

## **2.3 Report on the Future Directions for the Body Hire Services for Wyong Shire Council**

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TRIM REFERENCE: F2006/01523 - D02246394

AUTHOR: GK

### **SUMMARY**

This report discusses and proposes corrective actions to be taken into Council's practices regarding the procurement of temporary professional services, or "body hire".

### **RECOMMENDATION**

- 1 That Council endorse the proposed corrective actions to:**
  - a Phase out the current "body hire" arrangements and only use a public tender process and/or the tendering exempt State Contract Control Board and Local Government Procurement contracts for any new temporary professional services.**
  - b As a matter of urgency, advertise to recruit specialist Project Managers as staff under fixed term employment contracts or the Award.**
  - c As a matter of urgency, ensure project management services contracts for specific projects or groups of projects are on a fixed time and price basis by either open public tender or tender exempt Crown entities.**
- 2 That Council decline to accept any of the tender/s dated 3 September 2009 for contract CPA/166101 – Provision of Temporary Professional Services and cancel the proposal for the contract.**
- 3 That Council report to the Department of Local Government on its actions associated with the current "Body Hire" arrangements.**
- 4 That a further report be provided to Council on the implementation of the corrective actions in July 2010.**

### **BACKGROUND**

#### **Increased Project Workload**

In recent years Council has undertaken an expanded capital works program requiring the professional management of a broad range of infrastructure projects. These have included water and sewerage upgrades and new works; new sports fields and recreational facilities including shared pathways, playgrounds and constructed wetlands; new road projects; new community buildings; a new cell for waste disposal at the Buttonderry landfill; and management of a wide range of projects for the Tuggerah Lakes Estuary Management Plan.

The total value of these works in the last five years has been in excess of \$250M. As Council did not have sufficient project management resources available “in-house” to manage this large increase in workload over a relatively short timeframe, a number of actions were taken to seek and engage additional professional project management staff.

### **Obtaining Professional Project Management Resources**

A contract was awarded in December 2006 to NSW Public Works (then Department of Commerce) for a five year project management contract to manage principally water and sewerage projects. This engagement was initially for 15 projects valued at \$98M (excl GST) over five years, with provision for additional projects to also be managed. Currently this engagement has completed 7 projects, with a further 8 projects under Public Works management. This five year contract is due to expire in January 2011.

A separate project team was also established to project manage the procurement of the \$120.6M Mardi Mangrove Link project. Professional resources on this project team were obtained under individual “body hire” arrangements (see definition below). This project is due to be completed in mid-2011.

In addition, where possible project management resources were engaged as Council staff. However, several attempts to attract project managers to permanent and temporary staff positions were unsuccessful. As a result, further project managers also had to be obtained from external sources to handle the large number of projects requiring professional project management. These have typically been sourced under “body hire” arrangements due to the limited number of qualified project managers prepared to work for Council in a temporary or permanent staff position. This process effectively commenced in September 2005 when Council undertook an initial tendering process for professional services. The process however never proceeded to Council for consideration with a management decision being taken at the time to appoint contractors directly.

“Body hire” refers to the engagement of a resource (typically a project manager or other professional person) under a short or longer term arrangement, with generally no guaranteed tenure and payment typically on an hourly or weekly rate basis.

Following concerns over the manner in which professional resources were being engaged and the ongoing management of those engagements, the Department of Local Government (DLG) was asked by Council in mid-2008 for advice on the matter of “body hire” in general. In particular, the issue of whether the engagements were a *contract of service* or a *contract for services* was raised. Council had previously received legal advice that the engagements could be *contracts of service in certain circumstances*.

There is a difference between a *contract of service* and a *contract for services*. There has been considerable investigation, legal advice and conjecture on this issue, but lack of a definitive result since that time as to the proper legal status of persons providing temporary professional services to Council, namely, whether they are employees engaged under a *contract of service* or independent contractors engaged under a *contract for services*. The significance of the classification is that the former is an employment contract which does not require tendering while the latter requires tenders to be called where it is reasonably believed that expenditure is likely to be in excess of \$150,000, as required by the Local Government (General) Regulation 2005 (the Regulation). The classification also has relevance with respect to which entity retains the statutory obligations regarding income tax, payroll tax,

workers compensation insurance, superannuation and the like, and whether minimum award conditions should apply.

This report sets out Council's current understanding of the DLG concerns over past and present "body hire" practices and recommends actions that should assist in addressing those concerns.

## **DISCUSSION**

### **1 DLG POSITION**

The DLG has identified a number of anomalies in the practices used by Council to procure and manage its ongoing arrangements for temporary professional services, or "body hire". The DLG has indicated that in its view some of Council's past arrangements were *contracts for services* and it was concerned as to whether Council had complied with its tendering obligations. Although it also agreed that some of the arrangements may indeed be *contracts of service*, it expressed concern in that event, whether Council and its service providers had complied with their obligations in regard to income tax, payroll tax and superannuation and the like.

The Deputy Director General (Local Government) of the Department of Premier and Cabinet advised the Mayor and former General Manager by letter dated 14 January 2010 that he had approved an investigation under section 430 of the Local Government Act 1993 (NSW) into Council's practices regarding the procurement and management of temporary professional services. The actual terms of reference of the investigation are identified in the DLG's letter included at Attachment 1.

The new General Manager held a discussion with the DLG on 21 May 2010 and advised that he agreed that there appeared to be some anomalies in the past engagement practices and as such, was proposing to introduce corrective actions to ensure statutory compliance.

### **2 COUNCIL PROPOSED ACTIONS**

It is proposed to implement changes to Council's procurement process to address what Council understands are the concerns of the DLG. The revised procurement process will be more open, more transparent and clearer than the current procurement process.

The following strategies are proposed to ensure compliance with legal and industrial prescription.

#### **a Phase-Out Existing "Body Hire" Arrangements**

To ensure Council's procedures are beyond reproach the current engagements for "body hire" will be individually reviewed with a view to them being appropriately phased out. It is proposed that the phasing out of all current engagements will remove all future risk regarding Council's compliance with its tendering obligations and probity considerations surrounding the ongoing management of those engagements deemed by the DLG to be a *contract for services* (independent contractors). It likewise removes all future risk of non-compliance with the statutory obligations related to those engagements being deemed by the DLG to be a *contract of service* (employee).

**b Only Use Public Tender, State Contract Control Board and Local Government Procurement Contracts**

The NSW State Government through its procurement agency, State Contracts Control Board (SCCB) and Local Government through its procurement arm, Local Government Procurement (LGP), both arrange contracts for the provision of temporary staff that Council may access. These contracts fully comply with the Regulation, and provide a number of employment companies that meet stringent State Government tendering requirements. These contracts provide ranges of rates of payment for various disciplines including professional project management services. No information about individual candidates is available until a sourcing enquiry is lodged with the supplier. Use of the SCCB and LGP contracts exempts Council from the tendering obligations of the Regulation.

An internal procedure has also been drafted to guide the appointment and ongoing administration of temporary resources secured under these standing contracts. The procedure covers matters such as:

- the selection criteria to be used (hourly rate, qualifications, skills, experience, availability, referees and local content);
- financial limits and authorisation of the engagement;
- appropriate review periods and probity controls around re-appointment; and
- other procedural and contractual measures to ensure an open and transparent process and that Council receives the best value-for-money for each engagement.

The procedure has been developed in consultation with Council's internal auditor and in consideration of the DLG's recently released (October 2009) document "Tendering Guidelines for NSW Local Government".

Contracts for the purchase of goods, materials and services specified by the State Contracts Control Board or the Local Government Procurement (LGP) are not subject to the mandatory tender provisions of section 55(1) of the Local Government Act 1993 by the operation of section 55(3) of the Local Government Act 1993, and in respect to the LGP, clause 163(1A)(i) of the Local Government (General) Regulation 2005. In future, all temporary professional resources intended to be engaged under a *contract for services* (independent contractors) will only be sourced in accordance with the relevant Local Government Act section 55 or associated Regulation provisions.

**c Recruit Project Management Staff Under Employment Contracts**

Several attempts have been made, and will continue, to attract suitable professionals to Council to fill the full-time permanent core staff requirements. Unfortunately the Australia wide shortage of these resources means it has and continues to be, a very competitive market. Council's experience to date is that it cannot fill its core requirements with permanent staff because of the shortage of skilled candidates prepared to work for Council.

Council has a small core of permanent staff (four) who are experienced and skilled project and contract managers. Some of these staff are nearing retirement in the next few years. The project workload over the next 5 years exceeds the capacity that can be serviced by core resources. The current strategy is to target employing, as staff, 80% of the resources needed for project managing Council's core activities. This will require the employment of seven additional staff being permanent project managers and support staff of varied skills and experience. Developed Job Descriptions are included at Attachment 2. The increased

staffing will also include junior positions employing graduates appropriately to “grow” into future project managers to fill the core positions.

In future, all temporary professional resources intended to be engaged under a *contract of service* (employment contract) will be recruited through the usual Council recruitment process on the basis of full time or fixed term employment contract up to a maximum of 5 years at Executive Level 1 to be competitive with the commercial sector and under the Award for junior positions. Under such arrangements Council will be fully responsible for all statutory obligations regarding income tax, payroll tax, workers compensation and superannuation, similar to any other employment contract.

**d Call Tenders for Project Management of Specific Projects**

It is intended to procure resources in accordance with the provisions of section 55 of the Local Government Act and the associated Local Government (General) Regulation for the provision of project management services for the remainder of the work for specific large projects or for a package of smaller projects. In the event the estimated contract amount exceeds the \$150,000 (excl GST) threshold, the acceptance of the contract will be reported to Council as required by the Regulation. The tenders will be structured on a fixed cost and fixed time (being the project duration) basis.

This strategy will ensure compliance with Council’s tendering obligations under the Regulation and remove any of the concerns presently held by the DLG in respect to the probity and transparency surrounding engagement and ongoing management of the existing “body hire” resources.

