and Government Authorities

X	Internal Consultation beyond project team		Local Government Authorities' Approval or DA Required
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Internal consultation will occur across Council and will include:

- Councillors
- Executive Team
- all Service Unit Managers
- targeted sample of staff across all four groups
- all staff.

1.2.7 External Resources or Detailed plans

	Not Required
X	Consultancy Required
	Contractor Required
	Design Required

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Sue Ledingham, Corporate Planning Co-ordinator	Project Manager	P	Strategy & Projects	Yes	Yes
Maxine Kenyon,	Project Support	P	Strategy & Projects	Yes	Yes



Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Manager Major Projects					
John Neish, General Manager	Corporate advice	O	General Managers Office	NA	NA
Executive Team	Corporate advice	O	All 4 Groups	Yes	Yes

1.2.9 Timeframe

Planned project Start Date: 1 April 2010

Planned End Date: 31 July 2011

1.2.10 Project Schedule (only for Minor Projects)

Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Draft 2030 outcomes, goals and strategies to consult with staff and Councillors and Council program areas	May 2010	July 2010
Review systems, process, strategies and plans	June 2010	August 2010
Draft Resource Plans as required by legislation	July 2010	August 2010
Development of preliminary draft format of Ryde 2030 and Councils Delivery Program	July 2010	April 2011
Engagement with Stakeholders on draft Outcomes	August 2010	December 2010
Prepare final draft 2030 Plan, Resource Plans and Council's response and engage with targeted stakeholders	December 2010	April 2010
Public Exhibition	April 2010	May 2010
Adoption	May 2010	June 2010



City of Ryde

Objective No 2

To design an Outcome Planning Framework to deliver the Ryde 2030 Council programmes in an integrated way across the organisation by November 2010.

The Outcome Planning Framework will over the next 3 years:-

- align the Ryde 2030 outcomes, to programmes (with a place specific approach) for each outcome area
- align all of Councils existing plans and strategies to the determined outcome areas
- align programmes to the Council's Long Term Financial Plan
- form the basis for the
 - Four Year Management Plan
 - Service Unit Plans
 - Personal Performance Plans
- encourage a cross Council approach to the delivery of projects
- form the basis of reporting to the Council and the community
- form the basis for project delivery across the organisation
- have ownership including accountability for Council's outcome and programme delivery



1. Project Brief

☒ Minor Project

☐ Major Project
Project Management Plan to be completed

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	John Neish		1 April 2010
Project Sponsor	John Neish		1 April 2010
Project Manager	Maxine Kenyon		1 April 2010

1.2 Project Brief

1.2.0 Project Background / Description

Ryde 2030 Community Strategic Plan (a statutory requirement) will be developed and adopted by Council in June 2012.

Council will implement this Plan through an 'Outcomes Framework' which will focus Council on achieving the vision through the delivery of the identified outcomes. This framework will ensure Council programs are integrated at all levels throughout the organisation and the line of sight from an individual staff member to the outcome is clear.

To deliver this Framework, the organisation will use an organisational development approach which focuses on aligning the business and the people aspects of the business to achieve the outcomes.

This brief should be read in conjunction with the Ryde 2030 Community Strategic Plan brief as these projects occur concurrently and have numerous intersecting components.

1.2.1 Total Budget

☐ Capital Budget

☒ Operating Budget

☐ Not in Management Plan
(Business Case Required)

There is no current budget for this project. However, the Ryde 2030 project will have a budget allocation and due to the intersecting components this project will benefit.

1.2.2 What is in Scope

To design an outcome planning framework, using an organisational development approach, to deliver Council programs in an integrated way across the organisation by November 2010 to support the delivery of Ryde 2030 outcomes and strategies.

- Research outcome framework models
- Extensive consultation with staff including: the Executive Team, the Leadership Forum and a sample group of staff from across the organisation to identify why an outcomes framework is needed, the pros and cons of this type of model and how it could work in the City of Ryde
- Test the outcomes framework with the development of the Ryde 2030 outcomes and strategies
- Facilitate the review of systems, processes, strategies and plans to ensure the capacity to align to the outcomes framework is possible
- Draft the Outcomes Framework (this will include references to the process, roles and place) and consultation with Councillors
- Development of a plan to implement the Outcomes Framework across the organisation over the following three years.



Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Linda Shave, Information, Integration and Compliance Manager	Assistance with information and technology requirements for the Outcomes Framework	O	Corporate Services	Yes	Yes
Alison Pride, Acting Manager Customer Service	Assistance with customer services requirements for the Outcomes Framework	O	Customer Service	Yes	Yes
John Todd, Manager Finance	Assistance with finance requirements for the Outcomes Framework	O	Financial Services	Yes	Yes

1.2.9 Timeframe

Planned project Start Date: 1 April 2010

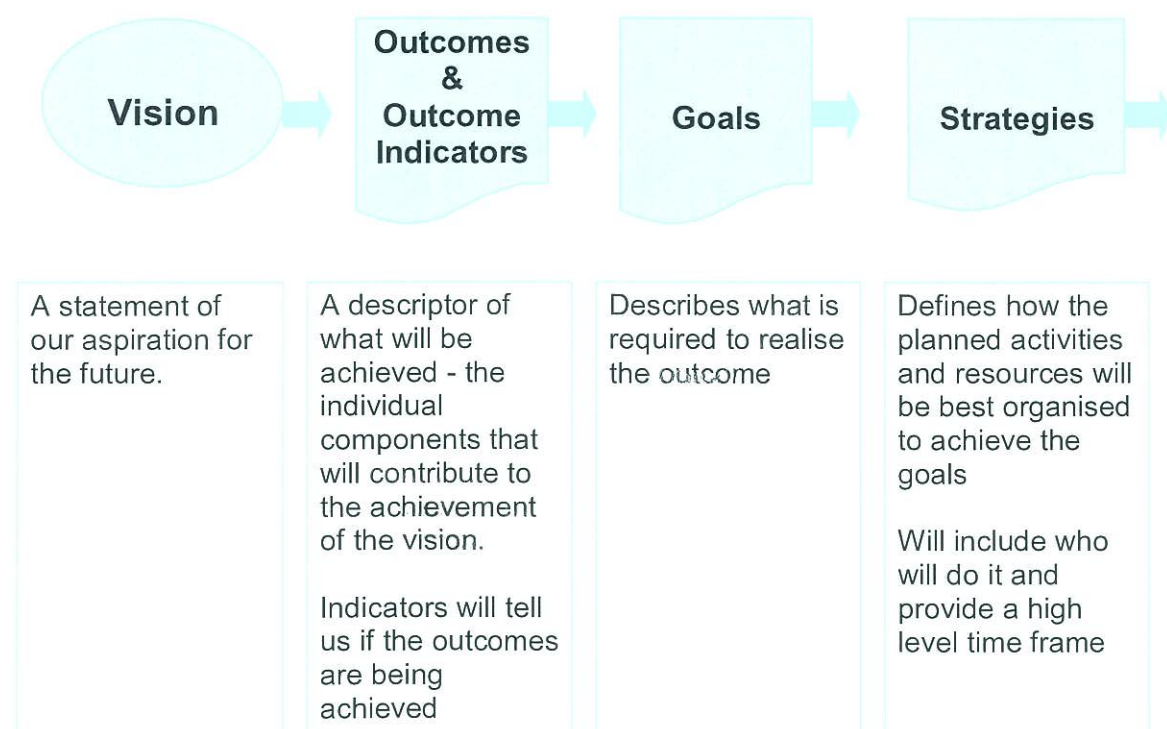
Planned End Date: 30 November 2010

1.2.10 Project Schedule (only for Minor Projects)

Tasks <i>What are the main tasks to be undertaken</i>	Target Date for commencement	Target Date for finish
Research outcomes framework and document value in using this model in Ryde	1 April 2010	30 April 2010
Development Draft Outcomes Framework after consultation with staff	1 April 2010	11 June 2010
Review systems, processes, strategies and plans	1 June 2010	30 August 2010
Collate above information and develop implementation plan	19 July 2010	29 October 2010
Draft final outcomes framework and review with staff and Councillors	30 July 2010	30 November 2010
Adopt Outcomes Framework		30 November 2010

Community Strategic Plan

← Developed using the information gathered through the 2030 community engagement process as the basis →



4 year review and consultation to community*

In year of ordinary election an outline of achievements for implementing the CSP (by all contributors) is developed and placed on exhibition.

The CSP can be revised after consultation.

Community Strategic Plan

Council's Response

Gov

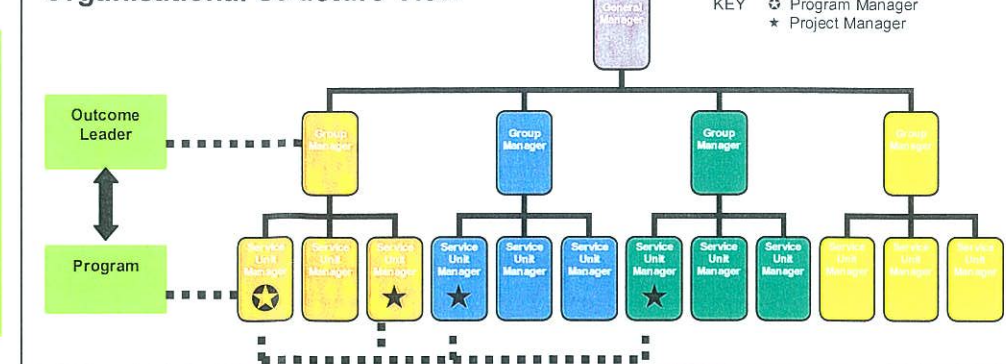
Bus

NFP

- Other Council plans, strategies and policies
- Financial Long Term Plan*
- Asset Management Plan and Strategy*
- Workforce Management Strategy*

* DLG requirement

Organisational Structure View



Programs Schedule (5-10 years)

(reviewed annually)

Program is a range of similar projects and activities grouped together.

- Includes:
- New projects (capital and non capital) and delivery of services
 - Description
 - Costings
 - Time frames
 - Accountability.

4 yr Delivery Program* & Budget

(Includes 1 Year Operational Plan*)

Specific program actions listed, costed, time frame and responsibility allocated

Reviewed annually and sets following years operational plan and 4 year

First year will be 5 years

Group Plans

Provides an overview of each Council Group and includes accountabilities, deliverables, KPIs and resources.

Service Unit Plans

Provides an overview of each Service Unit, including:

- Accountabilities
- Deliverables
- KPIs
- Resources.

Individual Performance Plans

Details individual staff accountabilities, deliverables and key performance indicators – linked to Programs, Delivery program and Outcomes.

Focused on:

- Financial Management
- People management
- Project management
- KPIs
- Compliance with regulations

Annual Report to community*

- Provided in November each year to the community on Council's 1 yr Operational Plan
- Every four years Council is required to deliver a State of Environment Report

Place?



Government Response – To Be Developed Later

Business Response – To Be Developed Later

Not For Profit Response – To Be Developed Later



City of Ryde

Objective No 3

To clarify accountability across the organisation for the carriage of the General Manager's accountabilities by levels of management within each group to team leader level so that all Group Managers, Service Unit Managers and Team Leaders have clarity of :-

- roles and responsibilities (accountabilities)
- delegated authority obligations
- legislative requirement obligations

as a basis of performance requirements and review by June 2011.



1. Project Brief

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Manager Governance		
Project Sponsor	John Neish, General Manager		
Project Manager	Maxine Kenyon, Manager Major Projects		

1.2 Project Brief

1.2.0 Project Background / Description

Feedback from staff through Service Unit Managers and the Executive team has highlighted two key areas of improvement that will support the new draft leadership model that establishes a clear strategy, aligns the organisation, encourages and empowers staff and models appropriate behaviour.

1. Delegations are top heavy and there are some inconsistencies across the organisation.
2. Accountabilities across the organisation are unclear, who is the owner or the responsible officer for program areas or statutory compliance is not known in every case.

With a new integrated planning framework being developed and a focus on organisational development, delegations and accountabilities are essential for performance management and measurement.

This issue has also been identified as a key objective in the General Manager's performance plan.

1.2.1 Total Budget

<input type="checkbox"/>	Capital Budget	<input type="checkbox"/>	Operating Budget	<input type="checkbox"/>	Not in Management Plan (Business Case Required)
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No budget required.

Note - A training budget will be required to implement the changes – out of the scope of this project.

1.2.2 What is in Scope

Stage 1: Deliver interim (quick and dirty) review of:

- Accountabilities for the General Manager, Group Manager and Service Unit Managers to confirm responsibility across the organisation to assist in preparing the delegations, job descriptions, performance plans and Service Unit Plans for 2010/2011.
 - Delegations for the General Manager, Group Manager and Service Unit Managers to transfer key delegations (focusing on Human Resource issues) to all levels.
- a) Research current accountabilities and delegations
 - b) Research models of accountabilities and delegations in other councils
 - c) Document findings
 - d) Engage with ET and service unit managers
 - e) Develop revised interim framework for consideration by ET
 - f) Adoption of revised framework by ET
 - g) Information distributed to ET and Service Unit Managers for implementation in key documents.

Stage 2 (concurrent with Stage 3): Deliver discussion paper on delegations that includes information on current policies and practices, benchmark data, trends and gaps and identifies recommendations for consideration in the new framework.

- h) Engagement of stakeholders
- i) Undertake review of current policies, procedures and practices
- j) Review current delegations (for team leaders and above) to identify trends, gaps, opportunities, risks
- k) Review models of delegations, processes, standard inclusions and delegation limits in other Council's



l) Develop discussion paper with key recommendations on the above for ETs consideration.

Stage 3 (concurrent with stage 2): Deliver a discussion paper with a review of accountabilities for Executive Team, Service Unit Managers and Team Leaders that includes information on benchmark data, trends and gaps and identifies recommendations for a new framework.

- m) Research other Council's accountabilities model / lists
- n) Review information from CRM to identify gaps or opportunities
- o) Identify areas of accountability within the City of Ryde
- p) Identify current accountabilities across the organisation and identify areas of confusion or uncertainty
- q) Engage with Executive team and Service Unit Managers to develop final list of accountabilities (including clear descriptor)
- r) Map accountabilities on organisational chart
- s) Identify the process to determine the owner of future accountabilities
- t) Executive Team adopt final list, organisational chart and framework for decision making on accountabilities
- u) Adopted information distributed to SUMs for inclusion in service unit plans, relevant job descriptions and performance plans.

Stage 4: Deliver revised delegations and accountabilities framework / model for delegations and the engagement strategy to implement changes in the CoR.

Stage 5: Co-ordinate implementation plan.

1.2.3 What is out of Scope

1. Consideration of delegations or accountabilities below team leader level
2. Development of delegations for individuals
3. Development of job descriptions, service unit plans or performance management plans.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

Nil.

1.2.5 Level of Community Engagement

<input checked="" type="checkbox"/>	Not Required
<input type="checkbox"/>	Information Only (Advert, City View, Letters of Advice)
<input type="checkbox"/>	Consultation (eg Letters or Surveys seeking responses)
<input type="checkbox"/>	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

<input checked="" type="checkbox"/>	Internal Consultation beyond project team	<input type="checkbox"/>	Local Government Authorities' Approval or DA Required
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1.2.7 External Resources or Detailed plans

<input checked="" type="checkbox"/>	Not Required
<input type="checkbox"/>	Consultancy Required
<input type="checkbox"/>	Contractor Required
<input type="checkbox"/>	Design Required

1.2.8 Project Team

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>

City of Ryde Project Number> Review of Delegations & Accountabilities 2010

INITIATION

PLANNING

IMPLEMENTATION

CLOSURE

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Maxine Kenyon	Project Manager	P	Strategy & Projects	Y	Y
ET	Advice on needs of each Group, Management and Leadership model, consideration of review information developed and determination of process Provision of updates / information on the review to team members Approval of each deliverable	O	Across Council	Y	Y
Facilitators of delegations in each group (Brenda Walker, Amanda Janvrin, Amanda Pilarowski, Lorraine Abboud-Safi)	Advice on current processes, provision of information on current delegations within each group	O	Across Council		
SUMs	Advice on current processes, elements, gaps, opportunities associated with delegations and accountabilities Provision of updates / information on the review to team members	O	Across Council		
Team leaders	Advice on current processes, elements, gaps, opportunities associated with delegations and accountabilities Provision of updates / information on the review to team members	O	Across Council		
John Schanz	Advice on audit / reporting information and requirements	O	Strategy & Projects		
Sue Ledingham	Advice / input into corporate planning processes	O	Strategy & Projects		

1.2.9 Timeframe

Planned project Start Date: 31 March 2010
be beyond this date).

Planned End Date: June 2011 (Implementation would be beyond this date).

1.2.10 Project Schedule

Tasks	Target Date for commencement	Target Date for finish
What are the main tasks to be undertaken		
Stage 1: Deliver interim (quick and dirty) review of: - Accountabilities for the General Manager, Group Manager	31 March 2010	28 May 2010

City of Ryde Project Number> Review of Delegations & Accountabilities 2010

INITIATION

PLANNING

IMPLEMENTATION

CLOSURE

Tasks	Target Date for commencement	Target Date for finish
What are the main tasks to be undertaken		
<p>and Service Unit Managers to confirm responsibility across the organisation to assist in preparing the delegations, job descriptions, performance plans and Service Unit Plans for 2010/2011.</p> <ul style="list-style-type: none"> - Delegations for the General Manager, Group Manager and Service Unit Managers to transfer key delegations (focusing on Human Resource issues) to all levels. 		
<u>Stage 2 (concurrent with Stage 3):</u> Deliver discussion paper on delegations that includes information on current policies and practices, benchmark data, trends and gaps and identifies recommendations for consideration in the new framework.	31 March 2010	23 December 2010
<u>Stage 3 (concurrent with stage 2):</u> Deliver a discussion paper with a review of accountabilities for Executive Team, Service Unit Managers and Team Leaders that includes information on benchmark data, trends and gaps and identifies recommendations for a new framework.	31 March 2010	23 December 2010
<u>Stage 4:</u> Deliver revised delegations and accountabilities framework / model for delegations and the engagement strategy to implement changes in the CoR.	3 January 2011	30 June 2011
<u>Stage 5:</u> Co-ordinate implementation.	1 July 2011	Unknown, dependent on what is included in the implementation plan

INITIATION

PLANNING

IMPLEMENTATION

CLOSURE

3. Project Management Plan (PMP)

3.1 Project Plan authorisation to proceed to Implementation Phase

Authorisers	Name	Signature	Date
Business Owner	Manager Governance (Delegations) General Manager (Accountabilities)		
Project Sponsor	John Neish, General Manager		
Project Manager	Maxine Kenyon, Manager Major Projects		

3.2 Project Brief

Feedback from staff through Service Unit Managers and the Executive team has highlighted two key areas of improvement that will support the new draft leadership model that establishes a clear strategy, aligns the organisation, encourages and empowers staff and models appropriate behaviour.

