

Meeting Date: Tuesday 24 September 2019
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde
Time: 7.00pm

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as authorised by the Local Government Act 1993. Council Meetings will also be webcast.*

NOTICE OF BUSINESS

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SUPPLEMENTARY REPORT

7 RYDE CENTRAL - RESULTS FROM COMMUNITY CONSULTATION AND PROJECT STATUS UPDATE

Report prepared by: Director - Corporate Services
File No.: GRP/09/5/14 - BP19/989

REPORT SUMMARY

This report provides:

1. the results from a recent community consultation exercise with respect to the proposed redevelopment of the Ryde Central site;
2. an outline of the project governance implemented to date;
3. an update on the status of the redevelopment proposal; and
4. a Proposed Action Plan that outlines the body of work to be undertaken between now and March 2020.

An extensive community consultation exercise was undertaken between 26 June and 25 August 2019. The exercise, themed “the New Heart of Ryde – Ryde Central”, was widely promoted through a variety of mediums with a total ‘reach’ of almost 2 million people, involved the engagement of over 13,000 people and resulted in 2,149 individual responses.

The results from the community consultation exercise indicate 85% support for the proposed redevelopment.

Significant focus on project governance has established a Project Charter underpinned by a suite of documents including a Project Management Plan, a Procurement Plan, a Risk Management Plan, a Probity Plan and a Stakeholder Engagement Plan, all of which are substantially advanced.

Importantly, the proposed redevelopment has progressed from a masterplan concept to a much more refined concept that not only responds to the issues raised during community consultation but also from a team of technical experts (consultants) who have helped shape the refined concept.

Council is now at the stage where it has completed approximately 20% of the necessary design. A legal and procurement framework has been established to assist Council navigate its way through a competitive tender process to gauge market interest in the project.

The results of the tender process will be reported to Council in March 2020.

ITEM 7 (continued)**RECOMMENDATION:**

- (a) That Council acknowledge the community consultation feedback received on the Ryde Central Redevelopment Proposal; and
- (b) That Council endorse the Proposed Action Plan contained within this report.

ATTACHMENTS

- 1 Ryde Central Community Consultation Report
- 2 Artist Impressions
- 3 Capital Expenditure Guidelines
- 4 Financial Summary - CONFIDENTIAL

Report Prepared By:

Steven Kludass
Director - Corporate Services

Report Approved By:

George Dedes
General Manager

ITEM 7 (continued)**Discussion**

Council, at its meeting on 28 May 2019, resolved to endorse a Preliminary Business Case that included an initial masterplan concept and to proceed with a Proposed Action Plan that included:

1. Formal Community Consultation;
2. Progressing the initial masterplan concept to a more detailed and refined concept, using the input of technical experts;
3. An indicative timeframe that would enable Council to consider awarding a Design and Construct tender in March 2020; and
4. A budget to help facilitate all of the above

Formal Community Consultation Feedback

Formal community consultation on the Ryde Central Redevelopment Proposal commenced on Wednesday 26 June 2019 and concluded on Sunday 25 August 2019. The extensive community consultation involved a range of communication methods including signage, displays, print media and digital (including e-newsletters and social media).

Exposure was significant with a 'reach' of almost 2 million people. The proposal featured in 5 community newspapers (including 2 local newspapers), was the subject of 15 media articles, involved the distribution of approximately 3,600 flyers to local owners/occupiers and formed content in the annual rates notice newsletter to local ratepayers. The proposal featured prominently in social media applications such as Facebook, Instagram, Twitter, LinkedIn and WeChat, together with other international social media applications.

There were over 7,000 subscribers to Council's e-newsletter and over 7,000 views on Council's 'The New Heart of Ryde' website link.

Over 70 sessions were held during the 61 days of community consultation with more than 13,100 people engaged.

The results of the community consultation exercise yielded a total of 2,149 individual responses across a range of mediums including on-line, kiosk displays, drop-in sessions, phone surveys, a Facebook poll and written submissions.

From the responses received:

1. 85% of respondents indicated support for the proposal
2. 6% of respondents indicated they were unsure or undecided, and
3. 9% of respondents indicated they did not support the proposal.

ITEM 7 (continued)

The results indicate strong and unprecedented support for the Ryde Central Redevelopment Proposal. The total cost of the community consultation was well within the budget allocated for this purpose.

A copy of the Community Consultation Report is provided for in **ATTACHMENT 1**.

Project Governance

Following council's resolution to proceed with the masterplan concept on 28 May 2019, it was important to institute appropriate project governance to help facilitate the necessary due diligence required for a project of this magnitude. The Project Charter is an integral part of the project's intended journey as it formally establishes the vision, mission, guiding principles, delivery methodology, governance and risk management parameters for the project.

The Project Charter is underpinned by a suite of documents, including:

1. Project Plan (includes the project brief)
2. Project Management Plan (includes the financial management plan)
3. Procurement Plan (includes the tender strategy and process)
4. Stakeholder Engagement Plan (includes the community consultation plan)
5. Risk Management Plan, and
6. Probity Plan

Key Statements within the Project Charter include the Vision and Mission Statement, and Guiding Principles for the project.

Vision Statement

Ryde Central will be recognised as 'The Heart of Ryde'. A smart, vibrant and accessible space connecting community, cultural and civic life. An iconic centre that we are proud to call our own.

Mission Statement

The project will deliver a well-planned, contemporary and accessible built form and public space that caters to our diverse community. Ryde Central will reflect the character of our City, acknowledge our history, promote sustainability and respond flexibly to our needs. A destination where we come together to connect, collaborate, create and celebrate.

ITEM 7 (continued)**Guiding Principles**

The project must:

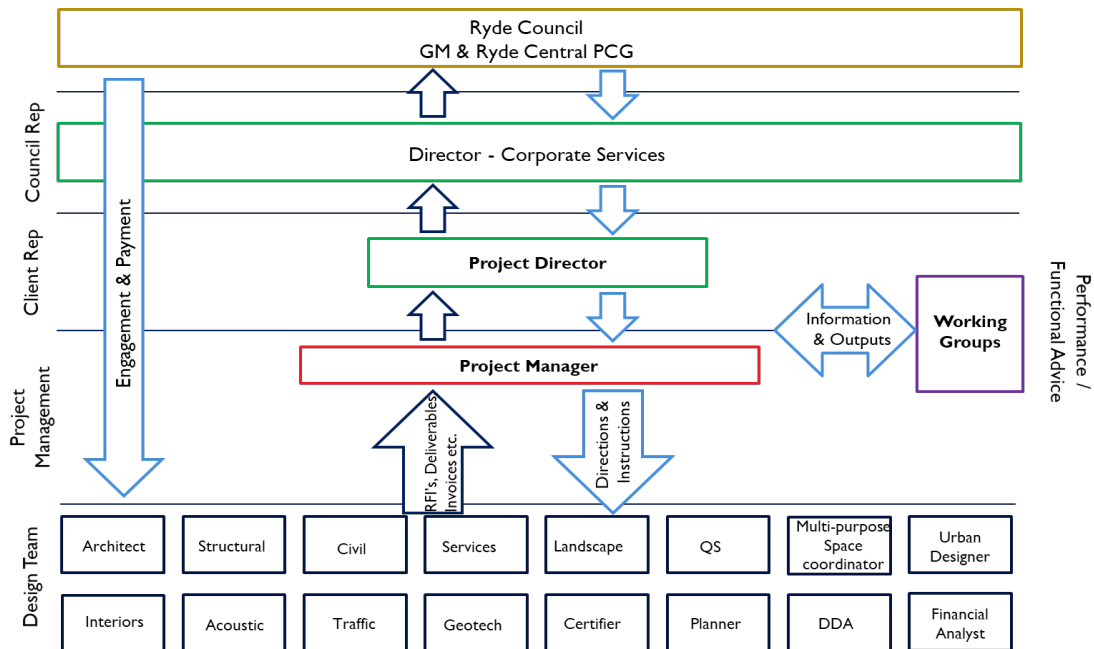
1. Be viable and affordable;
2. Enable Council to retain 100% ownership of the site and be developed without any residential development on the site;
3. Deliver a much needed and enhanced Community and Cultural Centre (which is significantly larger than that currently provided on the site) with flexibility of that space to cater for a diverse range of community needs;
4. Re-establish Council's civic and administrative presence on the site through development of a new administration and civic centre (which then negates the need for Council to rent space elsewhere);
5. Provide opportunities for additional income streams from complimentary uses (e.g. additional commercial space, F&B retail outlets and a childcare centre) for which there is an assessed market demand; and
6. Ensure development is undertaken in a thoughtful way with a low scale / low impact use of the site with purposefully integrated green space, landscaping and public domain.

Project Governance Framework

In order to manage the project through its journey, it is vitally important to establish appropriate systems, processes and hierarchies that clearly identify roles, responsibilities, terms of reference, reporting relationships, information flows and decision making.

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The following diagram is an illustrative example of the project governance implemented for the Ryde Central Redevelopment Proposal.



As evidenced from this diagram, there are many roles and responsibilities involved in delivering a project of this magnitude. Assembling the right team (internal and external) with the requisite skills, experience and knowledge is fundamental to success.

Risk Management

The risk management approach for Ryde Central Redevelopment Proposal will be undertaken by a progressive and iterative process, broadly as follows:

- Firstly, initial focus is on capturing the opportunities of what Ryde Central can offer to ensure that the Vision is realised and that possibilities are identified and examined (pre the Design & Construct tender);
- Secondly, a balanced opportunity and risk managed focus during design development, initially with the design consultants and then with the Design & Construct Contractor to achieve a design to the agreed budget; and
- Ultimately, a risk managed approach through the construction phase to deliver the development within the budget and quality/performance parameters established by Council.

The risk management planning and framework process is being facilitated by an independent external consultant (Jardine Lloyd Thompson) working with Council's Risk Management team and the Project Control Group.

ITEM 7 (continued)**Project Status****Refined Concept Plans:**

The Ryde Central Redevelopment Proposal continues to evolve. The masterplan concept presented to council earlier this year has been refined via the input of external technical experts (consultants), feedback received from the recent community consultation exercise and strategic input provided by the Project Director, Project Manager and executive members of the Project Control Group.

A total of 16 consultants have been engaged to assist with the project to date. Areas of discipline include project management, project strategy and direction, design architecture, civil, structural, mechanical and hydraulic engineering, environmentally sustainable design, town planning, urban design, heritage, landscape architects, acoustic specialists, building services management, waste management services, information and communication technology services, traffic and transport planning, quantity surveyors, and legal services.

Combined, these consultants are helping refine the concept to a stage that will enable Council to concurrently lodge a Development Application and proceed to Tender, should Council wish to do so. Copies of the latest artist impressions are provided for in **ATTACHMENT 2**.

Primary Uses and Inclusions:

The Council administration building comprises a ground floor plus 5 levels and includes:

- Council Chambers, Committee Rooms and Meeting Rooms;
- Council office space;
- Commercial office space (including provision for a child care centre); and
- Rooftop food and beverage space

The Multipurpose Cultural and Community Centre includes:

- Community performance space with retractable seating (accommodating over 700 people) that converts to function space (accommodating over 400 people);
- Rehearsal space;
- Combined activity spaces that can be divided into 3 smaller spaces (catering for a wide range of activities such as ballroom dancing and other social and community uses);
- Meeting rooms; and
- An Art Gallery

ITEM 7 (continued)

A prominent public domain, connecting the two primary uses, will be complemented by a small retail offering, soft landscaping, on-site basement parking and integrated connectivity from both northern and southern overhead bridges (extending from Top Ryde Shopping Centre).

Proposed Action Plan

The Ryde Central Redevelopment Proposal has progressed to a point where Council can now concurrently consider the following course of action:

1. Submit a Business Case (consistent with the Capital Expenditure Guidelines) to the Office of Local Government;
2. Lodge a Development Application; and
3. Advance to a tender process via an Expression of Interest

1. Office of Local Government (OLG) Capital Expenditure Guidelines

The Capital Expenditure Guidelines (2010) have been developed to assist NSW councils prepare Capital Expenditure Reviews. Capital expenditure is incurred when a council spends money to buy, construct, renovate or acquire an asset.

The Guidelines are issued pursuant to section 23A of the Local Government Act 1993.

The Guidelines have been designed to encourage councils to evaluate major capital expenditure by means of a consistent methodology, improve the quality of council's analysis performed in supporting all forms of project funding and capital expenditure, and enable the financial impact of projects on a council to be quantified, identified and controlled.

Specific requirements are established within the Capital Expenditure Guidelines. For the Ryde Central Redevelopment Proposal, the following requirements are considered minimum and will feature in Council's Business Case submission to the OLG:

1. An outline of the proposed Project
2. A justification of the need
3. An assessment of Council's capacity to manage the project to completion
4. Project priority relative to other council projects
5. Project alternatives considered
6. Financial Implications
7. Public consultation, engagement and feedback
8. Project Management Plan
9. Risk Management Plan
10. Probity Plan
11. Tender Strategy & Process, and
12. Periodic Project Reporting

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It is important to note that the OLG does not approve or reject project proposals, however it does have the right to review the process undertaken by Council for the project.

A full copy of the OLG Capital Expenditure Guidelines is provided for in **ATTACHMENT 3**.

2. Lodge Development Application

In order to proceed with the project, a development permit will need to be obtained via the lodgement of a Development Application. This application will not be assessed by Council but will, as is appropriate for a project of this nature and scale, be referred for determination to the Sydney North Planning Panel.

The project will follow the usual processes including a review by the Urban Design Review Panel and a pre-lodgement meeting with Council. The Urban Design Review Panel is a panel of independent professionals who will assess the project on its urban design merits and good design principles, against Council's codes and policies. This project is within the type of developments that need to be referred to Council's Urban Design Review Panel before formal lodgement of a Development Application. Feedback from these processes will ultimately influence and shape the final form of the Development Application that is submitted.

It is proposed that the DA will be submitted by the end of October 2019 so that it is well advanced by the time any decision is made to award a contract, pursuant to the tender process. Once a tender is awarded, the successful contractor will be responsible for assisting Council to achieve the necessary development permits and approvals required to construct the project. This would include assisting Council in any negotiations with concurrence agencies such as RMS, Ausgrid and Sydney Water.

The approval process is expected to take approximately 12 months during which time it is proposed that the design of the project will continue to progress from its current state to approximately 50% detailed design.

3. Proposed Tender Strategy and Process

The proposed delivery methodology for the project is via a Design and Construct (D&C) contract, as previously outlined in the Preliminary Business Case endorsed by Council in May 2019. The use of an Australian Standard D&C contract (AS4902) is proposed with appropriate amendments to minimize risk exposure for Council.

By the time Council lodges the Development Application, an estimated 20% of the design will have been completed. The successful tenderer will be expected to complete the remaining 80% design, obtain development approval and construct the development in its entirety.

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The proposed tender strategy comprises a single 'Request for Tender' process divided into two stages:

- Stage 1 – EOI (Expression of Interest)
- Stage 2 – RFT (Request for Tender)

A Request for Tender will only be issued to those who have demonstrated relevant skills, experience, capability and capacity in their EOI submission.

The successful contractor from the RFT will deliver the project in 2 phases:

- Phase 1 - ECI (Early Contractor Involvement) methodology, whereby the successful tenderer will be required to progress design to 50% completion, finalise the Development Application and confirm price using a bespoke ECI Deed.
- Phase 2 - D&C Contract (tailored form of AS4902), whereby the successful tenderer will be required to complete design and construct the project in its entirety.

The ECI will set out the rules governing the transition between the two delivery phases.

Procurement Process

Procurement will be carried out in accordance with the *Tendering Guidelines for NSW Local Government* (October 2009) (Tendering Guidelines), the *Local Government (General) Regulation 2005* (LG Regulation) and the *Local Government Act 1993* (LG Act). In particular, the procurement process will be carried out consistent with the Standards of Behaviour and Ethical Principles specified in section 1.2 of the Tendering Guidelines which include honesty and fairness, accountability and transparency, consistency, no conflict of interests, rule of law, no anti-competitive practices and no improper advantages.