**e Engagement of Previous Staff Members**

Two former staff members who had terminated their services with Council are presently engaged under “body hire” contracts to Council.

The DLG has indicated probity concerns around the engagement of these personnel and as such it is acknowledged that these engagements are also subject to individual review.

**f Interim Arrangements**

The current “body hire” resources are each typically working on up to four or more projects at various stages of completion. They have detailed knowledge of each project and are providing skilled management and control of these projects. Each project may typically be valued from a hundred thousand dollars to several million dollars. Some of these larger critical projects include the Mardi to Mangrove Link and the Mardi Dam augmentation works, where some of these specialist consultants have been engaged for varying or non-specified durations. Attachment 3 shows the range and value of projects currently being managed by these resources in the Contracts and Special Projects Unit.

It will be necessary to transition from the current “body hire” arrangements and to continue the personnel performing project management duties under those arrangements until suitable alternatives as detailed above can be established. It is not possible to immediately cease engagement of the current “body hire” personnel without putting the projects and the capital works program at serious risk.

Whilst some of the strategies identified above can be implemented quickly, others such as open public tendering for project management services and the recruitment of project managers as staff under fixed term employment contracts cannot. Both take several months to prepare documentation, advertise, close, assess submissions and in the case of public tenders to report to Council. It is also an assumption that the recruitment exercise will attract suitable applicants. It is therefore imperative that, whilst every effort will be made to act urgently to minimise any interim period, an interim period is unavoidable.

**g Cancellation of The Proposed Contract CPA/166101**

Tenders were called for contract CPA/166101 – Provision of Temporary Professional Services by way of open public invitation and closed on 3 September 2009. The tender invited companies and others to be included on a pre-qualified list of consultants/contractors for the provision of temporary professional services across a broad range of services to Council. Respondents were required to identify the proposed personnel and provide hourly rates, ensuring competitiveness.

It was intended to recommend to Council the acceptance of all conforming tenders to effectively form a panel from which staff would select a suitable candidate based on a weighted evaluation undertaken at the time of engagement. This was considered the most appropriate time to undertake the assessment as the suitability of the candidate can best be determined when the requirements of the specific task or project are known. The assessment was to follow a procedure which identified the selection criteria (hourly rate, qualifications, skills, experience, availability, referees and local content) to ensure Council received the best value-for-money for the services to be provided.

The DLG has raised concerns with this proposed process and has expressed the opinion that by staff selecting successful contractors as detailed above, Council would not be complying with its obligations under section 55 of the Local Government Act 1993 to have the matter of acceptance of tenders dealt with by a resolution of the Council.

Given that this issue now forms one of the terms of reference of the DLG's investigation it is inconsistent with the proposed corrective action and in the interest of resolving matters, it is proposed that Council resolve to decline to accept any of the tenders and cancel the proposal for the contract. In accordance with the requirements of the Regulation, such action requires a resolution of the Council and the adoption of Recommendation 2 of this report will satisfy this obligation.

**h Reporting on Contract For Services Expenditure**

Attachment 4 provides an overview of the projects undertaken from 1 January 2009 to 30 April 2010 that are impacted by the professional services engagement issues outlined throughout this report.

To provide appropriate flexibility to manage both the number of independent contractors and the expenditure being incurred, it is proposed to provide Council with a quarterly report as part of the quarterly Management Plan report. The report will identify if the engagement was under SCCB, LGP contract or other complying options.

**CONCLUSION**

This report proposes a number of measures to ensure Council's procurement processes for the provision of professional services are open and transparent and comply with the Local Government Act 1993 (NSW) and the Local Government (General) Regulation 2005 (NSW).

**ATTACHMENTS**

- |          |                                                                |           |
|----------|----------------------------------------------------------------|-----------|
| <b>1</b> | DLG Letter dated 14 January 2010                               | D02134483 |
| <b>2</b> | Position Descriptions - Report for Council Meeting 26 May 2010 | D02248083 |
| <b>3</b> | Current and Future Projects - May 2010                         | D02249341 |
| <b>4</b> | Contractor Report July 09 - Apr 10                             | D02248818 |



Department of Local Government  
5 O'Keefe Avenue NOWRA NSW 2541  
Locked Bag 3015 NOWRA NSW 2541

OUR REFERENCE                   A201238  
YOUR REFERENCE  
CONTACT                         Richard Murphy  
                                          02 4428 4191

Mr Kerry Yates  
General Manager  
Wyong Shire Council  
PO Box 20  
WYONG NSW 2259

Dear Mr Yates

I refer to my letter to you of 27 October 2009 about the governance of Council's Leadership Development Program and the practice referred to in the correspondence as "body hire". I also refer to my subsequent letter of 9 December 2009 about a report on the outcome of a tender process for the *Provision of Temporary Professional Services*.

I have noted your decision to withdraw the report from the meeting held on 9 December 2009. However, I should point out that your letter to this Division incorrectly states that I requested Council to make "*no decision on this matter*". The request in my letter to Council of 9 December 2009 was "*that you ensure that these concerns are brought to Council's attention prior to it dealing with any motion arising from its consideration of the report*". It would appear from the minutes of the meeting that the Division's concerns have not been brought to the elected Council's attention.

Following careful consideration of the issues identified during the course of the Division's preliminary enquiries and in light of the serious nature of the concerns, I have approved an investigation pursuant to section 430 of the *Local Government Act 1993*. The investigation will be undertaken by duly appointed Departmental representatives with the following terms of reference:

*To investigate and report on:*

1. *The processes used by Council to select, engage, manage and pay consultants, contractors or other persons/entities, having particular regard to the following:*
  - *any arrangements that Council has entered into in the last 3 years, involving payments to a single entity or individual totalling \$150,000 or more, for the provision of services with a high labour content*
  - *any arrangements referred in Council documents as a "body hire" arrangement*
  - *whether persons engaged under or pursuant to such arrangements should be properly classified as independent contractors, employees of Council and/or as employees of another entity*

T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209  
E dl@dlg.nsw.gov.au W www.dlg.nsw.gov.au ABN 99 567 863 195





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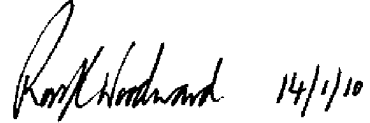
- *the systems and processes the Council has in place to properly deal with its different statutory obligations arising for each class of person engaged under such arrangements.*
2. *The engagement of a contractor/consultant to temporarily fulfil the role of Manager of Customer and Community Services for an extended period, having particular regard to the following:*
    - *whether this person was or should have been engaged as an employee of Council*
    - *the process of selecting and appointing the person to undertake the role in a temporary/acting capacity*
    - *whether a contract existed between this person and the Council and if so, whether that contract was subject to the tendering provisions of section 55 of the Act.*
  3. *The selection and engagement of contractors or other persons to deliver a program described in Council documents as the Leadership Development Program, having particular regard to the following:*
    - *the scoping, planning and budgetary process used to inform the decision to approve and control the delivery of the program*
    - *the approval of the program*
    - *the identification and assessment of potential service providers*
    - *whether tenders were or should have been called for the delivery of the program*
    - *whether the program was or should have been approved by the elected Council*
    - *whether the program was or should have been disclosed in the Council's annual management plan and/or reported on in the Council's annual reports*
    - *the adequacy and manner of reporting of expenditure associated with the delivery of the program.*
  4. *The adequacy of the Council's policies, procedures and delegations governing tendering and the procurement and payment of services, having particular regard to those services with a high labour content such as consultants and those for provision of professional services.*
  5. *The level of compliance with Council's policies, procedures and delegations governing tendering, the procurement and payment of services and the adequacy of controls to ensure such compliance.*
  6. *Any other matter that warrants mention particularly where it may impact upon the effective administration of the area.*

The Departmental representatives appointed to undertake the investigation are Mr John Davies and Mr Grant Astill. Mr Davies will be in touch with you in due course to make the necessary arrangements for the investigation.

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I have written in similar terms to the Mayor.

Yours sincerely



**Ross Woodward**  
**Deputy Director General (Local Government)**  
**Delegate of the Director General**  
**Department of Premier and Cabinet**



## SCHEDULE A POSITION DESCRIPTION FOR PROGRAM LEADER CONTRACTS AND SPECIAL PROJECTS

<i>POSITION DESCRIPTION APPROVAL</i>	
<i>Approved By: Paul Wise</i>	<i>Date Approved: 29 December 2008</i>
<i>Position Title: Director Shire Services</i>	<i>Date Reviewed: December 2008</i>

**This position description has four parts:**

**Part A:** General information on the position,

**Part B:** Description of the key outcomes of the job,

**Part C:** Performance agreement outlining key result areas and targets,

**Part D:** Recruitment specification.

*The key outcomes (Part B) and performance agreement (Part C), are the base documents for assessing a person's performance.*

### PART A GENERAL INFORMATION ON POSITION

Position Title:	Location:	Reports To:
Program Leader	Administration Building, Wyong	Manager, Contracts and Special Projects
Salary Package:	Additional Benefits:	Any unusual features of position:
(As per performance contract)	Superannuation Motor Vehicle	Regular out of hours work to attend community and Council meetings as required

- The incumbent must be medically and physically fit in order to carry out the duties associated with this position.

#### **Function Summary: (Purpose/Objective of the Position)**

- To lead and manage project teams that deliver service and infrastructure projects, in order to achieve the desired social, economic and environmental outcomes for Council.
- To ensure that Council meets its legal obligations, State Government requirements and does not have unacceptable exposure to risk in relation to how Council delivers its projects.
- To contribute to the development, implementation and continuously improve Council's project delivery systems and framework.

- To provide professional project management advice to the Manager of Contracts and Special Projects and Council.
- To provide project management technical support and guidance to Council's asset owners and service delivery Units.
- To ensure that Council achieves cost-effective delivery of projects.
- To project an efficient and courteous image of Council.