1. Delegations are top heavy and there are some inconsistencies across the organisation.
2. Accountabilities across the organisation are unclear, who is the owner or the responsible officer for program areas or statutory compliance is not known in every case.

With a new integrated planning framework being developed and a focus on organisational development, delegations and accountabilities are essential for performance management and measurement.

This issue has also been identified as a key objective in the General Manager's performance plan.

3.2.1 Scope

Stage 1: Deliver interim (quick and dirty) review of:

- **Accountabilities for the General Manager, Group Manager and Service Unit Managers to confirm responsibility across the organisation to assist in preparing the delegations, job descriptions, performance plans and Service Unit Plans for 2010/2011.**
- **Delegations for the General Manager, Group Manager and Service Unit Managers to transfer key delegations (focusing on Human Resource issues) to all levels.**
 - a) Research current accountabilities and delegations within the City of Ryde
 - b) Research models of accountabilities and delegations in other councils
 - c) Engage with ET and service unit managers
 - d) Develop revised interim framework for consideration by ET
 - e) Adoption of revised framework by ET
 - f) Information distributed to ET and Service Unit Managers for implementation in key documents.

Stage 2 (concurrent with Stage 3): Deliver discussion paper on delegations that includes information on current policies and practices, benchmark data, trends and gaps and identifies recommendations for consideration in the new framework.

- g) Engagement of the following stakeholders:
 - Executive team through ET meetings and individual interviews
 - Service Unit Managers through Leadership Forum
 - Facilitators of delegations process in each group.
- h) Undertake review of current policies, procedures and practices, including:

City of Ryde Project Number> Review of Delegations & Accountabilities 2010



- Development
 - Who prepares it?
 - When is it prepared / reviewed?
 - How are they prepared, what is the process?
 - What are they based on?
 - How are the elements and limits determined?
 - Links to policies?
 - Links to job descriptions?
 - Links to accountabilities?
 - Adoption
 - What is the process for approval?
 - Who adopts them?
 - Implementation
 - Are they discussed at induction?
 - Is training provided?
 - Monitoring and reporting
 - How do we know when people use their delegations?
 - How do we know if people use their delegations inappropriately?
 - Who are the approved delegations reported to, how and when?
 - Who knows about them?
 - How are they linked to accountabilities?
 - Management of information
 - Is there a database, how accurate is it?
 - How do we manage the records?
 - Where are they stored?
 - Who has access them?
 - Who is the accountable officer for managing the information?
- i) Review current delegations (for team leaders and above) to identify:
- Trends – what consistently occurs or does not occur across the organisation or in particular teams?
 - Gaps – what areas have we not covered generally or in particular teams?
 - Opportunities – where are the opportunities to improve the systems, practice or implementation?
 - Risks – are there any current delegations that pose a risk?
- j) Review models of delegations, processes, standard inclusions and delegation limits in other Council's (6 councils in total, including Randwick and Parramatta).
- k) Develop discussion paper with key recommendations on the above for ETs consideration.

Stage 3 (concurrent with stage 2): Deliver a discussion paper with a review of accountabilities for Executive Team, Service Unit Managers and Team Leaders that includes information on benchmark data, trends and gaps and identifies recommendations for a new framework.

- l) Research other Council's accountabilities model / lists
- m) Review information from CRM to identify gaps or opportunities
- n) Identify areas of accountability within the City of Ryde
- o) Identify current accountabilities across the organisation and identify areas of confusion or uncertainty

City of Ryde Project Number> Review of Delegations & Accountabilities 2010

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- p) Engage with Executive team and Service Unit Managers to develop final list of accountabilities (including clear descriptor)
- q) Map accountabilities on organisational chart
- r) Identify the process to determine the owner of future accountabilities
- s) Executive Team adopt final list, organisational chart and framework for decision making on accountabilities
- t) Adopted information distributed to SUMs for inclusion in service unit plans, relevant job descriptions and performance plans.

Stage 4: Deliver revised delegations and accountabilities framework / model for delegations and the engagement strategy to implement changes in the CoR.

* This will need to be discussed after the consideration of the discussion paper, the anticipated output for Stage 2 will include the following.

- u) Development of revised framework / model for delegations and the engagement strategy to implement changes in the City of Ryde, including the following (as outlined in Stage 1):
 - Development
 - Adoption
 - Implementation
 - Monitoring and reporting
 - Management of information
- v) Adoption of revised framework by ET

Stage 5: Co-ordinate implementation plan

3.2.2 Cost breakdown

To manage accountabilities and link them with other systems and processes across Council funds may be required for a suitable software package. However, this could be incorporated into the integrated planning and performance management software being investigated. This will be an unknown until this system has been identified.

Description of Task/ Activity	Amount (ex GST)
	\$
	\$
	\$
Total	\$

City of Ryde Project Number> Review of Delegations & Accountabilities 2010

INITIATION

PLANNING

IMPLEMENTATION

CLOSURE

3.3 Project Team

The Council's normal performance management and HR policies will be utilised for Project Staff management. The table below captures the key roles on the project team.

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Maxine Kenyon	Project Manager	P	Strategy & Projects	Y	Y
ET	Advice on needs of each Group, Management and Leadership model, consideration of review information developed and determination of process Provision of updates / information on the review to team members Approval of each deliverable	O	Across Council	Y	Y
Facilitators of delegations in each group (Brenda Walker, Amanda Janvrin, Amanda Pilarowski, Lorraine Abboud-Safi)	Advice on current processes, provision of information on current delegations within each group	O	Across Council		
SUMs	Advice on current processes, elements, gaps, opportunities associated with delegations and accountabilities Provision of updates / information on the review to team members	O	Across Council		
Team leaders	Advice on current processes, elements, gaps, opportunities associated with delegations and accountabilities Provision of updates / information on the review to team members	O	Across Council		
John Schanz	Advice on audit / reporting information and requirements	O	Strategy & Projects		
Sue Ledingham	Advice / input into corporate planning processes	O	Strategy & Projects		

INITIATION

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3.4 Steering Committee

The table below captures the members on the project steering committee.

Full Name	Group, Unit or Organisation
John Neish	General Manager
Position Vacant	Governance Manager
Kim Woodbury	Public Works
Roy Newsome	Corporate Services
Dominic Johnson	Environment and Planning
Simone Schwarz	Community Life

3.5 Community Engagement Plan / Communication Plan

Rate each Stakeholder in terms of their impact on the project's success and how the project impacts them. Capture what key information, format and timing (e.g. Status report, email, monthly) each group will receive so they are kept informed of the progress of the project

Stakeholder Group name <small>(e.g. Other Council unit, Community Group, Government Authority, etc)</small>	What is their potential impact on the Project's success? <small>L - Low M - Medium H - High</small>	What impact does the project potentially have on them? <small>L - Low M - Medium H - High</small>	What are the key messages for this Stakeholder Group from this Project? <small>(e.g. what is it important for them to understand, in order to obtain their support for the project)</small>	How will they receive information on the project? <small>(e.g. via email, newsletter, status report, etc)</small>	How often will they receive updates? <small>(e.g. weekly, monthly, on an exception basis, etc)</small>
Executive Team	H	H	<ul style="list-style-type: none"> - This will provide a consistent framework across the organisation (there may be some exceptions) - This will empower you to lead and manage your team - The final model will identify clear processes and accountabilities 	<ul style="list-style-type: none"> - ET meetings - Status reports - Email - One on one interviews 	Monthly
SUMs	H	H	<ul style="list-style-type: none"> - As above 	<ul style="list-style-type: none"> - Leadership Forum (feedback on current process, comments on discussion paper and revised framework) - Email - SUMs meetings 	Monthly
Team leaders	M	H	<ul style="list-style-type: none"> - This will empower you to lead and manage your team - The final model will identify clear processes 	<ul style="list-style-type: none"> - Email - Through team meetings 	Key milestones

City of Ryde Project Number> Review of Delegations & Accountabilities 2010

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Stakeholder Group name <i>(e.g. Other Council unit, Community Group, Government Authority, etc)</i>	What is their potential impact on the Project's success? <i>L - Low M - Medium H - High</i>	What impact does the project potentially have on them? <i>L - Low M - Medium H - High</i>	What are the key messages for this Stakeholder Group from this Project? <i>(e.g. what is it important for them to understand, in order to obtain their support for the project)</i>	How will they receive information on the project? <i>(e.g. via email, newsletter, status report, etc)</i>	How often will they receive updates? <i>(e.g. weekly, monthly, on an exception basis, etc)</i>
			and accountabilities		
Facilitators of delegations	M	M	- This will provide a consistent framework across the organisation (there may be some exceptions) that will help you develop and manage delegations in the future	- Email - Meeting - Through SUMs / team meetings	Monthly
Other staff	L	L	- Delegations will be changing to empower staff	- Email - Through team meetings	Key milestones

3.6 Quality Management

Description of Deliverable <i>One line per deliverable in 3.7 Project Schedule Brief description of what is to be created or achieved</i>	Measure of Quality <i>Specific description of how the Council will confirm the deliverable is acceptable</i>	Estimated Date(s) of quality check	Who in the Council is responsible for signing off on accepted quality <i>This will usually be the Business Owner but may be another stakeholder. The Project Manager cannot sign off on the quality themselves, for independent verification purposes</i>
<u>Stage 1:</u> Deliver interim review report identifying accountabilities and delegations (only HR focused elements) for ET and Service Unit Managers	- Adoption of the review recommendations by ET	12 May 2010	Steering Committee
<u>Stage 2:</u> Discussion paper on delegations including information on current policies and practices, benchmark data, trends and gaps and identifies recommendations for consideration in the new framework (Note, this could be a combined discussion paper with Stage 3 deliverable).	- Discussion paper developed with feedback from ET, SUMs, team leaders and other staff - Adoption of the review recommendations by ET	13-23 December 2010	Steering Committee
<u>Stage 3:</u> Deliver a discussion paper with a review of accountabilities for Executive Team, Service Unit Managers and Team Leaders that	- Discussion paper developed with feedback from ET, SUMs, team leaders and other staff - Adoption of the review	13-23 December 2010	Steering Committee

Date last saved: 31/5/2010

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City of Ryde Project Number> Review of Delegations & Accountabilities 2010

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Description of Deliverable <i>One line per deliverable in 3.7 Project Schedule</i> <i>Brief description of what is to be created or achieved</i>	Measure of Quality <i>Specific description of how the Council will confirm the deliverable is acceptable</i>	Estimated Date(s) of quality check	Who in the Council is responsible for signing off on accepted quality <i>This will usually be the Business Owner but may be another stakeholder. The Project Manager cannot sign off on the quality themselves, for independent verification purposes</i>
includes information on benchmark data, trends and gaps and identifies recommendations for a new framework.	recommendations by ET		
<u>Stage 4:</u> Deliver revised delegations and accountabilities framework / model for delegations and the engagement strategy to implement changes in the CoR.	<ul style="list-style-type: none"> - Framework developed with feedback from ET, SUMs, team leaders and other staff - Adoption of the review recommendations by ET - Training occurs for staff. - Project closed and handed over to the Business Owner 	June 2011	Steering Committee
<u>Stage 5:</u> Co-ordinate implementation plan	<ul style="list-style-type: none"> - To be determined after Stage 4 	TBC	Steering Committee

3.7 Risks and Issues management

Risks (and any arising issues) are reviewed on a regular basis by the Project Manager. This is to ensure that they are monitored and actioned appropriately, and so any new risks can be captured in the risk and issues register (document 4 of the Implementation phase).

Risks to note: Is a D.A. required? Will construction occur on private property or state land? Are services/utilities involved? Is the scope clear?

Risk ID	Description of Risk Event <i>This is a specific description of what could happen that would threaten the success of the project.</i> <i>It must address who, what, where, when, why and how the risk could occur – in order to be able to be controlled effectively</i>	Consequences 1. Very Minor 2. Minor 3. Significant 4. Serious 5. Very Serious	Likelihood <i>(note - likelihood of Risk event with that consequence rating occurring)</i> 1. Very Low 2. Low 3. Likely 4. High 5. Almost Certain	Mitigation Strategy <i>What can be done (if anything) to reduce the likelihood of the risk occurring?</i>	Contingency Plan <i>What can be done (if anything) to reduce the impact of the risk on the project, should it occur?</i>
				-	

3.8 Project Schedule

Tasks <i>What are the main tasks to be undertaken.</i>	Who is responsible	Target Date for commencement	Target Date for finish	Progress Comments
<u>See project schedule attached</u>				

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3.9 Procurement management

The Council's existing procurement policies are used for any purchases for the project. If there is any likely purchasing of materials (other than routine Business purchases like stationary) contact the Procurement Manager in Corporate Services and identify the services / equipment being purchased below.

Note: If the purchase will go to Tender or quotation ensure that you have allowed for sufficient time for the tender process in the Project Schedule.

Description of Goods, Consultancy Services or Contract	Estimated Total Cost	Estimated date for ordering	How will the purchase be handled under Council policy? <i>(e.g. Tender, use of preferred supplier, request for quotation, etc)</i>

To manage accountabilities and link them with other systems and processes across Council funds may be required for a suitable software package. However, this could be incorporated into the integrated planning and performance management software being investigated. This will be an unknown until this system has been identified.



City of Ryde

Objective No 4

To conduct an organisational wide culture survey which establishes values and associated behaviours across the organisation and forms the basis for a :-

- a 360 degree appraisal process
- an 'organisation culture' component of the performance review process
- training and mentoring programme

for each level of management across the organisation. To be completed by February 2011.



1. Project Brief

☐ Minor Project
 ☐ Major Project
 Project Management Plan to be completed

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Roy Newsome, Group Manager Corporate Services		
Project Sponsor	John Neish, General Manager		
Project Facilitator	Beki Boulet, Manager Human Resources		

1.2 Project Brief

1.2.0 Project Background / Description

This project is to undertake an organisational cultural survey that will result in reviewing and confirming the organisation's values, associated behaviours and general health of the organisation.

From the survey, areas will be identified that require further actions to be taken. From this initiative it will also establish the appropriate tool the City of Ryde will utilise, in the on-going measurement of organisation values and behaviour.

The results of the survey, will also provide the information that will support the performance management process of all staff by;

- contributing to the 360' degree appraisal process of Group Managers/Managers
- provides an 'organisational culture' component of the performance review.
- Identify training/mentoring needs and basis of developing corporate training initiatives

In undertaking this project, there will be a need to undertake the following steps;

- Research/benchmark to confirm appropriate survey tools/structures to deliver outcomes requested from survey
- Confirm scope/requirements to be achieved from survey with Executive Team.
- Update Project Plan to reflect agreed Executive Team position
- Prepare Quotation Brief, call quotations and select preferred provider
- In consultation with the preferred provider, update the project plan to undertake survey. This will include developing a Communication Plan for the total process to be undertaken in effectively engaging/communicating with staff. This will consist of utilising various communication mediums through the staff newsletter, team meetings, e-mail and broaden briefing sessions
- Complete the survey
- Survey results analysed and reported back to Council to understand results/identify areas that require further developments/actions and prepare communication back to staff.
- Formulate action plan from survey results that includes capturing results to be utilised in on-going measurement of behaviours and values for performance management process.
- Confirm on-going program to update/measure organisation behaviours/values.



1.2.1 Total Budget

\$60,000

<input type="checkbox"/>	Capital Budget
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<input checked="" type="checkbox"/>	Operating Budget
-------------------------------------	------------------

<input type="checkbox"/>	Not in Management Plan (Business Case Required)
--------------------------	--

1.2.2 What is in Scope

Project will include;

- Organisation wide culture survey to confirm general health/level of engagement, including the values and behaviours
- Identify tools to be established to continue to measure values and behaviours and level of engagement
- Results will provide the culture component for 360 degree appraisal process of General Managers, Group Managers and Service Unit Managers.
- Will identify gaps/needs that will be considered in establishing action plans including corporate training and mentoring programs

1.2.3 What is out of Scope

NIL

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- No action follow up taken by Executive Team/Managers of results from Survey
- Level of staff trust/confidence to express true thoughts/views affecting results. Council's allocation of \$60,000 is sufficient to undertake survey.

1.2.5 Level of Community Engagement

<input checked="" type="checkbox"/>	Not Required
<input type="checkbox"/>	Information Only (Advert, City View, Letters of Advice)
<input type="checkbox"/>	Consultation (e.g. Letters or Surveys seeking responses)
<input type="checkbox"/>	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

<input checked="" type="checkbox"/>	Internal Consultation beyond project team
-------------------------------------	---

<input type="checkbox"/>	Local Government Authorities' Approval or DA Required
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Due to this project being a survey of all staff, consultation across organisation will be undertaken

See Project Team section for further information.



1.2.7 External Resources or Detailed plans

	Not Required
X	Consultancy Required
	Contractor Required
	Design Required

A project brief will be prepared for the invitation of quotations from qualified organisations, with Council's Preferred supplier list used as one source in selecting organisations to make a submission.

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Consultant	Project Provider/Facilitator				
Beki Boulet	Project Manager	F	Manager Human Resources		
John Neish	To guide and focus survey in delivering corporate outcomes that will provide sustainable solution for future measure of values/behaviours	F	General Manager		
Kim Woodbury		F	Group Manager – Public Works		
Dominic Johnson		F	Group Manager – Environment & Planning		
Simone Schwarz		F	Group Manager – Community Life		
Roy Newsome		F	Group Manager – Corporate Services		
Vince Galetto	Consultative Committee Chair				

1.2.9 Timeframe

Planned project start date: **July 2010**
(subject to Councillor signoff on the budget, anticipated June-July 2010.)

Planned end date: **February 2011**

1.2.10 Project Schedule (only for Minor Projects)



Target dates to be determined when Project Facilitator engaged.

Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
1. Research/Benchmark to confirm appropriate survey tools	June 2010	June 2010
2. Confirm scope of survey and Communication Plan with ET	1 July 2010	31 July 2010
3. Update Project Plan as agreed with ET	July 2010	31 July 2010
4. Quotation Documentation prepared, invitation & selection of preferred provider	August 2010	30 September 2010
5. Following selection update project plan/including communication plan	September 2010	September 2010
6. Undertake survey	1 October 2010	10 November 2010
7. Survey results analysed, report provided back to - ET - Organisation		8 December 2010 15 December 2010
8. Agreed Action Plan based on survey results		28 February 2011
9. Results from survey relating to values/behaviours captured for input into performance management process		31 March 2011
10. On going survey of values/behaviours to be undertaken on a bi-annual basis		Bi-annual



City of Ryde

Objective No 5

To progress the Civic Precinct project and complete the :-

- Appointment of a Development Director
- Appointment of the Civic Precinct Advisory Panel
- Analysis of the most appropriate and commercially viable model for Council
- DCP guidelines and urban design constraints
- Community engagement and consultation obligations
- Lodgement of the section 68 application with the Department of Planning as a request to amend the height of the Civic Precinct

by June 2011.



1. Project Brief

☐ Minor Project
 ☐ Major Project
 Project Management Plan to be completed

Authorisers	Name	Signature	Date
Business Owner	John Neish, General Manager		
Project Sponsor	Kim Woodbury, Group Manager Public Works		
Project Manager	Consultant - Development Director		

1.2.0 Project Background / Description

Council's vision for the Civic Precinct site, as identified in the Development Control Plan was to deliver a multifunction cultural centre, public spaces and Council's administration building within a mixed used precinct, whilst ensuring the project is environmentally, economically and socially sustainable.

This project will manage the redevelopment of the Civic Precinct with the intent that Council needs to be able to leverage off its landholdings to deliver increased community benefit, providing quality urban design outcomes whilst retaining an asset and delivering an income stream to Council.

1.2.1 Total Budget

<input type="checkbox"/>	Capital Budget	<input type="checkbox"/>	Operating Budget	<input type="checkbox"/>	Not in Management Plan (Business Case Required)
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Current funds available in the Civic Precinct Reserve = \$4,978,582.

Projected estimated expenditure = \$2,577,150.

- Phase 1 – Establishment \$251,520
- Phase 2 – Planning & Assessment of Options \$986,820
- Phase 3 – Tendering & Selection \$1,338,810
- Phase 4 – Project Delivery Unknown

1.2.2 What is in Scope

- Establishing a team for the Civic Precinct project, internal and external experts.
- Developing detailed documentation to support the redevelopment of the Civic Precinct site.
- To undertake engagement with internal and external stakeholders, including the community.
- To identify appropriate options for redevelopment of the site that optimise return to Council balanced with urban design to ensure appropriate governance / probity and deliver benefits to the community and Council.
- Consider the engagement and outcomes through the section 65 process for the Civic Precinct site.
- Development of a competitive design process and associated documentation.
- Overseeing the project delivery.

1.2.3 What is out of Scope

- Development and implementation of the section 65 process for the site.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- Councillor support throughout the project.
- Consultants fees become excessive over the course of the project if appropriate project management discipline is not used.
- Delaying the public exhibition process (as outlined in the revised methodology) would lead to Council spending \$1m prior to the public exhibition without the guarantee of an increased height approval being given.



- Community not supportive or against the proposed height and / or concept designs and lodge objections to the DLEP Amendment No.2 which could lead to the recommended height or Masterplan not being approved.
- An increased height is not approved by the Minister (remains at RL91 or lower than RL130), possibly making redevelopment with the intended vision not feasible or attractive to potential developers.

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

	Not Required
	Information Only (Advert, City View, Letters of Advice)
X	Consultation (eg Letters or Surveys seeking responses)
	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

X	Internal Consultation beyond project team	X	Local Government Authorities' Approval or DA Required
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There are a range of groups, consisting of internal and external members that will advise this project including:

- **Civic Precinct Committee** – a committee of Council will Councillors as members.
- **Civic Precinct Advisory Committee** - City of Ryde Project Sponsor and external advisers with the following expertise: Development Director; Property / Commercial Lawyer; Urban Designer; Land Economist; Probity Advisor; and Communication / Engagement.
- **Civic Precinct City of Ryde Support Group** - City of Ryde Project Sponsor and City of Ryde staff with the following expertise: Legal Advice; Urban Design; Planning; Traffic; Office Relocation; Probity / Risk; Communication; and Community Engagement.

1.2.7 External Resources or Detailed plans

	Not Required
X	Consultancy Required
X	Contractor Required
X	Design Required

A number of external resources will be required for this project in the form of consultants / contractors and the development of detailed documentation.

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Kim Woodbury	Sponsor	P	Group Manager Public Works	Yes	Yes
John Neish	Owner	P	General Manager	Yes	Yes
See section 1.2.6					

1.2.9 Timeframe

Planned project Start Date: March 2010

Planned End Date: 2014 TBC

1.2.10 Project Schedule (only for Minor Projects)



Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Phase 1 - Establishment	19 February 2010	24 Dec 2010
Establishment of Team	19 February 2010	12 Nov 2010
Recruitment of Development Director	May 2010	30 Jul 2010
Recruitment of key staff	2 Aug 2010	8 Oct 2010
Development of sub teams	18 Oct 2010	12 Nov 2010
Establishment and approval of key documentation	2 Aug 2010	24 Dec 2010
Phase 2 - Planning & Assessment of Options	3 Jan 2011	31 Aug 2011
Identify options for site	3 Jan 2011	31 Mar 2011
Determine probity issues	3 Jan 2011	28 Jan 2011
Confirm external support for the project	17 Jan 2011	25 Feb 2011
Revisit options after s65 process	22 Jun 2011	23 Aug 2011
Phase 3 - Tendering & Selection	5 Sep 2011	28 Jun 2013
Competitive Design Process Preparation	5 Sep 2011	3 Feb 2012
Competitive Design Process EOI	5 Mar 2012	7 Aug 2012
Competitive Design process - full tender	13 Aug 2012	28 Jun 2013
Phase 4 - Project delivery	June 2013	TBC
Detailed design developed		
Preferred Project development planning		
Commence construction		

	Task Name	Start	Finish
1	Civic Precinct Project	12 Feb '10	28 Jun '13
2	Phase 1 - Establishment	19 Feb '10	24 Dec '10
3	Establishment of Team	19 Feb '10	12 Nov '10
4	Recruitment of Development Director	19 Feb '10	13 Aug '10
3	Office set up	10 May '10	28 Jun '10
6	Recruitment of key staff	2 Aug '10	8 Oct '10
3	Development of sub teams	18 Oct '10	12 Nov '10
7	Establishment of key documentation	2 Aug '10	11 Nov '10
4	Approval of key documentation	12 Nov '10	24 Dec '10
7	Implement Key Communication Strategies	31 Aug '10	1 Oct '10
0	Project admin	19 Jul '10	24 Dec '10
3	Phase 2 - Planning & Assessment of Options	3 Jan '11	31 Aug '11
4	Identify options	3 Jan '11	31 Mar '11
4	Determine probity issues	3 Jan '11	28 Jan '11
6	Confirm external support for the project	17 Jan '11	25 Feb '11
9	Undertake s65 process (Not part of the Civic Precinct Project)	31 Mar '11	29 Jul '11
5	Revisit options	22 Jun '11	23 Aug '11
9	Project admin	3 Jan '11	31 Aug '11
2	Phase 3 - Tendering & Selection	5 Sep '11	28 Jun '13
3	Competitive Design Process Preparation - Stage 1	5 Sep '11	3 Feb '12
9	Competitive Design Process EOI - Stage 2	5 Mar '12	7 Aug '12
5	Competitive Design process - full tender	13 Aug '12	28 Jun '13
2	Project admin	5 Sep '11	3 May '13
5	Phase 4 - Project delivery	12 Feb '10	12 Feb '10
6	detailed design developed	12 Feb '10	12 Feb '10
8	Preferred Project development Planning	12 Feb '10	12 Feb '10
13	Commence Construction	12 Feb '10	12 Feb '10
15	Project admin	12 Feb '10	12 Feb '10



City of Ryde

Objective No 6

To complete the construction and implement the most appropriate operational management of the following facilities :-

- Top Ryde library by April 2011
- Top Ryde Customer support centre by April 2011
- ELS Hall Sports centre by March 2011
- West Ryde community centre by July 2011

Ryde Library Project Plan - Opening February 2011

Library Design and relocation	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	
Provide inspiration and practical input to the library design and fit out	Ongoing involvement regarding design, layout, furnishings, graphics, lighting - as required - in conjunction with Malcolm Harrild												
Fit out of library						Liaison with designer as required							
Relocation of library					Assist with planning, including organisation of closure for relocation								
Commissioning and occupation													

Staff	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
Ryde Branch Librarian - recruit, budget implications for upgraded position to be addressed	Investigate upgrade to Coordinator, recruit											
Re-deploy Collections staff	Ongoing meetings leading to redeployment in about January 2011											
Roster review at branches			Identify resources that can be redeployed to Ryde									
Staff development					Inclusion of staff in review of policy & procedures, extensive training							

Collections	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	
Weeding of current collection	Evaluation, removal of dated items (10+ yrs)												
Establish optimum collection size													
Establish genre & subject areas						Small reorg. of old library							
Acquire new items		Establish profiles and order as outlined in grant submission, delivery to new library											

Information Technology	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
Liaison with Info. Systems to ensure availability of required IT	Regular meetings with Info Systems to track progress - provision of IT, wireless, council kiosk											
New hardware - investigate & acquire	Ongoing investigation leading to ordering of RFID - self checkouts, security gates etc, testing period prior to opening											
IT features, eg Booths in youth area, image wall	Investigate, liaise with designer and Information Systems											
Web 2.0			Ongoing investigation and implementation of programs relevant to new library, testing prior to opening									

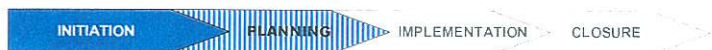
Policy and Procedures	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
Review		Review all policies and procedures relevant to library operation										
Staff training								All Ryde based staff				

Activities	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
Establish program of activities												
Determine staffing requirements												
Ensure supplies for activities												
Staff training (if required)												

Publicity	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11
Reprint of required publications					Identify publications & detail. Needs to link with council branding							
Plan launch												
Pre-opening publicity							Plan and implement, include redirection for existing library users					
Post opening publicity										Plan and implement		

Notes: Liaison with other project personnel needed before plan can be finalised. - Project Manager Ryde Town Centre, Manager Information Systems,

Project plan for new library April 2010.xls



1. Project Brief @ 10/04/09

☐ Minor Project ☒ Major Project
Project Management Plan to be completed

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	John Neish		
Project Sponsor	Dominic Johnson		
Project Manager	Malcolm Harrild		

1.2 Project Brief

1.2.0 Project Background / Description

This project continues Project 331 of 2008/09

As part of the Voluntary Planning Agreement (VPA) negotiated for the redevelopment of Top Ryde City Shopping Centre as defined in DA671/2006 and DA672/2006, Beville Pty Ltd is to provide a City of Ryde Centre (CoRC) within the Top Ryde City complex. The CoRC was planned to provide new accommodation for the Centenary Library, Environment & Planning Group (excluding Regulatory Services Unit), Information Services Unit, Customer Services Unit, and Human Resources all of whom were to relocate from the Civic Centre at 1 Devlin Street. However, the strategic, cost and IT network implications of this approach were reconsidered in early 2010 and a new approach endorsed by the Committee of the Whole whereby the City of Ryde will utilise the Ground Floor for a Self Service Customer Service Centre (supplementing the Customer Service Desk in the Civic Centre), Level 1 for the relocated Library and will lease Level 1A, and the majority of associated parking, to commercial office users in order to procure an income for the City of Ryde. This project relates to the design of the fitout of the CoRC.

1.2.1 Total Budget

Job No: 1.55.20029

Capital Budget
\$4,500,000

Operating Budget

Not in Management Plan (Business Case Required)
--

This budget includes \$950,000 for variations to the original VPA floor area including a provisional sum of \$250,000 for the feature circular staircase and all design, prelims and margin for those variations, \$100,000 for new lending material for the Library; and self service kiosks for use in the Ground Floor and Level 1 lobby. Note that "warm shell" elements (e.g. amenities, base building services, ceilings and carpets) are included in the Scope of Works for the VPA, in which the CoRC is forecast to be equal to an \$8,350,000 contribution to Council.

1.2.2 What is in Scope

The project involves review of the VPA base building design and services, determination of any required variations and integration of the warm shell and fitout specifications, all which require maintaining a collaborative relationship with the Defined Developments and Bovis Lend Lease.

Determination of the fitout specifications includes full liaison with the Library and Customer Service teams, and resolution of layout design, interior design including fixtures, fittings, furniture and equipment.

Also required is liaison with the Information Services Unit for CoR network connectivity, and the Buildings and Property Unit for the leasing of Level 1A.

The project scope includes procurement and appointment of consultants (e.g. Architect and Quantity Surveyor), compilation of tender documentation and associated tender analysis and contractor procurement, full project management of the fitout and relocation of Council functions as appropriate.



1.2.3 What is out of Scope

The VPA stipulates the level of construction, fitout and building services to be provided by the Beville Group, constituting a warm shell. CoR will be responsible for the fitout required to provide an operational workplace including all telecommunications and technology functions.

The design of the façade, entry doors and external ramp are excluded from Council's fitout project.

Items external to CORC, for example the adjacent staircase from Pope Street and the Campanile in the Plaza are excluded from the project.

Currently it is not anticipated that any works would be required on Level 1A as leasing incentives, and they are excluded from the project unless they become essential to the successful leasing of that floor.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

No major likely risks have been identified at this time.

Care needs to be taken to ensure that base building design matches what has been offered in the VPA.

It will be essential to synchronise Council's fitout requirements with warm shell milestones to avoid the cost of reworking designs.

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

X	Not Required
	Information Only (Advert, City View, Letters of Advice)
	Consultation (e.g. Letters or Surveys seeking responses)
	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

Y	Internal Consultation beyond project team		Local Government Authorities' Approval or DA Required
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This will consist of two groups.

The Project Control Group is the Executive Team and the Project Manager, chaired by the Project Sponsor.

The Project Reference Group consists of:

- Project Manager Malcolm Harrild
- Library Jill Webb
- Information Management Peter Wardrop and nominees
- Customer Service Alison Brooks and nominees
- Buildings & Property Michael Betts and nominees

1.2.7 External Resources or Detailed plans

	Not Required
✓	Consultancy Required
✓	Contractor Required
✓	Design Required

VPA Scope

- Main Contractor, warm shell Bovis Lend Lease
- Developer Defined Developments

External Advisers

- Space Allocation and Layout Design Graham Bakewell Architect
- Quantity Surveyor Ken Covington, SJA Quantity Surveying

419 Ryde Town Centre Library (CoRC) - Fitout Design



- Fitout Detailed Design, incl
 - Interior Design
 - Graphics Design
 - Acoustics Advisory
 - Security
 - Leasing Agent
- Fitout Construction

Graham Bakewell Architect

Chubb or as nominated by Buildings & Property
 As managed by Buildings & Property.

Contractor, to be appointed.

1.2.8 Project Team (only for Minor Projects)

Note that the PCG is the Executive Team and all members have a specific interest in, and contribution to, this project:

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Malcolm Harrild	Project Manager	P	Environment & Planning	Y	Y
Dominic Johnson	Sponsor – PCG member	P	Environment & Planning	Y	Y
John Neish	PCG member – Strategic overview	P	General Manager	na	na
Kim Woodbury	PCG member – VPA compliance	P	Public Works	Y	Y
Roy Newsome	PCG member – IS and Customer Service	P	Corporate Services	Y	Y
Simone Schwartz	PCG member - Library	P	Community Life	Y	Y

1.2.9 Timeframe

Planned project Start Date: 1 July 2009

Planned End Date: Occupancy of CORC
 Week commencing 7 Feb 2011
 Subject to Fitout Contract and IT Program

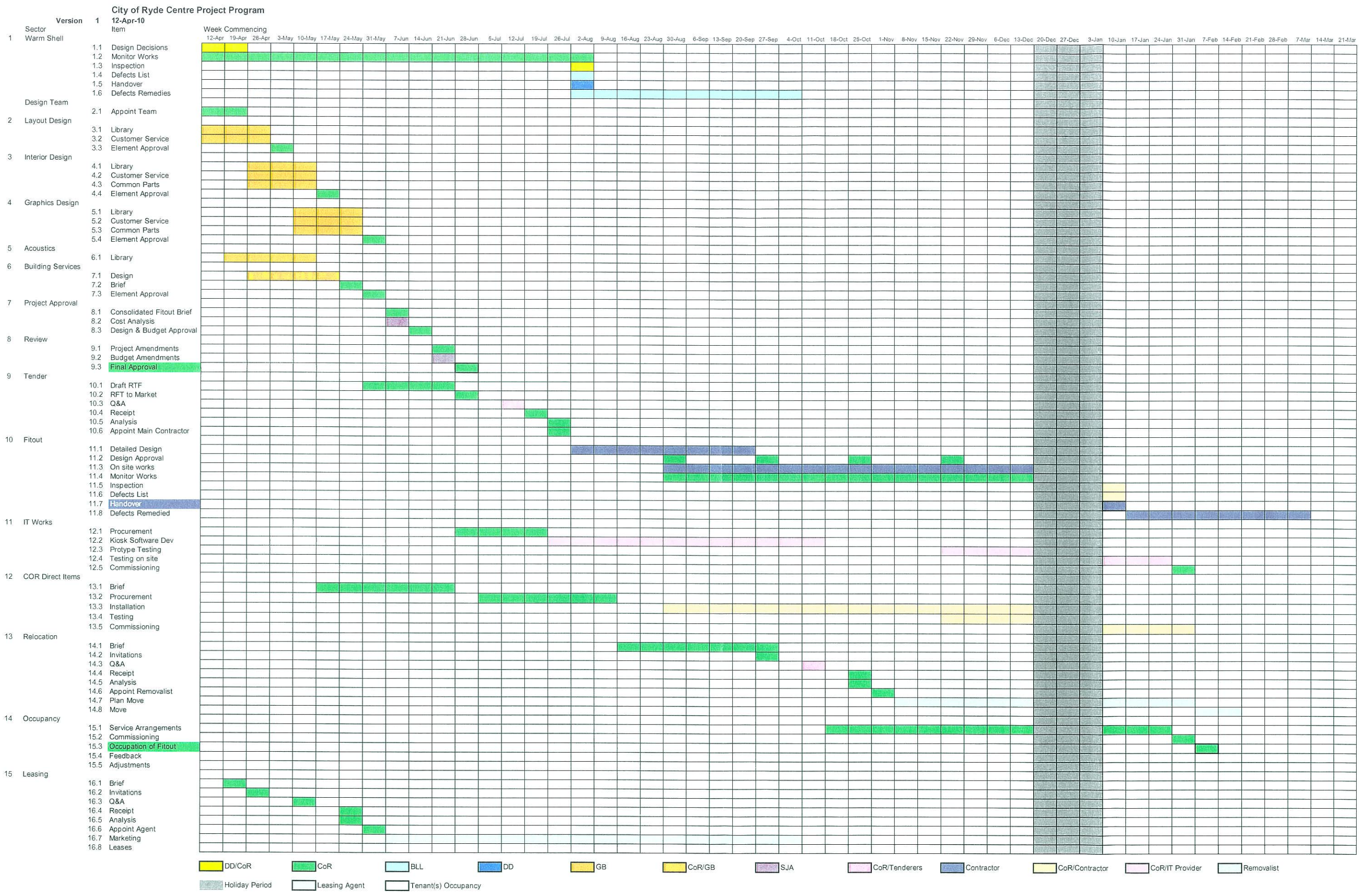
1.2.10 Project Schedule

The preliminary milestones are given in the following table (dates are “week commencing”)

419 Ryde Town Centre Library (CoRC) - Fitout Design



Warm Shell Complete							2/8					
Layout Design		3/5										
Interior Design			17/5									
Graphics Design				31/5								
Services Design				31/5								
Project and Budget Approval					14/6 to 28/6							
Appoint Contractor						28/7						
Fitout Completed									10/1			
IT Operational										31/1		
CoR items Completed										31/1		
Take Occupation											7/2	
Complete Relocations												14/2
Lease Level1A								9/8				





1. Project Brief

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Simone Schwarz	Simone Schwarz	
Project Sponsor	Kim Woodbury	Kim Woodbury	
Project Manager	Jeff Dearden	Jeff Dearden	

1.2.0 Project Background / Description

Council was approached by two community/basketball groups to construct an indoor sporting/community venue to provide for growing memberships within these organisations. Other current indoor sporting venues and community facilities are highly utilised and often unable to meet demands at peak times.

