

NORTHERN BEACHES
COUNCIL

NOTES

EXTRAORDINARY IMPLEMENTATION ADVISORY GROUP MEETING

held in the Guringai Room, Civic Centre on

WEDNESDAY 8 FEBRUARY 2017

northernbeaches.nsw.gov.au

**Notes of the Extraordinary Implementation Advisory Group Meeting
held on Wednesday 8 February 2017
in the Guringai Room, Civic Centre
Commencing at 2:06pm**

ATTENDANCE:

Members

Jean Hay, AM	(Chairperson)
Michel Regan	(Deputy Chairperson)
Kylie Ferguson	(Deputy Chairperson)
Alex McTaggart	
Jose Menano-Pires	
Cathy Griffin	<i>(joined the meeting at 2:42pm)</i>

Council Officers

Mark Ferguson	General Manager
Beth Lawsen	Deputy General Manager Public Affairs
Helen Lever	Acting Deputy General Manager, Corporate Services
Kate Lewis	Executive Manager Community Engagement
Katie Kirwan	Governance (Notes)

Visitors

Richard McManus	Chief Information Officer
Graham Middleton	Executive Manager Communications & Engagement (Strategic)
Gabrielle Angles	Executive Manager Customer and Community Services (Strategic)
Tija Stagni	Executive Manager Land Use Planning, Dev and Compliance (Strategic)
Mark Jones	Executive Manager Finance, Insurance, Assets & Property (Strategic)
Trish O'Grady	Executive Assistant & Protocol Officer
Sonya Gallery	Executive Officer

1.0 WELCOME AND INTRODUCTIONS

1.1 ACKNOWLEDGEMENT OF COUNTRY – JEAN HAY, AM

Jean Hay, AM gave an acknowledgement of Country.

1.2 APOLOGIES – JEAN HAY, AM

DECISION

That an apology for non-attendance be received from Dick Persson, AM.

2.0 COUNCIL UPDATES

2.1 DISCUSSION OF CORE SERVICE INTEGRATION PROJECTS

DISCUSSION

Mark Ferguson, General Manager introduced members to Richard McManus, Chief Information Officer, Graham Middleton, Executive Manager Communications & Engagement, Gabrielle Angles, Executive Manager Customer and Community Services, Tija Stagni, Executive Manager Land Use Planning, Development and Compliance and Mark Jones, Executive Manager Finance, Insurance, Assets & Property. A presentation on 'Core Services Integration Projects' (*Attachment 1*) was provided to members.

Core Systems Integration – Richard McManus

R McManus gave an overview of the scope and objectives of the project, and discussed the projects' key milestones and target dates.

He noted that there have been workshops held with key stakeholders across Council with good feedback and noted that all required changes to come out of the workshops can be completed within the projects' timescale.

He discussed some of the challenges involved with the project, in particular the complexity of data migration and the different rating systems used by the three former Councils. He advised trials will be carried out in February/March.

Michael Regan requested an update on the results of the trial at a later IAG meeting.

ACTION: H Lever to add a briefing on core systems integration trial results to a future IAG agenda.

Members discussed the three former Councils rating systems and challenges involved in bringing these into one common system. R McManus noted that there will be a change in the housing insurance fund/levy which residents will automatically assume is a change in rates, which it isn't. Members suggested an explanatory note for this is to be included with the rates notice.

Strategic Asset Management – Mark Jones

M Jones gave an overview of the scope and objective of the project, and discussed the project's key milestones and target dates. He advised the first part of the project is knowing what assets Council has and establishing a commonality in the language around how we define and maintain them. Each former Council had a different approach or category so the aim is to create an Asset Management Strategy.

M Jones advised that another major point to be considered is policy and ownership and he discussed the different set ups within the three former Councils. He advised that ownership needs to be aligned, and noted that steering committees and working groups have been set up to assist in the development of this.

Members discussed the various community assets that have been built by sporting clubs and questioned how these assets would be dealt with. Members discussed lease provisions and the three former Councils policies for these types of assets.

M Jones noted that the aim is to have an asset register by September 2017.