### Organisational Relationships:

Within Department	Within Council	External to Council
Manager Contracts and Special Projects	The General Manager and other Directors	Community and business representatives and groups
Director Shire Services and Senior Managers of each functional Unit	Councillors	Industry representatives and associations Department of Premier and Cabinet Suppliers of goods and services with regard specifically to procurement and contract delivery
Managers of specific activities	Other Senior Managers	Media
Other Team Leaders (as and when required)	Other Supervisors and Team Leaders	Residents, Ratepayers, and members of the public

### Staffing and Budget responsibility:

As a Program Leader the position has a variable staff and budget responsibility, depending on the range and nature of projects being completed. Reporting to the position would be up to six Senior Project Managers, each of whom may be responsible for several Project Managers and Project Officers. As such, the Program Leader may manage teams varying in size from five to 25 people, both directly and indirectly.

The budget responsibility would also vary depending on the range and nature of projects, but would normally be in excess of \$10 million. At times, the budget may exceed \$100 million as is projected during 2009-2010. This responsibility includes the full range of financial control, including the delivery of projects on time and within budget.

### Delegations:

As per the Delegation of Authority Manual

### Values:

- Care
- Excellence
- Integrity
- Pride
- Respect
- Unity

**Council's mission is**  
**Building a Better Tomorrow by delivering the Shire Strategic Vision**

This is achieved by:

- Strong community leadership and direction;
- Promoting a favourable public image, with high ethical and efficient standards;
- Creating opportunities for progress;
- Maximising the value of Council's resources through innovation and teamwork;
- Being results-driven, and delivering quality service;
- Listening and responding to community aspirations; and
- Enabling staff to reach their full potential.

***PART B - KEY OUTCOMES AND PERFORMANCE STANDARD EXPECTED***

N.B.: The key outcomes and performance standards must occur within the Wyong Shire Councils values and mission.

Key Outcomes	Performance Standard
Project planning and management	<ul style="list-style-type: none"> <li>• Gives advice to the Manager Contracts and Special Projects and other senior Staff on appropriate ways to undertake projects including project costing, time, quality, equipment and materials.</li> <li>• Prepares contract documents and specifications in line with Council's policies and procedures.</li> <li>• Oversees and assists with the development of project plans for all projects under control of the position to ensure these are developed to a satisfactory standard and a strategy for monitoring these is implemented.</li> <li>• Work carried out by the position and its teams is performed in line with Council processes and procedures.</li> <li>• Monitors project plans with appropriate reviews and amendments.</li> <li>• Project progress is reported in relation to agreed milestones to provide a measure of performance throughout the life of the project.</li> <li>• Disputes are resolved to the satisfaction of stakeholders.</li> <li>• Consultation mechanisms are identified and stakeholders are regularly consulted (particularly project owners) to discuss progress and ensure effective outcomes.</li> <li>• Significant judgment is applied in the analysis of project outcomes against specifications, performance standards and project objectives; and this is reported to stakeholders.</li> </ul>

<p>Leads and manages a team of multidisciplinary professionals and administration staff, and team leaders</p>	<ul style="list-style-type: none"> <li>• Team development strategies are implemented and appropriate for organisational outcomes, and monitored for their success.</li> <li>• Performance review mechanisms are audited to ensure regular performance reviews are conducted by team leaders and supervisors.</li> <li>• Provides support and leadership to supervisors and team leaders in the ethical and professional conduct of staff performance reviews</li> <li>• Facilitates the development of team goals and priorities, and practically demonstrates ways to improve team performance.</li> <li>• Develops and actively manages team harmony and resolves conflict in the team.</li> <li>• Regularly checks progress by direct reports in meeting their development goals.</li> <li>• Credit or recognition to encourage and empower the team is provided.</li> </ul>
<p>Operational responsibility for statutory obligations, system development and reporting for Contracts and Special Projects activities</p>	<ul style="list-style-type: none"> <li>• Advice on statutory obligations and reporting for Contracts and Special Projects is provided to the Unit Manager within timeframes.</li> <li>• Provides Contracts and Special Projects, analysis and advisory services for process monitoring, quality assurance input and compliance to State Government requirements.</li> <li>• Compliance and management systems for ensuring legislative requirements of relevant work are regularly monitored and improved.</li> <li>• Appropriate quality assurance programmes are introduced and actively managed.</li> </ul>
<p>Contract and consultant management</p>	<ul style="list-style-type: none"> <li>• Effectively briefs, selects, and manages contractors and consultants to undertake Council work.</li> <li>• Contracts are developed which are auditable in terms of scope of work, performance, deliverables, probity, fairness and value for money.</li> <li>• Progress is monitored to ensure quality standards are being achieved and maintained.</li> <li>• Performance against contractual outcomes is monitored to assess progress in achieving contractual targets.</li> <li>• Unsatisfactory performance is identified and prompt action to rectify the situation is taken.</li> </ul>
<p>Effective and meaningful community and stakeholder consultation and liaison</p>	<ul style="list-style-type: none"> <li>• Provides opportunities for community input into Contracts and Special Projects issues.</li> <li>• Presents Council's interests in a clear, concise and informative manner.</li> <li>• Monitor consultation processes with community and other stakeholders and follows up issues as required.</li> <li>• Community members affected by works are reasonably satisfied that any disturbance to their lifestyle is minimised.</li> <li>• Represents Council at industry and Government forums and meetings.</li> </ul>

Development and achievement of Management Plan objectives	<ul style="list-style-type: none"> <li>• Contribute to Management Plan objectives, in consultation with the Unit Manager, and reflect Council's vision/mission, community needs and expectations.</li> <li>• Project plans are developed to meet Council's specific objectives for project delivery and are linked with management and corporate objectives.</li> <li>• Resource plans are developed and monitored to ensure the efficient and effective delivery of projects.</li> <li>• Work plans and other business strategies are put in place to achieve Management Plan Objectives.</li> <li>• Ongoing evaluation and monitoring processes are managed using Council's agreed key financial and other performance indicators.</li> <li>• Material changes that may affect the ability to meet Management Plan Objectives are raised well in advance with the Manager.</li> <li>• Options for inclusion in future Management Plans are regularly provided to the Manager.</li> </ul>
Policy development and implementation	<ul style="list-style-type: none"> <li>• Contribute to the development of Council policies in relation to Contracts and Special Projects issues.</li> <li>• Research is contemporary and appropriately documented in accordance with organisational policies and procedures.</li> <li>• Policies are developed, implemented and regularly reviewed to reflect Council's culture, values and objectives.</li> <li>• Resource implications, including alternative sources, are included in implementation and review mechanisms for policies.</li> <li>• Contributes to decision making and policy development by membership of various internal and external committees.</li> <li>• Acts upon any matters arising out of Council's responsibilities under the Civil Liabilities Act, as directed.</li> </ul>
Effective strategic advice on Contracts and Special Projects issues to the Manager, other Senior Managers and Council	<ul style="list-style-type: none"> <li>• Future trends in project delivery are regularly assessed, evaluated and reported.</li> <li>• Legislative requirements for all Contracts and Special Projects operations are regularly monitored and their implications analysed and appropriately reported.</li> <li>• Council is formally advised of its legislative responsibilities and obligations in a timely manner.</li> <li>• Responses to questions or requests for information from Council/Councillors are researched and provided in a timely and professional manner.</li> <li>• Options on issues affecting strategic directions are regularly provided to the Manager.</li> </ul>

Strategic and business planning	<ul style="list-style-type: none"> <li>• Objectives for the Contracts and Special Projects tasks are developed in line with Council's vision and mission.</li> <li>• Changes in the wider community are identified, discussed and documented.</li> <li>• Project resources are identified, documented and appropriately sourced.</li> <li>• Project outcomes and objectives to be achieved are identified and documented.</li> <li>• Outcomes and objectives are reviewed and approved by the Manager and Director.</li> <li>• Strategies and action plans are developed and take into account factors that may affect success, finances and human resource issues.</li> <li>• Strategies and action plans are reviewed and approved by the Manager and/or Director.</li> <li>• Regular reviews and evaluation of project plans is agreed and documented.</li> </ul>
Financial forecasting and management	<ul style="list-style-type: none"> <li>• Manage budgets under control of the position.</li> <li>• Implements and improves the collaborative management process for the preparation of budgets and estimates for projects under control of the position.</li> <li>• Forecast budget requirements are developed, using contemporary information and trends.</li> <li>• Financial forecasting, trends and developments in project delivery activities are monitored and their impact on Council is evaluated and reported on in a timely manner to the Manager.</li> <li>• In cooperation with the relevant stakeholders, business performance measures are introduced to reflect contemporary financial practices and to encourage transparency and probity in financial reporting.</li> <li>• Financial reports are provided in a clear and concise manner to the Manager, using Council formats and procedures.</li> <li>• All key audit recommendations, both financial and non financial are implemented within agreed timeframes.</li> </ul>
Participates as an active member of the Contracts and Special Projects Unit	<ul style="list-style-type: none"> <li>• Works collaboratively with other senior staff in the achievement of Council goals and priorities.</li> <li>• Identifies opportunities for collaboration and partnering with other areas of Council for the delivery of services.</li> <li>• Provides support to the Manager in the achievement of Council goals.</li> <li>• Communicates Council, Senior Management Team and Department decisions and rationale positively to staff.</li> </ul>



