

DRAFT
Leadership Group
May 2005

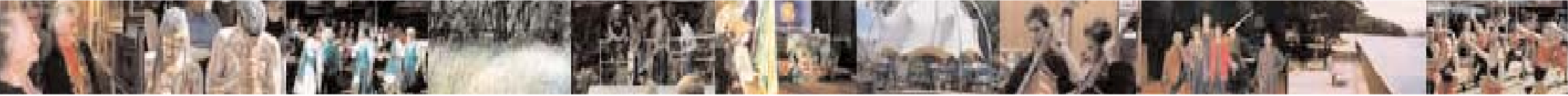
Lane Cove ALIVE

A Living and Inclusive Village Environment



Vision Statement: "A community committed to sustainability"





What is the Lane Cove ALIVE Leadership Group?

The Lane Cove Village combines a whole range of uses in a manageable and confined area, including working, living, shopping, entertainment, education, public services, health and leisure. In order to maximise these various uses in a safe, accessible and effective way, management of this centre is essential.

"Town centre management has been described as the art of place making, building and sustaining competitive locations through the enhancement of the public realm, physical and economic regeneration and the creation and maintenance of a healthy business environment".

The challenge is to ensure that Lane Cove Village remains the vibrant heart and soul of the community.

The Lane Cove ALIVE Leadership Group (LCALG) is a partnership of key stakeholders, sharing aspirations, expertise and resources to create a connected and holistic plan to meet local needs and strengthen its regional interests.

An effective, proactive partnership will strengthen the Lane Cove Village, building commitment and a sense of ownership and pride, as well as a strong network that attracts both users and investors by harmonising their mutual interests.

The Lane Cove ALIVE Leadership Group (LCALG) will become Ambassadors and story-tellers of the Lane Cove communities aspirations for their 'Village'. The key personal qualities for the members of this group will include:

- Embracing a collaborative team approach;
- Leadership;
- Enthusiasm;
- Relationship focused;
- Flexibility;
- Good sense of self;
- Civic and social entrepreneurship;
- Generous;
- Facilitators of managing and responding to change;
- Committed to the 'big picture'; and
- Bring creativity and enjoyment to the process.

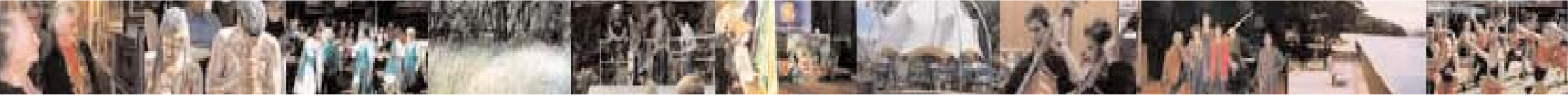
This approach to the management of Lane Cove Village is innovative and challenging.

LCALG, together with the employment of a suitable Place Manager will spend much of their time encouraging, advising and working with community groups, businesses and representatives of Government to achieve the communities aspirations for Lane Cove Village.

A Place Manager will be found that has extensive skills, knowledge and experience in community and cultural development, networking and stakeholder partnership building. High-level relationship building skills are crucial in creating the cultural glue that will bind the 'vision' and project together.

The Lane Cove ALIVE Manager should be responsible for overseeing the commencement, management and completion of the priority projects and also strive to encourage local people to remain involved in the process, providing them with the opportunity to play a valued role in their community's future.

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LCALG will deliver.....

This partnership approach to the place management of the Lane Cove Village will deliver the following:

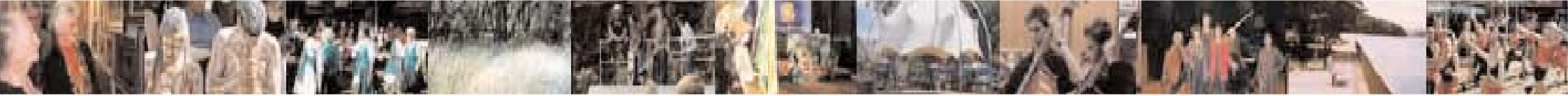
- Development of the lifestyle of Lane Cove Village, for businesses as well as users and residents
- Improve the management of the public realm, so that it is attractive, safe and accessible to all;
- Help Lane Cove Village to understand, develop, achieve and retain a competitive edge;
- Create a shared vision for its identity, function, market niche and image that meets the needs of the community it serves, now and in the future;
- Organise mutually supportive, practical partnerships between businesses, service providers, the public sector and the community of residents, workers and visitors;
- Develop and maintain an effective strategic action plan and a program of achievable action year by year, as well as medium and long term projects that are endorsed and resourced by all the partners;
- Develop projects that focus on improvements to the public domain, access, car parking and traffic management, signage, security, inward investment, business regulation, marketing, customer care and attractions and events;