ELS Hall Park was identified as the most appropriate location for such a venue taking into account the distance from nearby residences, amenity issues and the availability of existing infrastructure such as off street car parking.

The site is located between three existing sports fields and will replace the existing toilet change/rooms currently on site. The community groups have previously advised that they were prepared to contribute up to \$1,000,000 in total providing Federal Government grant and Council funding could be obtained for the balance. Subsequently both community groups have informed Council that while they are still interested in utilising the facilities, they are no longer in a position to make any financial contribution to the project.

In February 2009 the Federal Government announced that a second round of funding would be made available for projects for consideration under the Regional & Local Community Infrastructure Program.

Council selected Hassell from the preferred consultants listing for the reasons of expediency, professionalism, and that they had recently been successful in their competitive fee quotation submission for the New Cultural Facility Feasibility Study. Hassell developed a concept plan and isometrics for the indoor community sports facility at ELS Hall Park which was submitted to the Regional & Local Community Infrastructure Program in March 2009.

Council was successful in receiving a grant for \$3.5 million to progress the construction based on Hassell's concept plans. A number of conditions were attached to the grant including:

- Project to commence by 3 September 2009;
- Regular (quarterly) reporting of progress to the Federal Government; and
- Completion of the project by 28 January 2011.

Given the short timeline presented by the Federal Government, it was inexpedient to call for competitive fee quotations to take the project to Development Application stage. However it was expedient to continue with the services from Hassell's for the reasons of intellectual property, timing, understanding of the project brief and its outcomes. Council was satisfied with Hassell's fee quotation to take the project to the DA submission stage which included all of the professional services addressed in the DA application and included an acoustic engineers report. Already completed was a comprehensive set of concept drawings, an environmental impact statement and any other documentation necessary to enable lodgement of the Development Application with Council. The DA was submitted to Council's Town Planners in May 2009.



After the DA application was submitted, Council called for tenders from contractors to build the facility in accordance with Hassell's design under a Design & Construct arrangement. Council awarded the tender to AMFM Constructions.

The project comprises a 2200sqm multipurpose sports & community facility on the site. Two indoor courts are to be built to cater for basketball, netball, soccer, badminton & volleyball. In addition community meeting space/rooms, toilets and change facilities, storage, canteen and a kitchenette will be provided.

Construction commenced 4 November 2009 with anticipated completion 27 November 2010. It would be expected the facility will become fully operational in early 2011.

1.2.1 Total Budget

	Capital Budget \$6,000,000	Operating Budget	Not in Management Plan (Business Case Required)
--	-------------------------------	------------------	--

Federal Government grant	\$3.5 million
Council	\$2.5 million
Total	\$6.0 million

1.2.2 What is in Scope

Phase 1 – delivery by Public Works (Buildings & Property)

Construction of a new multi purpose hall for such activities as indoor sporting (in particular basketball), stage productions, presentations and ceremonies for use by the greater community; venue size of approximately 2,200m2. The venue will include sports courts (2 x basket ball courts, flexible enough to be also used for other sports), seating, community meeting space/rooms, store rooms, open plan office (requiring heating and cooling), change rooms, showers, toilets, kitchenette, canteen incorporating environmentally sustainable initiatives. Also included is temporary relocation of current toilets, amenities and canteen used by sporting groups. These will be provided in temporary relocated buildings during construction of the new building. In addition expansion of the existing carpark is to be undertaken.

Phase 2 – delivery by Community Life

Prior to completion of construction it will be necessary to address the manner of management of the centre and a suitable model implemented. Following that it would be the intention to seek expressions of interest from community groups interested in utilising the facility. After assessment of the expressions of interest received, ongoing day to day management (including staffing) will become the responsibility of Community Life. The ongoing operational costs to run the building (electricity, water, cleaning, security etc) will be met from the Buildings & Property operational budget.

1.2.3 What is out of Scope

- Altering of Ovals 1 & 3
- Improvements to the upper amenity block between oval 1 & 3

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- Optus not relocating the communication hut or providing a stand-a-lone hut - completed
- Disruption to scheduled games and activities on Oval No. 2 – ongoing monitoring
- Provision of temporary power - completed
- Provision of temporary change rooms and toilets - completed



Community Groups (Ryde Bulls or Ararat) pulling out of negotiations and withdrawing funding offers – has occurred and risks have been mitigated by Council approving the additional capital expenditure required to complete the project.

Replace sewer line – completed

New electricity sub-station requirements

New fire fighting water tank requirements

Not completing the project on time

Federal Government grant monies – conditions to be complied with

Design and Construct – potential changes from the Architects DA plans

Need to change the existing carpark

Community objection to the location and of the additional facility - no objections received.

Overland flow impact

Environmental concern

Hazardous materials

Project Managers workload

Design not meeting Users expectations

Dispensation from Procurement Policy - completed

1.2.5 Level of Community Engagement

	Not Required
	Information Only (Advert, City View, Letters of Advice)
	Consultation (eg Letters or Surveys seeking responses)
X	Participation (community or stakeholder input)

This has occurred and was facilitated through extensive meetings with the current and proposed users of the facility. In addition the wider community was informed through the DA process and given the opportunity to comment. Only two objections were received through the DA process, one concerning carparking and the other concerning trees to be removed. Both of these were subsequently resolved to the satisfaction of both parties.

1.2.6 Internal Consultation and Government Authorities

<input type="checkbox"/>	Internal Consultation beyond project team	<input type="checkbox"/>	Local Government Authorities' Approval or DA Required
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Engagement of Councils resources to undertake:

- Traffic Management Study and Report
- Site survey
- Geotechnical investigation and report inclusive of hazardous materials

Consultation with representatives from Community Life and Parks.

1.2.7 External Resources or Detailed plans

	Not Required
X	Consultancy Required
	Contractor Required
X	Design Required



1.2.8 Project Team

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Jeff Dearden	Project Manager	F	Buildings & Property	Y	Y
Kim Woodbury	Project Sponsor	P	Public Works	Y	Y
Simone Schwarz	Business Owner	P	Community Life	Y	Y
Mike Betts	Property & Project Advisor	P	Buildings & Property	Y	Y
Paul Hartmann	Community Life – Management of Facility	P	Community Life - RALC	Y	Y
Peter Montague	Community Life – Parks; Sporting User Groups liaison	P	Community Life - Parks	Y	Y

1.2.9 Timeframe

Construction

Planned project Start Date: November 2009

Planned End Date: January 2011

The timeframe allocated to complete the project is early 2011. It would be the intention to have the facility operational during January 2011.

1.2.10 Project Schedule

Tasks <i>What are the main tasks to be undertaken</i>	Target Date for commencement	Target Date for finish
Lodge DA application with accompanying documents with Council	4 May 2009	28 May 2009
Write up Request for Tenders	June 2009	July 2009
Call for public tenders	4 Aug 2009	1 Sept 2009
Evaluate tenders	3 Sept 2009	14 Sept 2009
Council of tender	22 Sept 2009	
Award tender		23 Sept 2009
Commence Construction on site	4 Nov 2009	
Call EOs	July 2010	Aug 2010
Select users of facility	Sept 2010	Oct 2010
Complete Construction	4 Dec 2010	
Facility becomes operational	Jan/Feb 2011	



1. Project Brief

☐ Minor Project ☒ Major Project
Project Management Plan to be completed

Authorisers	Name	Signature	Date
Business Owner	Simone Shwarz		23/11/2009
Project Sponsor	Kim Woodbury		23/11/2009
Project Manager	Peter Nguyen		23/11/2009

1.2.0 Project Background / Description

This project will follow on from Project 335 West Ryde Community Facility Project Management.

1.2.1 Total Budget

Capital Budget \$500,000

Operating Budget \$150, 000 per yr

Not in Management Plan (Business Case Required)
--

Job No. CP_20014 West Ryde Community Centre

1.2.2 What is in Scope

Stage 1

Detailed design and construction of a warm shell community Centre approximately 3500m sq to cater for:

- West Ryde Neighbourhood Children's Centre
- Ryde Family Support Services
- Early Childhood Health Centre
- Christian Community Aid.

The Centre will also provide:

- a new community hall
- a small number of shops and commercial tenancies
- Underground car parking for clients of the centre.

It will also include fit out of the common areas, public hall and coordination and support for the community groups.

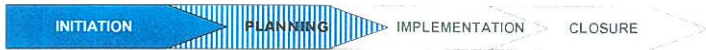
Following completion of the West Ryde Community Centre as per the VPA, Deed and DA/S96 approvals the developer will be constructing a new retail centre, with residential units above, in Betts Street.

Stage 2

Non financial (In kind Support) for the fit out and relocation of not for profit organizations

1.2.3 What is out of Scope

The fitout of the floors for the not-for-profit organizations and retail areas to be commercially leased are included. This includes the Not For Profit relocation costs.



1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- The project is 2 years behind schedule due to the lack of funding available during the recent Global financial crisis. On the 15 December 2009 Coles (as the financier) advised COR that it had exercised its charge over Remo West Ryde Pty Ltd. (I.e. Coles is effectively are the new developer).
- Some disruption may possibly come from Veritas (ex Remo group) releasing incorrect information and raising local community's expectations during implementation of the project.
- 24 hours access to leased areas

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

	Not Required
Yes	Information Only (Advert, City View, Letters of Advice)
Yes	Consultation (eg Letters or Surveys seeking responses)
Yes	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

No	Internal Consultation beyond project team	No	Local Government Authorities' Approval or DA Required
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The membership of the Project Team has been finalised as follow:

Roles	Name	Title	Organisation
Project Sponsor	Kim Woodbury (KW)	Acting General Manager & Group Manager of Public works	COR
Stakeholder	Baharak Sahebekhtiari (BS)	Community Projects	COR
Legal	Joe Strati (JS)	Legal Counsel	COR
Project Manager – West Ryde	Peter Nguyen (P.N)	Project Manager	COR
Developer	Reg Binding (RB)	Coles Development Manager Property	CGPD
Project Manager - Developer	Gary Squire	Coles Project Manager – West Ryde	CPGD

1.2.7 External Resources or Detailed plans

	Not Required
Yes	Consultancy Required
Yes	Contractor Required
Yes	Design Required



Detailed design on the Community Centre site currently being finalized by V&S Architects – Completion in late may 2010

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance ? <i>Yes No Pending</i>
Peter Nguyen	Project Manager	F	Public Works	Yes	Yes
Kim Woodbury	Owner and Sponsor	O	Public Works	Yes	Yes
Baharak Sahebekhtiari	Community Group Advisor	P	Community Life	Pending	Pending

1.2.9 Timeframe

Planned project Start Date: April 2010

Planned End Date: 31 July 2011

Project Schedule (only for Minor Projects)

Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Identify detailed fitout requirements with gap analysis to VPA specification	Jan 2010	Mar 2010
Reconfirm base building + VPA spec with Developer	Mar 2010	April 2010
Demolition of existing ARS site –Stage 1 begins (Part of VPA works)	April 2010	May 2010
Excavation and basement Structure on WRCC site.	May 2010	Aug 2010
Building works of WRCC (14 Month)	May 2010	July 2010
Some infrastructure works to be carried out at the same time.	Oct 2010	July 2011

West Ryde Urban Village Project Update MAY 2010

West Ryde Community Centre (WRCC) update as follows:

SNAPSHOT/ UPDATE No: #02

Thursday 13 May 2010	The project's builder (BUILTFORM Pty Ltd) appoints a Design team. The priority is to finalise detailed drawings for the West Ryde Community Centre (WRCC) basement levels first. (In order for the excavation to start and Construction Certification compliance is achieved)
Monday 17 May 2010	COLES - BUILTFORM erects construction site compound on the corner of Betts Street and Chatham Road (New Betts St). (No more long term parking all other timed parking restriction to be enforced).
Friday 21 May 2010	Demolition works on the West Ryde Community Centre site (WRCC) completed.
May	COMMUNICATIONS A new West Ryde Urban Village website is under construction with a draft info to be ready by the end <i>May</i> for approval. (This web site will supersede all previous sites). Web site to be managed by Coles and linked to COR and COLES main web sites. The site will be co-branded and featuring the following Project Information: <ul style="list-style-type: none"> • Program • Details of the community groups to occupy the West Ryde Community Centre • FAQs • Progress report • Photo gallery • Contact details • Online contacting portal
June to December 2010	Road and services works in Reserve, Anthony, Chatham and Victoria Roads and the construction of New Betts Street. Construction of upper floors of the Community Centre. Complete detailed design for Village Square and Developer Lot works and issue Construction Certificate. Subject to Council approval, relocate Sydney Water sewer within the car park.

CURRENT WORKS

Site establishment and WRCC site demolished and cleared



Further Information please contact:

www.ryde.nsw.gov.au/development/major_development_updates/wes_village_development.htm

COR Project Manager: Peter Nguyen

(02) 9952 8242 or 0434 329 777

COLES Project Manager – Gary Squire



City of Ryde

Objective No 7

To complete a marketing and branding strategy for the City of Ryde which :-

- develops a Ryde positioning statement and 'strap line'
- advises how Council's brand awareness within the community can be strengthened
- enables us to improve our messaging to key demographic groups within the community
- acts as the basis for all of our publications and promotions
- supports Ryde 2030
- supports the Council relaunched website

by December 2010



1. Project Brief

☒ Minor Project
 ☐ Major Project
 Project Management Plan to be completed

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Simone Schwarz		
Project Sponsor	John Neish		
Project Manager	Louise Downe		

1.2 Project Brief

1.2.0 Project Background / Description

The City of Ryde redeveloped its logo and corporate livery in 1992 when it was accorded City status. However, no work was undertaken at that time to establish a brand identity or brand personality.

The goals of this project are to:

- clarify and unify the City of Ryde brand
- enhance stakeholder perception of the City
- position the City of Ryde as a desirable place to live, work, play, study and do business
- promote the Council as a professional organisation that is in touch with those who live, work, play and study here.

1.2.1 Total Budget

\$22,500

<Job No. If known from finance>

☐ Capital Budget

☒ Operating Budget

☐ Not in Management Plan
(Business Case Required)

1.2.2 What is in Scope

- Establishment of brand values
- Development of a brand personality
- Development of tag lines for the City as a whole and for each of the four outcome areas
- Development of key messages
- Identification of target markets
- A communications strategy for implementation of key messages (external) and new templates (internal)
- A brand marketing strategy
- Refreshing the way the logo is presented
- Development of template documents
- Review/refresh design of *Ryde City View* newsletter

1.2.3 What is out of Scope

Logo redesign

Change of corporate colour



1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

The small available budget will restrict how much can be accomplished at this stage. If quotes from consultants are all above budget the brief may need to be streamlined to include only those elements deemed to be most effective to achieve our objectives in terms of brand definition and positioning.

Depending on the outcome of this stage, the deliverables may change, so a separate project should be instigated for implementation.

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

<input type="checkbox"/>	Not Required
<input type="checkbox"/>	Information Only (Advert, City View, Letters of Advice)
<input type="checkbox"/>	Consultation (eg Letters or Surveys seeking responses)
<input checked="" type="checkbox"/>	Participation (community or stakeholder input)*

* NB Due to the small budget the project will make use of results of recent community consultation undertaken as part of the Ryde 2030 project rather than undertaking further consultation.