<p>Contributes to the improvement of the Contracts and Special Projects Systems</p>	<ul style="list-style-type: none"> <li>• Undertakes project post evaluation, including analysis and integration of lessons learned to provide a basis of continuous improvement.</li> <li>• Lead the effective development and improvement of Council's Contracts and Special Projects Systems to achieve corporate objectives.</li> <li>• Develops processes to ensure Team Leaders and Supervisors carry out work within budget on agreed delivery time and quality, and to Council standards.</li> <li>• Manage systems and processes to ensure that all work processes comply with Council corporate policy and procedures including EEO, Code of Conduct and OH&amp;S.</li> <li>• Services and activities are regularly benchmarked against the market and remain competitive in terms of cost and service delivery standards.</li> </ul>
<p>Resource management</p>	<ul style="list-style-type: none"> <li>• Organise work teams and plans.</li> <li>• Prioritise resources to ensure effective and efficient completion of work.</li> <li>• Work with other Departments and Units to coordinate activities.</li> <li>• Justifiable resource requirements are determined and availability confirmed to ensure adequate resources are available.</li> <li>• Plans are developed that enable Council to know its immediate, medium and long-term Contracts and Special Projects resource requirements.</li> </ul>
<p>Ongoing professional development</p>	<ul style="list-style-type: none"> <li>• Develops and maintains professional networks that will assist in delivery of Council goals and objectives.</li> <li>• Undertakes ongoing study and/or professional development that improve skills in contemporary management practices.</li> </ul>
<p>Manages quality customer services</p>	<ul style="list-style-type: none"> <li>• Ensures counter, written and telephone enquiries on Contracts and Special Projects issues are appropriately addressed.</li> <li>• Responds independently and within Council guidelines to complex and other enquiries within the Unit.</li> <li>• Mentor staff to enable them to meet customer service standards.</li> <li>• Seek and apply customer feedback to improve the provision of services.</li> <li>• Use resources effectively and efficiently to provide quality products and services to customers.</li> </ul>
<p>Effective complaint investigation, problem solving and conflict resolution</p>	<ul style="list-style-type: none"> <li>• Develop and implement creative and innovative solutions to complex problems or issues.</li> <li>• Apply a range of problem solving techniques to enable resolution of issues without contravening any statutes, regulation or Council policies.</li> <li>• Investigate complaints in an impartial manner and take appropriate action within agreed timeframes.</li> <li>• Negotiate or mediate outcomes of disputes with complainants without contravening any statutes, regulations or Council policies.</li> </ul>

Human Resources management	<ul style="list-style-type: none"> <li>• Develop and implement collaborative processes which monitor work teams' compliance with HR policies and procedures, including recruitment, EEO and performance management.</li> <li>• Identify and, through the supervisory team, implement opportunities that will improve staff work processes, and encourage training and development that meets the Unit and Council's goals and objectives.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• Contribute to the development of corporate risk management strategies.</li> <li>• Develop and implement project specific risk management strategies that balance the need for innovation and progress and the need to protect the community, Council and staff.</li> <li>• Implement risk management processes to enable accurate identification, management and monitoring of risks.</li> </ul>
Occupational Health and Safety	<ul style="list-style-type: none"> <li>• See attachment to this position description.</li> </ul>
Environmental Management	<ul style="list-style-type: none"> <li>• Ensures awareness and compliance with all current and relevant environmental legislation.</li> <li>• Ensures regular environmental auditing for area of responsibility is completed and any outstanding items are addressed.</li> <li>• Ensures compliance with all Council environmental policies.</li> <li>• Develops an understanding of environmental compliance amongst all staff under Program Leader's responsibility.</li> </ul>
Fraud Prevention	<ul style="list-style-type: none"> <li>• Be aware of the provisions of Council's Code of Conduct.</li> <li>• Pay due attention to identify and report fraudulent and/or corrupt practices.</li> <li>• Immediately report any fraudulent and/or corrupt practices to the appropriate designated officer in accordance with Council's Code of Conduct.</li> </ul>

## **PART C – PERFORMANCE INDICATORS**

Part A and Part B of this position description is a guide for the development of performance targets against which the Program Leader shall be assessed. These targets are flexible and will be reviewed regularly with the Unit Manager, Director and General Manager.

### **1 Delivery of Routine Management Responsibilities within agreed timeframes**

- Service Requests (CRM's) efficiently dealt with.
- Correspondence efficiently dealt with.
- OH&S obligations met (inspections, investigations, clearing Non Conformance Reports).
- Demonstrating legislative compliance.
- Management and operational plans implemented and reviewed annually.

### **2 Effective Financial Management**

- Achieving agreed budget and project delivery outcomes.
- Making a persuasive case for budget variations.
- Actively participating in the setting of future project budgets.

### **3 Delivery of Key Outcomes/Actions within agreed timeframes**

- Achievement of Management Plan actions.
- Achievement of Operational Plan actions.
- Achievement of specific employment contract requirements.
- Effective Corporate Risk control measures in place.
- Actioning Council resolutions and Questions Without Notice.
- Implementing Internal Audit recommendations.
- Implementing Business Improvement recommendations.
- Service level agreements implemented and reviewed regularly.

### **4 Achievement of Key Performance Measures within agreed timeframes**

- Achievement of Management Plan (Key Performance Indicators) KPIs.
- Achievement of Operational Plan KPIs.
- Achievement of Service Level KPIs.
- Achievement of Project Plans KPIs.

### **5 Display of Key Management Attributes**

- Proactively participate in the Contracts and Special Projects Management Team decision making process and procedure.
- Proactively participate in the Contracts and Special Projects Management Team leadership and self development program.
- Effectively demonstrating the following key management attributes agreed to by the Unit Manager and Director Shire Services:
  - Decision making/assuming responsibility/dependability.
  - Open mindedness/flexibility.
  - Thoroughness.
  - Achievement and motivation.
  - Work/life balance.
  - People management/interpersonal relations/empowerment/integrity.
  - Communication.
  - Leadership.
  - Commitment to team/negotiation/conflict management.
  - Planning/monitoring and controlling/reviewing.

**6 Delivery of Key Management Reports within agreed timeframes**

- Effective delivery of key management reports identifying issues and recommendations.

**7 Effective People Management**

- Staff appraisals effectively undertaken (including performance review and goal setting).
- Staff leave effectively managed.
- Turnover or vacancies effectively managed (including addressing exit interview information).
- Significant industrial relations or staffing issues resolved appropriately.
- Staff training plans in place for all staff.
- Succession Plans in place for key positions.
- Effective team building activities undertaken.
- Effective staff recognition activities undertaken.

**PART D - RECRUITMENT SPECIFICATION****Essential Selection Criteria:**

- 1 Degree qualifications in Engineering or Project Management or in another relevant discipline.
- 2 At least 15 years relevant experience in project management.
- 3 A demonstrated ability of successfully delivering a range of infrastructure or services projects.
- 4 A proven ability to lead teams to achieve desired outcomes.
- 5 Demonstrated capacity to work effectively as part of a senior executive team.
- 6 Outstanding interpersonal, communication and people management skills, including the ability to build effective relationships with staff and stakeholders.
- 7 High level of skills and experience in motivating, leading and supporting staff members and co-ordinating the activities of a multi-disciplinary management team to achieve required outcomes.
- 8 Demonstrated ability to establish and maintain a friendly, positive and professional work culture within a shared leadership environment.
- 9 An understanding of the principles of human resource management, EEO and OH&S.
- 10 Demonstrated high standards of personal ethics and integrity, transparent and professional decision making.
- 11 Proven experience in strategic thinking, driving change and promotion of continuous workplace improvement.

**Desirable Selection Criteria:**

- 1 Understanding of the principles of ecologically sustainable development, and associated environmental management legislation as they apply to the delivery of projects.
- 2 Project management experience in projects of significant complexity within a political environment with differing stakeholders.
- 3 Knowledge of local government legislation and regulation governing direct service delivery.

A sound knowledge of computer applications, including word processing, spreadsheets, databases and project management.



<b>POSITION:</b>	Senior Project Manager -Contracts and Special Projects
<b>REPORTS TO:</b>	Program Leader-Contracts and Special Projects
<b>DEPARTMENT:</b>	Shire Services
<b>APPROVED BY EXECUTIVE MANAGER:</b>	17/06/2009

### **OBJECTIVES**

To lead and manage project teams that deliver service and infrastructure projects, in order to achieve the desired social, economic and environmental outcomes for Council.

To provide accurate and relevant professional advice to the Program Leader - Contracts and Special Projects and Council.

To integrate Council's Sustainability Principles within the officer's program area.

To project an efficient and courteous image of Council.

### **SCOPE**

This is a leadership position within the Contracts and Special Projects (C&SP) Unit, reporting to the Program Leader in the C&SP Unit. The incumbent is responsible for overseeing the delivery of a diverse range of infrastructure and services projects for Council and must have a strong ability to lead teams of specialists and facilitate the delivery of sound outcomes and solutions.

The Unit's workforce consists of professional, technical and support staff, and includes Council employees as well as contracted consultants and contractors. The Unit is part of Council's Shire Services Department, and is responsible for delivering projects with a total value that would typically exceed \$100 million.

The incumbent must lead, direct and manage project managers, professional, technical and support officers; and work teams that deliver the following C&SP services:

- Project management and delivery of a wide range of projects including capital works, environmental projects, and Council services (e.g. waste management and removal, and management of swimming pools).
- Delivery of project feasibility, estimates and design services.
- Contract management including the full range of contracting functions such as preparation, tendering, tender evaluation, management of contractors and consultants, project handover and defects liability management.
- Regulatory reporting (external and internal).
- Investigation and design.

- Provide professional advice on project delivery to Council, management and staff, and provide expert liaison with other agencies and stakeholders whose activities affect the Council.
- Apply sustainability principles to projects and be willing to advocate for and implement sustainability practices in the workplace.
- Oversee all project and contract management functions detailed above. Projects may include buildings, civil works or services. The projects are likely to be at varying stages of development, ranging from project inception, to definition, design, delivery and handover.

The incumbent needs to apply a high level of project management skills, at a well developed level to control and coordinate multiple significant projects. Achieving this requires the incumbent to bring together internal and external resources, and manage complex technical, legal and organisational issues. Additionally, the incumbent needs to establish and lead project teams, and work with project owners, stakeholders, consultants, contractors and staff at all levels of Council.