NOTE: *Cathy Griffin joined the meeting at 2:42pm*

Members also briefly discussed the following matters:

- Kimbriki – it is a wholly owned asset apart from three percent which is owned by Mosman Council so it will be accounted for.
- Communicating to the community how assets that have had community funding, grants etc will be accounted for.
- Importance of bringing the assets through the balance sheet to avoid over valuation.

M Ferguson advised that he is meeting with the Aboriginal Land Council shortly to discuss the integration project.

Resource Recovery – Gabrielle Angles

G Angles gave members a general overview and objective of the project.

Cathy Griffin requested this project be renamed to 'Waste and Resource Recovery'. M Ferguson noted that the word 'waste' has been added in to the structure.

G Angles briefed members on the current status of the project and advised that an options paper will be submitted to the Executive Management Team (EMT) by 1 July 2017. She noted the aim was to achieve parity in pricing and to deliver integration into a single strategy. She also advised work was underway in relation to re-naming the garbage trucks.

M Regan questioned how Council are planning on managing the community's expectation on cost. He noted that Warringah has a significantly lower waste collection fee so residents may perceive this as a higher cost for a lesser service.

M Ferguson noted the need to manage nuances of this sensitively and the vision is to provide a high quality service to residents, instead of focussing on the lowest possible cost.

M Regan questioned if it was possible to pinpoint where Pittwater and Manly residents will save significantly, whilst remaining at the price point of Warringah. M Ferguson discussed the differences between the structure the waste charge is made up and noted there may be an

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increase or decrease.

G Angles noted that these are the intricacies that the project will be looking at.

There was further discussion around the management of Kimbriki.

ACTION: H Lever to add the management of Kimbriki to a future IAG agenda.

Customer Experience Strategy – Gabrielle Angles

G Angles provided members with the project scope and objectives. She advised workshops have been held with staff and the draft strategy will be going to Council to be put on public exhibition.

Members noted that online reporting needs to be quick and easy and suggested an app as a means of reporting issues within the community.

Members also discussed out of hours call services.

G Angles advised that all of the points raised will be considered for the draft strategy.

Planning and Assessment – Tija Stagni

T Stagni provided members with an overview of the project and noted that participation, transparency in decision making, and delivering an efficient determination system are the main objectives. She also noted that this project is limited to DA determination and will not be looking at LEP's.

There was discussion around pre-lodgement meetings and the time it takes to get one. The members discussed the three former Councils systems and T Stagni noted the current two tier assessment panels:

Tier 1: Independent assessment panel. Typically more major developments, blocks of units etc. The Northern Beaches Independent Assessment Panel (NBIAP)

Tier 2: Staff panel. Typically more residential applications of a less controversial nature.

M Regan discussed rezoning and the current fee structure for this. He also noted that there needs to be staff in the three former Council areas, and not a centralised service, and that there needs to be daily dedicated duty officers available. M Ferguson noted that there has been a net reduction in the turnaround times for DA's, which was a priority outcome of amalgamation from the State Government.

T Stagni advised there are changes to the Department of Planning & Environment Act for which Council is preparing a submission which will go to Council and if possible, will also be reported to the IAG. M Regan requested an outline of what the proposed changes are, and requested a further update on this project.

ACTION: Staff to provide an outline of proposed changes to Department of Planning & Environment Act.

ACTION: H Lever to add an update to the proposed changes to the Department of Planning & Environment to a future IAG agenda.

Community Engagement, Identity, Digital and Information Architecture – Graham Middleton

Identity

Gave members an overview of the projects and noted that Council has approximately 35 different brands and logos across the whole organisation.

G Middleton discussed some achievements to date – namely an interim branding style guide within the first week of amalgamation. Council has engaged a branding company, Principals, who are

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specialists in this area and have worked with Liverpool Council, NAB and Domain. Principals will be contacting members who will be sent an invitation to meet with them individually. There will also be workshops across the Northern Beaches, as well as workshops with the Local Representation Committee (LRC) and possibly the Strategic Reference Groups (SRGs).

G Middleton noted that the key objective is to create an overarching strategy, style guide, digital architecture and information architecture.

Members discussed various matters, and in particular youth engagement and the varying expectations of this demographic, and members agreed that the method of engagement should be adapted to suit this particular group.