- Justify public support by listening and communicating decisions openly and objectively;
- Promote confidence by publicising achievements; and
- Deliver ongoing measurable results against objectives.

It is essential that the Lane Cove ALIVE Leadership Group is representative of the broader community, while remaining small enough to be manageable and action focused. It is not intended to include specific community organisations as such but rather call for expressions of interest from individuals that represent businesses, community and property owners. It also intended to include a representative of Lane Cove Council at a senior management level.

In order for the ALIVE Leadership Group to remain unaligned with local politics it is not intended to include any elected representatives.

The total number of the Leadership Group will be between approximately 7 including a Chairman, Vice Chairman, Treasurer, Secretary and 3 members. See below for the election process.



What will LCALG achieve?

The key to the future direction for Lane Cove ALIVE Leadership Group is to develop an integrated holistic strategic action plan that will support the vision of the people who live, work, play and visit Lane Cove Village.

The purpose of the strategic action plan is to guide the management, marketing and general development of the Lane Cove Village over the five-year period from June 2005-June 2010.

It is also to provide an action plan that will enable the Lane Cove ALIVE Leadership Group to focus its time and energy on the issues that it needs to address in order to achieve the vision for the centre. The action plan provides for:

- An agreed common direction or 'shared vision';
- A management approach that enables coordination and integration of projects and activities that must be planned and implemented simultaneously;
- A process to prioritise initiatives and actions;
- Identification of required financial, physical and human resources; and
- Evaluation of progress.

The strategic action plan can be used to build commitment and influence key stakeholder decisions in the following ways:

- Council's plan of management and capital works budget;
- Support applications for funding from the State Government and other bodies;
- Support a business argument to property owners and external businesses for the attraction of identified businesses activities to the centre;
- Support investment decisions by existing business and property owners; and
- Improve businesses trade within the centre e.g. addressing customer service, merchandising, shop presentation, product mix etc.

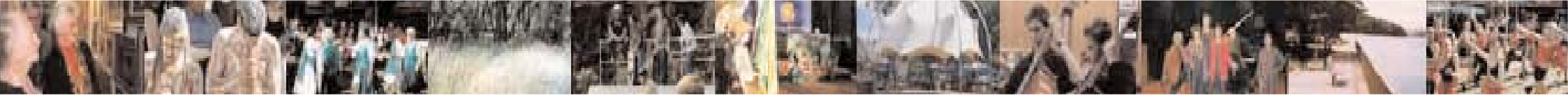
The Lane Cove ALIVE Strategic Action Plan will include 5 key Strategic Directions including Community Sustainability, Village Economy, Culture and Connectivity, Village Atmosphere and Leadership. Contained within these strategic directions are a series of individual actions or projects.



How will LCALG be established?

Building on the approach taken in the development of the Lane Cove ALIVE Action Plan it is essential that the establishment of the Leadership Group is transparent, inclusive and democratic and non political. The following steps are recommended:

<p>May to June</p>	<p>Step One</p>	<p>Appoint independent selection panel</p> <ul style="list-style-type: none"> • Lane Cove Council General Manager • Recognised respected community member eg Trevor Morling • Professional planner/mediator eg Lynne Taylor/ Ed Blakley • People, Place and Partnership - consultant specialist 	<p>Terms of Reference for Selection Panel</p>
<p>June to August</p>	<p>Step Two</p>	<p>Formation of Lane Cove ALIVE Leadership Group</p> <ul style="list-style-type: none"> • Advertise for Lane Cove ALIVE Leadership Group members - all media • Short list suitable applicants • Interview applicants through a process of specific questions • Select applicants and check referees • Membership number of 7 (see below) <p>Appointment to Lane Cove ALIVE Leadership Group with established:</p> <ul style="list-style-type: none"> • set of operating principles • ways of working • common purpose • responsibilities (communication, etc) <p>There will be the following people - Community/ 2 Business/ 1 Youth/ LC Council GM</p>	<p>Criteria for selection of ALIVE Leadership Group</p> <ul style="list-style-type: none"> o Embracing a collaborative team approach o Leadership o Enthusiasm o Relationship focussed o Flexibility o Good sense of self o Civic and social entrepreneurship o Generous o Facilitators of change o Committed to the 'big picture' o Bring creativity and enjoyment to the process
	<p>Step Three</p>	<p>Lane Cove ALIVE Leadership Group in Operation</p> <ul style="list-style-type: none"> • Incorporation of Partnership • Election of office bearers • Determine "values" and code of conduct • Prioritisation of Strategic Action Plan • Formation of Task Groups • Employment of Place Manager • Evaluation and monitoring of delivery of actions 	



Selection Criteria

Applicants to submit a 500 word response on:

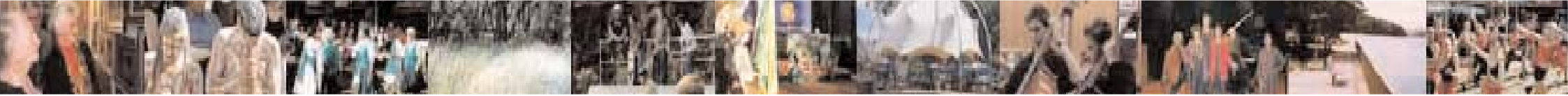
- their understanding of the Lane Cove ALIVE Strategic Action Plan
- their own values and aspirations with respect to the Strategic Action Plan

Applicants are not to nominate themselves in their own right and must not be the spokesperson of an existing community organisation in Lane Cove.

Applicants must demonstrate the following skills:

- leadership - proven and potential
- high order communication and interpersonal skills and be able to work in a group environment of shared decision making
- good strategic thinking and ability to make decisions based on merit
- be action and outcome focused
- must be able to work in a bi partisan political environment

Applicants must show commitment and enthusiasm for achieving a long- term vision as well as delivering short term actions



Roles and Responsibilities

Lane Cove ALIVE Leadership Group

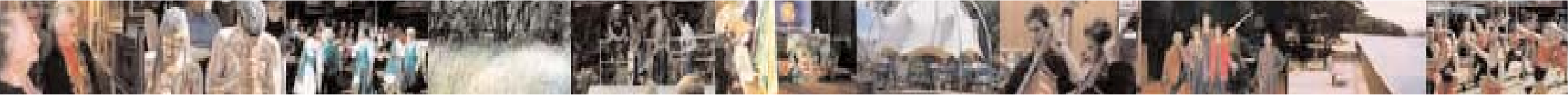
The Lane Cove ALIVE Leadership Group has a number of key roles and responsibilities:

- To be a focal point for those involved in the Leadership Group;
- To support all key stakeholders involved in delivering the Lane Cove ALIVE Strategic Action Plan;
- To actively seek support and funding for the Leadership Group;
- To develop new ideas for projects and oversee project management;
- To oversee the Lane Cove ALIVE budget and funding and ensure it is properly managed; and
- To advocate and actively pursue the Lane Cove ALIVE Leadership Group vision and key objectives as agreed in the Strategic Action Plan.

Lane Cove ALIVE Manager

The Place Manager is answerable to the Lane Cove ALIVE Leadership Group. The role and responsibilities are:

- To be a communication link between the Leadership Group members, Lane Cove Council, the Chamber of Commerce, businesses, community organisations, State Government and other funding partners, service providers and the residents;
- Keep regular contact with all major stakeholders, businesses and community, regularly attend relevant meetings and deliver Lane Cove ALIVE presentations as required;
- Produce a regular newsletter detailing issues and initiatives;
- Maintain an agreed schedule of Leadership Group management meetings as well as coordinating a range of working committees established to deal with specific areas;
- Establish and maintain a good rapport with all local media. Issue regular and interesting press releases to gain high exposure; and
- Develop and regularly maintain a Lane Cove ALIVE web site and update the Strategic Action Plan
- Plan and action the key priorities identified the Strategic Action Plan.