1.2.6 Internal Consultation and Government Authorities

<input checked="" type="checkbox"/>	Internal Consultation beyond project team	<input type="checkbox"/>	Local Government Authorities' Approval or DA Required
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Executive team
City of Ryde Councillors

1.2.7 External Resources or Detailed plans

<input type="checkbox"/>	Not Required
<input checked="" type="checkbox"/>	Consultancy Required
<input type="checkbox"/>	Contractor Required
<input checked="" type="checkbox"/>	Design Required

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Simone Schwarz	<ul style="list-style-type: none"> Liaison with GM and Executive Team Liaison with CoR Councillors 	O	Community Life	Yes	Yes
Derek McCarthy	<ul style="list-style-type: none"> Assistance with selection of consultant 	O	Community Life	Yes	Yes
Louise Downe	<ul style="list-style-type: none"> Development of brief Co-ordination of selection of consultant Co-ordination of implementation of deliverables 	P	Community Life / Community Relations and Events	Yes	Yes



1.2.9 Timeframe

Planned project Start Date: 19 January 2010

Planned End Date: 19 July 2010

1.2.10 Project Schedule (only for Minor Projects)

Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Drafting of consultant brief	19 January 2010	25 February 2010
Brief sent to stakeholders for comment	25 February 2010	8 April 2010
Refinement of consultant brief	8 April 2010	30 April 2010
Request for Quote documentation prepared	3 May 2010	7 May 2010
RFQ documentation sent to consultants	10 May 2010	
Quotes received from consultants		21 May
Analysis of quotes	24 May 2010	28 May 2010
Interviews with selected consultants and reference checking	31 May 2010	4 June 2010
Selection and appointment of consultant	7 June 2010	11 June 2010
Preparation of proposal by consultant	15 June 2010	9 July 2010
Consideration/approval of proposal	12 July 2010	16 July 2010
Implementation	19 July 2010 (ongoing – new project required for implementation)	




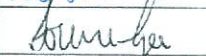

City of Ryde

Objective No 8

To complete the redesign of the City of Ryde website and have it fully operational by January 2011

1. Project Brief

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Louise Downe		14-5-09
Project Sponsor	Louise Gee		14/05/09
Project Manager	Grace Thoo		14/5/09

1.2 Project Brief

1.2.0 Project Background / Description

Upgrade of the City of Ryde website to provide better functionality, improved navigability, compliance with W3C web standards and CALD requirements, improved accessibility and usability, more relevant information and a design that better reflects the City of Ryde as a responsive, responsible and forward thinking organization. The redesign process will adhere to web best practice standards.

Current site to be updated as per normal until new website goes live.

Phase 1 is redesign of website. Phase 2 will look into setting up wikis, integration with eplanning, ebusiness, ecommerce and eservices projects.

1.2.1 Total Budget

2008/09: \$51,000

2009/10: \$36,000

☐ Capital Budget

☒ Operating Budget

☐ Not in Management Plan
(Business Case Required)

*External consultation

*Graphic design and XHTML/CSS

*WCM Setup

*Staff training

Job No. 66.11001

1.2.2 What is in Scope

- Provide access to quality online resources and information
- Graphic Design and template design
- Information architecture
- Input into the set of WCM templates

1.2.3 What is out of Scope

- Integration of systems into WCM

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- Training for WCM (staff)
- Lack of branding
- Cross departmental resourcing issues

1.2.5 Level of Community Engagement

	Information Only (Advert, City View, Letters of Advice)
x	Consultation (eg Letters or Surveys seeking responses)
x	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

x	Internal Consultation beyond project team		Local Government Authorities' Approval or DA Required
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Department of Local Government, AGIMO, Department of Commerce

Customer Service

All Internal Service Units

1.2.7 External Resources or Detailed plans

	Not Required
x	Consultancy Required
	Contractor Required
x	Design Required

External consultants required for community consultation, graphic design and design of templates.

1.2.8 Project Team

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Grace Thoo	Management of all issues involving WCM and coding	P	Community Life	Yes	Yes
Louise Downe	Management of content issues, information architecture, graphic design and branding	P	Community Life	Yes	Yes
Derek McCarthy	Liaison with SUMs and ET, advice on branding and information architecture	O	Community Life	Yes	Yes
Lisa Pears	Maintenance of current website and assistance with WCM and coding issues	P	Community Life	Yes	Pending
Richard King	IT liaison	O	Information Systems	Yes	Pending
Greg Navin	Records liaison	O	Corporate Service	Yes	Yes
Linda Shave	Records/Integration liaison	O	Corporate Service	Yes	Yes
Project team to be supplemented by a representative from each service unit.	Liaise re: requirements for each unit, content audit, creation of new	O	All service units	Pending	Pending

INITIATION

PLANNING

IMPLEMENTATION

CLOSURE

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
	content, information architecture, testing.				

1.2.9 Timeframe

Planned project Start Date: February 2009

Planned End Date: 1 February 2010

1.2.10 Project Schedule

See attachment

Phase 1: New website content and design

Task	Date
Preparation for online survey for website and item in newsletter/local newspapers to direct users to fill in online survey (Survey online from 15 April – 13 May)	1 week 8 – 15 April
Audit current information on website and ascertain what needs to stay, what needs to go, and what needs to be updated and scope "wish list" (eg. eplanning, wikis) from each service unit.	2 months 15 April – 17 June
Compare with other websites (local government and others) for examples of content, layout and functionality. Compile most popular pages using website statistics.	3 weeks 15 April – 6 May
Compile online survey results.	13 – 20 May
Produce draft information architecture from audited information, online survey, comparisons with other government websites, web stats and wish list in preparation for internal consultation with service units	2 weeks 22 June – 3 July
Internal Consultation – Scope information architecture with input from service units.	1 month 6 July – 31 July
External Consultation – Scope information architecture with input from potential users (with assistance from consultant or facilitator). <i>Required: External consultant</i>	3 weeks 3 Aug – 21 Aug
Executive Team to nominate staff who will be involved with writing/rewriting content, staff who will be populating web content and be the content author for their service unit.	2 weeks 10 – 21 Aug
Finalise Information Architecture – Produce final Information Architecture from information collected from internal consultation, external consultation, research from other government sites, website statistics, online survey results	2 weeks 24 Aug – 4 Sept
Establish number of different templates needed – eg general content page, positions vacant page, LEP pages, planning/developments on exhibition page, results page.	1 week 7 – 11 Sept
Provide training to web content authors on writing for web	1 week 14 – 18 Sept
Write/rewrite content <i>The time frame for this will be affected by number of staff involved</i>	2 months 7 Sept – 30 Oct
Content to be reviewed and approved by service unit	2 months

managers <i>Content can be passed on to SUMs as soon as completed so SUMs will not get a heap of pages to check all at once.</i>	7 – 30 Oct
Establish chain of approval for publishing content on WCM. Prepare document on expectations/role/responsibility of web content authors	3 weeks 12 – 30 Oct
Graphic design of homepage and page templates (use external design company). Graphic design needs to include capacity for website expansion when increased functionality (eg ePlanning) becomes available. Design to be compliant with Council's current branding. <i>Required: External design company</i>	1 month 7 Sept – 2 Oct
Run through the design of Homepage and page templates with WCM consultants to ensure design is achievable on WCM	2 days 6 – 7 Oct
Approval of graphic design by Ryde. Finalise any changes by Ryde or WCM consultant	2 weeks 6 – 16 Oct
Code for the website - external design company to provide XHTML/CSS. <i>Required: External design company</i>	2 weeks 19 – 30 Oct
Integration of design (XHTML/CSS) into WCM – WCM consultants to provide assistance with setting up website* on WCM with Web Coordinator. *Set up of XSLT style sheets, homepage, content pages, functionality, dynamic content elements, restrictions on templates eg. no font colours allowed, no different fonts allowed, restrictions on font sizes etc. <i>Required: TRIM/HP/WCM consultant for template set up</i>	1 month 2 – 27 Nov
Review progress of project.	23 – 27 Nov
Edit content & finalise content	3 weeks 12 – 30 Oct
Produce draft website policy for approval (eg colours used, fonts allowed etc.). Set business rules for content.	2 weeks 2 – 13 Nov
Train web content authors on WCM (after website set up on WCM)	2 weeks 30 Nov – 10 Dec
Populate new website (not yet live) with content – Web Coordinator and Web content authors to populate site <i>Note: To be able to accurately set a timeframe for this, we will need to know how many web pages there are, complexity of those pages, number of people involved in populating the site. Issues with the templates/setup in WCM</i>	<i>Tentative - 2 months</i> 30 Nov – 24 Dec

<i>will arise during population of site. Time will need to be allocated to editing templates, structure, functionality etc.</i>	
Undertake preparations for launch of website.	1 week 4 – 8 Jan 2010
Check content and functionality of site Write extra content as required <i>Dates may change depending on how long it takes to populate site</i>	2 weeks 4 – 15 Jan
External User testing (may require input from consultant/facilitator) <i>Dates may change depending on how long it takes to populate site</i>	1 week 4 Jan 2010 – 8 Jan 2010
Adjustment of information architecture using results of user testing <i>Dates may change depending on how long it takes to populate site</i>	2 weeks 11 – 22 Jan 2010
Staff familiarisation on website (not yet live) <i>Dates may change depending on how long it takes to populate site</i>	1 week 25 – 29 Jan 2010
Go live <i>Date may change depending on how long it takes to populate site</i>	1 day 1 Feb 2010
Review/Evaluate Website	1 Feb 2011



8. PROJECT STATUS REPORT AS AT 05/05/10

8.1 Project Scope

- Provide access to quality online resources and information
- Graphic Design and template design
- Information architecture
- Input into the set of WCM (TRIM Web Content Management system) templates

Project Manager: Grace Thoo

Note: This is Phase 1 of redevelopment of the website. Phase 2 will look into setting up social media such as Facebook and Twitter and further integration of e-services as they become available.

8.2 How is the project progressing?

8.2.1 Budget vs. Spend (66.11001)

From Finance System			PM's Estimate and Forecast	
Current Budget <i>What was the budget approved for the project?</i>	Actual Expenditure <i>How much has been spent on the project to date (as shown on cost reports)</i>	Outstanding commitments <i>Total of any commitments (purchases or orders made but bill has not arrived yet) as shown on cost reports</i>	Estimate of total value of work completed (as a %) <i>What % of the total budgeted work has been spent to date</i>	Forecast Final Cost <i>How much the project is expected to cost at completion, given variations, changes, and value of work completed</i>
\$36,000	\$25,960		30%	\$87,000

Note: Original budget of \$87,000 included \$51,000 from savings identified in the 2008/09 budget. We were unable to roll that amount over into 2009/10 so the shortfall will need to be made up from other funds.

8.2.2 How is the project progressing against the timeline?

- Project running to time on the revised schedule approved by ET on 17 December 2009.
- Tasks completed since last update:
 - Revision of Information Architecture following feedback from staff
 - Peer review and usability testing of wireframes
 - Revision of wireframes with feedback from review and testing
 - Creation of design brief
 - Shortlisting and interviewing of graphic designers (currently checking references, appointment imminent)
- Commenced drafting functional specifications
- Ongoing creation and revision of content

Planned Start Date: 8 April 2009

Planned End Date: 1 Feb 2010

Actual Start Date: 8 April 2009

Anticipated End Date: January 2011

8.2.3 What are the next steps?

- Creation of graphic design by external consultant
- Finalising functional specifications
- Drafting business requirements document
- Discussion with HP about issues concerning integration of the design with the WCM
- WCM template coding by HP



- Ongoing writing/editing/review of content

8.3 Changes and variations in Scope or Deliverables

Staff training on WCM (which will enable select staff in each service unit to update their own content areas) has been postponed until Phase 2. Website will continue to be updated solely by the Web and Information Support Officer, which will also ensure consistency in quality control for the new website.

8.4 What are the main issues for the project?

Changes to the City of Ryde brand may impact the graphic design, even if the colour scheme and logo remain unchanged. The brand personality has yet to be established and therefore the brief to the graphic designer must of necessity be somewhat vague about how the City of Ryde brand will evolve over the lifetime of the new website.

8.5 What are the current risks for the project?

- IT staff may be unavailable to assist as required from July 2010 due to office relocation. This may delay final stages of the project and the go live date.
- Lack of direct access of key website redevelopment team members with HP may impede progress at the template development stage and at integration of the design into the WCM.

8.6 Other key project information

Revised timeline November 2009 – August 2010

Phase 1: New website content and design

Task	Date	Status
Preparation for online survey for website and item in newsletter/local newspapers to direct users to fill in online survey (Survey online from 15 April – 13 May)	1 week 8 – 15 April	Completed
Audit current information on website and ascertain what needs to stay, what needs to go, and what needs to be updated and scope "wish list" (eg. eplanning, wikis) from each service unit.	2 months 15 April – 17 June	Completed
Compare with other websites (local government and others) for examples of content, layout and functionality. Compile most popular pages using website statistics.	3 weeks 15 April – 6 May	Completed
Compile online survey results.	13 – 20 May	Completed
Produce draft information architecture from audited information, online survey, comparisons with other government websites, web stats and wish list in preparation for internal consultation with service units	2 weeks 22 June – 3 July	Completed
Internal Consultation – Scope information architecture with input from service units.	1 month 6 July – 31 July	Completed
External Consultation – Scope information architecture with input from potential users (with assistance from consultant or facilitator).	3 weeks 3 Aug – 21 Aug	Completed
Content <ul style="list-style-type: none"> • Rewrite and restructure existing content. • Write and structure new content (to fill important content gaps discovered) 	20 Jul – 31 May 2011	In progress

INITIATION

PLANNING

IMPLEMENTATION

CLOSURE

<ul style="list-style-type: none"> Content to be reviewed and approved by service unit managers. 		
Finalise Information Architecture <ul style="list-style-type: none"> Produce final Information Architecture based on information collected from internal consultation, external consultation, research from other government sites, website statistics, online survey results. 	26 Oct – 4 Dec	Completed
Usability testing of final information architecture - Internal Consultation <ul style="list-style-type: none"> Set up test questions Set up test site Send to staff for feedback Results <ul style="list-style-type: none"> Analyse results Make changes from results 	7 Dec - 18 Dec 1 week 4 Jan – 8 Jan	Completed
Design wireframes	11 Nov – 4 Dec	Completed
Expert review of wireframes <ul style="list-style-type: none"> Review and reporting <i>External consultant</i> <ul style="list-style-type: none"> Analyse results Make changes from results 	3 weeks 7 Dec – 18 Dec 1 week 4 Jan – 8 Jan	Completed
Usability testing of wireframes - External Consultation <ul style="list-style-type: none"> Set up test site Source participants Test participants Report on testing <i>External consultant</i> <ul style="list-style-type: none"> Analyse results Make changes from results 	3 weeks 11 Jan – 29 Jan 2 weeks 1 Feb – 12 Feb	Completed
Graphic Design – Look and Feel of Website. Graphic design needs to include capacity for website expansion when increased functionality (eg ePlanning) becomes available. Design to be compliant with Council's current branding. <ul style="list-style-type: none"> Request for quotation (29 Mar – 15 Apr) Interview consultants (16 Apr - 29 Apr) Decision and engagement (30 Apr – 4 May) Graphic design of homepage and page templates (5 May – 20 	2 months 29 Mar – 31 May	Completed Completed In progress

INITIATION PLANNING **IMPLEMENTATION** CLOSURE

May) <ul style="list-style-type: none"> Approval of graphic design by COR. (25 May – 31 May) Finalise any changes. (before 31 May) 		
Code for the website - external design company to provide XHTML/CSS. 6 templates <i>External design company</i>	3 weeks 1 Jun – 22 Jun	
Produce website style guide (eg colours used, fonts allowed etc.). Set business rules for content.	3 weeks 1 Jun – 22 Jun	
Write detailed functional specifications for the development of website on WCM.	Complete 22 Jun	In progress. Need graphic design done to complete specification.
Development of website on WCM by HP according to functional specifications provided. <ul style="list-style-type: none"> Briefing of Information, Integration and Compliance Manager on specifications, requirements, establish communication process for development, issues management, change management Integration of design (XHTML/CSS) into WCM Set up of XSLT style sheets, homepage, content pages, functionality, dynamic content elements <i>Extra time has been allocated as the Web Section is not dealing directly with HP. We have go through the Information, Integration and Compliance Manager.</i>	2 months 23 Jun – 18 Aug	
Training for Web Section on WCM	1 week 11 Aug – 18 Aug	
Populate new website (not yet live) with content – Web Coordinator and Web & Support Information Officer to populate site <i>Note: Issues with the templates/setup in WCM will arise during population of site. Time has been allocated to editing templates, structure, functionality etc.</i>	3 months 19 Aug – 11 Nov	
Delivery and sign off of website <ul style="list-style-type: none"> Functionality has been delivered to specifications Bugs/Issues on WCM have been resolved All required content has been entered and approved 	1 week 11 Nov – 22 Nov	
Staff familiarisation on website (not yet live)	1 week 22 Nov – 26 Nov	
Go live	Mon 29 Nov	
Develop Website Policy/Procedure and WCM User Guide	4 weeks	
Review/Evaluate Website	November 2011	



City of Ryde

Objective No 9.1

To complete a best value review for :

The development assessment process including but not limited to :-

- **improving assessment processes**
- **improving developers levy and fee processes**
- **recommendations for improvements to the development control plans to enable quicker assessment**

by April 2011

Best Value Review - Development Assessment Process



1. Project Brief

☐

Minor Project

☐

Major Project

Project Management Plan to be completed

DRAFT

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	John Neish, General Manager		
Project Sponsor	Dominic Johnson, Group Manager Environment & Planning		
Project Facilitator	TBA		

1.2 Project Brief

1.2.0 Project Background / Description

- "1. Councils owe a duty of Best Value to local people
2. Best Value is about effectiveness and quality as well as Economy and Efficiency" ¹

The Development Assessment process is to undergo a Best Value Review as set out in the General Manager's Performance Agreement:

"2.5 To complete a best value review for:

- the development assessment process including but not limited to :-
 - improving assessment processes
 - improving developers levy and fee processes
 - recommendations for improvements to the development control plans to enable quicker assessment."

by April 2011."

This Best Value Review process will comprise **comparing** with other Councils, **consulting** with stakeholders, **considering competition**, and **challenging** existing processes and ideas, with the intention of achieving continuously **economic**, **efficient**, and **effective** services.

a. Compare - benchmarking to be done against other Councils

Process to be defined; persons to be contacted, questions to be asked, method e.g. phone, email, discussion group. Same questions to be asked of other Council staff plus persons who deal with the development assessment process in these other Councils. Benchmarking process to be set out very clearly before work begins; very important to define scope of benchmarking against best practice Councils and KPIs.

b. Consult - stakeholder consultation to be done with use of COR's Engagement Toolbox T9

(see section 1.2.5, Level of Community Engagement, for more information)

Various groups from various disciplines to be assembled for workshops, discussion. This will include Council staff who work in the development assessment process, Council staff with an interest in the development assessment process, and customers with an interest in the development assessment process.

¹ UK Department of the Environment Press Release 197, "Better Value for Local Authority Services," 2 June 1997

Best Value Review - Development Assessment Process



Online surveys, general feedback invited online.