Website

G Middleton noted that he is working with R McManus in procuring a specialist agency to build the new generation website. The biggest risk is time and the body of content that is under the three former websites. He advised there are some legal and legislative requirements in relation to archiving information on the web and noted the importance of remaining transparent and ensuring all previous Councils papers are easily accessible to the public.

Signage

G Middleton advised that signage replacement has already started with the interim branding and will continue to be updated as the identity work evolves. He noted that Council will be engaging with the IAG (Implementation Advisory Group) once the style guide has been completed. He also noted that there are series of assets and products that need to be badged, for example the PCYC, as well as safety and compliance signage.

G Middleton noted that there is no plan to change street signs as yet until the identity work has been completed. The only signs that will be replaced are those that are in need of repair, and any renewal work will not include any new branding or logo.

Members discussed the importance of historical buildings and the importance of retaining their heritage. G Middleton noted that he is conscious of this sensitivity and confirmed there is a historical specialist involved with the project.

Events

G Middleton stressed the importance of creating a profile and presence for the organisation and noted that at the moment, there are three different calendars of events, with three different processes. A framework for reviewing all of these, along with the three former Councils protocols is being established and making progress.

J Hay discussed the Manly Chamber of Commerce and queried when is Council will proceed with the 'Destination Management Plan' for Manly. G Middleton advised that Mick Darda, Executive Manager Place Management is the stakeholder for that project and noted that he believes the plan was only in a draft format and not adopted by Council. J Hay noted that the Manly Chamber of Commerce made financial contributions to the Plan and are eager to see an outcome. G Middleton advised that he has had discussions with M Darda around this but due to media interest around the Whistler Street and Oval carparks, they agreed it was not appropriate to progress the Plan to Council at this state. He also noted there are some amendments to be made to the Plan.

Members discussed various matters such as third party insurance, and small community group members who host their own events with the support of Council. G Middleton noted that the strategy will address all of these concerns.

ACTION: Application process to be reviewed for fees and insurance for small community groups wishing to hold events.

Questions Submitted by Members on Core Service Integration Projects

Senior staff addressed queries submitted by members:

Lifeguards

There are no paid lifeguards on Pittwater beaches on weekends and public holidays. There will be a risk assessment and consultation with surf clubs but at present, the position has not changed.

Internal Ombudsman

The Internal Ombudsman has now left the organisation and Council have engaged with a consultant Ombudsman who will progress any complaints outstanding. M Regan noted that at the former Warringah Council, the Ombudsman Office was very broad and didn't just deal with complaints; they dealt with bullying, harassment, Code of Conduct training. He noted that the office installed a lot of confidence in the community as well as security for the staff. J Menano-Pires also noted that the Internal Ombudsman was appointed to the audit committee and provided annual reporting. M Ferguson noted that the role of the Ombudsman will remain but Council are looking at options as part of a transition project (core services).

Staff Accommodation

Some work has been carried out to date and Senior staff will be participating in a workshop next week.

Roles/Positions

The majority are being filled internally.

Manly Pathway of Olympians and Naming of Andrew 'Boy' Charlton Pool

In a very early IAG meeting members agreed that this should be kept in Manly, and not extended to the rest of the Northern Beaches LGA. M Darda will need to look into the criteria around this. M Ferguson will investigate further.

The naming of the pool was by resolution of former Manly Council. J Hay advised that John Devitt has requested it be called the Cecil Healey Pool instead.

3.0 GENERAL BUSINESS

3.1 STRATEGIC REFERENCE GROUP MEETING DATES – JOSE MENANO-PIRES

DECISION

J Menano-Pires requested an updated list of dates for the SRG meeting.

ACTION: K Kirwan to email.

SUMMARY OF ACTIONS

ITEM NO.	ACTION	RESPONSIBLE OFFICER	DUE DATE
2.1	Add a briefing on core systems integration trial results to a future IAG agenda.	Helen Lever	
3.1	Email SRG meeting dates to Jose Menano-Pires	Katie Kirwan	ASAP

The meeting concluded at 5:21pm

This is the final page of the Notes comprising 8 pages
numbered 1 to 8 of the Extraordinary Implementation Advisory Group
meeting held on Wednesday 8 February 2017 and confirmed on Wednesday 5 April 2017