Probity and Confidentiality

An external Probity Advisor will be appointed (as an independent participant) to assure adherence to correct probity principles and procedures, including:

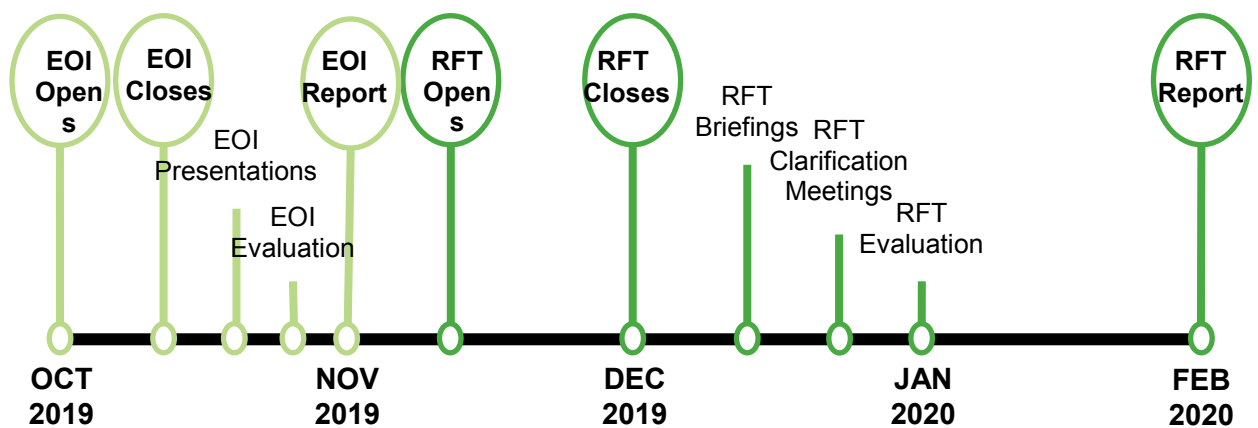
- Providing probity guidance through the development of a Probity Plan;
- review and comment on procurement related documentation (e.g. evaluation plans and reports);
- observe key meetings throughout the procurement process (e.g. bidder presentations, clarification meetings and evaluation panel meetings); and
- provide advice to the members of the Evaluation Panel.

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The Evaluation Panel, the Manager Procurement and the Probity Advisor will be required to complete necessary Declaration of Interests and Confidentiality Agreements.

Indicative Tender Timeline

The following diagram illustrates the indicative timeline from commencement of EOI to completion of RFT assessment. This timeline enables a tender evaluation report to be completed by February 2020 and a report to be considered by Council in March 2020.



Financial Implications

Construction cost estimates relating to the refined concept have been prepared by independent Quantity Surveyors. It is important to note that the estimates are based on only 20% design and may be subject to change as the design progresses. Furthermore, it is critical to note that the results of a tender process are likely to provide a far more indicative figure of the ultimate project cost. That will not be known until the results of the tender are reported to Council in March 2020.

Notwithstanding the above, a financial assessment of the project has been undertaken using information drawn from the quantity surveyor's construction cost estimates and other independently obtained demand analysis and value assessment information that assists Council's operating income and expenditure forecasts for the project.

A Financial Summary of the project is provided for in **ATTACHMENT 4 – CONFIDENTIAL**.

ITEM 7 (continued)**Conclusion**

At 85% support for the project, the results from Council's recent community consultation exercise indicate strong support for the Ryde Central Redevelopment Proposal.

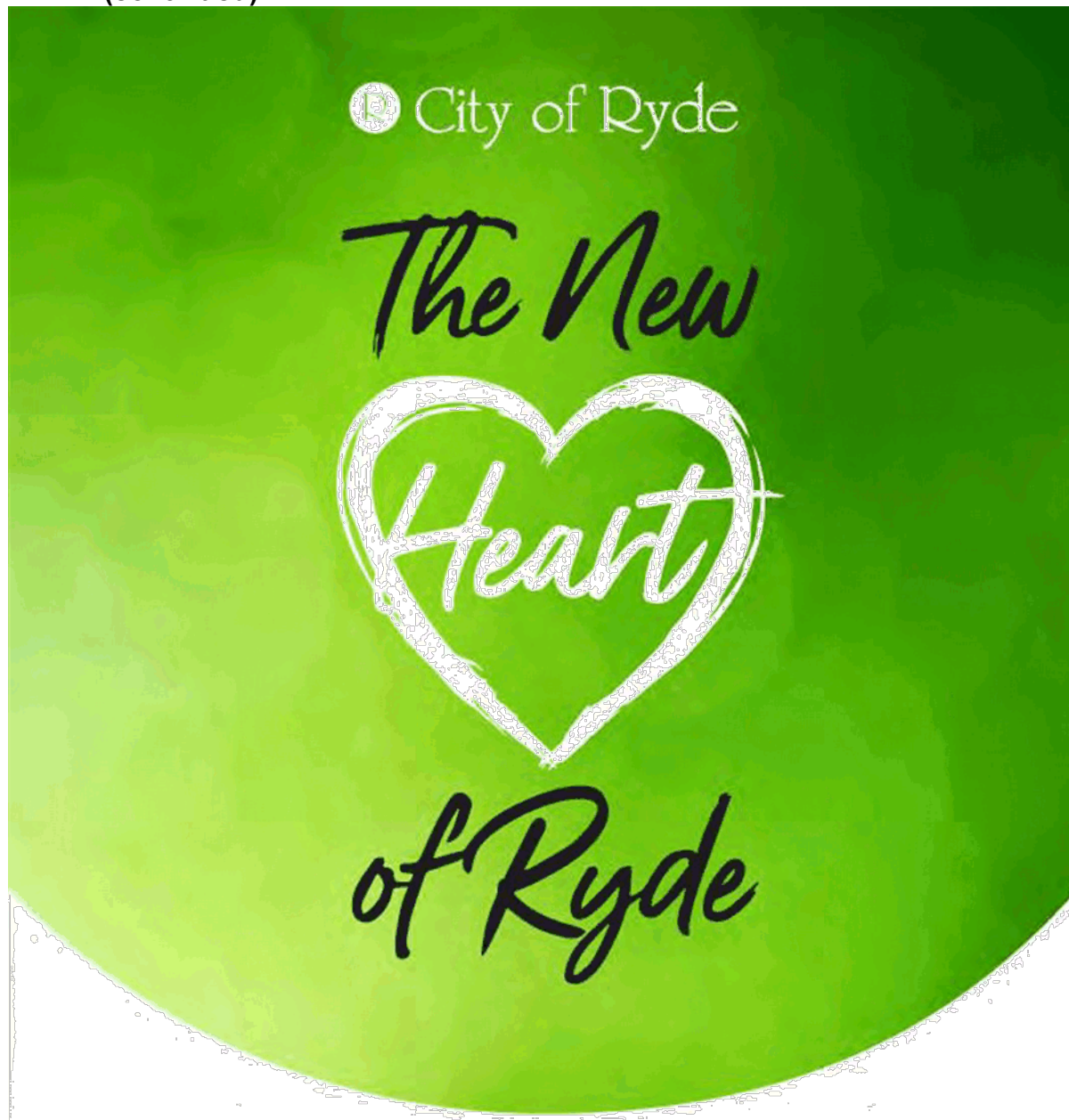
Council has advanced the masterplan concept to a point where Council can now concurrently consider the following course of action:

1. Submit a Business Case (consistent with the Capital Expenditure Guidelines) to the Office of Local Government;
2. Lodge a Development Application; and
3. Advance to a tender process via an Expression of Interest

The results of the tender process would be brought back to Council for its consideration in March 2020.

ITEM 7 (continued)

ATTACHMENT 1



RYDE CENTRAL

Formal Community Consultation Report

September 2019

ITEM 7 (continued)

ATTACHMENT 1

CITY OF RYDE| Ryde Central | Formal Community Consultation Report
September 2019 © City of Ryde

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Executive Summary

Formal community engagement was open from Wednesday 26 June to Sunday 25 August 2019 (8.5 weeks), to gauge the level of support for Council to redevelop the Ryde Civic Centre site into a Cultural and Community Hub and the key considerations from the community should the project proceed.

Overall, 2149 responses were received during the consultation period, with 85% of respondents expressing support for Council to redevelop the Ryde Civic Centre site into a Cultural and Community Hub.

While the level of support remained consistent based on where respondents lived, higher levels of support for the redevelopment were shown by:

- Chinese and Korean speaking respondents
- Phone survey respondents whom were already aware of the project
- Females
- 35-49 year olds

Key themes of the top priorities Council should consider when undertaking the detailed design included:

- Availability of parking
- Traffic management
- Inclusion of green space
- Inclusion of a hall / performance space

Based on the phone survey, the most important aspects to be considered in the design were pedestrian access and mobility, traffic and parking, functional design and green space.

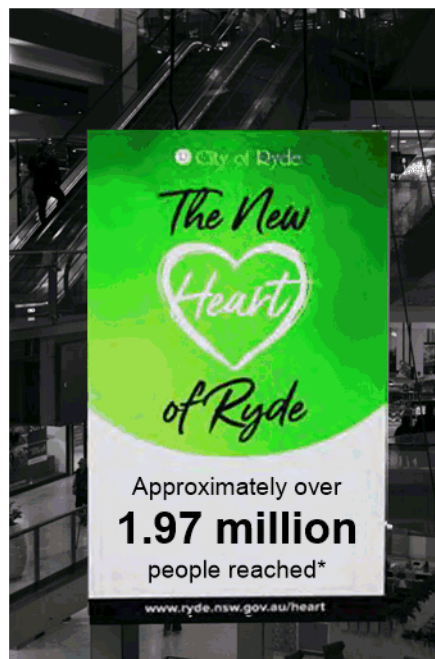


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Consultation Reach and Engagement



*excludes shopping centre displays. Is based on total reach not unique views



**Is based on total engagement not unique contacts

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Community Consultation Methodology

| Tool | Stakeholders | Overview | Reach* | Engagement** |
|----------------------------|--|---|-----------------------------------|------------------------|
| Website | Website users | 4 project webpages were created in English, Korean, Chinese Simplified and Chinese Traditional. All pages contained background information, an online survey, details of the community roadshow and project updates | | 7098 website views |
| Online Survey | Website users | An online survey where stakeholders could identify their level of support for the project and comment on key considerations was hosted on Council's corresponding Have Your Say page. The online survey was available in English, Korean, Chinese Simplified and Chinese Traditional. | | See results on page 10 |
| Phone Survey | City of Ryde residents | A telephone (landline and mobile) survey was conducted where households in the City of Ryde could identify their level of support for the project and comment on key considerations. | | See results on page 10 |
| Have Your Say ENewsletters | Enewsletter subscribers | Targeted eNewsletters were sent to project subscribers, local community groups, schools, regular and casual hirers of the Civic Hall to promote the project and consultation opportunities. | 7006 subscribers across all ENews | |
| ENewsletters | Enewsletters subscribers | A link to the Have Your Say website was included in other eNewsletters to promote the project and consultation opportunities. | 7006 subscribers across all ENews | |
| Flyers | Residents and owners of properties in a 1km radius of the site | A flyer was letter box dropped to residents and posted to property owners to promote the project and provide feedback opportunities for surrounding local residents. | 3,600 flyers sent | |
| Rates notice newsletter | City of Ryde ratepayers | An advertisement was placed in the rates notice newsletter to promote the project and to provide consultation opportunities for ratepayers within the LGA. | 30,284 ratepayers | |

*Excludes shopping centre displays. Numbers are approximate and are based on total reach not unique views

**Numbers are approximate and are based on total engagement not unique contacts

ITEM 7 (continued)

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Community Consultation Methodology continued

| Tool | Stakeholders | Overview | Reach* | Engagement** |
|-------------------------------|---------------------------------|---|---------------------|-----------------|
| Local newspaper ads | Newspaper readers | 28 advertisements in 2 local newspapers were published to provide opportunities to promote the project and consultation opportunities. | 112,500 circulation | |
| Community newspaper ads | Readers of community newspapers | 11 translated newspaper advertisements were published in 5 community newspapers to promote the project and consultation opportunities. | 63,500 circulation | |
| Media Releases | Local media | 4 media releases were distributed to local media outlets and hosted on the Major Development webpage to promote the consultation and keep the community informed about any project updates. | 23 Media contacts | |
| Media articles by Local Media | Newspaper readers | 15 media articles were published by local newspapers outlets containing information and editorials on the project and profiled individuals and community groups who would benefit from the new space. | 112,500 circulation | |
| Facebook | Facebook users | 8 social media advertisements were posted on the City of Ryde Facebook page to promote the project and consultation opportunities for online stakeholders. | 52,090 reach | 883 engagements |
| Instagram | Instagram users | 6 social media advertisements were posted on the City of Ryde Instagram page to promote the project and consultation opportunities for online stakeholders. | 3,977 impressions | 229 engagements |
| Twitter | Twitter users | 8 tweets were posted on the City of Ryde Twitter page to promote the project and consultation opportunities for online stakeholders | 3,841 impressions | 77 engagements |

*Excludes shopping centre displays. Numbers are approximate and are based on total reach not unique views

**Numbers are approximate and are based on total engagement not unique contacts

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Community Consultation Methodology continued

| Tool | Stakeholders | Overview | Reach* | Engagement** |
|---------------------|--|---|-----------------------|----------------|
| LinkedIn | LinkedIn users | 4 social media advertisements were posted on the City of Ryde LinkedIn page to promote the project and consultation opportunities for online stakeholders and the business community. | 3,057 impressions | 72 engagements |
| WeChat | WeChat users | A translated social media advertisement was posted on WeChat (a multi-purpose Chinese messaging and social media app) promoting the project and consultation opportunities for stakeholders within the Chinese community. | 448,082 reach | |
| News Xtend | Online News Xtend readers | Digital advertisements provided opportunities to promote the project and consultation opportunities for stakeholders. | 402,683 impressions | |
| Hojunara | Online Hojunara readers | A translated digital advertisements provided opportunities to promote the project and consultation opportunities for stakeholders. | 165,243 views | |
| Google Adwords | Google users | Digital advertisement through clickable ads on Google provided opportunities to promote the project and consultation opportunities for stakeholders. | 547,000 impressions | |
| Civic centre banner | Motorists, pedestrians and public transport users that pass the Civic Centre | A promotional banner was installed across the Civic Centre building to promote the project and consultation opportunities. | 80,000 traffic volume | |
| Smart pole banners | Motorists, pedestrians and public transport users on Devlin St | 20 smart pole banners were installed on Devlin Street to promote the project and consultation opportunities. | 80,000 traffic volume | |

*Excludes shopping centre displays. Numbers are approximate and are based on total reach not unique views

**Numbers are approximate and are based on total engagement not unique contacts

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Community Consultation Methodology continued

| Tool | Stakeholders | Overview | Reach | Engagement** |
|--------------------------|------------------------------|---|--------------------|-----------------------|
| Shopping centre signage | Visitors to shopping centres | Signage was placed on digital displays within Top Ryde and Macquarie Shopping Centres to promote the project and consultation opportunities. | 27,653 impressions | |
| Shopping centre displays | Visitors to shopping centres | 3 displays with project information and kiosks hosting the online survey were installed at the Customer Service Centre, Top Ryde Shopping Centre and Macquarie Shopping Centre to promote the project and provide consultation opportunities . | | |
| Community Roadshow | All stakeholders | 71 face-to-face sessions were held at various locations including local shopping centres, train stations, town centres, libraries, chambers of commerce and with local community groups. These sessions allowed stakeholders to have one-on-one time with the project team to provide their thoughts and ideas in person. | | 4778 people spoken to |



*Excludes shopping centre displays. Numbers are approximate and are based on total reach not unique views

**Numbers are approximate and are based on total engagement not unique contacts

ITEM 7 (continued)

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Community Consultation Results

Responses

2149 total responses

467 
Online responses

734 
Drop-in session votes

603 
Phone surveys

251 
Kiosk responses

42 
Written submissions

66 
Facebook poll

Note: Due to some individuals providing a response across more than one source, the sum of the source responses is greater than the number of total responses, as the total responses have removed duplicates across all sources.