A key focus of the position is to provide specialist project and contract management advice and services to the other Units within Council. This includes delivering projects and outcomes that meet all regulatory requirements; as well as Council's time, cost and quality requirements, while providing a safe workplace. A major requirement is to prepare project budgets, implement and monitor the budgets, and take appropriate actions to ensure projects are delivered within approved budgets. The incumbent needs to develop a project plan for the delivery of each project. This involves working with internal clients and management to define projects, develop work breakdown structures, define and procure specialist resources, and oversee implementation of the project plan.

Often, the incumbent needs to overcome major project delivery and design challenges. This requires the development of solutions, while critically interpreting information and evaluating recommendations from others to ensure sound project delivery. Critical to this process is the need to be proactive and motivated to ensure the development of solutions in a timely manner, and driving them to achieve the desired outcomes.

During contract implementation, the incumbent is required to perform the role of Superintendent's Representative. This requires a mature and impartial approach, as well as fulfilling the rigorous administrative and legal requirements in order to protect the Principal's interests and legal position. A similar function will be exercised in the management of consultants' engagements.

The incumbent needs to oversee various project types ranging in complexity. There is also a need to manage the key stakeholders effectively. This includes having a highly developed capacity to negotiate and influence staff and management, and subsequently negotiate contracts. Additionally, at times there is a need to liaise with the community and Government agencies; as well as resolve conflict with consultants, contractors, internal clients and staff.

The position requires a sound understanding of project management principles in relation to the delivery of infrastructure and services projects. It also requires a sound knowledge of contracting standards, guidelines, and related legislation such the OH&S Act and associated environmental management legislation.

The incumbent is required to undertake the full management of staff (including staff appraisals, training plans, mentoring, leadership etc) for the allocated staff during the life of the project.

The incumbent must be medically and physically fit in order to carry out the duties associated with this position.

## **QUALIFICATIONS AND EXPERIENCE**

The incumbent is required to produce work of a high quality within established timeframes, including a high standard of written work, customer service and communication skills. Well-developed analytical skills and demonstrated innovative and flexible approaches to problem solving are also essential.

The incumbent requires Degree qualifications in Engineering, Project Management, or another relevant discipline. The level of the position requires at least ten years of relevant experience in project management. The incumbent will have a demonstrated ability of successfully delivering a range of infrastructure and or service projects, and have a proven ability to lead teams to achieve the desired outcomes. Local Government or similar experience in this area would be desirable, but not essential.

A sound knowledge of computer applications, including word processing, spreadsheets, databases, project management and drawing are desirable for the incumbent; and a current Class C driver's licence is essential.

## **PRINCIPAL ACCOUNTABILITIES**

### **1 Leadership**

As a Senior Project Manager, provide leadership and management functions within your area of responsibility in the Contracts and Special Projects (C&SP) Unit.

Provide professional advice to Council, management and staff, and expert liaison with other agencies and stakeholders whose activities affect the Council.

Project an efficient and courteous image of Council.

### **2 Customer/Client Focus**

Work with, identify and deliver the customers/clients' requirements, particularly those dealing with time, cost and quality.

### **3 Manage Projects**

Provide leadership to project teams and individuals reporting to the position.

Comply with Council's Procurement Policy.

Effectively plan and manage projects to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Proactively identify and anticipate potential problems, and resolve these in a timely manner to avoid the issue escalating and becoming politically or financially an issue for Council.

Actively identify potential cost savings, and use initiative in a timely manner to ensure corrective action is taken through to fruition to achieve the desired outcomes.

Act upon any matters arising out of Council's responsibilities under the Civil Liabilities Act, as directed.



#### **4 Contracted Works and Services**

Manage contracted works and services to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Administer contracts and professional engagements, and perform the role of Superintendent's Representative or equivalent.

#### **5 Supervise Staff**

Lead, train, mentor and resource staff and project teams.

Ensure individuals and teams responsible to the position perform at their optimum performance levels.

Recognise merit and manage performance opportunities with staff as appropriate, including the completion of objective staff appraisals.

Comply with Council's Personnel Policy.

#### **6 Communication**

Liaise and negotiate with everyone in a professional and timely manner.

Keep the Program Leader C&SP and the Manager C&SP informed of issues that may have significant political and/or financial impact on Council.

Respond to requests from the community in a timely and professional manner.

Identify issues that could enhance Council's public relations, and act appropriately on those issues.

#### **7 Sustainability**

Council is committed to the integration and practical implementation of its Sustainability Principles through the Management Plan and Operational Plans. The incumbent will be responsible for:

- Demonstrating integration and implementation of the *Sustainability Principles* to achieve high quality environmental outcomes whilst maintaining a strong balance with social and economic needs.

#### **8 Ensuring Safety and Compliance with Occupational Health & Safety (OH&S)**

Comply with OH&S and Rehabilitation requirements, including Council's OH&S system and the OH&S Act.

Undertake Risk Management responsibilities appropriate to the position, including hazard identification, risk assessment and risk control.

# WYONG SHIRE COUNCIL

## POSITION DESCRIPTION



**POSITION:** Project Manager Contracts and Special Projects

**REPORTS TO:** Senior Project Manager Contracts and Special Projects

**DEPARTMENT:** Shire Services

**APPROVED BY EXECUTIVE MANAGER:** 15/06/2009

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### **OBJECTIVES**

To lead and manage project teams that deliver service and infrastructure projects, in order to achieve the desired social, economic and environmental outcomes for Council.

To provide accurate and relevant professional advice to the Senior Project Manager-Contracts and Special Projects and Council.

To integrate Council's Sustainability Principles within the officer's program area.

To project an efficient and courteous image of Council.

### **SCOPE**

This is a project management position within the Contracts and Special Projects (C&SP) Unit, reporting to the Senior Project Manager. The incumbent is responsible for overseeing the delivery of a diverse range of infrastructure and services projects for Council and must have a strong ability to lead teams of specialists and facilitate the delivery of sound outcomes and solutions.

The Unit's workforce consists of professional, technical and support staff, and includes Council employees as well as contracted consultants and contractors. The Unit is part of Council's Shire Services Department, and is responsible for delivering projects with a total value that would typically exceed \$100 million.

The incumbent must lead teams of specialists and facilitate the delivery of sound outcomes and solutions; direct and manage project officers; professional, technical and support officers; and work teams that deliver the following C&SP services:

- Project management and delivery of a wide range of projects including capital works, environmental projects, and Council services (eg waste management and removal, and management of swimming pools).
- Delivery of project feasibility, estimates and design services.
- Contract management including contracting functions such as contract preparation, tendering, tender evaluation, management of contractors and consultants, project handover and defects liability management.
- Regulatory reporting (external and internal).
- Investigation and design.
- Provide advice on project delivery to management and staff, and provide liaison with other agencies and stakeholders whose activities affect the Council.
- Apply sustainability principles to projects and be willing to advocate for and implement sustainability practices in the workplace.
- Oversee all project and contract management functions detailed above. Projects may include buildings, civil works or services. The projects are likely to be at varying stages of development, ranging from project inception, to definition, design, delivery and handover.

The incumbent needs to apply a good level of project management skills, to control and coordinate multiple projects. Achieving this requires the incumbent to bring together internal and external resources, and manage technical, legal and organisational issues. Additionally, the incumbent needs to establish and lead project teams, and work with project owners, stakeholders, consultants, contractors and staff at all levels of Council.

A key focus of the position is to provide specialist project and contract management advice and services to the other Units within Council. This includes delivering projects and outcomes that meet all regulatory requirements; as well as Council's time, cost and quality requirements, while providing a safe workplace.

A major requirement is to prepare project budgets, implement and monitor the budgets, and take appropriate actions to ensure projects are delivered within approved budgets.

The incumbent needs to develop a project plan for the delivery of each project. This involves working with internal clients and management to define projects, develop work breakdown structures, define and procure specialist resources, and oversee implementation of the project plan.

Often, the incumbent needs to overcome various project delivery and design challenges. This requires the development of solutions, while critically interpreting information and evaluating recommendations from others to ensure sound project delivery. Critical to this process is the need to be proactive and motivated to ensure the development of solutions in a timely manner, and driving them to achieve the desired outcomes.

During contract implementation, the incumbent is required to perform the role of Superintendent's Representative. This requires a mature and impartial approach, as well as fulfilling the rigorous administrative and legal requirements in order to protect the Principal's interests and legal position. A similar function will be exercised in the management of consultants' engagements.

The incumbent needs to oversee various project types ranging in complexity. There is also a need to manage the key stakeholders effectively. This includes having a well-developed capacity to negotiate and influence staff and management, and subsequently negotiate contracts. Additionally, at times there is a need to liaise with the community and Government agencies; as well as resolve conflict with consultants, contractors, internal clients and staff.

The position requires a sound understanding of project management principles in relation to the delivery of infrastructure and services projects. It also requires a sound knowledge of contracting standards, guidelines, and related legislation such the OH&S Act and associated environmental management legislation.

The incumbent is required to undertake the full management of staff (including staff appraisals, training plans, mentoring, leadership etc) for the allocated staff during the life of the project.

The incumbent must be medically and physically fit in order to carry out the duties associated with this position.

### **QUALIFICATIONS AND EXPERIENCE**

The incumbent is required to produce work of a high quality within established timeframes, including a good standard of written work, customer service and communication skills. Well-developed analytical skills and demonstrated innovative and flexible approaches to problem solving are also essential.

The incumbent requires Degree qualifications in Engineering, Project Management, or another relevant discipline. The level of the position requires five to ten years of practical experience in project management. The incumbent will have a demonstrated ability of successfully delivering a range of infrastructure or service projects, and have a sound ability to lead teams to achieve the desired outcomes. Local Government or similar experience in this area would be desirable, but not essential.

A good knowledge of computer applications, including word processing, spreadsheets, databases, project management and drawing are desirable for the incumbent; and a current Class C driver's licence is essential.

