

STRATEGY AND POLICY REVIEW COMMITTEE
6 APRIL 2009 **GOVERNANCE AND COMPLIANCE**

A12

**COUNCIL PROJECTS CONSULTATION
FRAMEWORK**

PREPARED BY:

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FILE NO.:

ATTACHMENTS:

- 1. GENERIC TERMS OF REFERENCE
FOR COUNCIL PROJECT STEERING
COMMITTEES**
- 2. GUIDELINES FOR COUNCILLORS AND
OFFICERS APPOINTED TO COUNCIL
PROJECT STEERING COMMITTEES**
- 3. TERMS OF REFERENCE
FOR FITZROY STREET –
STREETScape PLAN
STEERING COMMITTEE**
- 4. LIARDET STREET FAMILY AND
CHILDREN'S CENTRE STEERING
COMMITTEE TERMS OF REFERENCE**
- 5. TERMS OF REFERENCE FOR PORT
MELBOURNE AND SOUTH
MELBOURNE LIFESAVING CLUB
FACILITY STEERING COMMITTEE**
- 6. ST KILDA FAMILY AND CHILDREN'S
CENTRE STEERING COMMITTEE
TERMS OF REFERENCE**

1. PURPOSE

- 1.1 This report addresses the matter of community stakeholder consultation associated with key Council projects and recommends the adoption of a generic model and its application to current and future projects.

2. RECOMMENDATION

That the Strategy and Policy Review Committee recommends that Council resolve:

- 2.1 That the generic stakeholder consultation model set out in this report, including the generic terms of reference for Council project steering committees and the guidelines for Councillors and officers, be adopted.

- 2.2 That the generic model be applied to future projects and that a report recommending Terms of Reference for each new steering committee be presented to Council prior to the project commencing.
- 2.3 That the generic model be reviewed and a report presented to Council regarding its effectiveness and any recommended changes, by 30 June 2010.
- 2.4 That the revised Terms of Reference for the Fitzroy Street - Streetscape Plan Steering Committee be adopted.
- 2.5 That Cr John Middleton and Cr Serge Thomann be appointed to the Fitzroy Street - Streetscape Plan Steering Committee
- 2.6 That a Fitzroy Street - Streetscape Plan Project Coordination Committee be formed to monitor progress and emerging issues between meetings of the Steering Committee.
- 2.7 That the members of the Fitzroy Street - Streetscape Plan Project Coordination Committee be Cr John Middleton, Cr Serge Thomann, Tanja Heil and Paul Smith.
- 2.8 That the Terms of Reference for the Liardet Street Family and Children's Centre Steering Committee be adopted.
- 2.9 That nominations be invited for two community representatives on the Liardet Street Family and Children's Centre Steering Committee.
- 2.10 That a Liardet Street Family and Children's Centre Project Coordination Committee be formed to monitor progress and emerging issues between meetings of the Steering Committee.
- 2.11 That the members of the Liardet Street Family and Children's Centre Project Coordination Committee be Cr Judith Klepner, Cr Janet Bolitho, Jo Smale, Greg Wood and Sam Hewett.
- 2.12 That the Terms of Reference for the Port Melbourne and South Melbourne Lifesaving Club Facility Steering Committee be adopted.
- 2.13 That Cr Judith Klepner and Cr John Middleton be appointed to the Port Melbourne and South Melbourne Lifesaving Club Facility Steering Committee.
- 2.14 That the Terms of Reference for the St Kilda Family and Children's Centre Steering Committee be adopted.
- 2.15 That a St Kilda Family and Children's Centre Project Coordination Committee be formed to monitor progress and emerging issues between meetings of the Steering Committee.
- 2.16 That the members of the St Kilda Family and Children's Centre Project Coordination Committee be Cr John Middleton, Cr Rachel Powning, Jo Smale, Greg Wood and Sam Hewett.

- 2.17 That Council notes that further reports will be presented over the coming months in relation to appointment of steering committees for other Council projects.
- 2.18 That where Steering Committees meet prior to this matter being considered by Council at its meeting to be held on 27 April 2009, those Councillors to be newly appointed to the various Committees as a consequence of this report, be authorised to attend.

3. BACKGROUND AND CONTEXT

Council at its meeting held on 23 March 2009 adopted "Our Governance Statement" which, amongst other things, includes the following principles:

- All Council decisions, whether by Council or by officers under delegation, will be informed by the diversity of community views.
- Council undertakes to keep citizens well informed of its decision-making processes, and encourages all contributions from the community.
- Decisions will be taken as close as practicable to the people affected to ensure that decisions are fully informed by local knowledge and needs.