Cards available at front counter for customers to fill out and leave behind.

Surveys sent by mail to various groups, e.g. Councillors, housing companies, developers, community & business groups, random selection of homeowners who may have only submitted one DA in their lives.

Ryde City View article.

c. Compete

What other ways could this service be provided?

d. Challenge

Look specifically at why we do things the way we do them. What can be changed? What can be improved? Various groups to be assembled for this with the project facilitator required to facilitate and report on outcomes as an independent to COR staff. Suggestions to be taken from results of consultation.

A challenge group will be created to challenge the process at 3 junctures:

1. Scope and methodology
2. Improvements to processes (following customer feedback)
3. Final recommendation

The challenge group will comprise:

- o John Neish, General Manager
- o Dominic Johnson, Group Manager Environment & Planning
- o Liz Coad, Manager Assessment
- o Joe Strati, General Counsel
- o John Schanz, Manager Risk and Audit
- o Alison Pride, Acting Manager Customer Service
- o Vince Galletto, Team Leader Building & Development Advisory Service

Resourcing

Review to be staff-led by a taskforce of senior Assessment staff, with facilitation, general assistance, benchmarking and management of the consultation processes provided by consultant. This is to ensure the review is supported by staff and change is driven by a genuine understanding of the processes and issues, and a commitment to implementing agreed outcomes and recommendations.

Note: a dedicated space (meeting room) will be required to allow taskforce members to work away from their desks. Taskforce members will be supported by additional resources to assist with business as usual; however it is acknowledged that some reduction in service may occur during the duration of the project as senior officers are involved.

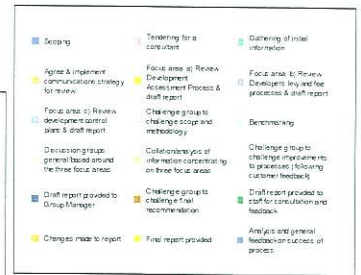
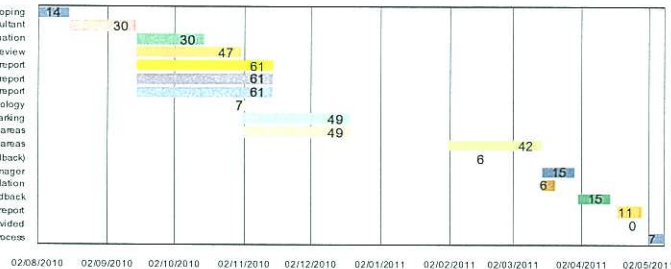
Timeframe

Target dates to be finalised when Project Facilitator engaged. Final report to be provided 30 April 2011. (see *last page of this document for larger version*)

Best Value Review - Development Assessment Process



Scoping
Tendering for a consultant
Gathering of initial information
Agree & implement communications strategy for review
Focus area: a) Review Development Assessment Process & draft report
Focus area: b) Review Developers levy and fee processes & draft report
Focus area: c) Review development control plans & draft report
Challenge group to challenge scope and methodology
Benchmarking
Discussion groups, general/based around the three focus areas
Collation/analysis of information concentrating on three focus areas
Challenge group to challenge improvements to processes (following customer feedback)
Draft report provided to Group Manager
Challenge group to challenge final recommendation
Draft report provided to staff for consultation and feedback
Changes made to report
Final report provided
Analysis and general feedback on success of process



1.2.1 Total Budget

\$80,000.

Capital Budget

Operating Budget

Not in Management Plan
(Business Case Required)

Note: a training budget will be required to implement changes - out of scope of this project.

<Job No. If known from finance>

1.2.2 What is in Scope

The three Assessment Team Leaders are to have oversight of sections a), b), c) respectively.

a) Review of the Development Assessment Process:

i) The process:

1. Prelodgement.
2. Documentation available, including forms, guides, Development Control Plans, online information.
3. Advice/Assistance at the counter.
4. Methods of lodgement (online, post, by hand).
5. Fees and methods of payment.
6. Pre-assessment.
7. Referrals, internal and external.
8. Notification, including advertising, sign on land, as appropriate.
9. Consideration of any submissions.
10. Assessment, including any amendments made to plans, requests for additional information.
11. Withdrawal process.
12. Conditions, including process of linking conditions with certifying.
13. Delegation process - Manager, General Manager, Council.
14. Section 82A reviews of determination.
15. Team culture and work practices.
16. Design of workplace.
17. Staffing working relationships and relationships with other units.
18. Quality assurance, managing probity and risks.
19. Overall cost of assessment process to the organisation.
20. Relationship with certifiers and certifying processes.
21. Interface with planning instruments.

ii) Contact made by Council during assessment process to applicant and other stakeholders, e.g. reports, letters, phone calls, referrals.

iii) Statistical reporting.



iv) Core IT systems used and the requirements to introduce electronic lodgement of DAs and to enhance online information available to City of Ryde customers to ensure continual improvement in the development assessment process. Processes to be reviewed as well as available IT systems to enhance services.

b) Developers levy and fee processes.

To consider the outcomes of the review from the Audit Project Review of Procedures / DA use, S94 contribution & processing fees, and any recommendations from that Audit that are required to be implemented.

c) Recommendations for improvements to the development control plans

To enable quicker assessments.

1.2.3 What is out of Scope

1. Post approval stage; construction, appeals, etc.
2. Any major changes to core IT systems.
3. Training and implementation of recommendations.

1.2.4 Major Risks/Constraints (excluding resources, budget and timeframe)

Legislation (Federal & State elections scheduled during project timeframe)

Stakeholder resistance.

Lack of staff engagement.

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

	Not Required
	Information Only (Advert, City View, Letters of Advice)
X	Consultation (e.g. Letters or Surveys seeking responses)
X	Participation (community or stakeholder input)

- 1 Multi-disciplinary discussion groups to be assembled, including one specific challenge group. To include staff members from City of Ryde, Councillors from City of Ryde, staff members from adjoining Councils, homeowners, representatives from businesses involved in the City of Ryde DA process, developers. Various styles to be considered e.g. focus groups, workshops.
- 2 Surveys to be done from the above and also from government authorities, by phone or email or mail.
- 3 Online surveys/feedback forms to be available.
- 4 Cards available at front counter for people to fill out and leave behind.
- 5 Suggestion box. Anonymous comments accepted?
- 6 Form sent out with certain types of correspondence e.g. notification letters, consents, prelodgement return forms.
- 7 Use of intranet for staff comments -- consider if anonymous comments will be allowed.
- 8 Information in the Ryde City View.

1.2.6 Internal Consultation and Government Authorities

X	Internal Consultation beyond project team
---	---

	Local Government Authorities' Approval or DA Required
--	---

- o Systems analyst
- o Customer service staff.



See Project Team section for further information.

1.2.7 External Resources or Detailed plans

	Not Required
	Consultancy Required
X	Contractor Required
	Design Required

Consultant required as project facilitator.

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
John Neish	Challenge group.	O	General Manager		Yes
Dominic Johnson	Advice on requirements of Councillors and ET, goals, approval of each deliverable.	O	Group Manager Environment & Planning		
Consultant (TBA)	Project facilitator.	F	TBA		
Liz Coad	Business manager.	P	Environment & Planning		
Taskforce (including Manager Assessment Liz Coad, Assessment Team Leaders Sandra Bailey, Colin Murphy, Chris Young)	Taskforce. (Note: a dedicated space will be required to allow taskforce members to work away from their desks.)	P	Environment & Planning		
Meg Fox (Executive Officer / Assessment)	Administrative support provided to taskforce and consultant, advice on current processes & statistic data. co-ordination of consultation and communication processes in support of project facilitator.	F	Environment & Planning		
Amanda Janvrin	Advice on current processes.	O	Environment & Planning		
Joe Strati	Legal advice on processes and documentation.	O	General Manager's Office / General Counsel		
Meryl Bishop	Advice on current processes, input on use of Urban Planning staff.	O	Environment & Planning		

Best Value Review - Development Assessment Process



Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Vince Galletto	Advice on current processes, input on use of Urban Planning staff.	O	Environment & Planning		
Alison Brooks	Advice on current processes, input on use of Customer Service staff.	O	Corporate Services		
Linda Shave	Advice on current processes, input regarding e-services, online surveys, TRIM, InfoMaster, etc.	O	Corporate Services		
Representatives from Assessment, Urban Planning, Health & Building, Customer Service, Records, Buildings & Property, Access, Catchments & Assets, Waste	Advice on current processes, input re strengths, weaknesses, opportunities, threats, attendance at group workshops.	O	Various		
John Schanz & Joe Alburo	Advice on the internal S94 review & procedures, matters to be implemented, and ongoing audit.	O	General Manager's Office / Risk and Audit		

1.2.9 Timeframe

Planned project start date: **1 August 2010***(subject to Councillor signoff on the budget, anticipated June-July 2010.)*Planned end date: **30 April 2011**

1.2.10 Project Schedule (only for Minor Projects)

Target dates to be finalised when Project Facilitator engaged.

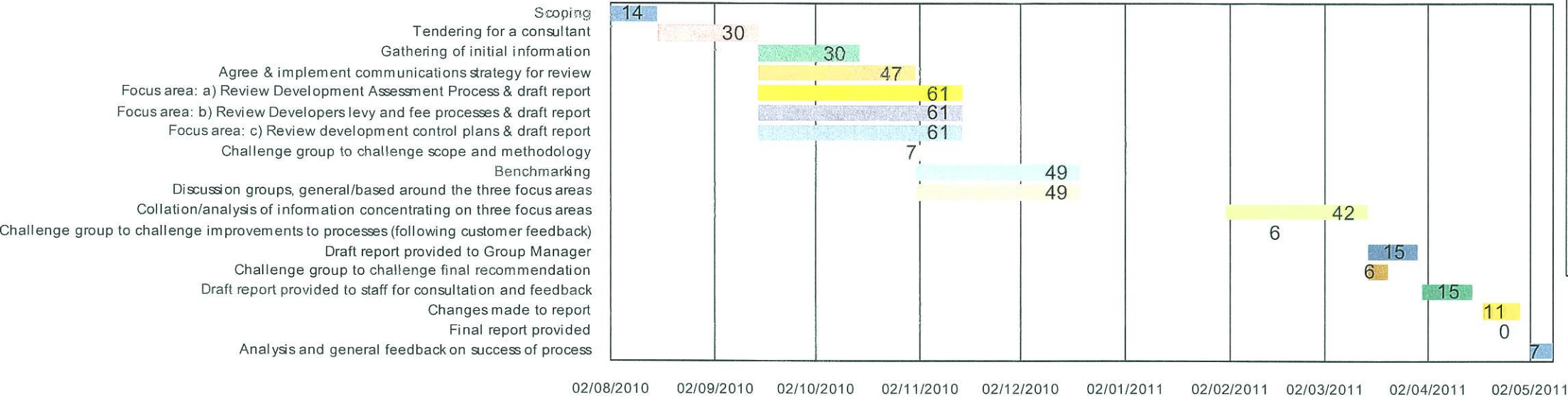
Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish	Milestone?
Scoping (John Neish General Manager, Dominic Johnson Group Manager Environment & Planning, Liz Coad Manager Assessment)	2 August 2010	16 August 2010	No
Tendering for a consultant	16 August 2010	15 September 2010	No
Agree & implement consultation strategy for review.	15 September 2010	1 November 2010	Yes
Challenge group to challenge scope and methodology	29 October 2010	5 November 2010	Yes
Focus area: a) Review of the Development Assessment Process: gathering of initial information, KPIs,	15 September 2010	15 November 2010	No



Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish	Milestone?
service standards, service agreements, processes, methods & draft report re possible areas for improvement			
Focus area: b) Review of Developers levy and fee processes & draft report re possible areas for improvement	15 September 2010	15 November 2010	No
Focus area: c) Review of development control plans & draft report re possible areas for improvement	15 September 2010	15 November 2010	No
Benchmarking	1 November 2010	20 December 2010	No
Discussion groups, some general, some based around the three focus areas: Development Assessment Process, Developers levy and fee processes, development control plans.	1 November 2010	20 December 2010	No
Collation & analysis of information concentrating on the three focus areas: Development Assessment Process, Developers levy and fee processes, development control plans.	1 February 2011	15 March 2011	Yes
Challenge group to challenge improvements to processes (following customer feedback)	15 February 2011	21 February 2011	Yes
Draft report provided to Group Manager	15 March 2011	30 March 2011	Yes
Challenge group to challenge final recommendations	15 March 2011	21 March 2011	Yes
Draft report provided to staff for consultation and feedback	31 March 2011	15 April 2011	Yes
Changes made to report	18 April 2011	29 April 2011	No
Final report provided	30 April 2011	30 April 2011	Yes
Analysis and general feedback on success of process	2 May 2011	9 May 2011	No



(Enlarged copy of Gantt chart from page 3)



■ Scoping

■ Agree & implement communications strategy for review

■ Focus area: c) Review development control plans & draft report

■ Discussion groups, general/based around the three focus areas

■ Draft report provided to Group Manager

■ Changes made to report

■ Tendering for a consultant

■ Focus area: a) Review Development Assessment Process & draft report

■ Challenge group to challenge scope and methodology

■ Collation/analysis of information concentrating on three focus areas

■ Challenge group to challenge final recommendation

■ Final report provided

■ Gathering of initial information

■ Focus area: b) Review Developers levy and fee processes & draft report

■ Benchmarking

■ Challenge group to challenge improvements to processes (following customer feedback)

■ Draft report provided to staff for consultation and feedback

■ Analysis and general feedback on success of process



City of Ryde

Objective No 9.2

To complete a best value review for :

The allocation of sports grounds and playing fields and grounds maintenance including but not limited to :-

- policies and procedures for ground allocation and utilisation
- accountabilities for capital works and priority setting
- accountabilities, budgets and schedules for grounds maintenance

by June 2011

Best Value Review – Sports Allocations and Ground Maintenance Process



1. Project Brief

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Manager – Open Space		
Project Sponsor	Group Manager – Community Life		
Project Manager	Manager – Open Space		

1.2 Project Brief

1.2.0 Project Background / Description

The “Best Value” process has seven principles that are reviewed;

- The service demonstrates “Best Practice” in the delivery of service;
- The service delivers best value for money for the community;
- The service is clear with regard to cost;
- The service is responsive to community need;
- The service is accessible;
- The service is continuously improving;
- The service is engaged in regular consultation with its community.

The review will examine the role that the Sports Allocations and Ground Maintenance process provides in the supply of organized and active recreation for the City of Ryde community. The review will consider the appropriateness of income streams and “in-kind” contributions from the general community and User Groups. The review will also consider similar functions in the NSROC group of Councils and the functions at similar Councils such as Sutherland and Canada Bay. Through the application of the seven principles, the areas where change interventions should occur to make appropriate changes to the service and provide “Best Value” to the community are to be identified.

The role of the City of Ryde is to provide “community level sport” by providing facilities of a basic standard. The review shall define what is a “basic standard” and examine the level of resources available to provide that “basic standard” and identify opportunities to raise that standard through “in-kind” contributions if any particular User Group requires. Consideration to storage and canteen facilities should be included in consideration of the “basic standard”.

Part of the review should also consider the appropriateness of the continued free access to Council facilities by Schools given cost shifting to Local Government by other levels of government, and the charges that schools make to Council for the use of their facilities.

The outcome of the Review should provide Council with a number of options with the resourcing required to make them operable.

1.2.1 Total Budget

\$TBA

1.2.2 What is in Scope

The following issues are to be included in the Review;

Best Value Review – Sports Allocations and Ground Maintenance Process



- A review of trends in climate, Sport and Recreation at the community level and the adequacy of existing facilities to meet that need.
- The role of Sports Allocations as delivered by the Coordinator – Recreation and the Parks Facilities Officer.
- Opportunities for electronic or “on-line” bookings of facilities for seasonal and casual use.
- The coordination of grounds allocations between User Groups, be it by Association or by Club.
- The location of any “Service Level Agreement” between the Sports Allocation Group and the Maintenance Group.
- A comparison of the unit costs of providing and allocating playing fields in the City of Ryde with other NSROC Councils.
- The standard of grounds maintenance and facilities provision, including storage and canteen facilities, to be provided.
- The allocation of costing to provide services and facilities that are above that required for “community level” sport.
- The cost of providing the service attributable to the general community and the level of subsidy from Council that is appropriate and sustainable.
- The cost of providing the service attributable to the User Groups/Sports based in the City of Ryde.
- Benchmarking of the services with other providers in the NSROC group of Councils, Sutherland and Canada Bay.
- The cost and appropriate level of availability of facilities to Users; (a) outside of the City of Ryde, and (b) outside of NSROC.
- The level of statistical and individual data required to determine if an organization or club is a local one, contributing to the facilities in the City through rates or other monetary contribution.
- Establishment of the need for and identification of Policies to define a base line from which improvements can be made, or the effects of resource reduction can be established.
- The duration of Winter and Summer seasons for the purposes of allocation, ground maintenance and change of season works.
- Provision of process maps for;
 - Allocation and booking of grounds for competition and for training
 - Maintenance programs to meet safety and sustainability factors
 - Capital improvements and identification of funding sources (eg Waste levy)
 - Maintenance requests
 - Wet weather information and grounds closures
 - Regulation of unapproved use of the facilities
 - Fees and Charges adjustment

1.2.3 What is out of Scope

- The “passive” recreation component of parks and open spaces.
- Natural areas of parks and open spaces.
- Playgrounds.
- Foreshore facilities.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

- Insufficient consultation on available options
- Current patterns of seasonal allocation and use of the facilities
- Objection from Clubs and associations should there be a significant difference from the outcome they expect from the review.
- Reduction in non-visible maintenance such as fertilizing, drainage and renovation.
- Political interference.

Best Value Review – Sports Allocations and Ground Maintenance Process



1.2.5 Level of Community Engagement

The peak level of Engagement is the Sports and Recreation Advisory Committee. The Review should also individually consult with User Associations, User Schools and a number of User Clubs through a Focus Group style facilitations so as to minimize individual agendas.

Externally the Review should engage with the management of similar services in the NSROC group of Councils and the consultant undertaking the review of NSROC sports policies as well as the NSROC group of Sports Officers.

There will be a group that will provide a challenge to the outcomes of the Review process at three critical stages during the drafting.

1.2.6 Internal Consultation and Government Authorities

The progress of the Review should be communicated to the Project Sponsor on a monthly basis.