### **PRINCIPAL ACCOUNTABILITIES**

#### **9 Leadership**

As a Project Manager, provide leadership and management functions within your area of responsibility in the Contracts and Special Projects (C&SP) Unit.

Provide professional advice to Council, management and staff, and expert liaison with other agencies and stakeholders whose activities affect the Council.

Project an efficient and courteous image of Council.

#### **10 Customer/Client Focus**

Work with, identify and deliver the customers/clients' requirements, particularly those dealing with time, cost and quality.

#### **11 Manage Projects**

Provide leadership to project teams and individuals reporting to the position.

Comply with Council's Procurement Policy.

Accurately define project objectives.

Effectively plan and manage projects to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Proactively identify and anticipate potential problems, and resolve these in a timely manner to avoid the issue escalating and becoming politically or financially an issue for Council.

Actively identify potential cost savings, and use initiative in a timely manner to ensure corrective action is taken through to fruition to achieve the desired outcomes.

Act upon any matters arising out of Council's responsibilities under the Civil Liabilities Act, as directed.

## **12 Contracted Works and Services**

Manage contracted works and services to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Administer contracts and professional engagements, and perform the role of Superintendent's Representative or equivalent.

## **13 Supervise Staff**

Lead, train, mentor and resource subordinate and allocated project teams.

Ensure individuals and teams responsible to the position perform at their optimum performance levels.

Recognise merit and manage performance opportunities of allocated staff as appropriate, including the completion of objective staff appraisals.

Comply with Council's Personnel Policy.

## **14 Communication**

Liaise and negotiate with everyone in a professional and timely manner.

Keep the Senior Project Manager and Program Leader informed of issues that may have significant political and/or financial impact on Council.

Respond to requests from the community in a timely and professional manner.

Identify issues that could enhance Council's public relations, and act appropriately on those issues.

## **15 Sustainability**

Council is committed to the integration and practical implementation of its Sustainability Principles through the Management Plan and Operational Plans. The incumbent will be responsible for:

- Demonstrating integration and implementation of the *Sustainability Principles* to achieve high quality environmental outcomes whilst maintaining a strong balance with social and economic needs.

**16 Ensuring Safety and Compliance with Occupational Health & Safety (OH&S)**

Comply with OH&S and Rehabilitation requirements, including Council's OH&S system and the OH&S Act.

Undertake Risk Management responsibilities appropriate to the position, including hazard identification, risk assessment and risk control.



<b>POSITION:</b>	Senior Projects Officer-Contracts and Special Projects
<b>REPORTS TO:</b>	Project Manager-Contracts and Special Projects
<b>DEPARTMENT:</b>	Shire Services
<b>APPROVED BY EXECUTIVE MANAGER:</b>	17/06/2009

### **OBJECTIVES**

To lead and manage the delivery of service and infrastructure projects, in order to provide the desired social, economic and environmental outcomes for Council.

To integrate Council's Sustainability Principles within the officer's program area.

Project an efficient and professional image of Council.

### **SCOPE**

The position is within the Contracts and Special Projects (C&SP) Unit, and forms part of a team whose principal role is to manage the delivery of services and infrastructure projects for the community, ensuring that projects meet specified time, cost and quality requirements.

The Unit delivers projects by either using external resources exclusively, or a mix of external and day-labour resources.

The Senior Projects Officer has the several key tasks including the following:

- Working independently, providing project management functions for the delivery of infrastructure projects, including open-space and recreation assets, cycle paths, water and waste assets, and roads and drainage assets.
- Working independently, provides project management functions for the delivery of service related projects, e.g. management of the Shire's public pools and recreational centres.
- Working as part of a team for a project manager, delivering complex and high value projects.
- Supervision and management of day-labour staff, including the necessary planning to deliver the required works.
- Providing reports and budget plans for allocated services and infrastructure projects.

The position is responsible for various projects ranging in size and complexity, with budgets ranging from tens of thousands to several million dollars, with hundreds of thousand dollars being the norm. The position reports directly to an assigned project manager in the C&SP Unit, and is responsible for project management functions as allocated by the project manager.

Depending on the size and complexity of projects, the incumbent may be required to manage small, medium and less complex projects with little guidance; or as part of a team, may be required to provide some project management functions for more complex and high value works under the overall control of the project manager. At any one time, there may be one or several projects running concurrently.

Projects will typically be technically complex combining multiple civil engineering and architectural disciplines. Project delivery is often by using contractors. The incumbent is responsible for evaluating and selecting the most appropriate procurement method, while complying with Council's procurement procedures for contracting and purchasing.

A clear understanding of the legal aspects of construction contracts is required. The incumbent is required to provide recommendations on a wide range of contractual matters, including negotiating price variations and claims with the contractor, and evaluating time extensions.

Additionally, there is also a requirement to oversee the service delivery and ensure that the service contractor is providing Council with value for money, and is meeting the specified reporting requirements.

At times, the incumbent is required to oversee the activities of several casual project officers, and contract works inspectors or casual office staff, depending on the size and complexity of individual contracts or projects.

The incumbent is responsible for ensuring compliance with environmental protection requirements, and occupational health and safety requirements on the job site.

The position needs to apply sustainability principles to projects and be willing to advocate for and implement sustainability practices in the workplace.

The incumbent requires effective communication skills, both oral and written, and a high standard of customer service. Additionally, the incumbent requires well developed negotiating and influencing skills to work with the public and Council staff, and to resolve in a rational and objective manner the issues that arise with contractors.

## **QUALIFICATIONS AND EXPERIENCE**

The incumbent is required to produce work of a high quality within established timeframes. Well-developed analytical skills and a flexible approach to problem solving are highly desirable. The incumbent requires tertiary qualifications in Engineering or Project Management with at least five years practical experience; or a relevant certificate / diploma qualification with at least fifteen years practical experience, in some of the following:

- Road works,
- Bridge works,
- Stormwater drainage,
- Water supply,
- Sewerage,
- Structural concrete,
- Building,
- Service delivery projects,
- Contract Management.



Experience in, and an understanding of, testing procedures and methods associated with engineering materials used in the above areas is highly desirable. Local Government or similar experience in this area would be desirable, but not essential.

A sound knowledge of computer applications, including word processing, spreadsheets, databases, project management and drawing are desirable for the incumbent; and a current Class C driver's licence is essential.

## **PRINCIPAL ACCOUNTABILITIES**

### **17 Ensuring Safety and Compliance with Occupational Health & Safety (OH&S)**

Wyong Shire Council focus to operate incident and injury free and we are committed to realising this wherever we have a presence. As a Wyong Shire Council employee you will be responsible for the support and promotion of safety culture, behaviours and practices.

Undertake Risk Management responsibilities appropriate to the position, including hazard identification, risk assessment and risk control.

### **18 Customer/Client Focus**

Work with, identify and deliver the customers/clients' requirements, particularly those dealing with time, cost and quality.

### **19 Manage Projects**

Provide leadership to project teams and individuals reporting to the position.

Comply with Council's Procurement Policy.

Accurately define project objectives.

Effectively manage allocated projects and project management functions to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Proactively identify and anticipate potential problems, and resolve these in a timely manner to avoid the issue escalating and becoming politically or financially an issue for Council.

Actively identify potential cost savings, and use initiative in a timely manner to ensure corrective action is taken through to fruition to achieve the desired outcomes.

Act upon any matters arising out of Council's responsibilities under the Civil Liabilities Act, as directed.

### **20 Contracted Works and Services**

Manage contracted works and services to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Administer contracts and professional engagements, and perform the role of Superintendent's Representative or equivalent.

## 21 Supervise Staff

Lead, train and resource allocated staff and project teams.

Recognise merit and manage performance opportunities with staff as appropriate, including the completion of staff appraisals.

Comply with Council's Personnel Policy as required.

## 22 Communication

Liaise and negotiate with everyone in a professional and timely manner.

Keep the Manager C&SP informed of issues that may have significant political and/or financial impact on Council.

Respond to requests from the community in a timely and professional manner.

Identify issues that could enhance Council's public relations, and act appropriately on those issues.

## 23 Sustainability

Council is committed to the integration and practical implementation of its Sustainability Principles through the Management Plan and Operational Plans. The incumbent will be responsible for:

- Demonstrating integration and implementation of the *Sustainability Principles* to achieve high quality environmental outcomes whilst maintaining a strong balance with social and economic needs.

### **WYONG COUNCIL CORE VALUES**

- Unity - We act as one organisation, we work well together, we share our ideas, talents, skills and knowledge, we support each other to achieve our potential.
- Integrity - We are honest, we do what we say, we give and accept responsibility, we are accountable for our actions and decisions.
- Respect – We respect ourselves and each other, we treat each other as we expect to be treated, we build relationships based on mutual trust.
- Pride - We show pride in our work, we take pride in our achievements, we are proud of our organisation, we are proud of our Shire, we are enthusiastic and enjoy our work.
- Care - We care about ourselves and each other, we have a health work/life balance, we care about our community, we act now in the best interests of our future.

Excellence - We give our best at all times, we are accurate, reliable and knowledgeable, we continually learn and improve we look for better ways of doing things.



**POSITION:** Project Officer-Contracts and Special Projects

**REPORTS TO:** Project Manager-Contracts and Special Projects Unit

**DEPARTMENT:** Shire Services

**APPROVED BY EXECUTIVE MANAGER** 17/06/2009

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### **OBJECTIVES**

To manage the delivery of service and infrastructure projects, in order to provide the desired social, economic and environmental outcomes for Council. This requires that projects meet specified time, cost and quality requirements.

To integrate Council's Sustainability Principles within the officer's program area.

To project an efficient and courteous image of Council.

### **SCOPE**

The position is within the Contracts and Special Projects (C&SP) Unit, and forms part of a team whose principal role is to manage the delivery of services and infrastructure projects for the community. The Unit delivers projects by either using external resources exclusively, or a mix of external and day-labour resources.