Overall level of support (n=2118)



**Support Council
redeveloping the
Ryde Civic Centre
site into a Cultural
and Community Hub**
(very supportive + somewhat supportive)



Note: Where possible, data is cleaned to remove duplicate responses (by the individual), within and across sources. Some sources are unidentifiable, hence, could not be de-duplicated.

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Key Insights

Overall, 85% of respondents expressed support for Council redeveloping the Ryde Civic Centre site into a Cultural and Community Hub, while 6% had no preference and 9% were unsupportive.

Key themes for the top things Council should consider when undertaking the detailed design included:

- Availability of parking
- Traffic management
- Inclusion of green space
- Inclusion of a hall / performance space

The level of support remained consistent when split by respondents who live within the 2112 postcode (86% support), respondents who live within the City of Ryde Local Government Area (LGA) (85% support) and by those who live outside of the LGA (83% support).

A resident workshop was hosted to provide surrounding residents the opportunity to directly provide their feedback. Firstly, attendees were required to note their key needs and concerns and then offer suggestions to address these issues.

Concerns and suggestions largely focused on accessibility, including upgrading and integrating pedestrian bridges, ensuring adequate onsite parking, traffic management and safety, on-street parking management through restrictions or resident parking schemes and enhancing public transport connectivity. Attendees would also like to see a green and open designed space, limited noise impacts, limited retail spaces and land considerations surrounding the site.

Attendees were assigned dots to highlight the comments that were most important to them. Comments regarding pedestrian accessibility and pedestrian bridges were the most frequently assigned dots, followed by onsite parking (including access to the car park), traffic management solutions, on-street parking restrictions and a resident parking scheme.



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Key Insights continued

The level of support varied based on the language spoken, with Korean (100%) and Chinese (95%) speaking respondents expressing a higher level of support for the redevelopment compared to English speaking (84%) respondents.



Considerations also varied based on source, as compared to all other sources:

- Access based themes (such as traffic and parking) were more common with phone survey respondents, who were residents within the LGA
- The types of facilities to be included on the site - including a dance floor - were more common with drop-in session respondents, who were typically members of community groups and/or users of local facilities
- Environmental considerations were more common with online or kiosk based respondents.

Additional insights were also captured through the phone survey (based on a random sample and weighted to represent the LGA demographics). 42% of surveyed residents were already aware of the project. Awareness typically increased with age, while residents that live within the Central Ward (where the site is located) were more aware (55%).

Regarding the level of support, the phone survey revealed that females, 35-49 year old's and those already aware of the project stated marginally higher levels of support.

The phone survey further asked respondents how important they believed a number of options and trade-offs should be considered when designing the new facility. The following aspects were rated most important:

- Pedestrian access and mobility
- Traffic and parking
- Functional design
- Green space.

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Common Themes

Common themes

From those who were Very Supportive
or Somewhat Supportive



Note: size is representative of theme frequency, reflecting themes ranging between n=439 and n=2.

From those who were Very Unsupportive,
Somewhat Unsupportive
and No Preference/Unsure



Note: size is representative of theme frequency, reflecting themes ranging between n=45 and n=2.

Further comments



Note: size is representative of theme frequency, reflecting themes ranging between n=62 and n=2.

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Key Considerations from Common Themes

The top priorities Council should consider when undertaking the detailed design should the project proceed are summarised below in alphabetical order.

Access Considerations

Parking: The provision of adequate parking was the most common theme. Comments noted the need for enough parking to cater for the facilities and council offices, themes included, free or low cost, timed, accessible and easy to use parking. Other comments expressed concern about the impact on street and residential parking.

Pedestrian and general accessibility: Feedback highlighted the importance of strong pedestrian connectivity and accessibility to the site, particularly across Devlin Street through integrated and improved foot bridges. Ease of access was also noted, including access for people with a disability, elderly and prams and good internal connections for movement throughout the site.

Public transport: The need for adequate public transport accessibility was also a frequently noted consideration. This includes adequate connectivity to public transport hubs to and from Ryde Central, as well as improving public transport linkages to the area (such as frequency of services, upgraded bus interchange and additional transport modes).

Traffic management: With high volumes of traffic and congestion in the area, traffic management was the second most frequent theme. Key concerns included increasing volumes of traffic and congestion, traffic flows in and out of the hub and in the area, noise from traffic and impact during construction.



ITEM 7 (continued)

ATTACHMENT 1



Key Considerations from Common Themes continued

Building and Design Considerations

Aesthetic design: Respondents would like to see aesthetically appealing buildings, with modern, unique and open designs which complement the surrounding landscape.

Financial considerations: Feedback revealed concerns regarding the cost of the project, keeping to budget, cost efficiencies, cost to tax payers and long term financial sustainability.

Other building and design considerations: A number of smaller themes regarding building and design considerations were evident in the feedback, including limiting the height of the building, no residential apartments, renovating the current building, using local and quality contractors/suppliers and materials, consider incorporating historical elements, noise and impact on local residents, timeframe for completion and retaining council ownership.

Community Spaces and Facilities

Community space for hire: Respondents commonly noted the need for spaces which can be hired for community groups, activities, classes and events. More specific themes included meeting rooms, break out rooms, music and arts spaces and galleries, function spaces and recreation facilities. While some comments focused on practical and purpose built spaces, others equally focused on flexible and multi-use spaces.

Furthermore, some concerns were expressed by current Civic Hall users regarding the availability of an adequate space for their community groups during construction.

Dance floor: The Civic Hall is currently used as a dance hall by community groups, who expressed concern about losing access to high quality flooring. Hence, comments requested the inclusion of a dance floor of equal or greater size, with a sprung floor to maintain existing quality.

Hall / performance space: A common consideration was for the inclusion of a large hall or theatre space to host performances, community meetings and events. Examples of facilities for such a space included a stage, tiered seating, AV facilities, lighting, good acoustics and backstage facilities.

ITEM 7 (continued)

ATTACHMENT 1



Key Considerations from Common Themes continued

Community Spaces and Facilities continued

Inclusive space for the community: Respondents would like the community and cultural hub to be a space that is inclusive and available to all individuals and groups (including all cultures, ages and community groups). Related themes included designing the site to benefit and meet the current and future needs of the community, affordable hire of community spaces, creating a sense of community, and creating an inviting, safe and family friendly space for the community.

Other facilities and services: Respondents would also like to see the inclusion of hospitality services (potentially on the rooftop), child care services, childrens play areas, cultural and community services, commercial and retail services, shared office spaces, bathroom facilities, kitchen or catering facilities, air-conditioning and storage facilities. Additionally, some comments did not support the inclusion of retail services in Ryde Central.

Environment and Outdoor Considerations

Environmentally friendly and sustainable design: The impact and protection of the environment was a concern expressed in the feedback. Respondents suggested that the project incorporate best practice sustainable design during construction through energy, water and waste efficiencies (e.g. solar power, recyclable water, rain collection, recycling and waste management) to minimise the environmental impact.

Green, open space and public space: The inclusion of open, public and green space with trees, gardens, lawns and shaded areas were popular, to provide the community with spaces to sit, relax, walk and connect. Examples included a rooftop garden, vertical gardens, native plants, community gardens, parklands, common areas and outdoor facilities for activities and events.



ITEM 7 (continued)

ATTACHMENT 1



Appendices



ITEM 7 (continued)

ATTACHMENT 1

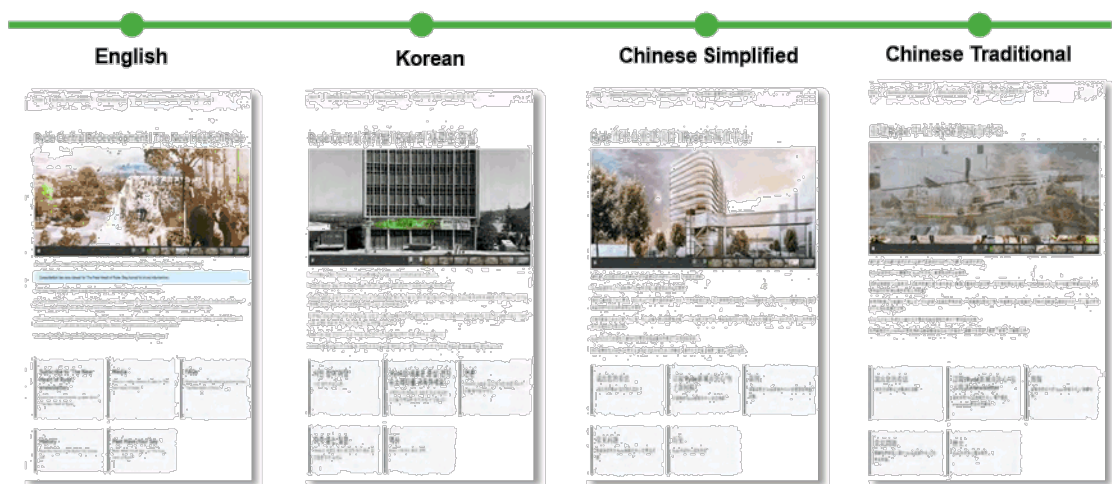


Website Summary

Have Your Say Pages



Major Development Project Pages

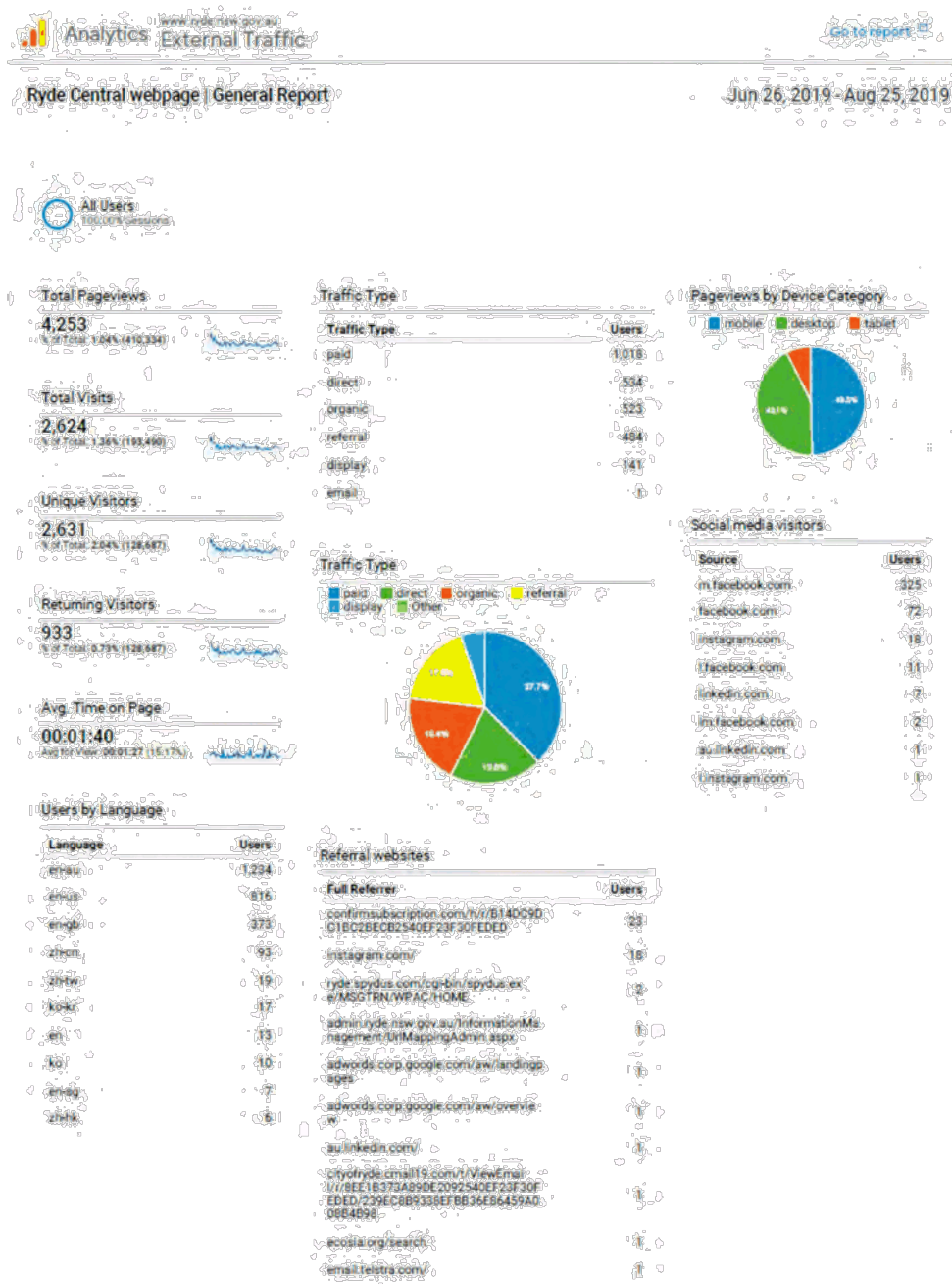


ITEM 7 (continued)

ATTACHMENT 1



Website Analytics – Ryde Central Page

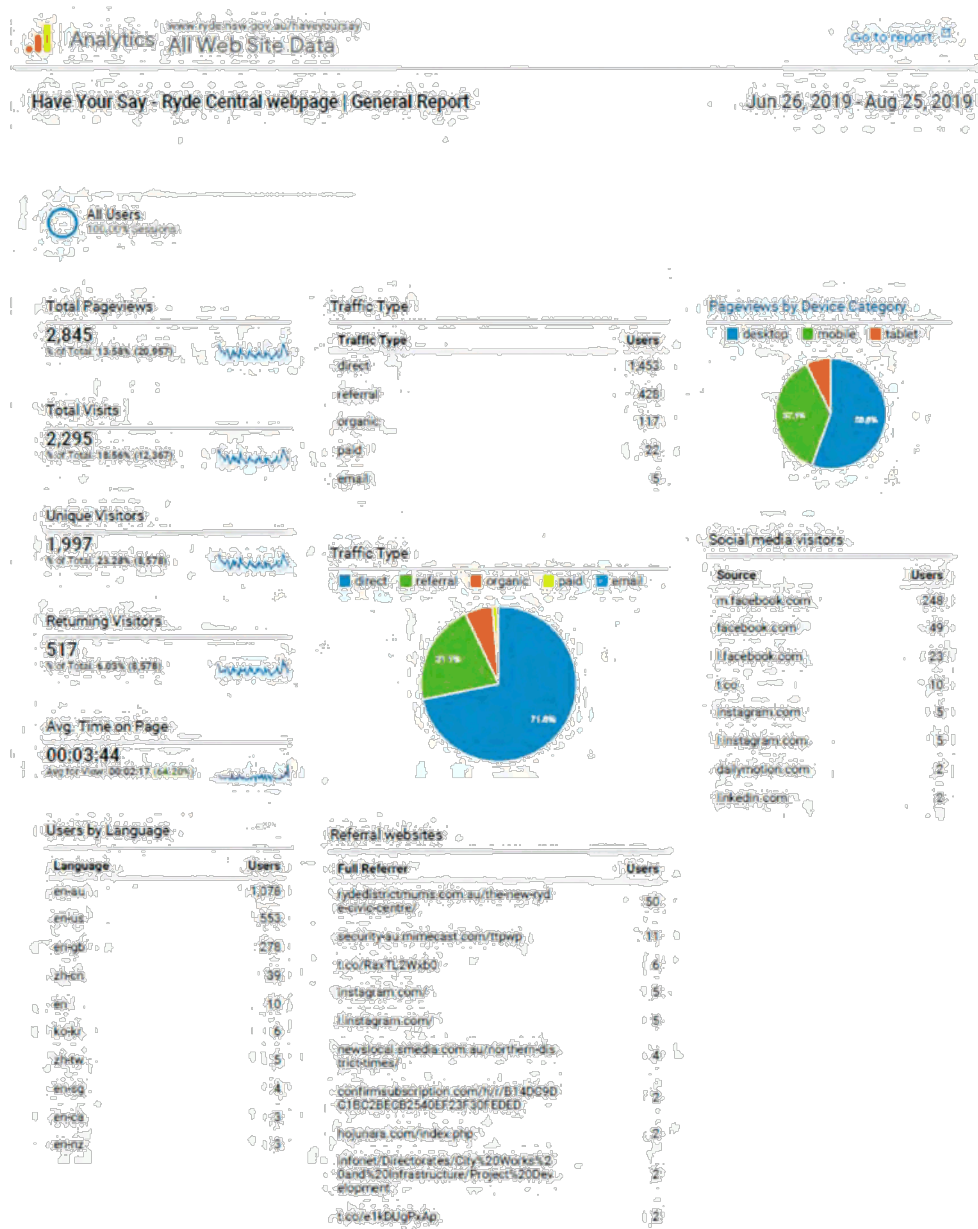


ITEM 7 (continued)

ATTACHMENT 1



Website Analytics – Have Your Say Page



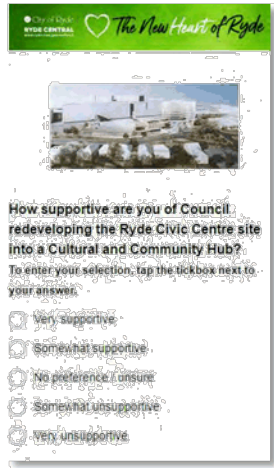
ITEM 7 (continued)

ATTACHMENT 1



Online Survey Summary

English



How supportive are you of Council redeveloping the Ryde Civic Centre site into a Cultural and Community Hub?