This report proposes a framework for management of key projects based on the principles contained in Port Phillip City Council – 'Our Governance Statement' and makes specific recommendations in relation to a number of projects that have already commenced.

4. CONSULTATION AND STAKEHOLDERS

Council has consulted widely on the need to develop enhanced mechanisms for managing its relationships with the community. This consultation resulted in the recent adoption of Port Phillip City Council – 'Our Governance Statement' and a number of Council's commitments are embedded in the section on "*Engaging and Governing the City*" in the draft Council Plan 2009 – 2013.

5. DISCUSSION

Generic Model

Each year Council undertakes a number of key projects designed to create new assets or upgrade existing assets for the benefit of the community.

While these projects can result in facilities that are used by the community at large (eg a new toilet block), they often have a particular purpose and are occupied by one or more user groups (eg a community hub). The composition of the user groups may vary over time.

The need for a new asset is identified by the Council in many ways, including in response to proposals put forward by the community. When the priority given to a project is sufficiently high, having regard to other projects under consideration, it is

AGENDA - STRATEGY AND POLICY REVIEW COMMITTEE - 6 APRIL 2009

GOVERNANCE AND COMPLIANCE

funded as a capital works project through Council's annual budgeting process. Funding may come from rates revenue, grants received from other levels of government, asset sales or the proceeds of loans.

Consultation with the wider community will be undertaken in a variety of ways including through a formal planning permit application process in some cases. During the project scoping phase, it is particularly useful to include potential users in discussions and if it is an existing facility, the current users. This can be achieved by having representatives from the relevant groups participate in the thinking process as the scope of the project is being developed. The establishment of a steering committee to undertake this work is a useful forum for this work to be done. It is important that terms of reference be defined when a steering committee is formed so that its role and authority are understood by all participants and to avoid any potential problems that may arise as a consequence of unfounded expectations not being satisfied. Any desired outcomes such as "Green Star Rating" or limitations, such as the total budget for the project, also need to be clearly stated.

Involving one or more Councillors in a steering committee is also desirable. They can play a very important role during the scoping phase of key projects by contributing to the development and consideration of options; ensuring that interest group representation is effective; providing a link to the Council and sharing firsthand knowledge at the formal briefing stage; and communicating information to the wider community. Normally the relevant Ward Councillor will be well placed to undertake this role.

If funds are being contributed to the project by other parties, they may also wish to be represented on the steering committee.

Between meetings of the steering committee, the officers will keep the Councillor members informed of progress and emerging issues. This is best achieved by establishing a small Project Coordination Committee (PCC) comprising the Councillors and relevant senior officers. It is envisaged that the PCC would have an ongoing role until the project is completed, commissioned/occupied and officially opened.

Once the design work is completed and a construction contract let, the role of a steering committee is finished. However, it is good practice to keep the members informed from time to time during the construction phase and to acknowledge their contribution in an appropriate manner when the project is completed.

When the construction contract is let, a "project control group" (PCG) will be formed to oversee construction and coordinate the activities of the various parties involved.

The Councillor members of the former steering committee and ongoing PCC could attend the PCG meetings with observer status, to continue the direct between the project and Council during the construction phase. This will ensure a high level of confidence regarding progress of the project and compliance with the design, and enable those Councillors to engage with their constituents in an informed manner throughout.

A typical Terms of Reference document has been prepared and is attached at Appendix 1.

Appendix 2 sets out guidelines developed to ensure that the highest standards of governance are modelled by Councillors and officers appointed to Council Project Steering Committees and that the standing of the City of Port Phillip is enhanced as a consequence of the community stakeholder consultation process.

Application to Current Projects

Council has a number of projects at various stages, some of which have formal stakeholder consultation models approved by the Council. It is proposed that they each be reviewed and where appropriate, the model be amended to reflect the above approach.

Consideration of the existing arrangements for each of the current projects is set out below.

a. Fitzroy Street, Streetscape Improvements

A Fitzroy Street Taskforce was established in April 2007 to involve representatives of local community groups, traders, residents, police and Council in forming solutions to deal with anti-social behaviour in the Fitzroy Street precinct. Following consultation, the Fitzroy Street Action Plan was developed. It outlines key projects, timelines and responsibility for improving the streetscape, safety and community engagement. Three subgroups of the Taskforce were formed to deal with the three themes: streetscape, safety and community identity.

In April 2008, a review of the Taskforce was undertaken and it was resolved, inter-alia, to "*Retain the Fitzroy Street Taskforce for review in September ...*". The last meeting of the Taskforce was held on 17 July 2008 and it was disbanded in September.