The Project Officer has the several key tasks including the following:

- Working independently, provides project management functions for the delivery of infrastructure projects, including open-space and recreation assets, cycle paths, water and waste assets, and roads and drainage assets.
- Working with minimal guidance, provides project management functions for the delivery of service related projects.
- Working as part of a team for a project manager, delivering complex and high value projects.
- Supervision and management of day-labour staff, including the necessary planning to deliver the required works.
- Providing reports and budget plans for allocated services and infrastructure projects.

The position is responsible for various projects ranging in size and complexity, with budgets ranging from tens of thousands to several million dollars, with hundreds of thousand dollars being the norm. The position reports directly to an assigned project manager in the C&SP Unit, and is responsible for project management functions as allocated by the project manager.

Depending on the size and complexity of projects, the incumbent may be required to manage small, medium and less complex projects with some guidance; or as part of a team, may be required to provide some project management functions for more complex and high value works under the overall control of the project manager. At any one time, there may be one or several projects running concurrently.

Typically, projects will be technically complex combining multiple civil engineering and architectural disciplines. Project delivery is often by using contractors. The incumbent is responsible for evaluating and selecting the most appropriate procurement method, while complying with Council's procurement procedures for contracting and purchasing.

A clear understanding of the legal aspects of construction contracts is required. The incumbent is required to provide recommendations on a wide range of contractual matters, including negotiating price variations and claims with the contractor, and evaluating time extensions.

Additionally, there is a requirement to oversee the service delivery and ensure that the service contractor is providing Council with value for money, and is meeting the specified reporting requirements.

The incumbent is responsible for ensuring compliance with environmental protection requirements, and occupational health and safety requirements on the job site.

The position needs to apply sustainability principles to projects and be willing to advocate for and implement sustainability practices in the workplace.

The incumbent needs effective communication skills, both oral and written, and a good standard of customer service. Additionally, the incumbent requires well developed negotiating and influencing skills to work with the public and Council staff, and to resolve in a rational and objective manner the issues that arise with contractors during project delivery.

The incumbent is required to produce work of a good quality within established timeframes. Good analytical skills and a flexible approach to problem solving are highly desirable.

The incumbent must be medically and physically fit in order to carry out the duties associated with this position.

**QUALIFICATIONS AND EXPERIENCE:**

The incumbent requires qualifications in Engineering or Project Management with up to three years of relevant discipline; or a relevant certificate / diploma qualification with at least ten years practical experience, in some of the following:

- Road works,
- Bridge works,
- Stormwater drainage,
- Water supply,
- Sewerage,
- Structural concrete,
- Building,
- Service delivery projects,
- Contract Management.

Experience in, and an understanding of, testing procedures and methods associated with engineering materials used in the above areas is desirable. Local Government or similar experience in this area is also desirable, but not essential.

A sound knowledge of computer applications, including word processing, spreadsheets, databases, project management and drawing are desirable for the incumbent; and a current Class C driver's licence is essential.

**PRINCIPAL ACCOUNTABILITIES****24 Ensuring Safety and Compliance with Occupational Health & Safety (OH&S)**

Comply with OH&S and Rehabilitation requirements, including Council's OH&S system and the OH&S Act.

Undertake Risk Management responsibilities appropriate to the position, including hazard identification, risk assessment and risk control.

**25 Customer/Client Focus**

Work with, identify and deliver the customers/clients' requirements, particularly those dealing with time, cost and quality.

**26 Manage Projects**

Provide project leadership to teams and individuals reporting to the position.

Comply with Council's Procurement Policy.

Accurately define project objectives.

Effectively manage allocated projects and project management functions to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Proactively identify and anticipate potential problems, and resolve these in a timely manner to avoid the issue escalating and becoming politically or financially an issue for Council.

Actively identify potential cost savings, and use initiative in a timely manner to ensure corrective action is taken through to fruition to achieve the desired outcomes.

Act upon any matters arising out of Council's responsibilities under the Civil Liabilities Act, as directed.

### **27 Contracted Works and Services**

Manage contracted works and services to achieve required outcomes with a focus on time, cost, quality and sustainability requirements.

Administer contracts and professional engagements, and perform the role of Superintendent's Representative or equivalent.

### **28 Supervise Staff**

Lead, train and resource allocated staff and teams.

Recognise merit and manage performance opportunities with staff as appropriate.

Comply with Council's Personnel Policy as required.

### **29 Communication**

Liaise and negotiate with everyone in a professional and timely manner.

Keep the Project Management Leader and Projects Director informed of issues that may have significant political and/or financial impact on Council.

Respond to requests from the community in a timely and professional manner.

Identify issues that could enhance Council's public relations, and act appropriately on those issues.

### **30 Sustainability**

Council is committed to the integration and practical implementation of its Sustainability Principles through the Management Plan and Operational Plans. The incumbent will be responsible for:

- Demonstrating integration and implementation of the *Sustainability Principles* to achieve high quality environmental outcomes whilst maintaining a strong balance with social and economic needs.

# WYONG SHIRE COUNCIL

## POSITION DESCRIPTION



**POSITION:** Project Support Officer

**REPORTS TO:** Manager Contracts and Special Projects

**DEPARTMENT:** Shire Services

**APPROVED BY DIRECTOR:** 19/02/2007

### **OBJECTIVES**

To provide support to Project Managers/Administrators and staff in the Contracts and Special Projects Unit through efficient management of administrative tasks required for projects and/or their associated contracts.

To promote an efficient and courteous image of Council.

### **SCOPE**

This position supports a team of engineers, project managers/administrators and other staff whose principal role is the delivery of infrastructure works for the community. The Unit delivers these works by utilising either external resource's exclusively or a combination of external and internal resources.

The Project Support Officer will provide specialised administrative project support as necessary to any team member requiring assistance in the administrative tasks associated with a project, and/or any contracts to be managed as part of that project. These tasks will be wide-ranging but similar for all projects and contracts.

Much of the work will be standardised utilising Council procedures and electronic templates. The incumbent will be expected to work closely with Unit staff, but also be able to undertake work as directed with minimal supervision. Duties will comprise tasks including:

- To assist in tracking and reporting on the financial status of projects
- Preparation of payment certificates for contracts.
- Collating and generating contract administration documents including standard letters and certificates.
- Setting up project/contract folders and associated procedures to commence and complete projects/contracts.
- Updating project monthly reports to clients in conjunction with relevant Unit staff.
- Updating corporate monthly reports in conjunction with relevant Unit staff.

- Assisting in the arrangement of project/contract meetings, including preparation of meeting agendas.

It is expected that the incumbent will liaise with Unit staff to receive information/direction, and will seek final approval from these staff before finalising relevant documents or procedures.

The work to be undertaken will in many cases be driven by time constraints. The incumbent will be expected to prioritise workloads and work with the Project Managers/Administrators and other Unit staff to ensure that timelines are met. Where priorities for completing work cause conflict, the incumbent will be expected to resolve such conflicts as effectively as possible without the need for intervention by the Manager except where absolutely required.

It is essential for the incumbent to possess the interpersonal skills necessary to work closely with all team members within the Unit in a productive and helpful manner, as well as the Unit's clients. Very good communication skills, both written and oral, will be required. The incumbent will be expected to liaise with staff within the Unit to establish the level of support required and then implement processes to meet these internal staff needs.

As much of the work is computer based the incumbent must be highly proficient in the use of computers and software packages including MS Word, Excel, PowerPoint and have the ability to work with Council's software programs for document management and accounting.

The incumbent must be medically and physically fit in order to carry out the duties associated with this position.

### **QUALIFICATIONS AND EXPERIENCE**

Previous experience in contract administration will be essential, as will a high degree of organisational and administrative experience. A Higher School certificate qualification or equivalent is required as a minimum. A class C driver's licence will also be required

Previous experience in Local Government Administration is desirable though not essential. An understanding of Local Government tendering regulations and procedures would also be an advantage though not essential.

### **PRINCIPAL ACCOUNTABILITIES**

#### **Project Management Assistance**

To assist project administrators/managers plan and implement administrative requirements.

To establish and assist with the maintenance of Project Management systems and processes.

#### **Contract Administration**

To collate and generate standard contract administration documents.

To process progress payments.



**Client Support**

To identify and deliver the customer's/client's requirements.

To co-ordinate and collate monthly client reports.

To provide the client financial reports and information.

**Reporting**

To organise meetings and agendas for meetings for contracts as requested.

To review and track systems reports and follow up outstanding actions.