To enter your selection, tap the tickbox next to your answer.

☐ Very supportive

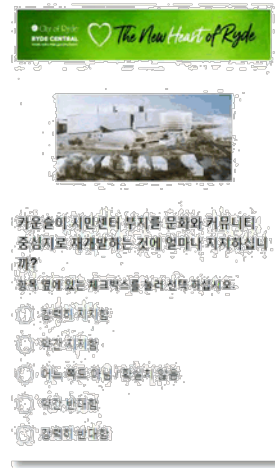
☐ Somewhat supportive

☐ No preference / unsure

☐ Somewhat unsupportive

☐ Very unsupportive

Korean



카운슬이 시민센터 부지를 문화와 커뮤니티 중심지로 재개발하는 것에 얼마나 지지하십니까?

항목 옆에 있는 체크박스를 눌러 선택하십시오.

☐ 매우 적극 지지함

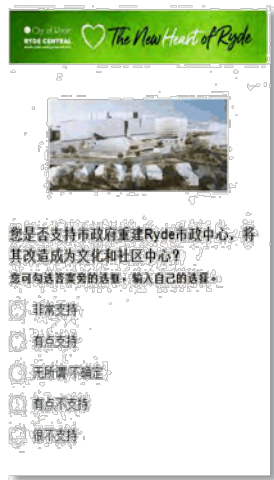
☐ 약간 적극 지지함

☐ 아주 애매 / 확실치 않음

☐ 약간 반대함

☐ 매우 반대함

Chinese Simplified



您是否支持市政府重建Ryde市政中心，将其改造成文化和社区中心？

您可勾选答案旁的选项，输入自己的选择。

☐ 非常支持

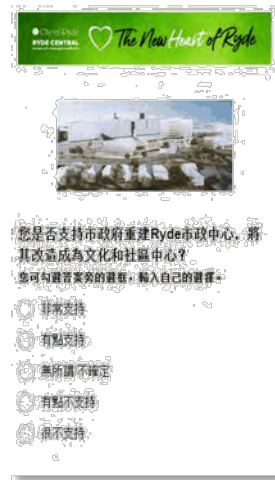
☐ 有点支持

☐ 无所谓/不确定

☐ 有点不支持

☐ 很不支持

Chinese Traditional



您是否支持市政府重建Ryde市政中心，将其改造成文化和社區中心？

您可勾选答案旁的选项，輸入自己的選擇。

☐ 非常支持

☐ 有點支持

☐ 無所謂/不確定

☐ 有點不支持

☐ 很不支持

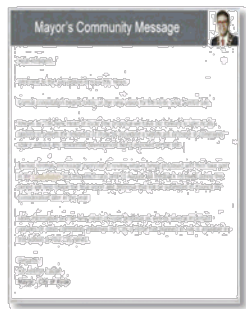
ITEM 7 (continued)

ATTACHMENT 1



ENewsletter Summary

26 Jun 19
City News | July 2019



26 Jun 19
Have Your Say is Now Open
(Subscribers)



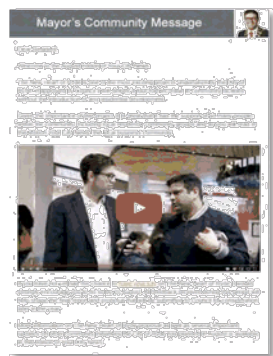
26 Jun 19
Have Your Say is Now Open
(Civic Hall Regular Hirers)



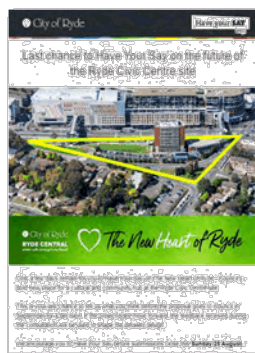
27 Jun 19
Have Your Say is Now Open
(Casual Hirers)



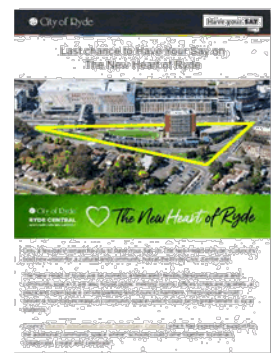
31 Jul 19
City News | August 2019



21 Aug 19
Last Chance to Have Your Say
(Subscribers)



21 Aug 19
Last Chance to Have Your Say
(Schools)



ITEM 7 (continued)

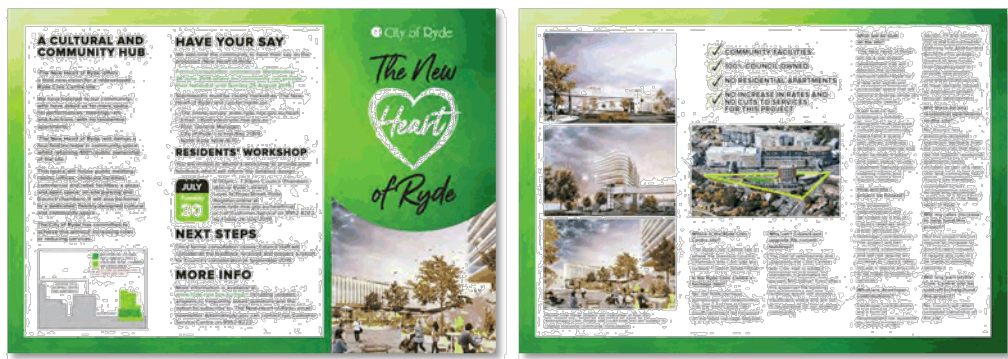
ATTACHMENT 1



DL Flyer and Rates Notice Newsletter Summary

26 Jun 19

DL flyer distributed to owners/occupiers



22 Jul 19

A3 rates notice insert



ITEM 7 (continued)

ATTACHMENT 1



Local Newspaper Summary



5 Jun 19
Your City News

5 Jul 19
Your City News

12 Jul 19
Your City News



12 Jun 19
Your City News

19 Jun 19
Your City News & Have Your Say

19 Jun 19
Your City News & Have Your Say



ITEM 7 (continued)

ATTACHMENT 1



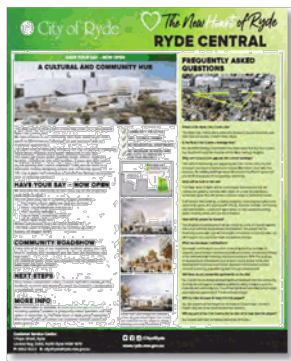
Local Newspaper Summary



26 Jun 19
Have Your Say Now Open

26 Jun 19
Have Your Say Now Open

26 Jun 19
Your City News



26 Jun 19
Your City News

7 Jul 19
Your City News

7 Jul 19
Your City News & Community Roadshow



ITEM 7 (continued)

ATTACHMENT 1



Local Newspaper Summary



10 Jul 19
Your City News &
Rooftop Bar Concept

10 Jul 19
Your City News &
Rooftop Bar Concept

17 Jul 19
Your City News



17 Jul 19
Your City News

24 Jul 19
Your City News

24 Jul 19
Your City News &
Community Roadshow



ITEM 7 (continued)

ATTACHMENT 1



Local Newspaper Summary



31 Jul 19
Your City News



31 Jul 19
Your City News &
Community Roadshow



7 Aug 19
Your City News



7 Aug 19
Your City News &
Community Roadshow



14 Aug 19
Your City News



14 Aug 19
Your City News & Community
Roadshow



ITEM 7 (continued)

ATTACHMENT 1



Local Newspaper Summary



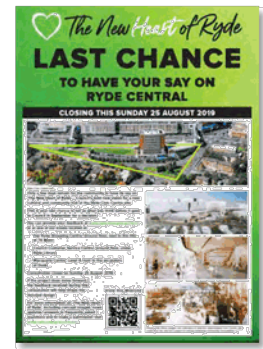
21 Aug 19
Your City News



21 Aug 19
Your City News



21 Aug 19
Last Chance to Have
Your Say



21 Aug 19
Last Chance to Have
Your Say



ITEM 7 (continued)

ATTACHMENT 1



Community Newspaper Summary

한호일보
HANHO KOREAN DAILY

星島日報
SINGTAO DAILY

한호일보
HANHO KOREAN DAILY

21 Jun 19
Hanho Daily



3 Jul 19
Singtao Daily



5 Jul 19
Hanho Daily



코리아타운
The Weekly Korea Town

看中國
VISION TIMES

VISION TIMES

5 Jul 19
The Weekly Koreatown



12 Jul 19
Vision China Times



12 Jul 19
The Sydney Korean Herald



ITEM 7 (continued)

ATTACHMENT 1



Community Newspaper Summary



26 Jul 19
The Sydney Korean Herald



8 Aug 19
Vision China Times



16 Aug 19
Hanho Daily



16 Aug 19
The Weekly Koreatown



19 Aug 19
Singtao Daily



ITEM 7 (continued)

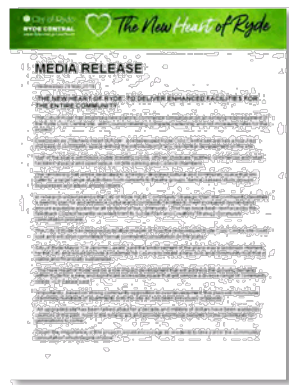
ATTACHMENT 1



Media Release Summary

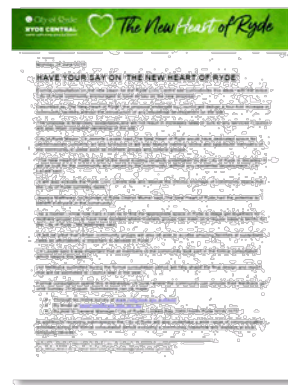
29 May 19

'The New Heart of Ryde' to deliver enhanced facilities for the entire community



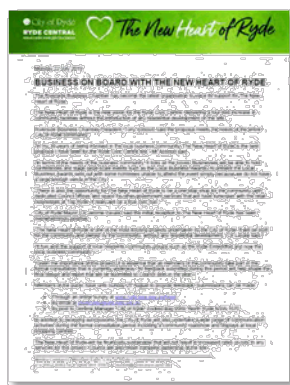
24 Jun 19

Have Your Say on 'The New Heart of Ryde'



22 Jul 19

Business on board with The New Heart of Ryde



7 Aug 19

The New Heart of Ryde to deliver benefits for students



ITEM 7 (continued)

ATTACHMENT 1



Newspaper Media Article Summary

| | | |
|--|---|--|
|  5 Jun 19 Restarting CBD heart  Revival of the city's heart |  5 Jun 19 New Ryde Civic Hub  ARE YOU impressed by this? |  12 Jun 19 Wilde about the New Heart of Ryde  Wilde about the new heart of Ryde |
|  19 Jun 19 Our readers will design new Ryde concert hall  Our readers will design new Ryde concert hall |  26 Jun 19 Our readers will design new Ryde concert hall  Have your say on CBD heart |  26 June 19 Families thrilled with a New Heart of Ryde  Families thrilled with a New Heart of Ryde! |

ITEM 7 (continued)

ATTACHMENT 1



Newspaper Media Article Summary



3 July 19

Ryde's rooftop garden offers stunning views



10 Jul 19

Ryde's Indian community offers wisdom for the New Heart of Ryde development



17 Jul 19

Civic centre architects promise to meet The Weekly Times readers expectations



24 Jul 19

Business Chamber supports New Heart of Ryde concept



24 Jul 19

Lots of love for new heart



31 July 19

A sneak preview inside the New Heart of Ryde



ITEM 7 (continued)

ATTACHMENT 1



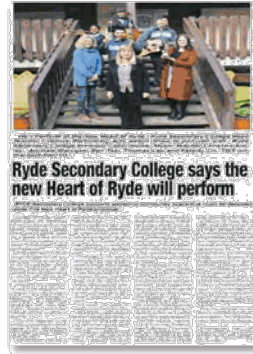
Newspaper Media Article Summary



7 Aug 2019
Civic centre's fresh start



7 Aug 19
Ryde Secondary College says the new Heart of Ryde will perform



21 Aug 19
Ryde residents have a change of heart over Civic Centre



ITEM 7 (continued)

ATTACHMENT 1



Facebook Summary (8 posts)
Total reach: 52,090 Total engagement: 883

| 26 Jun 19 Consultation open | 3 Jul 19 Concept poll | 11 Jul 19 Rooftop bar concept | 25 Jul 19 Business chamber reaction |
|--------------------------------|--|---|--|
| | | | |
| 1 Aug 19 Vox pop video | 8 Aug 19 Benefit for local students | 15 Aug 19 Community facility concept | 21 Aug 19 Consultation closing soon |
| | | | |

ITEM 7 (continued)

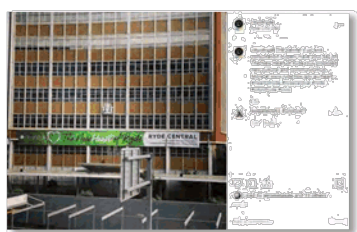
ATTACHMENT 1



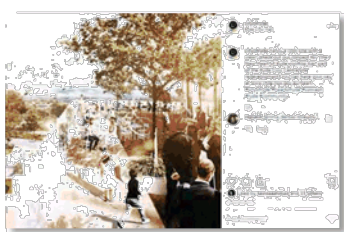
Instagram Summary (6 posts)

Total impressions: 3,977 Total engagement: 229

26 Jun 19
Consultation open



4 Jul 19
Rooftop bar concept



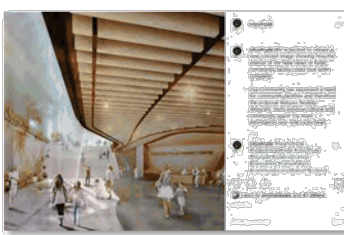
13 Jul 19
Vox pop video



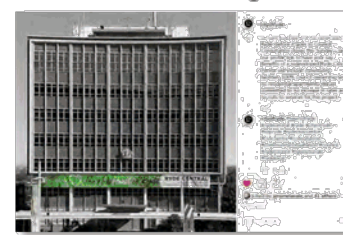
31 Jul 19
Community consultation



5 Aug 19
Community facility concept



20 Aug 19
Consultation closing soon



ITEM 7 (continued)