In March 2008 a Fitzroy Street Masterplan Reference Group was formed. It currently has 22 members including residents; six traders and commercial operators; Councillors John Middleton and Serge Thomann, and Council officers; Tract as a consultant team and representatives from St Kilda Primary School, Yarra Trams, Parks Victoria and Victoria Police.

Whilst informal reference has previously been made to the Reference Group and detailed Terms of Reference have been prepared they have not been approved by Council. It is proposed that this now occur and that the Terms of Reference for the Fitzroy Street -Streetscape Plan Steering Committee (Appendix 3) be adopted.

b. Liardet Street Family and Children's Centre

The Liardet Street Family and Children's Centre is to be built at 83 – 85 Liardet Street and will include the relocated Albert Park College Childcare Centre, Maternal and Child Health services and playgroup activities. It is adjacent to Lady Forster Kindergarten and it is envisaged the new facility and the pre-school will complement each other.

A steering committee has been established and comprises the following members:

- Albert Park College Childcare Centre: Di Perazzo and a parent
- Dept of Education and Early Childhood Development: Denise Ramus and Selina Halton
- Lady Forster Kindergarten: Fiona Hehir and Alison Prasser
- Port Phillip Rostered Playgroup: Bernadene Voss
- Childcare Access Port Phillip: Donovan Jacka
- City of Port Phillip: Cr Janet Bolitho, Cr Judith Klepner, Jo Smale, Virginia Lloyd, Brad Morgan, Cathie Arndt and Sheena Frost

Terms of Reference (Appendix 4) were developed by the Committee but have not previously been approved by Council. It is proposed that this now occur. It is also proposed that two community members be added to the Committee and that nominations for these positions be invited. In addition, it is proposed that a Project Coordination Committee be formed to monitor progress and emerging issues between meetings of the Committee.

c. Port Melbourne and South Melbourne Lifesaving Club Facility

In 2003 Council adopted the Life Saving Club Strategy that set out, amongst other things, priorities for future development of Lifesaving Club buildings. In 2007 and 2008 as part of implementing the strategy, a feasibility study was conducted to investigate the most viable model of sustaining a strong lifesaving presence in South Melbourne and Port Melbourne locations for the next 50 years.

A steering committee was formed for this project which comprised representatives from Port Melbourne and South Melbourne Life Saving Clubs, Lifesaving Victoria and Council Officers. The steering committee continues to meet, its last meeting being held on Wednesday 18 March 2009, but the committee has no formal status or documented Terms of Reference.

It is proposed that the steering committee be formalised and draft Terms of Reference (Appendix 5) for the Port Melbourne and South Melbourne Lifesaving Club Facility Steering Committee are attached for consideration.

The proposed membership is consistent with current representation; save that two Councillors also need to be appointed. Ian Hicks is the Council officer appointed to manage the project.

d. St Kilda Family and Children's Centre

Council at its meeting held on 26 May 2008 resolved to establish the St Kilda Family and Children's Centre Steering Committee and membership consists of:

- St Kilda Primary School: Diane Pekin
- Child Care Access Port Phillip: Rebecca Bartel

- Port Phillip Community Group: Sandy Joffe
- St Kilda Parish Mission: Rev John Tansey
- Children's Centre parents: Donna Brzezinski, Yelena Beylin, Keren Vesely and Maria Stamatelatos
- Maternal and Child Health service users: Kathrin Gullan, Maya Donevska, Sally Cunningham and Zoe Pappas
- St Kilda Playgroup: Trevor Ward, Sam Durban and Susie O'Neill
- Dept of Education and Early Childhood Development: Louise Rodot and Selina Halton
- City of Port Phillip: Cr John Middleton, Cr Rachael Powning, Jo Smale, Virginia Lloyd, Brad Morgan, Cathie Arndt, Mel Edwards, Lee Lau and Sheena Frost

Terms of Reference (Appendix 6) were developed by the Committee but have not previously been approved by Council. It is proposed that this now occur. In addition, it is proposed that a Project Coordination Committee be formed to monitor progress and emerging issues between meetings of the Committee.

e. Other Projects

A number of other projects are currently underway and further reports will be presented to Council regarding the consultation structure to be applied to them. These include but are not limited to:

- The Urban Studies Centre – reported separately to this meeting
- The St Kilda Skate Park – to be reported to a future meeting

6. CONCLUSION

The adoption of a generic model for consulting with community stakeholders and its application to current and future projects will ensure that Council's commitments to the community, expressed in City of Port Phillip – 'Our Governance Statement' and the draft Council Plan 2009 – 2013 are implemented in an effective manner.