

Implementation plans

“Proper planning determines the way our neighbourhoods and suburbs develop, look, and function. There are real benefits for residents of well-planned, well-designed and connected urban communities.”

– Overview, The 30-Year Plan for Greater Adelaide, (Government of South Australia 2010)

What is an implementation plan?

An implementation plan sets out how a proposal will be executed in regard to issues such as land ownership and sale, regulation, funding, investment, and phasing. An implementation strategy will establish the actions, interventions, and processes that will be needed to ensure the vision for a project is successfully delivered.

Implementation planning should be closely coordinated with community and stakeholder involvement so that everyone understands what is and is not possible and the likely time frame for delivery.

Factors such as land availability, funding, market take-up and so on can significantly influence how an implementation plan will be configured as these will determine project phasing and ultimately shape the nature of the precinct as it evolves over time.

Consider the context for delivery

Basic decisions about procurement and implementation need to be made before a project brief can be finalised. The context for delivery includes issues relating to land ownership, cost and potential funding sources.

A clear understanding of the client organisation and its relationship with other current or potential stakeholders is also needed. This might include:

- the role and remit of various agencies
- the degree of control over development outcomes the

client requires

- the length of time the client wishes to be involved
- the skills and capacity of the client in relation to delivery issues.

It is also important to clarify:

- who is responsible for determining the procurement and implementation process
- who is ultimately in control of budgets, cash flow and overseeing procurement contracts
- how the scale of change and the project context will affect the type of development and design services that will need to be procured.

Review existing procurement arrangements

Understanding the legal context for the preferred procurement option will help to establish a common interest, transparency and a high level of trust between the parties involved.

Most organisations have regulations or protocols that set out how products, works, and services should be procured. It is important to identify if these include any requirements that are not appropriate and need to be reviewed. If so, seek advice from procurement and legal professionals and challenge the requirements as necessary. It is best to do this early on to avoid delay in reviewing, negotiating, and concluding the legal arrangements that will establish working partnerships.

Draft the implementation requirements

A clear statement of the implementation requirements will help you to determine and engage the right delivery partners. Implementation requirements might include:

- project objectives relating to delivery (identifying challenges and opportunities)
- priorities and sequencing
- client and stakeholder management structures relevant to delivery
- details of funding and finance
- possible mechanisms for the disposal of land or other assets
- indicative timetable and phasing requirements
- how and where powers of compulsory acquisition may be used
- potential partners and delivery models, including provision for how they will be selected
- other required participants such as agencies or community representation
- options for infrastructure provision and delivery
- indicative strategies for marketing and promotion
- indicative strategies for long-term management and maintenance
- risk analysis and contingency planning
- mechanisms for reviewing delivery performance against project objectives
- consideration of tools and mechanisms that may be needed to deliver the quality objectives.

Draft the procurement requirements

Consider procurement of delivery partners and procurement of consultancy services, either together or separately, as is necessary.

A major factor is whether the client will manage and deliver the project themselves, or whether they will procure a partnership or joint venture arrangement for project delivery.

Development partnerships

Before entering into a development partnership, the client needs to assert control over the master planning process and expect future partners to conform to what has been set in motion.

One way of selecting a development partner is to include a design competition as part of the selection process.

At the same time as selecting a development partner, the competitive process can be made dependent on the submission of design proposals and the selection can be based on the quality of the design approach.

After partners have been selected, there is the opportunity for the client to enter into a partnership and then jointly agree a suitable approach to procuring master planners.

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Consider procurement of consultants

The procurement of consultancy services (a multidisciplinary team) to develop a vision, strategic framework, master plan, or development brief will depend on the type of client involved. Examples of procurement methods include:

- competitive two-stage tender process
- direct appointment
- agreement with consultants
- consortia offering design and development services
- agreement with developer and project partners.

Identify the resources needed

The resources required to implement a development proposal will vary according to the procurement model. Land ownership, partnering arrangements and developer agreements establish different sets of relationships between organisations.

Depending on the level of certainty about delivery structures, there may be an early need to set up a new team or agency with a remit to focus on the delivery of a development. People with specific skills in relation to delivery may need to be brought together to form a team within an existing public agency or client organisation, and it may be necessary to plan for a budget for setting up and running this team.

The delivery team must have appropriate powers and reporting structures to ensure it can work

effectively. This involves appraising and making decisions about potential delivery mechanisms, whether public or private; how to engage with development partners; likely sources of funds; long-term cash flow and receipts; overall return on investment and the time frame for delivery.

How can GANSW help?

GANSW can help in the planning and delivery of projects by providing a range of design-related services, including:

- identifying when an implementation plan is needed for a project
- providing advice on particular aspects of implementation including delivery partnerships, project phasing and ongoing stewardship of significant sites.

Further information

For more information see Better Placed: An integrated design policy for the built environment of NSW (GANSW 2017) available on the GANSW website: ga.nsw.gov.au.

Government Architect NSW

GANSW provides design leadership in architecture, urban design and landscape architecture. In this role, GANSW works across government, the private sector and the community to establish policy and practice guides for achieving good design. GANSW provides strategic advice across design, planning and development to support good policy, programs, projects and places.

Contact GANSW

GANSW makes every effort to keep its advice up to date. From time to time we will release new versions of these advisory notes. For further advice, or if you think there is information missing, please contact GANSW.

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