Prior to the appointment of a consultant, the Sports and Recreation Advisory Committee, through nominated representatives, will be consulted to;

- Identify policy options for broader consultation
- Recommend priorities of the review

The Council shall be consulted through a series of Workshops and will make all decisions regarding the project.

1.2.7 External Resources or Detailed plans

A consultant is required to undertake the project to assure that independence and transparency is assured in process.

Best Value Review – Sports Allocations and Ground Maintenance Process



1.2.8 Project Team

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Manager Open Space	Project Manager	P	Open Space	Y	Y
Coordinator Recreation	Member	P	Recreation	Y	Y
Manager Catchments and Assets (or Delegate)	Member	P	Assets	Y	Y
Maintenance Coordinator (Sports Facilities)	Member	P	Maintenance	Y	Y

1.2.9 Timeframe

Planned project Start Date: **July 2010**

Planned End Date: **June 2011**

1.2.10 Project Schedule

Tasks <i>What are the main tasks to be undertaken</i>	Target Date for commencement	Target Date for finish
Appointment of Challenge Committee	June 2010	June 2010
Review of Project Brief by Challenge Committee, incl SRAC nominees to <ul style="list-style-type: none"> Identify policy options for broader consultation Recommend priorities of the review 	June 2010	June 2010
Engagement of Consultant	July 2010	July 2010
Challenge meeting 1 – Review of Consultant proposed methodology	July 2010	July 2010
Data collection <ul style="list-style-type: none"> – existing process and practices. -Review of CLASS booking system. -Evaluation of facilities, including storage and canteens. –Interviews with staff providing maintenance and services. -NSROC and other appropriate LGAs 	August 2010	November 2010
Policy and Process reviews and option development. <ul style="list-style-type: none"> -fees and charges for facilities (incl. storage and canteens) -costs and cost allocation -allocation and bookings 	August 2010	December 2010

Best Value Review – Sports Allocations and Ground Maintenance Process



Tasks	Target Date for commencement	Target Date for finish
What are the main tasks to be undertaken		
<ul style="list-style-type: none"> -maintenance and standards -capital works -ground closures -seasons -extent of sustainable use 		
Challenge meeting 2 – Review Policy and process options prior to consultation	October 2010	
Benchmarking <ul style="list-style-type: none"> -fees and charges -costs and cost allocation -allocation and bookings -maintenance and standards -capital works -ground closures -seasons -extent of use 	November 2010	February 2011
Consultation <ul style="list-style-type: none"> -Staff -Users (Clubs, Associations, Schools) -Council Workshop 	October 2010	February 2011
Challenge meeting 3 – Review Recommendations	February 2011	
Information interpretation	October 2010	March 2011
Challenge meeting 4 – Review Implementation	March 2011	
Delivery of first draft	April 2011	
Delivery of final draft to staff		May 2011
Presentation to Council		June 2011



City of Ryde

Objective No 10

To complete a strategic accommodation review of Council's future accommodation requirements for both office and civic requirements so that:-

- **Teamwork is optimised between groups and service units**
- **Council optimises the asset returns on its land holdings**

by May 2011



1. Project Brief

☐ Minor Project
 ☒ Major Project
 Project Management Plan to be completed

Authorisers	Name	Signature	Date
Business Owner	Kim Woodbury		
Project Sponsor	John Neish		
Project Manager	Mike Betts		

1.2.0 Project Background / Description

Council currently accommodates its staff and civic functions in predominantly 3 locations. This has resulted in inefficiencies, communication issues, duplication of infrastructure and a fractured workforce. This project is to review the accommodation requirements and investigate how best to accommodate Council's staff, operations and civic functions and identify the most desirable location(s) in the mid to long term.

Subject to the results of the investigation a follow on project will also be charged with implementing the outcome, including identifying available locations, purchasing land (where applicable), planning and designing the building(s) and managing the construction delivery through third parties and eventual occupation.

1.2.1 Total Budget

<input type="checkbox"/>	Capital Budget	<input type="checkbox"/>	Operating Budget	<input type="checkbox"/>	Not in Management Plan (Business Case Required)
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No budget has been allocated at this time. It is estimated that the initial investigations would require funding in the vicinity of \$15,000 for professional studies and advice.

To implement the full project it has been estimated would require ballpark between \$20 to \$35million in cash or In-kind depending upon the extent of works required; whether the project includes land costs; actual numbers to be accommodated; and final agreed location.

1.2.2 What is in Scope

To provide a recommendation to Council on how best to approach the strategic accommodation for its staff and civic functions. This will include investigative reports, feasibility studies, space planning, preliminary cost estimates and a high level project plan and program. The study will focus on the very latest ideas on how workplaces are evolving including:

- methods developed to enhance culture;
 - how best to motivate staff and engender a team mentality in the way they are accommodated;
 - introducing enablers to compliment Council's move to an Outcomes based organisational model;
 - implementing an efficient and effective approach to space allocation;
 - reducing or eliminating unnecessary costs associated with staff churn; and
 - optimising the return on those real property assets accommodating staff and civic functions.
- These assets include the following properties; Civic Centre (1 Devlin Street), Argyle Centre (33-35 Blaxland Rd), Operations Centre (1 Constitution Rd) and Porters Creek site (162 Wicks Road).

1.2.3 What is out of Scope

Does not include community halls & meeting rooms, libraries, community use buildings, community service centres (including childcare centres, ECHC, preschools, kindergartens), community recreational facilities, historic & heritage buildings, commercial, residential & retail properties and RALC.



The implementation of the outcome of the review would be the subject of a further project involving acquisition of property, design & construction of building(s) and overall delivery and project management.

This project will also be complimentary to the overall Strategic Property Plan that is charged with managing the optimization of all Council's property holdings.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

The reasons for the review and need must be embraced by all staff and Councillors.

The concept and rationale behind a "New workplace" needs to be endorsed by all staff from the top down and receive the support of Council. Extensive internal consultation will be required to ensure negative viewpoints are adequately addressed and overcome.

Final design and location(s) must also be accepted by all.

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

x	Not Required
	Information Only (Advert, City View, Letters of Advice)
	Consultation (eg Letters or Surveys seeking responses)
	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

x	Internal Consultation beyond project team	N/A	Local Government Authorities' Approval or DA Required
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Leadership Forum – in particular General Manager, Executive Team, Manager Human Resources, Manager Information Systems and Manager Operations.

All members of the Leadership Forum need to part of the journey to provide invaluable feedback as well as provide leadership in the approach adopted.

All staff for consultation and engagement (after development of the strategy).

Appointment of selected "workplace champions" would be desirable.

1.2.7 External Resources or Detailed plans

	Not Required
x	Consultancy Required
	Contractor Required
	Design Required

Specialist consultancy will be required to assist with the latest views on how workplaces are evolving, help collate options, develop feasibilities and provide alternatives for consideration.

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Mike Betts	Project Manager	F	Buildings & Property		
Kim Woodbury	Business Owner	P	Public Works		
Beki Boulet	HR Advisor	P	Human Resources		
Peter Wardrop	IT Advisor	P	Information Systems		



Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Barry Hodge	Operations Advisor	P	Operations		
Baharak Sahebekhtiari	Community Services	P	Community & Culture		

1.2.9 Timeframe

Planned project Start Date: 1 May 2010

Planned End Date: 31 May 2011

1.2.10 Project Schedule (only for Minor Projects)

Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Establish project team and consultants		July 2010
Investigate current thinking on the latest workplaces & suitable macro locations		Sept 2010
Develop feasibilities of alternative accommodation strategies		Jan 2011
Collate findings and write recommendation		March 2011
Seek Council endorsement		May 2011



City of Ryde

Objective No 11

To complete the establishment of the following information system and process initiatives:-

- on line section 149 certificate to be made available for internal use by June 2010
- existing financial reports and CRMS on a management dashboard
- on line customer service for 149 certificates, 603 and dog registration by June 2011



1. Project Brief

☒ Minor Project

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Linda Shave, Information, Integration & Compliance Manager		
Project Sponsor	Roy Newsome, Group Manager, Corporate Services		
Project Manager	Linda Shave, Information, Integration and Compliance Manager		

1.2 Project Brief

1.2.0 Project Background / Description

The **Virtual Customer Service (VCS)** program will focus on a phased approach to the eBusiness/eServices of customer service functions, process improvement for front and back office and online services. The VCS program will be broken into two separate related programs these being:

- Enterprise Customer Service Improvement Program
- Enterprise tracking and reporting

City of Ryde is looking at moving to different approaches to create and deliver new value services to customers. In particular the provision of internet-based customer services referred to as 'eBusiness/eServices'. As well as understanding our internal and external customer needs there is also a need to review the current capability of existing technologies in order to deliver solutions.

1.2.1 Total Budget

<input checked="" type="checkbox"/> Capital Budget	<input type="checkbox"/> Operating Budget	<input type="checkbox"/> Not in Management Plan (Business Case Required)
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<Budget has been made available for this program of development/ continuous improvement works>

1.2.2 What is in Scope

Initial focus is on s149 and s603 certificates. Other eServices that have an operational critical priority will be considered, scoped and costs assessed within scope of available budget.

1.2.3 What is out of Scope

The eBusiness/Service program will be ongoing and priorities will be determined in line with resourcing, funding and time frames.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

Stability of TechnologyOne, data quality, stored procedures and out of date workflows and business processes.



1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

X	Not Required
	Information Only (Advert, City View, Letters of Advice
	Consultation (eg Letters or Surveys seeking responses)
	Participation (community or stakeholder input)

1.2.6 Internal Consultation and Government Authorities

X	Internal Consultation beyond project team		Local Government Authorities' Approval or DA Required
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As this is a business solutions program best practices will be adopted for business process improvement(s).

The right staff will be identified for confirming business requirement and for each phase of each program. The Information, Integration and Compliance Manager will provide change management, communication and training/knowledge sharing through out the whole program and work with the enterprise as a whole.

For the technology component, the Information, Integration and Compliance Manager will work directly with the Manager Information Systems, to discuss, plan, schedule and seek appropriate resources from IT.

The business requirements, design, development, testing and implementation will be undertaken by the Information, Integration and Compliance Manager in conjunction with input from services units/people. IT will be consulted for technology security and web enablement.

Information and Records Management will be involved for all integration and information captures. New processes and cultural change management will be communicated via a communication and implementation strategy by the Information, Integration and Compliance Manager.

Any compliance issues, major identified impacts and risks will be advised to ET for appropriate guidance and direction.

1.2.7 External Resources or Detailed plans

	Not Required
X	Consultancy Services by vendor for may be required for additional setups – module development scripting will be undertaken – this is scoped into eBusiness/eService budgets.
	Contractor Required
	Design Required



1.2.8 Project Team (only for Minor Projects)

The nature of the programs require different people, service unit managers and Group Managers at different times. The Information, Integration and Compliance Manager will work with all staff in scheduling needs as there are/will be a number of eBusiness/eService solutions planned/running in parallel eg. Kiosk services, Customer-Connect.

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role P – Part time O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes No Pending</i>	Member acceptance? <i>Yes No Pending</i>
Linda Shave	Project Manager/ Team Facilitator eBusiness eServices Kiosk on line services Customer_Connect T1 stabilisation Financial Dashboards eDogs Scanning AP/AR	F	Corporate Services	Y	Y
Peter Wardrop	IT Technical Advisor	O	Corporate Services	Y	Y
Richard Nicholls	Web and Security	O	Corporate Services	Y	Y
Rafal Doboszynski	Data Base/SQL	O	Corporate Services	Y	Y
Greg Navin	eTRIM /WCM	O	Corporate Services	Y	Y
Alison Brooks	CRM Transition	O	Corporate Services	Y	Y
Deirdre Edmonds	T1 Financials/ Reporting	O	Corporate Services	Y	Y
John Todd	T1 Financials/ Reporting	O	Corporate Services	Y	Y
SUMS	As required	O	All	P	P
Others	As required	O	All	P	P
Group Managers	As required	O	All	P	P

1.2.9 Timeframe

Planned project Start Date: **Budgeted period – 1 Jul 10 – 30 Jun 11**

Planned End Date: **<This will be ongoing – any programs needing to go over to 1 Jul 2011 and onwards will be planned and scoped with Group Manager, Corporate Services.>**

1.2.10 Project Schedule (only for Minor Projects)

As this is a on going solutions program around people and processes rather than a technology box/solution tall reporting will use 'milestones' with an aim to meeting business time lines.



Phase I

Tasks	Target Date for commencement	Target Date for finish
What are the main tasks to be undertaken		
Provision of s149/s603 Certificates (internally)	Started	July 2010
Conversion of existing Financial Reports	TBA	Feb 2011
Provision of tracking overlay for CRM Executive Job Tracking and Councillor Requests	Started	Feb 2011
Provision dashboard reporting for CRM Executive Job Tracking and Councillor Requests	May 2010	Feb 2011
Provision of on line s149/603 Certificates (Internet)	TBA	Jun 2011
Provision of on line land enquiry available to the public	TBA	Jun 2011
Research and recommend a eDog Registration solution for the public	TBA	Jun 2011
Provide a strategy/blue print plan for Customer Connect for Executive Team	TBA	Sep/Oct 2010



City of Ryde

Objective No 12

To deliver a budget in accordance with the established 2010/11 Management plan and associated quarterly reviews by June 2011



City of Ryde

Objective No 13

To complete the comprehensive City of Ryde Local Environment Plan and associated local strategy for submission to the Department of Planning by April 2011.

1. Project Brief

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	Dominic Johnson		

1.2 Project Background

Council was advised 1 April 2005 by the Department of Planning that it is required to have a principal LEP in place within three years of gazettal of the Standard Instrument LEP template and that such a principal LEP is required to conform to that template.

In April 2005 Council applied to DoP for funding to assist in the preparation of a comprehensive LEP. Council received funding of \$150 000 from DoP on the basis that the development of a comprehensive LEP would occur in the following three stages:

- Stage 1 preparation of a consolidating LEP. This Plan is now with DoP for gazettal.
- Stage 2 carrying out local studies to be used in the development of a comprehensive LEP. The Local Strategy is to be finalised by June 2010.
- Stage 3 a comprehensive LEP for the City of Ryde.

Council was granted an extension of time for completion of its comprehensive LEP from March 2009 to March 2011 on the grounds that it was essential that the local planning strategy informs the preparation of the LEP. Draft LEP 2011 will provide the planning controls for the future development of the City of Ryde.

The Urban Planning Unit during 2009 and 2010 have been working on Stage 2 of the City's planning program - the development of a series of research studies, which will inform the preparation of Draft DLEP 2011. A summary of these studies will be form the Local Strategy.

The Local Strategy and supporting studies are being prepared within the actions and directions of the Metropolitan Strategy and the dwelling and employment targets of 12,000 and 21,000 respectively set by the Inner North Draft Sub Regional Strategy. As the Strategy is being developed to assist the preparation of the comprehensive LEP, its research and recommendations are targeted at planning and development outcomes, which support the growth of the City to 2031. The Strategy will be accompanied by an implementation plan that outlines the mechanisms and time frame for actioning the recommendations. A review program of the Local Strategy and its recommendation will also be prepared to ensure that the Council's planning programs and development provisions continue to address the needs of the City.

The status of the supporting studies and completion dates are outlined as follows:

Affordable Housing Study – Stage 1 *Background Report on Housing Issues* - endorsed by Council December 2008. Stage 2 *Investigating Options to address Housing Need* discontinued by Council in November 2009

Small Centre's Study – studied the small and neighbourhood centres in the City and made recommendations regarding their future character – received and noted by Council in October 2009.

Employment Study – explores land use and planning directions and actions to support development activity within the City - received and noted by Council in November 2009

Heritage Study – Identification of proposed heritage items presented to Council in April 2010

Environment Study – under preparation and the completion date for the final draft is June 2010



Open Space Study – under preparation and the completion date for the final draft is June 2010

Housing Study – under preparation and the completion date for the final draft is June 2010.

Centre's and Corridors Study - under preparation and the completion date for the final draft is June 2010

The Local Strategy and research studies will be reported to Council in late July.

The Local Strategy and the Local Environmental Plan are key documents to assist in the delivery of the outcomes and strategies identified in the Community Strategic Plan.

1.2.0 Total estimated project costs (including Staff costs) or Management Plan budget allocation?

\$125 000 grant funding has been expended on the Local Strategy and elements of the consolidating LEP. Upon the submission of the Local Strategy to the Department of Planning a further \$25 000 will be forwarded to Council. It is anticipated that the additional \$25 000 will be used for exhibition costs related to LEP 2011.

1.2.1 What is in Scope

The Local Strategy is not within the scope of this project. It is an essential predecessor however.

The LEP covers the whole of the City of Ryde with the exception of specific sites within Macquarie Park which have been requested to be deferred by DoP.

The scope of this project is to prepare a Local Environmental Plan for the City of Ryde which:

- is consistent with the Standard LEP template
- is informed by the State Governments Sydney Metropolitan Strategy and draft Inner North Subregional Strategy and City of Ryde Local Strategy
- promotes and co-ordinates the orderly and economic use and development of land within the City
- encourages a range of development, including housing and employment.
- provides specific objectives for zones and development standards which clearly guides and enhances the physical and environmental aspects of the future development of Ryde .
- manages growth in the City of Ryde.

LEP 2011 is stage 3 of the three stage process in the development of a comprehensive LEP for the City of Ryde. The other stages include the City of Ryde consolidating LEP 2008 and City of Ryde Local Strategy .

LEP 2011 is a comprehensive plan for the City of Ryde and will provide the City with a planning instrument to guide the development of the City of Ryde to 2031 with respect to the Metro Strategies dwelling and employment numbers.

LEP 2011 is to be undertaken in the following stages:

Stage 1 Review of legislative changes and requirements for a comprehensive LEP for to the City of Ryde

This stage involved:

- Reviewing the LEP template, legislative changes to the EP&A Act and associated practice notes from the Dept. of Planning.
- Council report that advised of changes to legislation, the requirements and staging of the comprehensive LEP and the funding received from the Department of Planning.
- Council resolution for the preparation of the comprehensive LEP2011



- Advise the Department of Planning under Section 54 of the EP&A Act of Council's resolution to prepare the draft plan.