ATTACHMENT 1



Twitter Summary (8 tweets)

Total impressions: 52,090 Total engagements: 77

26 Jun 19
Consultation
open



5 Jul 19
Rooftop bar
concept



13 Jul 19
Vox pop
filming



29 Jul 19
Business chamber
reaction



30 Jul 19
Community
consultation



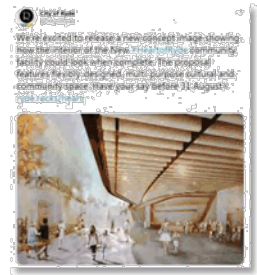
31 Jul 19
Vox pop
video



3 Aug 19
The
architects



8 Aug 19
Community facility
concept



ITEM 7 (continued)

ATTACHMENT 1



LinkedIn Summary (4 posts)

Total impressions: 3,057 Total Engagements: 72

15 Jul 19
The architects



29 Jul 19
Business chamber reaction



1 Aug 19
Vox pop video



23 Aug 19
Consultation closing soon



ITEM 7 (continued)

ATTACHMENT 1

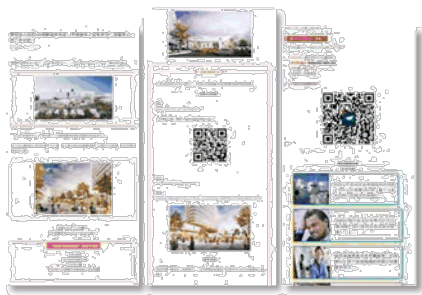


Other Digital Summary

Posts: 4 Total impressions: 3,057



1 Jul 19
WeChat
Chinese social media post



4 Jul 19
Ryde District Mums
Editorial in e-newsletter



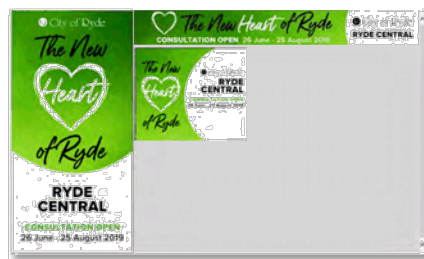
22 Aug 19
Ryde District Mums
Facebook post



1 Aug 19
Hojunara
Korean digital advertisement



1 Aug 19
News Xtend
Digital advertisement



23 Aug 19
Google Adwords



ITEM 7 (continued)

ATTACHMENT 1



Signage Summary

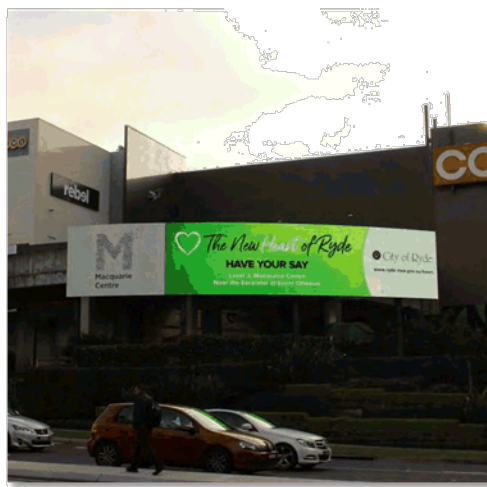
24 Jun 19 to 2 Sep 19
Civic Centre Banner



17 Jun 19 to 16 Sep 19
Smart Pole Banners



1 Jul 19 to 25 Aug 19
Digital Display outside Macquarie Centre
(Waterloo Road, Macquarie Park)



1 Jul 19 to 14 Jul 19
Digital Display inside
Top Ryde Shopping Centre



ITEM 7 (continued)

ATTACHMENT 1



Shopping Centre Display Summary

26 Jun 19 to 25 Aug 19
Top Ryde Shopping Centre



26 Jun 19 to 25 Aug 19
Customer Service Centre Foyer



1 Jul 19 to 25 Aug 19
Macquarie Shopping Centre



ITEM 7 (continued)

ATTACHMENT 1



Community Roadshow Summary

Total engagements: 4778

| 1 Jul 19 | 2 Jul 19 | 4 Jul 19 | 5 Jul 19 | 6 Jul 19 |
|---|---|---|--|---|
| Korean Community Group 11.00am | Bilingual Storytime Ryde Library* 11.15am | Korean Community Group 11.00am | Rhymetime West Ryde Library* 10.30am | North Ryde Town Centre* 10.00am-12noon |
|  |  |  |  |  |
| 8 Jul 19 | 8 Jul 19 | 9 Jul 19 | 9 Jul 19 | 10 Jul 19 |
| West Ryde Train Station* 7.00-9.00am | West Ryde Train Station* 3.00pm-5.00pm | Storytime Eastwood Library* 11.00am | Korean Community Group 6.50pm | Eastwood Chinese Senior Citizens Club 11.00am |
|  |  |  |  |  |
| 11 Jul 19 | 12 Jul 19 | 13 Jul 19 | 13 Jul 19 | 13 Jul 19 |
| Macquarie Shopping Centre Kiosk* 6.00-8.00pm | Civic Hall Dance Group 6.00pm | Top Ryde Shopping Centre Kiosk* 10.00am-12noon | Top Ryde Shopping Centre Kiosk 2.00-3.00pm | Macquarie Shopping Centre Kiosk* 2.00-4.00pm |
|  |  |  |  |  |

*Note: Advertised session

ITEM 7 (continued)

ATTACHMENT 1



Community Roadshow Summary

Total engagements: 4778

| 14 Jul 19 | 15 Jul 19 | 15 Jul 19 | 16 Jul 19 | 17 Jul 19 |
|--|---|--|---|---|
| Sydney Church of Christ 12:00-1:00pm  | Meadowbank Train Station* 7:00-9:00am  | Meadowbank Train Station* 3:00-5:00pm  | Rhyme Time North Ryde Library* 10:30am  | RALC* 10:00am-12noon  |
| 17 Jul 19 | 18 Jul 19 | 19 Jul 19 | 20 Jul 19 | 20 Jul 19 |
| Residents for Ryde Committee  | Comic Fest Ryde Library* 10:00-2:00pm  | Top Ryde Shopping Centre* 6:00pm-8:00pm  | Rhyme Time Gladesville Library* 10:30am  | West Ryde Plaza* 10:00am-12:00pm  |
| 22 Jul 19 | 22 Jul 19 | 23 Jul 19 | 23 Jul 19 | 24 Jul 19 |
| Eastwood Plaza* 2:00-4:00pm  | Armenian Senior Citizen Support 9:30-11:30am  | Sydney Thistle Highland Pipe Band 7:30-9:30pm  | Chinese Relationships Australia Grandparents Group 10:00am-12noon  | Ryde Youth Theatre 6:30-8:00pm  |

*Note: Advertised session

ITEM 7 (continued)

ATTACHMENT 1



Community Roadshow Summary

Total engagements: 4778

| | | | | |
|---|---|---|--|---|
| 24 Jul 19 | 26 Jul 19 | 26 Jul 19 | 27 Jul 19 | 27 Jul 19 |
| Come Dancing 5.30pm | Italian Leisure Group 10.00am | Come Dance With Me 5.00pm | Trim Place* 10:00am-12:00pm | Betty's Ballroom Blitz 5:30pm |
|  |  |  |  |  |
| 28 Jul 19 | 30 Jul 19 | 31 Jul 19 | 31 Jul 19 | 1 Aug 19 |
| North Ryde Town Centre* 10:00am-12:00pm | Residents Workshop 5:30-8:00pm | Thriving Communities* 6:00-9:30pm | Ryde Youth Council Advisory Committee 6.00pm | Ryde Eisteddfod 8:30-10:30am |
|  |  |  | |  |
| 1 Aug 19 | 2 Aug 19 | 3 Aug 19 | 3 Aug 19 | 5 Aug 19 |
| Bilingual Story Time Eastwood Library* 11:00am | Rhyme Time West Ryde Library* 10:30am | Top Ryde Shopping Centre Kiosk* 10.00am-12noon | Macquarie Centre * 2.00-4.00pm | North Ryde Metro Station* 7:00-9:00am |
|  |  |  |  |  |

*Note: Advertised session

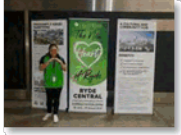







ITEM 7 (continued)

ATTACHMENT 1



Community Roadshow Summary

Total engagements: 4778

| 5 Aug 19 | 5 Aug 19 | 7 Aug 19 | 8 Aug 19 | 8 Aug 19 |
|--|---|--|---|---|
| North Ryde Metro Station* 3:00-5:00pm  | Riverside Business Chamber 5:30-7:00pm  | Sport & Rec & Wheeled Sports Advisory Committee 6:00pm  | Rhymetime Ryde Library* 10.30am  | Customer Service Centre* 2:00-4:00pm  |
| 8 Aug 19 | 9 Aug 19 | 9 Aug 19 | 10 Aug 19 | 10 Aug 19 |
| Top Ryde Shopping Centre* 6:00-8:00pm  | Rhyme Time Gladesville Library* 10:30am  | Thank Arthur It's Friday 5:30pm  | Eastwood Plaza* 10:00am-12:00pm  | West Ryde Plaza* 2:00-4:00pm  |
| 12 Aug 19 | 12 Aug 19 | 13 Aug 19 | 14 Aug 19 | 14 Aug 19 |
| Macquarie Park Metro Station* 7:00-9:00am  | Macquarie Par Metro Station* 3:00-5:00pm  | Ryde Eisteddfod 8:30-10:30am  | Ryde Eisteddfod 8:30-10:30am  | Economic Development Advisory Committee 5:00pm  |

*Note: Advertised session









ITEM 7 (continued)

ATTACHMENT 1



Community Roadshow Summary

Total engagements: 4778

| 15 Aug 19 | 15 Aug 19 | 16 Aug 19 | 17 Aug 19 | 17 Aug 19 |
|---|---|---|--|---|
| Ryde Eisteddfod 8:30-10:30am | Macquarie Centre* 6:00-8:00pm | Rhyme Time Eastwood Library* 10:30am | Trim Place Gladesville* 2:00-4:00pm | Betty's Ballroom Blitz 6:00pm |
|  |  |  |  |  |
| 19 Aug 19 | 19 Aug 19 | 20 Aug 19 | 21 Aug 19 | 22 Aug 19 |
| Macquaire Metro Station* 7:00-9:00am | Macquarie Metro Station* 3:00pm-5:00pm | Rhyme Time North Ryde Library* 10:30am | Bilingual Storytime West Ryde Library* 11:00am | Customer Service Centre 2:00-4:00pm |
|  |  |  |  |  |
| 22 Aug 19 | | | | |
| Macquarie Shopping Centre Kiosk* 6:00-8:00pm | | | | |
|  | | | | |

*Note: Advertised session

ITEM 7 (continued)

ATTACHMENT 1



Level of Support Breakdown



By source

Drop In Sessions (n=734)



Phone Survey (n=603)



Online responses (n=467)



Kiosk Survey (n=251)



Facebook Poll (n=66)



By language

English (n=1,925)



Chinese (n=118)



Korean (n=74)



By location

2112 (n=579)



Other City of Ryde (n=967)



Other LGA (n=385)



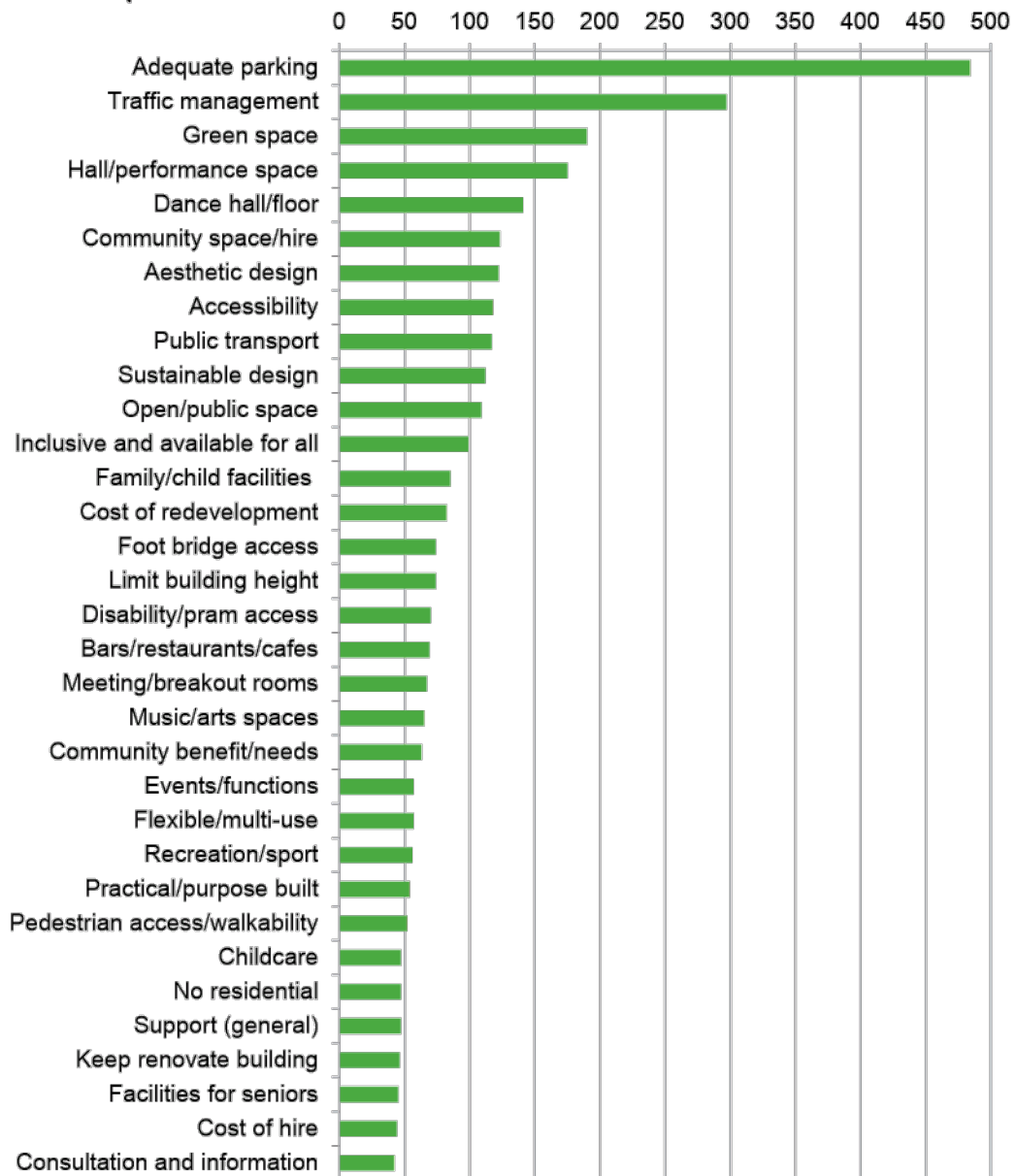
ITEM 7 (continued)

ATTACHMENT 1



Frequency of Common Themes

All responses (n=1,793)



ITEM 7 (continued)

ATTACHMENT 1



Frequency of Common Themes continued

All responses (n=1,793)



ITEM 7 (continued)

ATTACHMENT 1



Frequency of Common Themes continued

All responses (n=1,793)