NORTHERN BEACHES COUNCIL		Core Services Integration Projects			
ID	Project Name	Precis	Sponsor	Start Date	Complete Date
CUSTOMER & COMMUNITY SERVICES					
1.1	Customer Relationship Management System	Selection and implementation of a Customer Relationship Management System with a view to improving the customer experience by providing a single view of the customer that includes a line of sight over all channels of communication (letters, email, phone calls, social media interactions) and supports an ease of customer interaction with Council.	Helen Lever	01/12/16	30/04/17
1.2	After Hours Call Handling & Service Contract	To provide a one Northern Beaches after hours call handling service and issues resolution process.	Helen Lever	31/01/17	31/03/17
1.3	Digital Management System	Provide consolidated digital forms alongside other paper based options for customers of NBC. Supersede the 3 existing paper forms sets, and ensure the website offers the customer clear access to forms from multiple locations.	Helen Lever	01/01/17	01/08/17
1.4	Knowledge Management System	Creation and implementation of an accurate knowledge management system.	Helen Lever	01/02/17	31/07/17
1.5	Resource Recovery Integration	Overall service review with a strategic goal is provide a single resource recovery service for the Northern Beaches Council.	Ben Taylor	01/12/16	01/06/17
1.6	Telephony System Integration	Investigate 3 existing telephony systems with the intention of selecting one as the single Council telephony system	Helen Lever	01/02/17	30/03/17
1.7	Single Phone Number	Selection of a single main line phone number for Northern Beaches Council.	Helen Lever	30/11/16	30/03/17
1.8	Customer Experience Strategy	Development of a Customer Experience Strategy with enterprise wide input to ensure upcoming integration and transformation projects are based on a Customer Experience and customer centric approach. Also enhance customer experience and advocacy across the organisation.	Mark Ferguson	01/12/16	31/03/17

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ID	Project Name	Precis	COMMUNICATIONS & ENGAGEMENT		Sponsor	Start Date	Complete Date
2.1	Signage Management	Delivery of an efficient signage renewal program, including improved efficiencies within the signage management process. Aim for staff and residents easily able to notify council of vandalised or poor condition signs. Also identifying the scope for decluttering existing signs and roll out of the new identity for permanent roll.			Ben Taylor	01/12/16	01/12/17
2.2	Website Management Integration	Provide a consolidated website platform and content management system to replace the existing three council websites and supersede the interim Northern Beaches Website.			Helen Lever	01/11/16	30/08/17
2.3	Events Management	Produce a Northern Beaches Event Management Framework and Strategy that takes an holistic approach to planning events for the northern beaches.			David Kerr	01/11/16	01/08/17
2.4	Community Engagement Integration	Create a single approach to community engagement for Northern Beaches Council. Continue to engage with the Community during the integration of the three former councils. Develop systems, processes and tools for Community Engagement practice in-line with IAP2.			Helen Lever	01/06/16	31/12/17
2.5	Interim Uniform Rollout	Rollout of uniforms with interim branding to front line staff.			Helen Lever	01/06/16	28/02/17
2.6	Identity	Evolve the current interim Northern Beaches Council identity into a more developed unifying vision and collective presentation of the three former Councils' products, services, assets and activities. Deliver a brand strategy and determine the brand architecture (sub-logos/logos) of the organisation's current products and services, assets and programs/activities. Confirm both the statement of vision for the new organisation and the values and priorities for the communities of the Northern Beaches by undertaking essential community engagement with key stakeholders.			Helen Lever	01/01/17	30/06/17