Deliverables

Submit notification as required under Section 54(4) of the EP&A Act Council's intention to prepare LEP 2011 to the Local environmental Plans Review Panel within the Department of Planning

Stage 2 Preparation of consolidating LEP 2008

This stage involves:

- Review circulars, model, provisions relating to Standard Instrument (SI) .
- Review clauses within LEP 2008 in consultation with DoP (concessions that were given to LEP 2008 that will not be available to LEP 2011) review submissions to LEP 2008 and results of consultation with other Council Departments.
- Assess implications of Local Strategy on content of comprehensive LEP.
- Obtain updated information regarding land to be acquired for road widening etc and zones from Council business units
- Prepare LEP 2011 written document and maps
- Carry out a Council workshop and report on LEP 2011 with a recommendation that Council proceed with consultations with government agencies (Section 62 of the EP&A Act) for LEP 2011.
- Identify all authorities to be consulted with under Section 62

Deliverables:

LEP 2011 written document and maps

Stage 3 Public exhibition of LEP 2011

This stage involves:

- Analyse and assess comments from Section 62 responses.
- Report to Council recommending that LEP 2011 be amended as a result of the s62 consultation (if necessary) and request that Council resolve to request a Section 65 Certificate from Department of Planning to enable LEP 2011 to be placed on public exhibition. This report would include proposed methods of public consultation – as per the Engagement framework
- Section 64 documentation prepared and submitted to Local Environmental Plans – Review Panel with a request that a section 65 Certificate be issued. Documentation should include Review Section 117 Ministerial Directions, copies of Section 62 submissions and analysis of those submissions.
- LEP 2011 reviewed to ensure maps and written document are updated and accurate
- Update Tech 1 to reflect new zones and land uses under the Draft Plan.
- Draft plan to be publicly exhibited for a minimum of 28 days – as the requirements of the EP & A Act. The exhibition will involve a series of events as outlined in the engagement plan.
- All submissions reviewed and analysed
- Report to Council on the outcomes of the exhibition period and outline the recommended amendments to the draft plan.

Deliverables

Report to Council on exhibition of LEP 2011

Stage 4 Preparation of Section 68 (4) documentation and request for gazettal of LEP



Section 68(4) documentation prepared and submitted to DOP LEP Review Panel with request for gazettal of LEP

Deliverable **Section 68(4) report submitted to Department of Planning.**

Stage 5 **Administration of enquiries from DoP on LEP**

Deliverable **Gazettal of LEP.** The timing of the gazettal is determined by the Department of Planning

1.2.2 What is out of Scope

1.2.3 Constraints

- Staff time - Affected by access to key individuals, availability of staff and conflicting work demands
- Department of Planning – providing conflicting advice, making on going changes to the SI and technical mapping requirements, lack of consistency in approach to SI requirements between Councils.
- Legislative changes to SI
- Finalisation of Local strategy is delayed
- Council's adoption of the Local Strategy is delayed
- Council resolves not to proceed with the LEP.

1.2.4 Assumptions on currently available information

- That the LEP template will not substantially change in the next 6 months
- That technical mapping requirements will not substantially change in the next 6 months.
- That advice previous provided by DoP regarding deferred sites and other matters relating to the LEP will not vary
- That advice from internal Council units and Government Departments will be received in a timely and accurate manner
- That Land Information Systems Unit will be able to create and update maps where necessary and provide sufficient copies

1.2.5 Related Projects

LEP 2011 is a project that has the following related projects:

- Local Environmental Plan 2008 – not yet gazetted
- Local Studies Program – not yet finalised
- The Ryde 2030 Community Strategic Plan – not yet finalised. The Plan is not within the scope of this Project.

The draft Outcomes and Strategies for Ryde 2030 will be developed during June 2010. The elements emerging within the Local Strategy and DLEP 2011 will be taken into consideration with the development of the outcomes and strategies.

1.2.6 Level of Community Consultation

Extensive community consultation will occur as well as consultation with specific authorities, adjoining Councils and Council's other business units. The consultation process will be detailed in a report to Council and will be in line with the City of Ryde Engagement Framework and legislative requirements.



1.2.7 Expected Timeframe

Task	Start up/Finish time
Project Delivery	
<ul style="list-style-type: none"> ➤ Stage 1 - Review of legislative changes and requirements for a comprehensive LEP for to the City of Ryde – Deliverable – Section 54 (4) notification to DoP 	1/11/07 – 20/12/07
<ul style="list-style-type: none"> 1. Report to Council on comprehensive LEP 2. Section 54(4) submitted to DoP 	11/12/2007 20/12/07
<ul style="list-style-type: none"> ➤ Stage 2 Finalisation of Research Studies and Preparation of comprehensive LEP 2011-- Deliverable LEP 2011 written document and maps 	1/2/10 – 22/09/10
<ul style="list-style-type: none"> 1. Prepare DLEP – text and maps 2. Report to Council seeking endorsement of Housing, Centres, Small Centres Strategy and West Ryde Draft Master Plan 3. LEP 2011 written document and major maps completed and 4. DLEP presented to ET 5. Report to Council seeking endorsement of Environment and Open Space Strategy 6. Consultation – Small Centres, West Ryde Draft Master Plan and Housing (?) 7. Report to Council on LEP 2011 8. Section 62 consultation 9. Report to Council on Outcomes of Heritage Consultation 	April - July 20 July Early August 3 August 5 August – 5 September 17 August 2010 25/08/10 – 22/09/10 17 August
<ul style="list-style-type: none"> ➤ Stage 3 Finalise the Local Strategy and Public exhibition of LEP 2011- Deliverable - Report to Council on exhibition of LEP 2011 	22/09/10 – 23/03/11
<ul style="list-style-type: none"> ➤ <ul style="list-style-type: none"> 1. Report to Council on outcomes of the consultation on Small Centres, West Ryde and Housing 2. Report to Council on Section 62 and Section 65 3. Report to Council on the Local Strategy 4. Section 64 submission prepared and 65 request to DoP 5. Advisory committee consultation 6. Exhibition period 7. Report to Council on exhibition 	12/10/10 19/10/10 29/10/10 29/10/10 – 27/2/11 19/1/11 – 16/2/11. 23 March 2011
<ul style="list-style-type: none"> ➤ Stage 4 Preparation of Section 68 (4) documentation and request for gazettal of LEP – Deliverable – Section 68(4) report submitted to DoP 	24/3/11 – 31/03/11

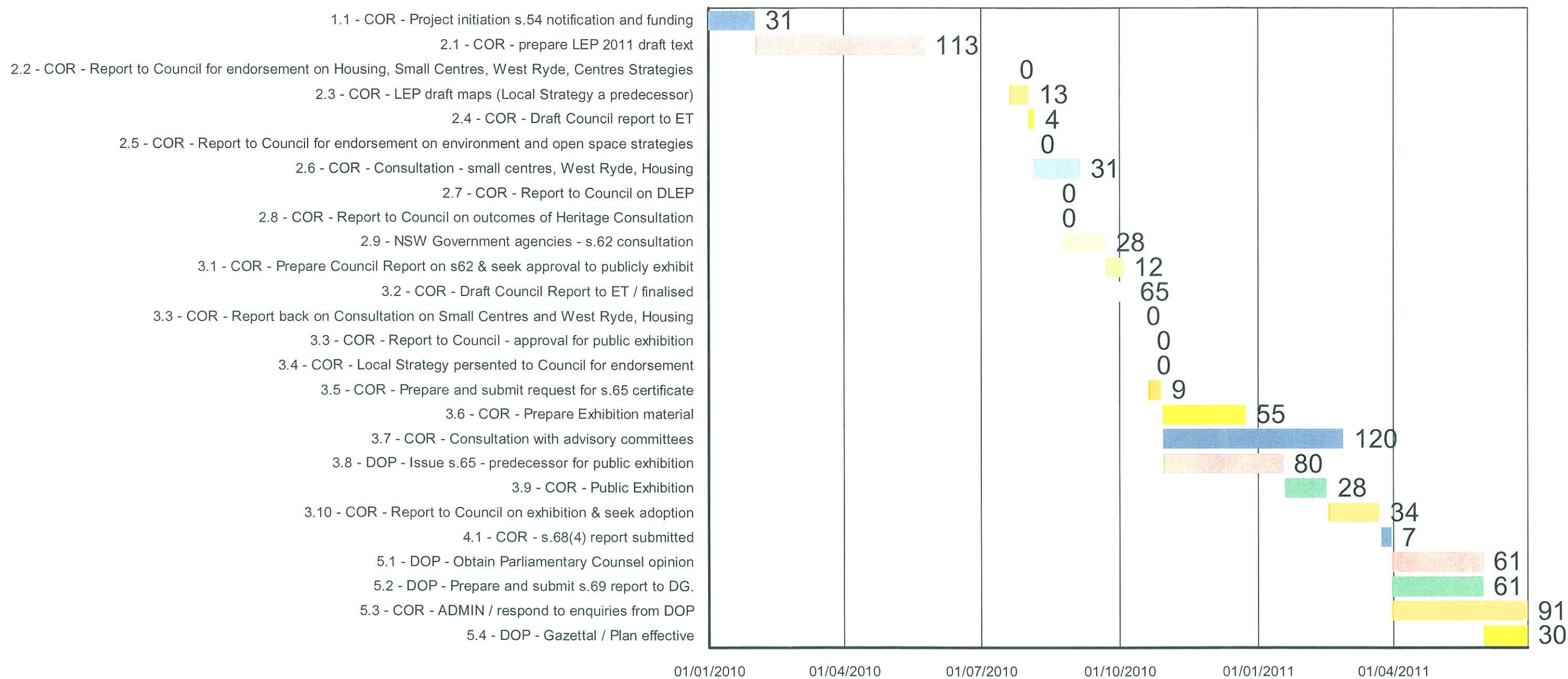


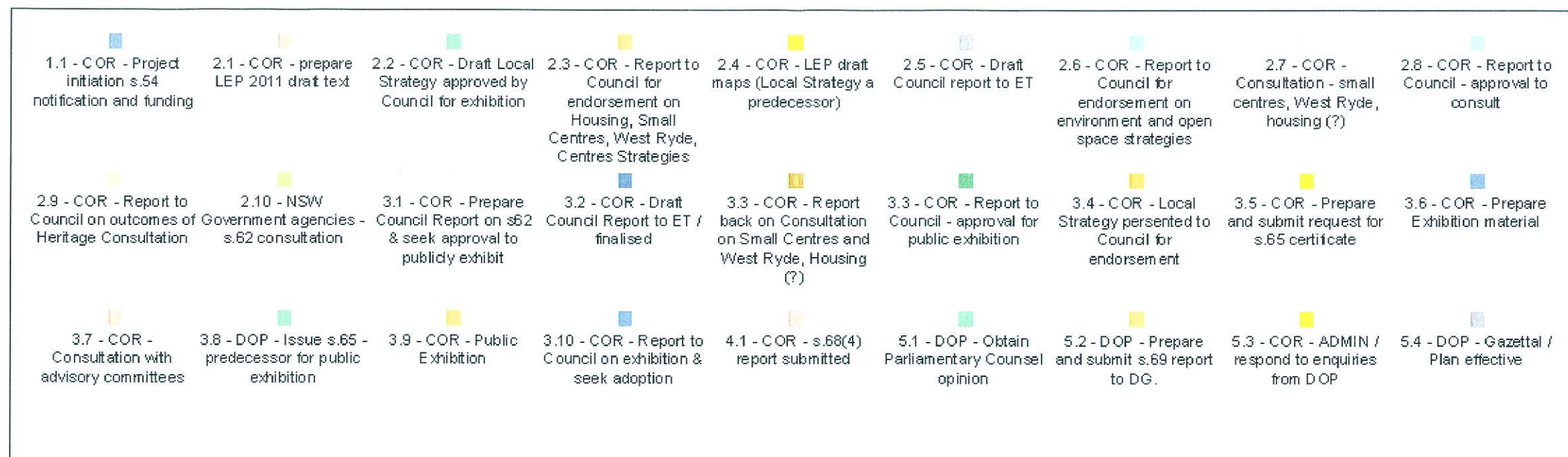
1. Document completed and submitted to DoP	31/03/11
➤ Stage 5 . Administration of enquiries from DoP after s68	1/4/11 – 1/7/11
COR Project closure	1/7/11



1.2.8 Is this project *clearly* allowed for in the Management Plan, Capital Works budget or Operating budget at the moment?

Yes – The project is listed on page 37 of the Management Plan 2009 – 2013 in the Urban Planning section.







City of Ryde

Objective No 14

**To aim to improve the ratio of women in
Managerial positions.**

Improving the Ratio of Women in Managerial Positions



1. Project Brief



Minor Project



Major Project

Project Management Plan to be completed

1.1 Project Brief Authorisation

Authorisers	Name	Signature	Date
Business Owner	John Neish		
Project Sponsor	John Neish		
Project Manager	Melissa Attia		

1.2 Project Brief

1.2.0 Project Background / Description

The ratio of women to men in senior (Group Manager level 25%) and middle manager positions at the City of Ryde (Service Unit Managers 25%) is not representative of the general workforce (49% women). As General Manager I wish to address this inequity and explore ways to improve the representation of women in our managerial levels whilst ensuring that our managerial capacity is optimized. Gender equity brings a more balanced approach to managerial culture and service delivery and therefore should be supported.

To increase the ratio of women in managerial positions at the CoR, this project will specifically:

- Identify the barriers to women's participation in managerial positions at the CoR
- Modify current HR policies which act as a barrier to woman's participation (women are still the primary caregiver in most households) with the view to making them more family friendly
- Raise awareness amongst women at the city of Ryde about how successful female managers have achieved their goals
- Target aspiring female staff (team leader and lower) who wish to progress in managerial roles with appropriate training
- Build a culture at the City of Ryde which strongly supports the encouragement of women to progress within our managerial ranks

The City of Ryde entered an all female team in the Local Government Managers Association (LGMA) Management Challenge held on the 16th March. Their topic was to identify the causes of under representation of women in the ranks of local government. This project involves taking this team's recommendations forward through the creation of the Women's Empowerment Working Group which was established on the 22nd April 2010.

At the establishment of the General Manager's performance objectives Council formally resolved to add this project to the General Managers performance action plan for 2010/11 ie the following objective was added:-

'To aim to improve the ratio of women in managerial positions'.

1.2.1 Total Budget

☐ Capital Budget

☒ Operating Budget

☐ Not in Management Plan
(Business Case Required)

Funding for this project is contained in the organization's training and development budget and augmented by the General Manager's operational budget. Specifically the project budget is:

- Managerial Training \$ 9000
- Attendance at Seminars and Conferences \$ 2800

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• Mentoring Program/s	\$ 2400
• Catering for functions etc	\$ 1200
Total	\$15400

1.2.2 What is in Scope

- Working with the Women's Empowerment Working Group all relevant HR policies and processes (both workplace and recruitment) which act as a barrier to the participation of women in managerial roles will be reviewed and amended where possible to remove the barriers.
- The CoR will actively celebrate the Year of Women in Local Government and:
 - Invite women role models to give lunchtime speeches
 - Host the WILGA Conference this year
 - Encourage aspiring women to attend LGMA and other seminars which reinforce the role of women in local government management
- The CoR will target 6 non managerial women to provide an opportunity to participate in a Diploma of Management Course
- The Executive Team will demonstrate their commitment to this project by:
 - Acting as a mentor in the LGMA mentoring program which targets Women managers
 - Providing an opportunity for one aspiring female employee to participate in the LGMA mentoring Program as a mentee
 - Being a member of the LGMA **Professional Women Local Government** Action Group
 - Encouraging female staff to attend relevant training, events and seminars etc

1.2.3 What is out of Scope

This project is in addition to existing managerial training programs which will be offered to all staff and are out of scope of this project.

Whilst this project will continue into years beyond 2010/11 the focus of an increase in ratio of women managers has been kept to senior and middle managers in 2010/11. This is in keeping with the focus across a number of initiatives this year. It is anticipated that once modeling at this level is built into our culture we will target increasing the number of women in team leadership positions (those levels below managers) in the following years. Until then it is out of scope although it is hoped that the initiatives of this project will start to impact on our representation at a team leadership level.

1.2.4 Major Risks/Constraints (excluding resources, budget and time frame)

The project will measure the ratio of women participating in senior and middle management across the organization utilising March 2010 as the benchmark. The actual increase in ratios will depend on changes within the managerial ranks from natural attrition. If there are no resignations then the ratio will be impossible to shift.

1.2.5 Level of Community Engagement as per Engagement Toolbox 'T9'

x	Not Required
	Information Only (Advert, City View, Letters of Advice)
	Consultation (eg Letters or Surveys seeking responses)

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	Participation (community or stakeholder input)
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1.2.6 Internal Consultation and Government Authorities

x	Internal Consultation beyond project team		Local Government Authorities' Approval or DA Required
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Internal consultation has been established through the creation of the Women's Empowerment Working Group which meets with the General Manager monthly and consists of 13 women from across the organization. Regular updates have been provided in staff newsletters and through informal and formal gatherings relating to the participation of women in managerial positions.

1.2.7 External Resources or Detailed plans

x	Not Required
	Consultancy Required
	Contractor Required
	Design Required

1.2.8 Project Team (only for Minor Projects)

Full Name	What is their primary role on this Project?	Role Time? <i>F – Full time role</i> <i>P – Part time</i> <i>O – occasional involvement</i>	Group, Unit or Organisation	Permission from Line Manager? <i>Yes</i> <i>No</i> <i>Pending</i>	Member acceptance ? <i>Yes</i> <i>No</i> <i>Pending</i>
John Neish	Project sponsor	p	GMs Office	y	y
Melissa Attia	Project manager	p	HR	y	y
Simone Schwarz	Project member	p	Community Life	y	y

Alison Books, Angela Steinke, Anita Gordon, Courtney Long, Elizabeth Blazevska, Erin Hinto, Julie Just, Lorraine Addoub-Safi, Persis Koo, Shane Sullivan, Susan Halgren (all committee members representing all groups)

1.2.9 Timeframe

Planned project Start Date: February 2010

Planned End Date: May 2011

1.2.10 Project Schedule (only for Minor Projects)

Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Establish the Women's Empowerment Working Group	February	April
Enroll staff in mentoring programs	April 2010	May 2010
Complete LGMA Management Challenge	April 2010	May 2010
Select and enroll staff in the Managing Skills Diploma	May 2010	July 2010
Identify and review HR policies relating to recruitment practices to enhance more womens participation	August 2010	February 2011

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Tasks What are the main tasks to be undertaken	Target Date for commencement	Target Date for finish
Identify and review HR policies relating to employment practice to enhance more womens participation	October 2010	April 2011