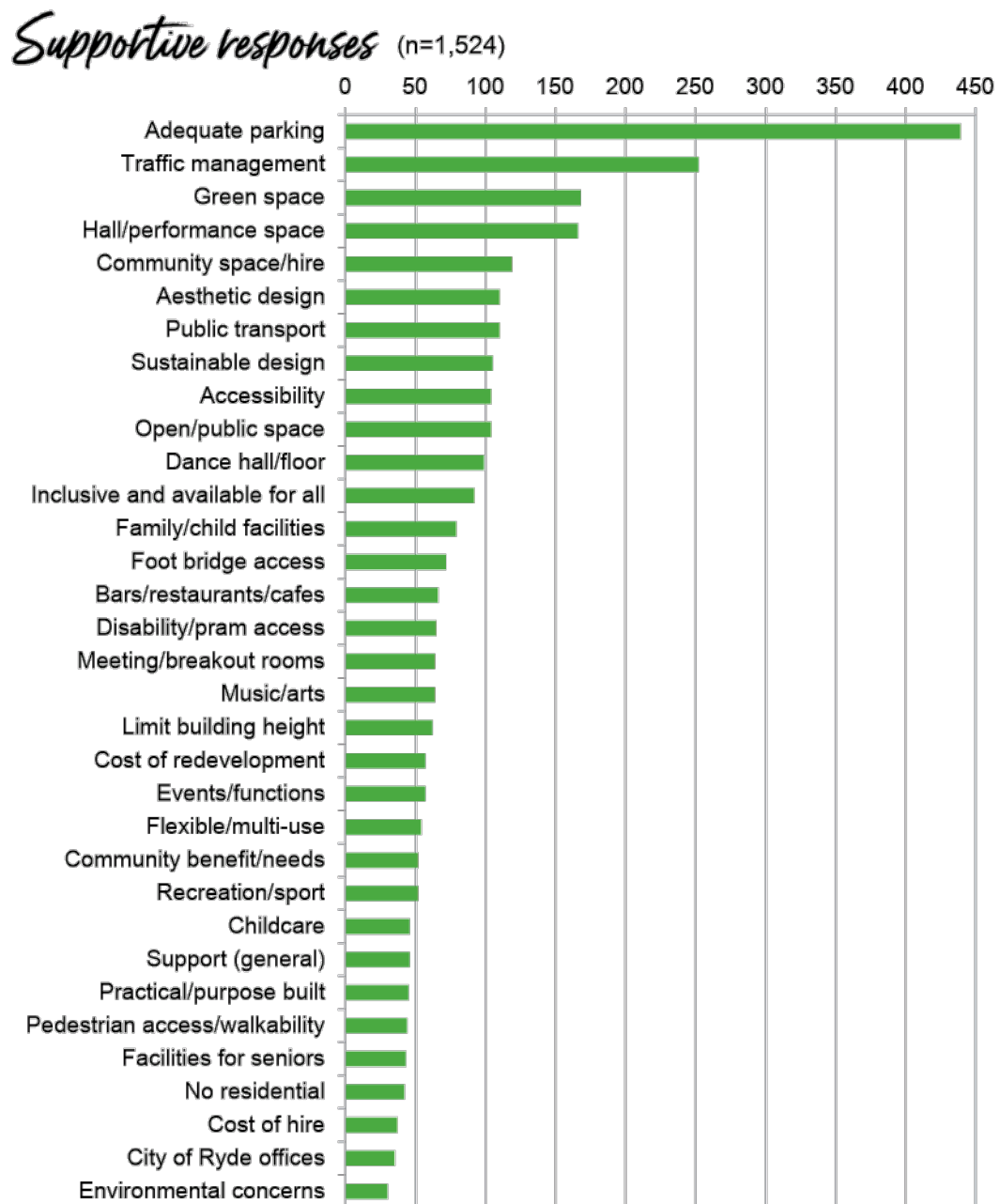


ITEM 7 (continued)

ATTACHMENT 1



Frequency of Common Themes continued

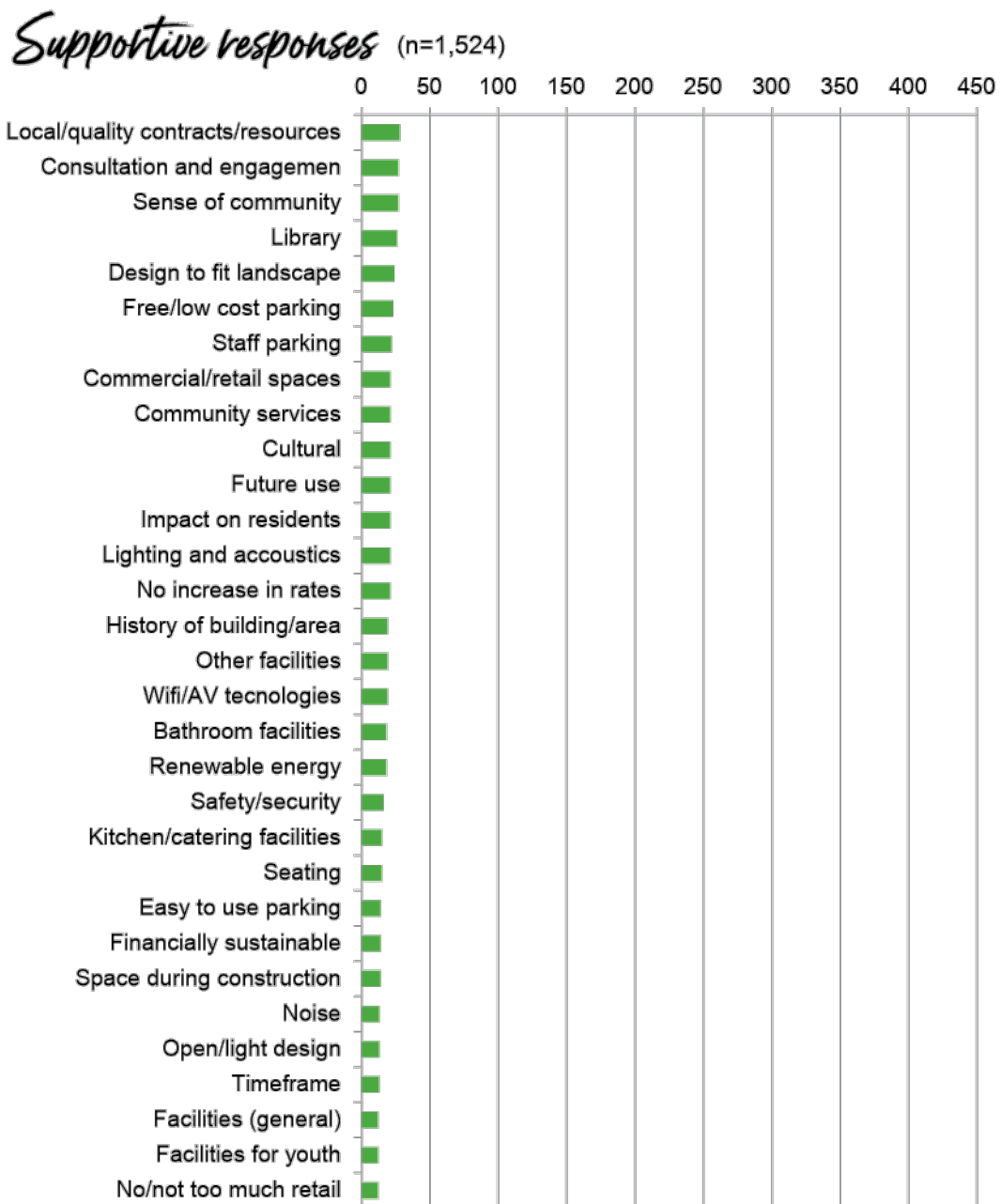


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Frequency of Common Themes continued



ITEM 7 (continued)

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Frequency of Common Themes continued

Supportive responses (n=1,524)



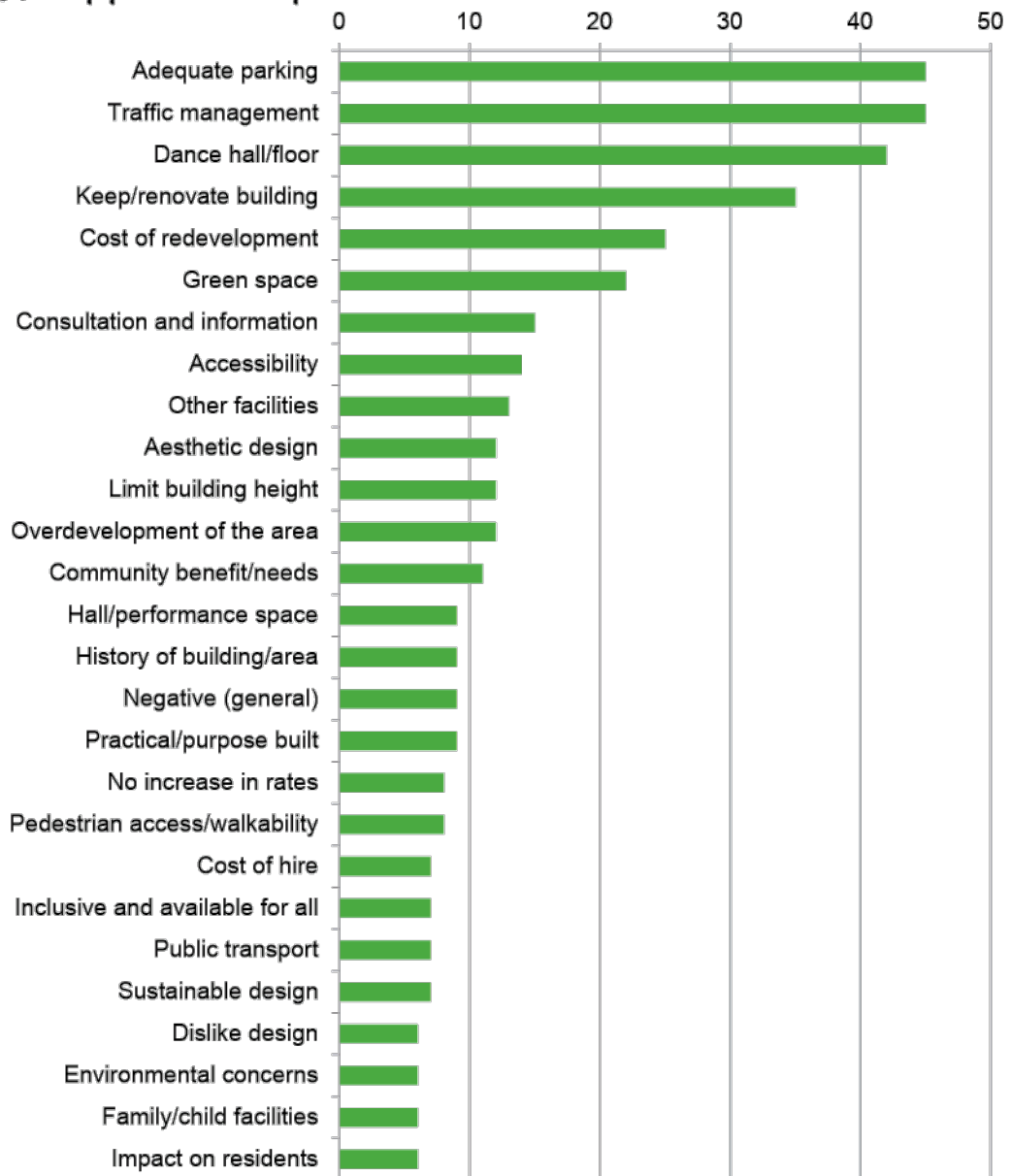
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Frequency of Common Themes continued

Unsupportive responses (n=269)



ITEM 7 (continued)

ATTACHMENT 1



Frequency of Common Themes continued

Unsupportive responses (n=269)