Core Services Integration Projects

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ID	Project Name	Precis	FINANCE, INSURANCE, ASSETS & PROPERTY	Sponsor	Start Date	Complete Date
3.1	Fees & Charges		Establish a pathway for harmonising Council's fees across the Northern Beaches. Establish and adopt an integrated pricing policy to enable a platform for the creation of NBC fees and charges. Establish a 2017/18 fees and charges document adopted by council by June 2017. Incorporate within the 2017/18 budget process the mechanism of revenue raising via the fees and charges process.	Helen Lever	16/12/16	27/06/17
3.2	Accommodation Property Strategy		5 year property acquisition / divestment / development plan based on the corporate strategy regarding presence within the LGA.	Ben Taylor	01/03/17	30/06/17
3.3	Banking & Collection Services		Implement a consolidated approach to banking and collection services for both Councils internal and external customers, including the tendering for a new banking and rate collection contract.	Helen Lever	16/12/16	05/12/18
3.4	Infrastructure asset management, delivery and planning		To integrate the strategic management of assets, planning for future renewal, upgrade and new infrastructure, and capital works delivery and to also implement a 5 year costed capital renewal works program.	Ben Taylor	16/11/16	30/12/17
3.5	Long Term Financial Planning		To integrate and develop a 10 Year Long Term Financial Plan for the Northern Beaches Council for the period 2017 to 2027 on the newly formed financial framework. The development of the 2017 to 2027 NBC LTPF must be in parallel with the formation of Council's 2017/21 Delivery Program and completed and adopted by Council by 1 July 2017	Helen Lever	01/01/17	30/06/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
FINANCE, INSURANCE, ASSETS & PROPERTY					
3.6	Rates Notice Production	Implement a consolidated approach to Rates & Charges Notifications and collection services for both Councils internal and external customers, including the tendering for a new rate collection contract.	Helen Lever	15/01/17	30/06/18
3.7	Strategic Asset Management	Development of Asset Management Policy, Strategy, Asset Management Improvement Program (AMIP) and Asset Management Plans for all NBC infrastructure assets. Review asset ownership responsibilities and align to the new organisational structure.	Ben Taylor	16/11/16	30/12/17
3.8	Car Park Management	Develop a long term vision for car parking management that links all the car park operations and delivers transparency and value for the community through the adoption of best practice solutions which also integrate with the enforcement program.	Ben Taylor	01/11/16	30/06/17
3.9	Budgeting & Reporting	Development of a consolidated Budgeting & Reporting framework for the better provision of accurate and timely financial information in order to assist with decision making.	Helen Lever	01/12/16	01/02/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
FINANCE, INSURANCE, ASSETS & PROPERTY					
3.10	Insurance	Consolidating the management of insurance and the processing of claims to minimise cost and mitigate exposure to risk.	Helen Lever	01/03/17	30/06/17
3.11	Statutory Accounting & Reporting	Development of an appropriate ledger structure to provide the foundation for financial reporting and the development of an efficient process to be undertaken for the preparation of Council's annual financial statements.	Helen Lever	01/11/16	30/06/17
3.12	Technology One Financials	Implementation of a single financial system for Northern Beaches Council.	Helen Lever	01/11/16	30/06/17
3.13	Staff Accommodation Strategy	To establish a framework, approval process and methodology for space management, staff relocations and staff accommodation standards.	Ben Taylor	05/12/16	30/06/17

NORTHERN BEACHES COUNCIL		Core Services Integration Projects			
ID	Project Name	Precis	Sponsor	Start Date	Complete Date
SYSTEMS & IT					
4.2	Creation of a single wide area network	Joining the three former high speed wide-area networks together to create a Northern Beaches Council wide-area network.	Helen Lever	17/10/16	31/05/17
4.6	Digital Transformation Strategy	Engage with staff and the community to create a vision for the Digital Transformation of the Northern Beaches Council. A Northern Beaches Digital Transformation Strategy be produced with identified measurable initiatives to guide the Northern Beaches Council to its Digital Future.	Helen Lever	12/12/16	10/06/17
4.8	IT Data Centre Infrastructure	Implementation of a new Production Data Centre and Disaster Recovery (DR) site for the Northern Beaches Council IT systems.	Helen Lever	17/10/16	10/02/17
4.10	PCI Compliance	Review (Payment Card Industry Data Security Standards) PCI DSS assessments of former Councils. Review established Northern Beaches Council IT infrastructure against PCI DSS. Identification of a trusted third party to complete assessment of councils current procedures, and provide advice.	Helen Lever	07/08/17	05/11/17
4.12	New NBC Email System	Consolidation of three former email systems into one single Northern Beaches Council email system.	Helen Lever	01/10/16	31/12/16