## Current Projects Being Managed by "Body Hire" through Contracts and Special Projects Unit - May 2010

Project	Project Manager	Project Time Estimate
<b>Roads and Drainage</b>		
Minnesota Road design	Tess Dziwulski	2009/10-2010/11
Rural Fire Station Ourimbah	Ken Grantham	2009/2010
<b>Customer &amp; Community Services</b>		
<b>Community Development</b>		
The Entrance Multipurpose Community Facility Stage 2	James Purcell	2008/09 - 2009/10
Hamlyn Terrace Com. & Sporting Facility	James Purcell	2008/09 - 2010/11
Performing Arts Centre - design	Graham Brideson	2008/09 - 2011/12+
Upgrade of Customer Service & Reception area - Civic Centre	Graham Brideson	2009/2010 - 2010/11
<b>Open Space &amp; Recreation</b>		
Woongarra Sports Facility	Jim Purss	2009/10
Shared pathway Mannering Park	Jim Purss	2009/10
Surf Club refurbishment/new buildings	James Purcell	2009/10-2010/11
<b>Water and Waste</b>		
Mardi Dam Transfer and Associated Works	Graeme Long	2008/09 - 2010/11
Mardi Power Supply Upgrade	Graeme Long	2008/09 - 2010/11
Porters Creek Stormwater Harvesting	Ken Grantham	2009/10-2011/12
Warnervale Town Centre Water	Lawrence Pathinather	2008/09 - 2010/11
Warnervale Employment Zones Water	Lawrence Pathinather	2008/09 - 2010/11
Toukley Reclaimed Effluent Plant Upgrade	Lawrence Pathinather	2009/10
Charmhaven STP - Aeration Tanks	Lawrence Pathinather	2008/09 - 2011/12
Warnervale Sge Trunk Mains	Lawrence Pathinather	2008/09 - 2011/12
Upgrade Toukley STP Inlet Works	Lawrence Pathinather	2009/10-2010/11
Upgrade Mannering Park STP Inlet Works	Lawrence Pathinather	2008/09 - 2010/11
B9 Rising Main	Lawrence Pathinather	2008/09 - 2011/12
Trenchless sewers Budgewoi	Lawrence Pathinather	2009/10-2010/11
<b>Estuary Works- Care for Our Country</b>		
Detailed design for 4 reaches of Wyong River	Ken Grantham	2009/10
Detailed design for 10 reaches of Wyong River	Ken Grantham	2009/10
Detailed design for 10 reaches of Ourimbah Crk.	Ken Grantham	2009/10
Build 1.2ha active saltmarsh Lake Munmorah	Tess Dziwulski	2009/10
Build pathway - Buff Point Stage 2 (east)	Jim Purss	2009/10
Dredging programs- Saltwater Creek	John Rayner	2010/2011
Mardi to Mangrove	Mike Achelles	2010/2011
Mardi Suite of Works	Graeme Long	2010/2011
Provenance seed planting	John Rayner	2008/09 - 2011/12
<b>Business Unit</b>		
Holiday Park Upgrades - 2008/09	Chris Ban	2008/09 - 2010/11
Holiday Park Upgrades - 2009/10 - 2010/11	James Purcell	2009/10-2010/11
<b>Landfill Rehabilitation Projects</b>		
Toukley & Gwandalan	Chris Ban	2011
<b>Other Miscellaneous</b>		
The Entrance Refurbishment Works	Graham Brideson	2008/09-2010/12
Pioneer Dairy New Works	Chris Ban	2009/2010
Pioneer Dairy Wetland	Chris Ban	2009/2010
Warnervale Town Centre -asbestos clean up	Chris Ban	2009/2010
Warnervale Town Centre -environmental audit	Chris Ban	2009/2010
Warnervale 2 lot subdivision development	Ken Grantham	2009/2010
Depots - Services/Building Upgrade	Jim Purss	2009/2010
Charmhaven & LJ Depots - Fuel Area Upgrade	Jim Purss	2009-2010

<u>Company/Business Name</u>	<u>POSITION</u>	<u>SECTION</u>	<b>Projects undertaken 1 January 2009 - 30 April 2010</b>
<u>Brideson Hill &amp; Assoc. P/L</u>	<u>Project Manager</u>	<u>Contracts and Special Projects</u>	Buttonderry Waste Management Facility - Contract documentation. The Entrance Town centre refurbishment program. Fisherman's wharf lease and tenancy fit out. Performing Arts Centre future planning concept design and costing plan.
<u>Ellis Karm P/L</u>	<u>Project Manager</u>	<u>Contracts and Special Projects</u>	Woongarah sports facility contract documentation. Shared pathway projects: Killarney Vale, Buff Point and Mannering Park. Cleaning service and security contract documentation. Charmhaven Depot fuel Area Upgrade.
<u>Hays Recruitment</u>	<u>Contractor</u>	<u>Contracts and Special Projects</u>	Various sewage treatment works and pipeline upgrades - in conjunction with the Dept. of Commerce.
<u>Opal Development</u>	<u>Contractor</u>	<u>Contracts and Special Projects</u>	The Entrance Community Centre supervision. Hamlyn Terrace Community and Sporting facility design documentation. Holiday Parks upgrade works. Refurbishment of Surf Clubs - analysis and investigation.
<u>Opal Development</u>	<u>Project Manager</u>	<u>Contracts and Special Projects</u>	Estuary Management Plan works - documentation and managing consultants. Provenance Seed Collection, Propagation and supply for the Estuary Management Plan.
<u>Tracey Brunstrom Hammond P/L</u>	<u>Project Manager</u>	<u>Contracts and Special Projects</u>	Wadalba Sporting facility - contract administration. Clean up works at Gwandalan landfill site and Toukley. Holiday Park two year upgrade works - contract administration. Preliminary investigation works for Gwandalan, Tumbi Umbi and Shelly Beach landfills. Pioneer Diary - Hydrologic Assessment and Wetland Concept Study.
<u>Ellis Karm &amp; Assoc. P/L</u>	<u>Project Manager</u>	<u>Mardi Mangrove Link</u>	Involved in providing advice for Mardi to Mangrove Link project on Environmental Flows Study and reviewing technical reports.
<u>ME Barry Consulting P/L</u>	<u>Property Manager</u>	<u>Mardi Mangrove Link</u>	Property Liaison Manager for the Mardi to Mangrove Link project advising on all property matters.

<u>Company/Business Name</u>	<u>POSITION</u>	<u>SECTION</u>	<b>Projects undertaken 1 January 2009 - 30 April 2010</b>
<u>Meers Contracting Service P/L</u>	<u>Contractor</u>	<u>Mardi Mangrove Link</u>	Property Liaison Officer on Mardi to Mangrove Link project dealing with individual property owners.
<u>Strategic Management Centre</u>	<u>Contractor</u>	<u>Mardi Mangrove Link</u>	Assistant Project Director working on project control for Mardi to Mangrove Link project.
<u>Lisa McDermott Consulting</u>	<u>Contractor</u>	<u>Mardi Mangrove Link</u>	Provided Communication support for the Mardi Mangrove project particularly the communication strategy for the pipeline route.
<u>The Short Trust</u>	<u>Contractor</u>	<u>Mardi Mangrove Link</u>	Graeme is responsible for providing a link to client (WSC) in regard to the Mardi Dam upgrade works. He is also project manager on the Warnervale Road Culvert Upgrade project.
<u>Adams Consulting</u>	<u>Contractor</u>	<u>Various</u>	Has provided Probity Officer services for the Mardi Mangrove Project together with Investigation and report on Illegal Dumping Gwandalan.
<u>Opal Development</u>	<u>Acting Manager</u>	<u>Customer and Community Services</u>	Carried out position of Acting Manager Customer & Community Services Since early September Mike has undertaken the position of Acting Project Manager of the Mardi to Mangrove Pipeline Project.
<u>22655</u>	<u>Contractor</u>	<u>Water and Waste</u>	Implementation of the Councils Online (COL) Strategic Asset Management System.
<u>Catherine Devine</u>	<u>Contractor</u>	<u>General Manager</u>	Have been employed to assist in the following projects- Shire Strategic Vision, Leadership Development Program H.R. Strategy and in the recruitment of Senior Officer.
<u>Stefani Group Pty Ltd</u>	<u>Contractor</u>	<u>Natural Resources</u>	Employed as Planning Engineer -Hydrology working up to 2 days per week as required. Being paid from project budgets not salaries budget.

<u>Company/Business Name</u>	<u>POSITION</u>	<u>SECTION</u>	<b>Projects undertaken 1 January 2009 - 30 April 2010</b>
Engineering & Management Solutions Pty Ltd	Contractor	Contracts and Special Projects	Two lot subdivision WEZ. Upgrade of Minnesota Road. Porter Creek Stormwater Harvesting. Ourimbah Fire Station replacement. Norah Head Boat Ramp. Four (4) Stream Bank Rehabilitation Projects under the Estuary Management Plan.
Hays Recruitment	Contractor	Contracts and Special Projects	Upgrade of Buttonderry Waste Management Facility. Saltmarsh and viewing platform at Berkeley Vale and Long Jetty. Overseeing the Saltmarsh Rehabilitation of 9 sites surrounding the Tuggerah lakes system.
Erimus Financial Services	Contractor	Contracts and Special Projects	Employed as a financial accountant for Mardi to Mangrove Link Project - taking over role from Polly Green
Hays Recruitment	Contractor	Finance	Employed as Debt Recovery Officer

<u>Strategic Management Centre</u>	<u>Project Manager</u>	<u>Contracts and Special Projects</u>	Estuary Management Plan works - scheduling, documentation, grant management. Cabbage Tree Harbour Toe drainage structure. Pioneer Diary Constructed Wetland works. Ms. Carrillo terminated her engagement with WSC on the 30 October 2009.
<u>Janet Saunders Consulting</u>	<u>Contractor</u>	<u>Mardi Mangrove Link</u>	Was responsible for providing public relations advice and communications input. Janet has left the project and her responsibilities have been undertaken by Lisa McDermott.
<u>Tracey Brunstrom Hammond P/L</u>	<u>Contract and Cost Manager</u>	<u>Mardi Mangrove Link</u>	Commercial Contract Manager for the Mardi to Mangrove Link project responsible for contract management and overseeing cost control. Mick left te project in March 2010.

<u>Company/Business Name</u>	<u>POSITION</u>	<u>SECTION</u>	<b>Projects undertaken 1 January 2009 - 30 April 2010</b>
<u>Development Engineering and Management Solution</u>	<u>Contractor</u>	<u>Development Engineering Group Development Assessment Unit</u>	Employed as Development Engineer to provide specialised Engineering skills which transfer to existing staff. Graham terminated with Council in February 2010.
<u>Strategic Management Centre</u>	<u>Contractor</u>	<u>Water and Waste</u>	Co-ordination role for implementation of Councils Asset Management System & OH&S system. Ahmad terminated with Council in February 2010.
<u>Hays Recruitment</u>	<u>Contractor</u>	<u>Andrew Pearce Roads and Drainage</u>	Employed as Design Engineer in Roads & Drainage Section in developing design plans for future Drainage works. Christopher terminated with Council in February 2010.
<u>Morrison Low Consultants Pty Ltd</u>	<u>Project Manager</u>	<u>Mardi Mangrove Link</u>	Project Director on the Mardi to Mangrove Link project and responsible for overall project control. Bob left the project on the 30 June 2009.