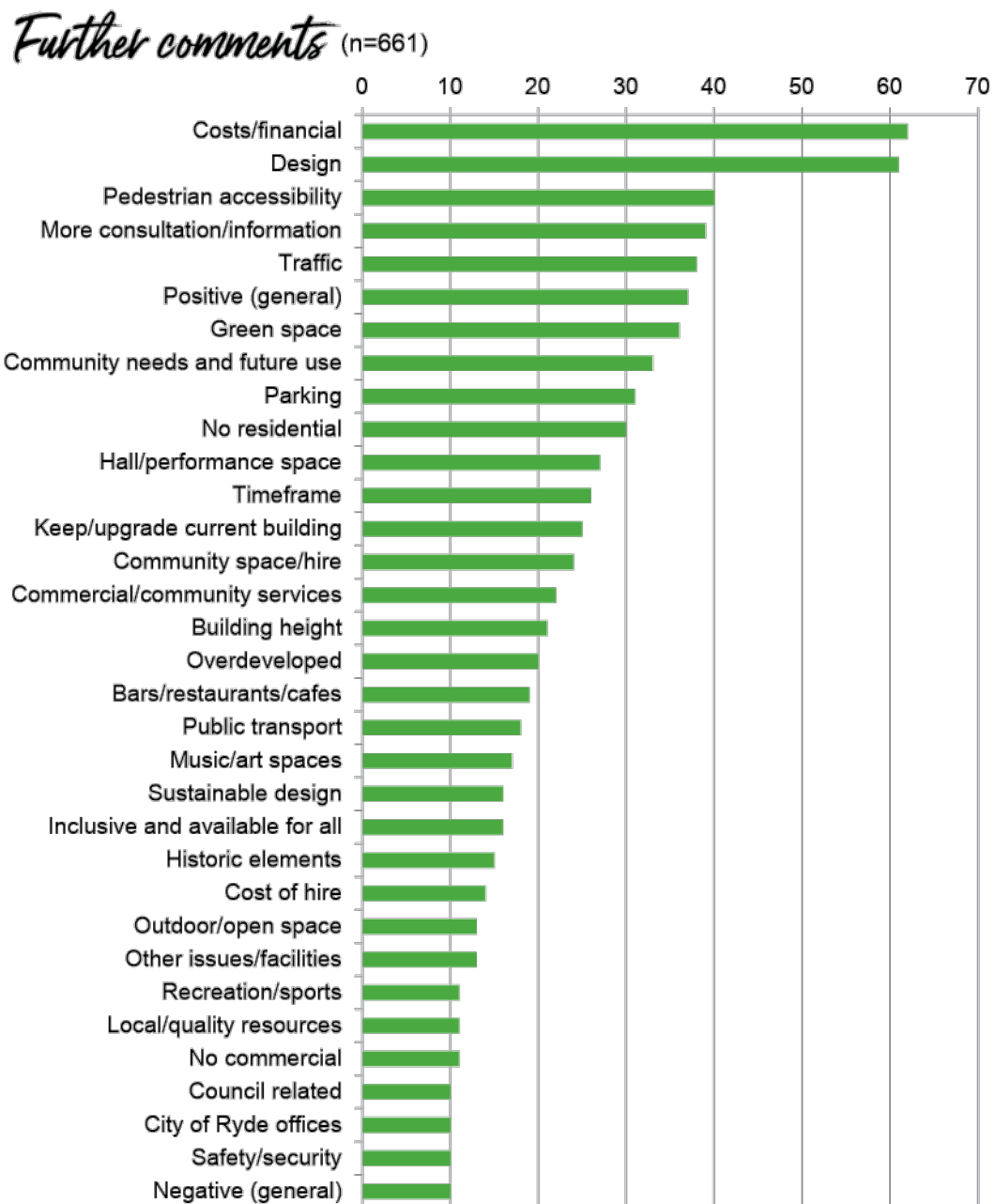


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ATTACHMENT 1



Frequency of Common Themes continued

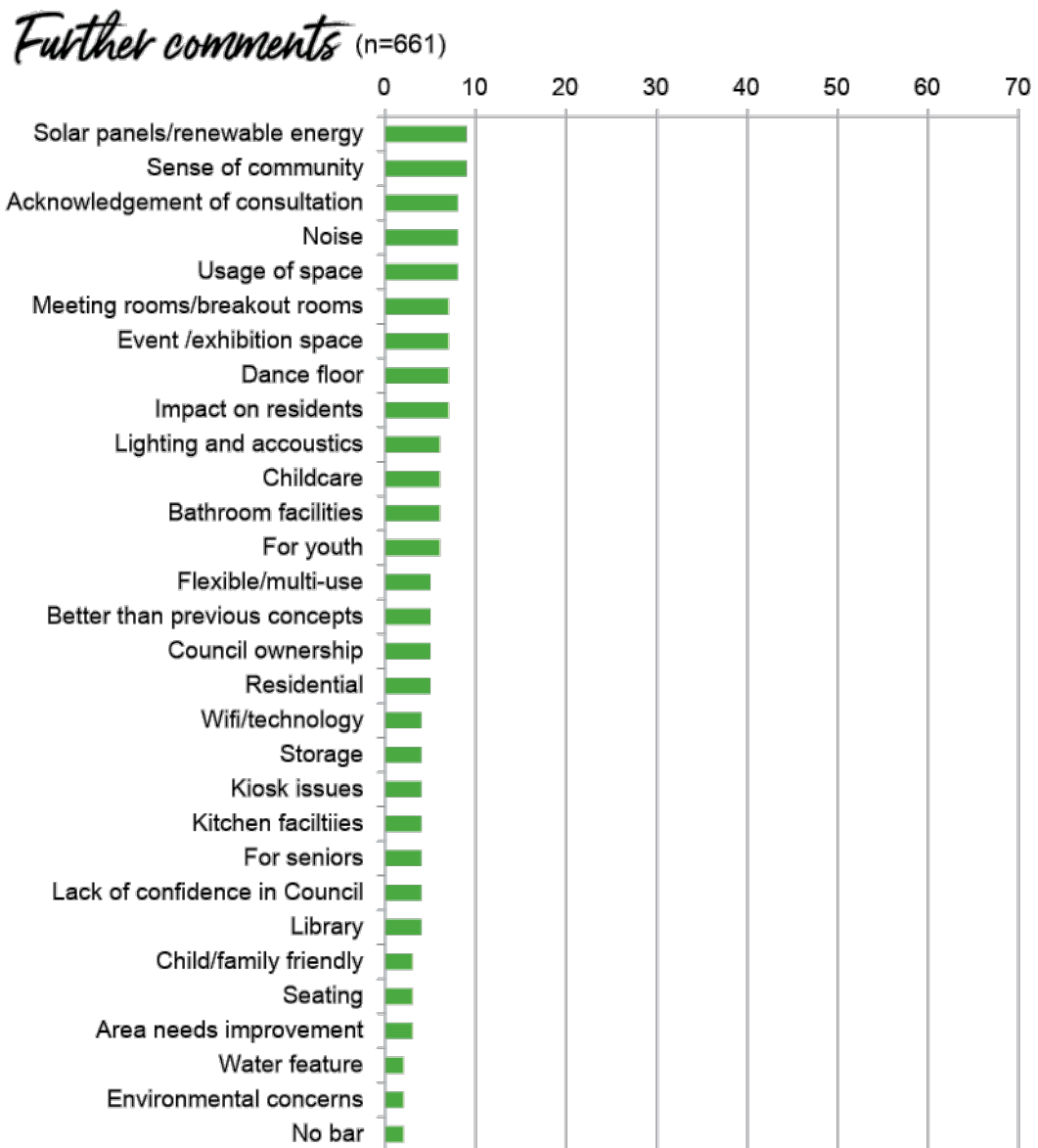


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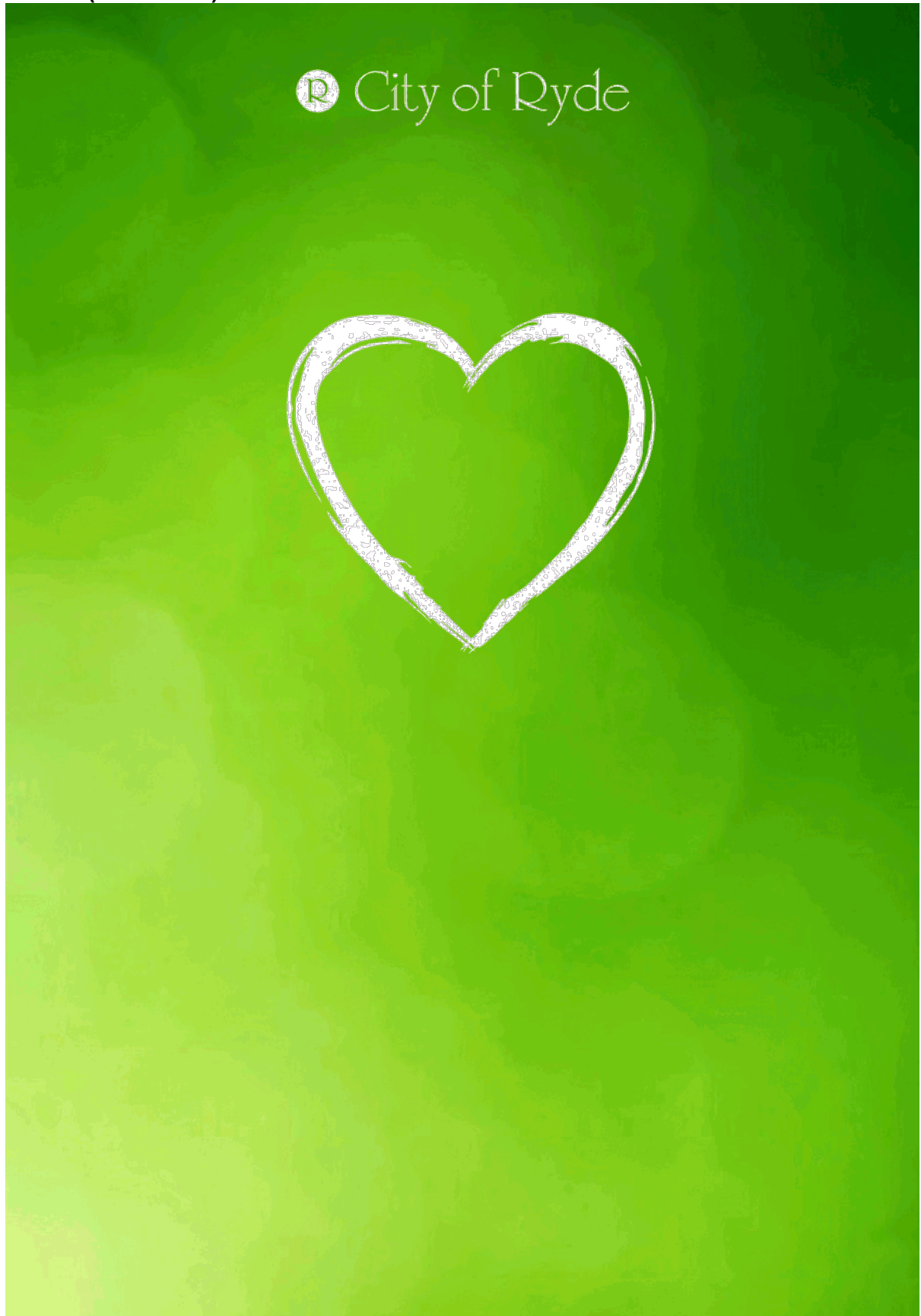


Frequency of Common Themes continued



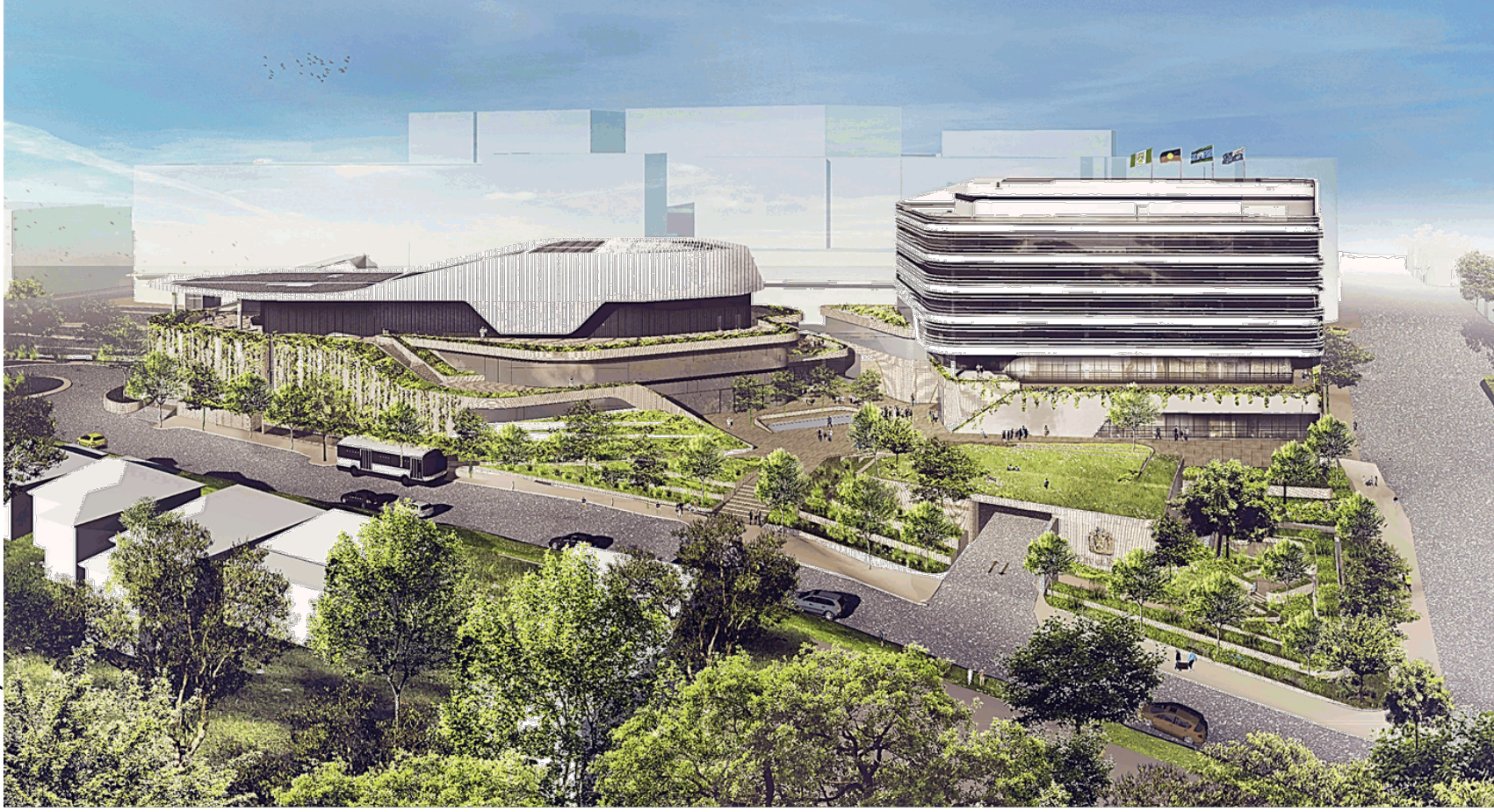
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ITEM 7 (continued)

ATTACHMENT 2



ITEM 7 (continued)

ATTACHMENT 2



ITEM 7 (continued)

ATTACHMENT 2



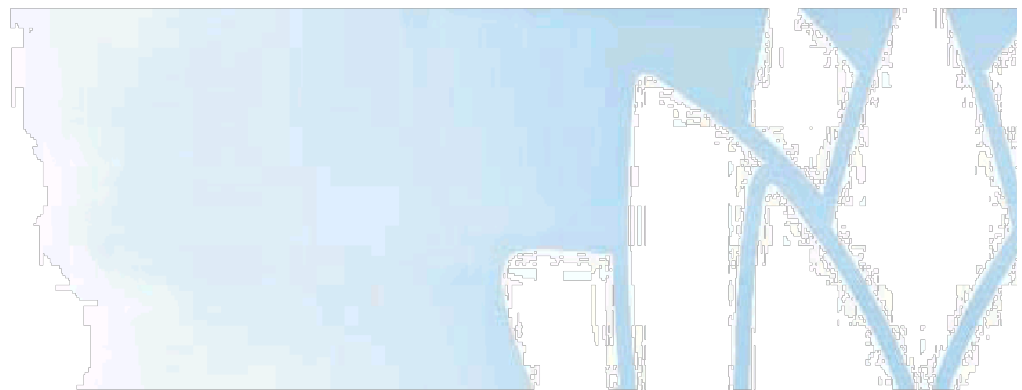
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Division of Local Government
Department of Premier and Cabinet

Capital Expenditure Guidelines



December 2010

These are Director General's Guidelines issued pursuant to section 23A of the *Local Government Act 1993*.

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Acknowledgement: These Guidelines draw on information published by the Government of Western Australia, Department of Treasury and Finance, Project Evaluation Guidelines; Victorian Government, Local Government Victoria, Local Government Asset Investment Guidelines.

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1 Purpose and Scope of Guidelines

These Guidelines have been developed to assist NSW councils prepare Capital Expenditure Reviews. Capital expenditure is incurred when a council spends money to buy, construct, renovate or acquire an asset.

The Guidelines have been designed to:

- encourage councils to evaluate major capital expenditure by means of a consistent methodology
- improve the quality of council's analysis performed in supporting all forms of project funding and capital expenditure
- enable the financial impact of projects on a council to be quantified, identified and controlled.

The Guidelines aim to ensure that a council's evaluation of the proposed capital expenditure is consistent and rigorous, the merits of projects can be compared and resource allocation can be made on an informed basis. It is important that the evaluation of the project is carried out in a clear, transparent and systematic way. The process of evaluation and reporting methods outlined in these Guidelines will enhance the transparency and rigour of capital expenditure project evaluation.

Capital Expenditure Review is a necessary part of a council's capital budgeting process and as such should be undertaken as part of the Integrated Planning and Reporting requirements in the preparation of the Community Strategic Plan and Resourcing Strategy.

2 Overview

As councils are responsible for the prudent management of community resources, it is important that as part of council's normal planning process, councils undertake a Capital Expenditure Review before committing to any major capital project.

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3 What projects do the guidelines apply to?

These guidelines apply to capital projects for infrastructure facilities, including renovations and extensions that are expected to cost in excess of 10% of council's annual ordinary rate revenue or \$1 million, whichever is the greater (GST exclusive).

In addition to the minimum requirements for a Capital Expenditure Review, a council is also required to complete additional requirements in cases where a project's cost is forecast to exceed \$10 million (GST exclusive).

Councils may consider it prudent to undertake Capital Expenditure Reviews for projects under the threshold, but this will be at a council's discretion.

4 What projects are exempt from the guidelines?

The guidelines do not apply to:

- capital expenditure on land purchases, land remediation, water supply networks, sewerage networks, stormwater drainage, domestic waste management facilities, roads, footpaths, bridges;
- projects where funding has been approved under the *Public Reserves Management Fund Act 1987*;
- projects that are classified as Public-Private Partnerships;
- project designs and feasibility studies that do not commit council to the project (the cost of such studies are to be included if council subsequently proceeds with the project).

While the guidelines do not apply to the projects described above, capital expenditure on such things as land purchase for an applicable project should be included as part of the capital expenditure review of that project.

Although a project may be exempt from the submission of a capital expenditure review to the Division, it is expected, that in accordance with best practice, councils should apply the principles of these guidelines to all capital projects.

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5 Unplanned asset replacement arising from premature failure

From time to time, councils may be required to undertake emergency work to replace assets due to premature failure, fire, flood or accidental damage.

In these circumstances, council should take the opportunity to review and assess the assets. In undertaking this assessment, council should consider these guidelines in conjunction with council's asset management plans, the asset's prior serviceability and community requirements prior to replacement.

6 s23A Guidelines

These guidelines have been issued by the Chief Executive of the Department of Premier & Cabinet, Division of Local Government (under delegated authority) in accordance with section 23A of the *Local Government Act 1993* (the Act). As such councils are required to take them into consideration before exercising any of their functions.