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
SYSTEMS & IT					
4.13	Core Systems Change Management	Creating awareness of council's chosen Core IT Systems, including managing and maintaining communication updates and organising training for all users.	Helen Lever	01/10/16	31/12/17
4.14	TRIM (HPE Content Manager) Implementation	Implementation of HPE Content Manager as Council's selected electronic document and record management system.	Helen Lever	01/10/16	31/07/17
4.15	TechnologyOne Asset Management	Implementation of TechOne Asset Management as Council's selected asset management software.	Helen Lever	01/10/16	31/07/17
4.16	TechOne Property & Rating - Regulatory	Implementation of TechOne Property & Rating - Regulatory as Council's selected Property & Rating management software.	Helen Lever	01/10/16	31/12/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
SYSTEMS & IT					
4.17	TechOne Property & Rating - Core / Revenue	Implementation of TechOne Core/ Revenue as Council's selected revenue management software.	Helen Lever	01/10/16	31/12/17
4.18	TechOne Property & Rating - CRM	Implementation of TechOne CRM as Council's selected Customer Request Management Software.	Helen Lever	01/10/16	31/12/17
4.19	ESRI GIS Implementation	Implementation of ArcGIS as Council's selected GIS software and as the internal spatial viewer.	SEA Helen Lever	01/10/16	31/07/17

Core Services Integration Projects

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ID	Project Name	Precis	LAND USE PLANNING, DEVELOPMENT & COMPLIANCE	Sponsor	Start Date	Complete Date
5.1	DA Lodgement & Application Review	Provide one consistent lodgement service for customers. The integrated service will ensure that applications are consistently managed as they are lodged and reviewed and that the customer has clear expectations in relation to Council's lodgement processes. The requirement for quality applications will in turn reduce processing times.		David Kerr	01/11/16	30/06/17
5.2	Implementation of DA Management Policy	Develop and implement a DA Management Policy, to facilitate the efficient and effective use of Council resources in assessing applications for development.		David Kerr	01/11/16	30/06/17
5.3	DA Determination Panels	Review and integrate the current DA determination panels, both the top tier panels (Independent Assessment Panels) and the 2nd tier panels (Development Unit, Development Assessment Unit, Application Determination Panel), providing a consistent and improved DA determination service for more complex and contentious DAs.		David Kerr	01/11/16	30/06/17
5.4	Internal DA Referral Service	Establish a consistent procedure for processing referrals internally including consistent response times and standards for internal referrals.		David Kerr	01/11/16	30/06/17
5.5	DCP Review - Stage 1	Review and integrate the current DA administration processes and DCP administrative controls, providing one consistent and improved service to the community.		David Kerr	01/11/16	30/06/17