Roles and Responsibilities

Lane Cove Council

Lane Cove Council's Draft Corporate Plan and Management Plan refers directly to the development of the Lane Cove ALIVE project and the Strategic Action Plan. It states it is committed to working in partnership with business to create a vibrant and sustainable economy, where people can shop locally.

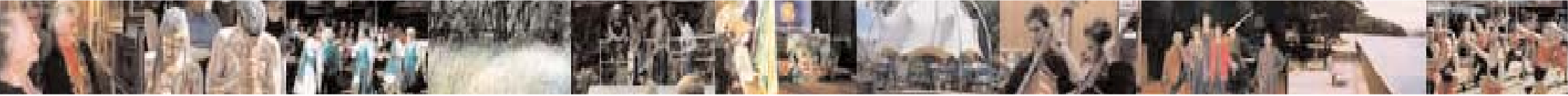
The Draft Corporate Plan and Management Plan also commits to taking a leadership role throughout the area to encourage partnerships between Council, businesses, and community members. Partnerships with, and between local businesses have been identified as critical elements to the success of its local economy in the Village and in neighbourhood centres.

The stated key strategies include:

- To implement the Lane Cove ALIVE town centre renewal project and promote Lane Cove Village as a vibrant place to work, live and play;
- To support the introduction of environmentally sustainable business practices throughout the commercial areas; and
- To foster partnerships between Council, businesses and community members to develop initiatives to create a more vibrant and sustainable economy.

Other areas of the Lane Cove Council's responsibilities include:

- Planning and development control and approval of Development Applications;
- Infrastructure and urban design improvements and maintenance;
- Provision of amenities such as car parking and public toilets;
- Involvement with major events;
- Economic development and sustainability;
- Environmental health, local laws and traffic; and
- Delivery of operational services such as rubbish collection, library and community services.



Roles and Responsibilities

Chamber of Commerce and Property Owners

The Chamber of Commerce and Lane Cove property owners have a critical role in the success and vitality of a shopping centre. They need to make informed and strategic decisions about:

- Tenancy mix;
- Property appearance, maintenance and improvements;
- Planning and development for the future;
- Marketing and promotions; and
- Trader training including customer service and visual merchandising.

The variety, quality, service, presentation and value offered by the businesses in the delivery of products and services are paramount to the success of the centre. Businesses have a responsibility to ensure that their retailing and business skills are relevant and that they are providing for the needs and wants of their targeted customers.

Local Community

The local community can play an important role in supporting the aspirations of the centre through their participation and support of key events and activities. Involving community groups, exploring joint initiatives and even sponsoring local groups where appropriate builds important connections with the Lane Cove ALIVE Leadership Group further developing the community's sense of belonging and connectiveness with the Lane Cove Village.

State and Federal Agencies and Infrastructure Providers

There is a broad range of key agencies and organisations such as:

- RTA private tunnel operators;
- Power providers;
- Police;
- Educational institutions;
- Community groups such as religious organisations and cultural groups; and
- Health organisations and Hospitals.

It is essential that these organisation understand the key aspirations of the Lane Cove ALIVE Leadership Group so that they can provide strategic support to achieve the overall vision of the revitalisation of the area.



Issues to be determined by LCALG

Issue	Action
Key values	Workshop with ALIVE Leadership Group
Form of legal entity	Legal advice regarding incorporation - not for profit versus incorporated company
Selection of Chairman and office bearers	Through incorporation process and negotiation within elected Leadership Group
Roles and responsibilities of all positions	Workshop with ALIVE Leadership Group
Determine code of conduct	Workshop with ALIVE Leadership Group
Operational issues such as meeting times, format, decision making processes	Workshop with ALIVE Leadership Group
Prioritisation of Strategic Action Plan	Workshop to determine key short term and medium term actions together with delivery responsibilities, budget and implementation. Establishment of bank account and accounting framework
Employment of a Place Manager	Job specification, advertisement and interview for suitable Place Manager
Formation of Task Groups to deliver actions	ALIVE Leadership Group to form task groups to achieve shared leadership - advertise expressions of interest for task groups
Evaluation and key performance indicators	Workshop with ALIVE Leadership Group to determine KPI's and evaluation and monitoring approach