7 When do councils need to notify the Division and notification requirements

Councils are required to notify the Division of all capital expenditure projects to which these Guidelines apply, prior to the commencement of the project.

Notification to the Division will include:

- A brief description of the project
- The estimated cost of the project and proposed funding sources
- Anticipated start and completion dates
- A brief commentary on how the council has fulfilled each of the Capital Expenditure Review requirements relevant to the project based on cost.

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Council may be requested to provide additional information to the Division in some instances. The Division reserves the right to assess the process undertaken by the council for the capital expenditure project, but it will not approve or endorse the project itself.

If a council is requiring special variation funding for the capital expenditure, council must complete the capital expenditure review and submit this to the Division prior to submission of the special variation application.

If project costs increase by 10% of the initial costs at any time, council must notify the Division of the revised project cost and give a brief explanation as to the reasons for the increase and the council's process and plans to meet these increases. Council should also keep the community informed of cost increases and associated reasons.

8 Council Responsibilities

Councils have a responsibility to their community for the prudent management of community assets and finances.

To establish the project costs, all elements of the project must be taken into account. This includes feasibility studies, project design and scoping costs, the provision of non-monetary goods and/or services and any costs associated with the development application and its conditions.

Where a project is conducted in stages, it is to be considered as one project. Councils are not to break a project up into smaller parts in order to avoid the threshold requirements contained in these Guidelines.

9 Preliminary Business Case

Before a council undertakes a capital expenditure project a preliminary business case must be prepared to determine whether the proposal is necessary, consistent with council's community strategic plan, delivery program and operational plans,

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offers value for money and that the council has the capacity to deliver and maintain their current and future community services in the long term. The council must demonstrate that its decision to carry out the capital expenditure is based on sound strategic and financial planning, supported by valid data and research; and that it reflects the views, priorities and objectives of the broader community.

Councils are required to prepare a preliminary business case for each council project to which these Guidelines apply. It is also appropriate to prepare a preliminary business case for any project assessed or considered as high risk.

The preliminary business case describes the high level objectives for the project and identifies possible alternative proposals. It should outline the risks, sustainability issues, costs and benefits relevant to these alternatives, as well as identify any assumptions on which the proposal(s) are based.

Cost estimates should be reasonably reliable but not to the level of accuracy as required in the capital expenditure review. The more accurate the costing is, the more useful it will be for the decision making process.

It is expected that the cost estimate in the preliminary business case be within 15% of the project's final cost.

The ongoing costs relating to the capital works project (ie, lifecycle costs), should also be identified.

The amount of detail in the preliminary business case should reflect the proposed project's scale, cost and risk.

The governance model and internal controls, which will be utilised to manage project risks and assist the successful completion of the project, should also be identified. For example, preliminary business cases should include information relating to the project's Steering Committee, Project Team, monitoring and review systems and if necessary, Probity Advisor and internal audit program.

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The preliminary business case should be supported by evidence and evaluate the service needs, options and implementation of the proposal. The evidence must be based on quantitative and qualitative data, use established methodologies that assess costs and benefits and link resources to services and results via evidence-based results logic. It is important that any assumptions on which supporting data is based are clearly identified.

Once a council is satisfied that sufficient information and evidence has been provided in the preliminary business case and has resolved to continue with the project, a Capital Expenditure Review should be prepared.

10 Capital Expenditure Review Minimum Requirements

The following are the minimum requirements for a Capital Expenditure Review. It is recommended that councils undertake this review as part of their internal control processes for all material or high risk capital expenditure projects, irrespective of the funding source.

It is also considered best practice for councils to complete a capital expenditure review for projects exempt from these guidelines.

10.1 Outline proposed Project

- Council should give a brief outline of the project.

10.2 Justify the Need

Justify the need for the proposal based on firm estimates of future needs, including:

- demonstration of a clear relationship between the proposal and council's community strategic plan, delivery program and operational plan
- completion of a business case / feasibility study
- analysis of community needs and expectations based on community consultation, which should identify how the project will address specific community needs and any issues of public access and equity

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- an outline of the projected costs in council's long term financial plan and asset management plans.

10.3 Assess the Capacity of Council

Assess the capacity of council to manage the project to completion and into the future by:

- determining the capacity of council's management and skill base to undertake the project
- identifying the responsibilities of council to the project on a year-by-year basis throughout the project's lifetime. These responsibilities must be itemised and costed (see 10.6 Financial Implications)
- undertaking a risk assessment of the project including:
 - assessment of the governance and management structures in place to effectively minimise project risks. The appropriate structure will depend on the type and complexity of the project and the stakeholders involved. It would be expected that council has an internal audit function as part of its governance structure.
 - assessment of compliance requirements including but not limited to the *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979*, *Heritage Act 1977* and any other legislation considered appropriate for the project
- considering the appointment of a Steering Committee
- designating a project manager. Councils should ensure that candidates for this position have the appropriate skills, expertise and experience to manage the project. A rigorous and open recruitment process should be undertaken by council to ensure that an appropriate candidate is found. Once a project manager has been designated, council should ensure that sufficient delegations are granted to allow the manager to undertake the work.

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10.4 Priorities

Determine the priority of the project in relation to existing capital commitments and future works by:

- assessing the impact of the project's funding on existing and future capital works and services in accordance with council's long term financial plan
- reviewing the community strategic plan, delivery program and operational plan to ensure the proposal is aligned to council's objectives, and
- reviewing the asset management plan/s to ensure that other assets do not require the funding as a higher priority

In accordance with the Integrated Planning and Reporting framework, councils will also have developed and put in place, current asset management plans that give consideration to future infrastructure needs. Proposed capital expenditure for infrastructure must be included in these plans, including appropriate linkages to council's delivery program and operational plan.

10.5 Alternatives

Consider the full range of project alternatives, including:

- the preparation of a project plan with appropriate economic appraisals of council's preferred and alternative options
- an assessment of alternative service delivery methods
- an assessment of alternative methods of acquisition. Possible alternatives to consider include renting, renovating, constructing, or acquiring an existing building
- the consequences of not proceeding with the proposal.

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10.6 Financial Implications

Project costs should be considered from a 'whole of life' perspective. They should also be included in a council's long term financial plan as part of council's Integrated Planning and Reporting framework. These costs should include, but not be limited to:

- (i) design costs
 - (ii) the costs of land acquisitions
 - (iii) the costs of land disposals
 - (iv) land and property development costs
 - (v) raw materials costs
 - (vi) maintenance and other ongoing operational costs
 - (vii) depreciation and/or provisions for replacement costs
 - (viii) labour costs
 - (ix) opportunity costs
 - (x) overhead costs, such as project management
 - (xi) payments and fees, including expenses and allowances, to external providers and council's consultants and advisers
 - (xii) loan and/or other financing establishment costs
 - (xiii) plant and equipment costs
- sourcing of funds:
 - (i) where funds are to be borrowed council must comply with Part 12, Chapter 15 of the Act and with the Ministerial Borrowing Order, which can be located in the Code of Accounting Practice and Financial Reporting on the Division's website at www.dlg.nsw.gov.au
 - (ii) where funds are to be sourced by way of internal loans council must obtain Ministerial approval and comply with s410(3) and s410(4) of the Act
 - (iii) where funds are to be sourced by way of a special variation, approval must be sought under Part 2, Chapter 15 of the Act
 - identification of any potential increase in council's actual or prospective expenditures, whether in terms of one-off capital amounts or recurrent expenditures. This includes consequential recurrent costs such as maintenance, debt servicing, staffing, etc

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- identification of systems in place to monitor and control increases in project costs
- identification of any potential loss in the value of council's assets or a potential loss in actual or prospective revenue
- consideration of the possible inability of council to discharge its Charter obligations to provide adequate, equitable and appropriate services and facilities for the community
- cash flow analysis. This should detail council's ability to repay any loans required for the project. The cost of funds and the effect of debt servicing, including internal reserves, should also be considered
- Net Present Value calculations – cost/benefit. Break even analysis for best, worst and likely scenarios.

It is expected that in the capital expenditure review there will be a higher level of accuracy in relation to estimated costs than the preliminary business case. It is expected that the cost estimate in the capital expenditure review will be within 5% of the final cost.

When calculating future costs it is appropriate that project costs are indexed based on prudent and reasonable assumptions. These assumptions should be documented and able to be provided on request or provided as part of the project's capital expenditure review.

10.7 Public Consultation Process

Councils must undertake public consultation and engagement processes prior to making any commitment to the project. Like other aspects of council business, councils are strongly encouraged to involve the community in decision making around capital projects. It is a requirement under these guidelines, that councils prepare a report on the public consultation process undertaken to bring the project to the review state as well as providing details on the process, for ongoing reporting on the project to the council and the community. The report should include:

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- how council conveyed the social, economic, employment, financial and environmental impacts of the project to the community
- confirmation that the project is included in the council's community strategic plan, delivery program and operational plan
- details of the consultation processes council has in place to allow participation by affected groups and consideration of their views
- a public interest evaluation showing a positive outcome for the broader community, which includes but is not limited to; effectiveness, accountability and transparency, equity, public access, consumer rights, security and privacy.
- details of the methods used by council to inform the broader community of the proposed project, its key elements and decisions made in relation to the project. This may include community newsletters, community surveys, newspaper or radio advertisements, etc.
- council's planning process to enable the community be provided with sufficient information to be adequately informed. To be considered sufficient the delivery program and operational plan should include:
 - purpose of project and benefits to the community
 - costs and funding sources, and
 - construction time frames
- details of the public reaction to the proposal including any statistics on the outcome of surveys, any correspondence received from the community, etc
- details on any public meetings held in regard to the proposal

11 Capital Expenditure Review Additional Requirements – project costs in excess of \$10M (ex GST)

In addition to the minimum requirements set out above, a council is also required to complete the following additional requirements in cases where a project's cost is forecast to exceed \$10 million (GST exclusive). For projects below the \$10 million threshold, the additional requirements are optional. They are considered best

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practice and councils are encouraged to complete them for all projects which are considered high risk or of material costs.

Where the project costs fall into the above category, councils are also required to carry out a more intensive community consultation process. This may include additional consultation with specific groups and/or the community in relation to the detailed components of the project. It could involve community meetings, surveys and information sessions.

11.1 Business/Management Project Plan

Councils must complete a comprehensive business/management project plan. The plan should contain the key elements and deliverables of the project and outline the costs and revenues associated with them. Details should include, but not be limited to:

- the business structure, if appropriate
- key personnel and their relevant experience
- description of the proposal and its product/service
- current market position and the potential for growth
- the business objectives both in the short and long term
- the reason the proposal will be successful
- financial projections.

The financial projections should include:

- both direct and indirect costs, separately identified
- both capital costs and ongoing recurrent costs, as well as any other expenses that are expected to occur once the project has been delivered and is operational
- inclusion of these projections in council's long term financial plan and asset management plan.

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A report on all financial implications is to be prepared, including:

- an economic/market appraisal which includes:
 - (i) a cost/benefit analysis test (where major benefits can be quantified)

The analysis needs to be conducted with objectivity and balance. The cost benefit analysis has to account for benefits to the public as a whole. It is important that the views and assumptions used in the analysis are thoroughly tested for validity and reasonableness. In particular, it should be ensured that views of the wider community are considered.

The analysis of the benefits and costs needs to be unbiased and the conclusion transparent. This helps ensure that the conclusion has not been predetermined. The analysis must be rigorous, where conclusions follow logically from the analysis and the evidence considered.

The economic/market appraisal should show a positive result in terms of monetary or community benefit. In the case of business undertakings, full competitive neutrality pricing requirements should be applied and all ongoing expenses taken into account.

- (ii) an analysis of cost effectiveness (where outputs are not readily measured in monetary terms)

The analysis should consider but not be limited to issues such as:

- Environment – effects on land, flora, fauna, air and water
- Heritage – impacts that effect the existence or integrity of an historical site
- Quality of Life – impacts that alter the population's enjoyment of life
- Health & Safety – that the community is not exposed to unnecessary health or safety risks

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- Law & Order – change in the maintenance of law and order in the community

11.2 Risk Management Plan

Council must develop and put into operation an appropriate risk management plan for the project. The plan should be reviewed, updated and amended as and when required during the development of the project. All potential risks must be identified and addressed. Risks may not only be measured in monetary or financial terms. Possible risks may include:

Investment/Planning Risk

- Investment/planning risk relates to the quality of the planning that has contributed to the investment proposal. It can help to identify critical issues that may not have been considered as part of the planning process or potential costs and benefits that have been incorrectly estimated. There is also the risk that community needs have been misunderstood or that the services to be delivered by the project will not meet needs or expectations.

Design Risk

- Design risk relates to the level of complexity of the project, the extent to which proven technology will be used to achieve the projects aims and the realism associated with the time period estimated for completion
- External approvals risk relates to issues associated with obtaining approval for the proposal to proceed including public consultation, planning approval, environmental approvals, heritage approvals, etc.

Demand/Market Risk

- The demand or market risk relates to whether there is sufficient demand for the proposed project in order for it to succeed or that the proposed fees and charges will adversely affect demand.

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Management/Operations Risk

- Management risk relates to the role management plays in ensuring that the investment delivers the expected outcomes. Where the management team named in the proposal has no experience in dealing with similar projects, this increases the risk and lessens the likelihood of success. Operations risk relates to the operational problems that may occur if the project is not planned and managed correctly
- As part of the assessment of operations risk, council should also consider whether it has adequate insurance coverage for the project and whether or not it has obtained adequate legal advice, if necessary for the project to be delivered.

Reputation Risk

- Reputation risk looks at issues relating to council's reputation being effected if the project is not completed or does not meet its targets or the expectation of the community. Other issues to be considered as part of this analysis could include such things as cost overrun, time over run, impractical designs and looking closely at council's community consultation to ensure the project is supported by the community and wider public.

Compliance Risk

- Compliance risk relates to the risk that the project fails to comply with any relevant regulations, legislation or policies, eg planning, heritage or environmental.

Completion/Construction Risk

- The completion/construction risk relates to the risk that the proposed project will not be completed in accordance with the specifications and within the stipulated timeframe and/or budget. In assessing such a risk, consideration will need to be given to the potential external and financial impacts of such outcomes.

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Environmental Risk

- Environmental risk refers to the impact of the proposal on the environment and will encompass the criteria previously considered.

Occupational Health and Safety Risk

- All occupation health and safety issues need to be considered such as construction material, noise and site safety.

Other Risks

- Any other proposal implementation risk not identified under the above headings should be documented and assessed
- Councils should also consider what actions will be undertaken if the project is not meeting and or achieving milestones or costs, eg cost blowouts, builder insolvency, unexpected economical situations, unexpected excavation costs

11.3 Probity Plan

Councils must develop a probity plan for the project. A probity plan is needed to ensure:

- that the project process is transparent, that conflict of interests are avoided, pecuniary interests declared and that the project complies with competition laws and principles
- if land is to be rezoned, that the development application process is outlined with particular attention paid to the separation of council's roles as landowner and consent authority
- the plan may need to include documentation of the relationship between the parties involved in the project, eg, the independence of parties from the project, council or prospective private sector bidders for the project.

11.4 Tender Evaluation

The tendering process should be in accordance with the Division's Tendering Guidelines. The *Local Government (General) Regulation 2005* and the *Local Government Act 1993*. Councils should detail how the tendering/contracting process

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will be conducted, ie, tender stages, details of assessment panels, assessment process (including proposed evaluation criteria) and short listing.

12 Reporting

Councils must put mechanisms in place to report on all aspects of the project. Minimum reporting requirements for all capital expenditure projects include:

- quarterly reporting to the council on the progress of the project
- quarterly reporting to the council on the costs and budget variances regarding the project. Where costs and budget variances are reported by line item, the report should also include the impact on the total project
- any issue that may have an adverse impact on the project (this may include monetary and non-monetary inputs and outcomes). The risk management plan may be relevant in this regard
- reporting capital works projects in council's annual report, which is considered to be best practice.

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13 **Summary Flow Chart**