NORTHERN BEACHES COUNCIL		Core Services Integration Projects			
ID	Project Name	Precis	Sponsor	Start Date	Complete Date
LAND USE PLANNING, DEVELOPMENT & COMPLIANCE					
5.6	Harmonisation of Da Pre-Lodgement Service	Developing a harmonised consistent pre-lodgement service for the community, with improvements to turn-around times and the quality of advice given.	David Kerr	01/11/16	30/06/17
5.7	Ranger Patrol Service	A two stage implementation of an integrated approach to developing rangers' daily run schedules.	David Kerr	01/11/16	30/06/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
NATURAL ENVIRONMENT					
6.1	Recreation Planning	Development of consolidated Recreation Planning Framework and forward planning documentation program and schedule that will guide management and development of recreational assets and facilities on the Northern Beaches.	Ben Taylor	01/11/16	30/06/17
6.2	WHS High Risk	To develop and integrate a consistent set of Safety and Environment delivery processes (e.g. SWM's) for high risk work activities carried out by the Environment and Infrastructure Division. To instil a proactive 'zero harm' culture within high risk work environments focussing on employees, the community and the environment.	Ben Taylor	01/01/17	30/06/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
CORPORATE GOVERNANCE & PROCUREMENT					
7.1	Harmonisation of Emergency Management, Incident Management & BC	To have an integrated Emergency Management, Incident Management & BC capability which includes agreement on the implementation of a Council wide Incident Management Process, agreement on the implementation of a Council wide Business Continuity Management Process, agreement on a framework that ensures that we adequately support emergency services and alignment between WHS, Incident Management and Emergency Management.	Ben Taylor	01/11/16	31/07/17
7.2	Integration of Plant, Equipment & Materials	Integration of Plant, Equipment and Materials management across the Northern Beaches Council. Including development of NBC Plant Guidelines, implementation of a financial management plan to ensure consistent charge out rates for budget preparation and forecast and Identification of a fit for purpose Stores operation model for NBC.	Helen Lever	01/11/16	30/06/18
7.3	Integration of Procurement	Develop a Procurement Policy and Strategy, to effectively manage procurement across the Northern Beaches Council, and reduce the risks associated with disparate procurement and contract management methodologies.	Helen Lever	01/11/16	01/07/17
7.4	Enterprise Risk Management	Two part project compiled of development and implementation of an ERM policy and framework; and development and implementation of a Fraud and Corruption Control Plan (FCCP).	Helen Lever	18/11/16	30/06/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
CORPORATE GOVERNANCE & PROCUREMENT					
7.5	Integrated Planning & Reporting	To establish a staged and coordinated approach to achieving best practice IP&R for Council, ensure consistency between all elements of corporate planning and reporting, ensure alignment with wider corporate governance considerations and contribute to the development of a strong corporate culture of good governance.	Beth Lawsen	01/11/16	30/09/17
7.6	Community Strategic Plan	Develop a 10 year (minimum) Community Strategic Plan (CSP) that reflects the priorities and aspirations of the Northern Beaches community and provides a clear set of strategies to achieve the community's vision for the future of the area.	Beth Lawsen	01/11/16	28/03/17
7.7	Operational Plan 17/18	To develop the first integrated Operational Plan for 2017/18 for Northern Beaches Council. The Operational Plan will include a Statement of the Council's Revenue Policy and will outline the business activities and projects for 2017/18. Council will be held accountable to its commitments through the Annual Report which will report on Council's performance.	Beth Lawsen	01/12/16	30/06/17
7.8	Complaints & Code of Conduct Management	Develop an end to end complaint management framework which provides mechanisms for business improvement processes for the organisation. This includes the development of relevant procedures, policies and codes. Develop a new Code of Conduct for all Council Officials at Northern Beaches Council.	Helen Lever	30/11/16	30/06/17
	Councillor Accommodation Strategy	Provide suitable accommodation for the incoming Councillors by September 2017 – including Council Meetings and ancillary spaces (meeting rooms, IT requirements and desk spaces).	Helen Lever	27/01/2016	1/09/2017

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
HUMAN RESOURCES					
8.2	Consolidation of JCC's	Formulation of Northern Beaches JCC, including adoption of charter.	Mark Ferguson	15/12/16	28/03/17
8.3	HR Policy Harmonisation	Develop a Prioritisation matrix for development of the HR procedures, and also develop a legislative compliant range of HR procedures and processes that will inform and add value to the strategic people objectives of Northern Beaches Council.	Mark Ferguson	04/12/16	29/12/17
8.4	Permanent Organisation Structure	Development of organisation structure design principles and guidelines, then development of a permanent organisation structure. Development of a vacancy management process for permanent appointment of staff to positions on the structure and the redeployment and voluntary redundancy process if required.	Mark Ferguson	09/01/17	31/07/17
8.5	Remuneration System	To develop a new remuneration system to apply to Northern Beaches Council (4th System). Also to develop a guideline and practices for the grandfathering/reiring of the current legacy systems.	Mark Ferguson	15/12/16	01/04/17
8.6	Staff Culture Survey	Conduct a survey of all staff, development of action plans and presentation of data to ESC and Northern Beaches Council staff.	Mark Ferguson	01/11/16	31/01/17
8.7	Values Development	Collaboratively develop Northern Beaches Council values.	Mark Ferguson	06/11/16	30/04/17

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ID	Project Name	Precis	Sponsor	Start Date	Complete Date
HUMAN RESOURCES					
8.8	WHS Management System	Develop a WHS Management System which is compliant with legislative and Licence requirements.	Mark Ferguson	16/12/16	31/12/18
9.1	Intranet Integration	Enhance the Northern Beaches intranet to become an efficient and effective knowledge management tool for communicating and engaging with staff as well as providing fast access to corporate knowledge, that will eventually supersede three former intranets.	Mark Ferguson	01/10/16	31/12/17
9.2	Crowdcity	Provide an electronic mechanism to support face-to-face engagement activities with staff.	Mark Ferguson	01/10/16	31/12/17