

appendices

Future Planning Committee



Future Planning Committee
16 May 2018

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8.1 Draft Public Open Space Strategy Project Plan

Public Open Space Strategy Project Plan

Document Acceptance and Release Notice

This document is authorised for release once all signatures have been obtained.

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1 Overview

1.1 Purpose of Project Plan

The Project Plan is the management document for the project. It is owned, maintained and utilised by the Project Team to ensure the delivery of project outputs and the realisation of project outcomes.

The document will be reviewed and amended to meet changed conditions or objectives during the project's life span.

1.2 Project Title

Public Open Space Strategy

1.3 Initiation & Background

Demands upon the Town's public open space (POS) network are diverse and competition amongst them has, in recent years, limited its capacity to meet community needs.

The State Government, through *Liveable Neighbourhoods*, has emphasised the responsibility of Local Government in guiding POS decision making. As noted in the *Public Open Space Strategy Guide for Local Governments* it is through a local POS strategy that the greatest impact on POS provision can be achieved. Such a document has the capacity to guide the provision of POS to establish and protect a parkland network which enhances sense of place, ensures balanced provision of sport, recreation and nature functions, retains significant environmental and cultural features: and realises opportunities for achieving efficiencies and sharing of infrastructure.

To date the Town has not had a POS Strategy or similar document to provide strategic direction for the future of POS. This document presents an opportunity to both rectify this gap in strategy whilst also looking to align all strategic visions for POS across the many documents that do exist in an attempt to provide for a more resilient future.

Context of the POS Strategy

The POS Strategy will sit amongst a series of endorsed strategies and current projects that guide the operation and future direction of the Town. If considered in a hierarchy the documents could be described in three levels:

- *Tier One*: these are the highest order of documents prepared by the Town and are typically legislated.
- *Tier Two*: these are documents that are not legislated and that deal with broad matters. The reach and impact of the document is Council-wide and impacts the operations and direction of a number of business units.
- *Tier Three*: these are documents that deal with a single or specialist subject matter.

The POS Strategy is considered to be a second tier strategy, having impact and relevance to a number of business units and operations within the Town. It is integral to the success of the document that is prepared in this context.

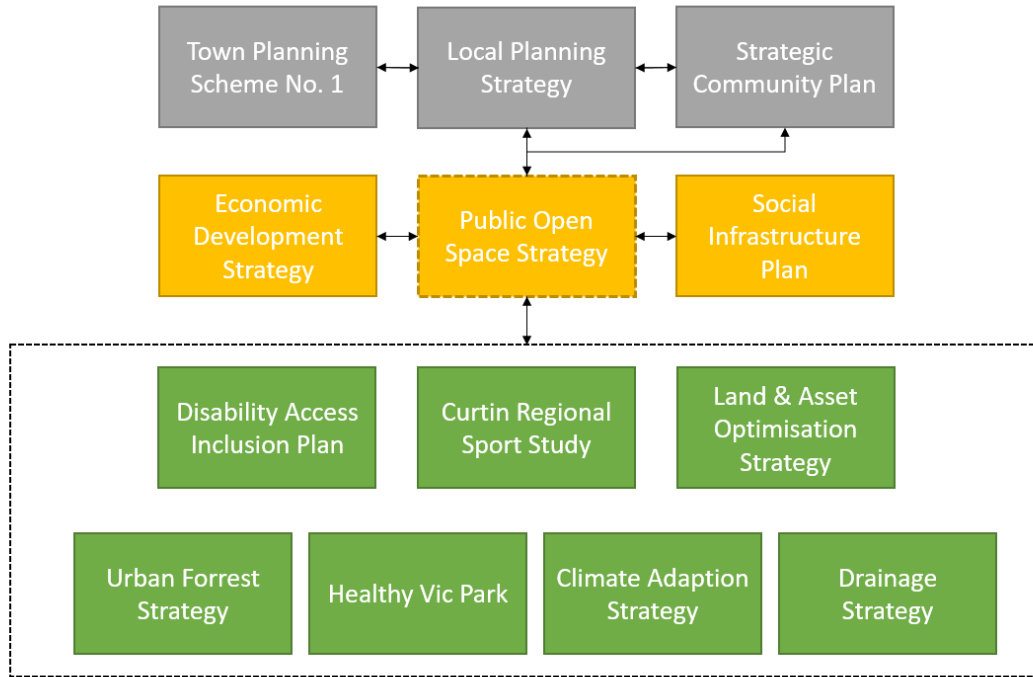


Figure 1: The position of the POS Strategy in the Town of Victoria Park document suite (specific to the POS Strategy)

Strategic Community Plan (SCP)

The SCP is the principal strategy and planning document that reflects the long-term vision, values, aspirations and priorities for the Town. As a first-tier document, the outcomes of the SCP underpin the values and future vision of the POS Strategy.

As part of the engagement process undertaken as part of its development, the SCP was able to draw a number of 'visions' from the engagement process. The 8 key visions included:

1. Safety and security
2. Connectivity
3. Sustainability
4. Community
5. Environment
6. Diversity
7. Human scale development
8. Vibrancy

On some level, all eight visions can be applied to the development of a POS strategy and should be at the forefront of consideration during its preparation. It is also telling that the most popular term used to describe a vision was 'green space'. This evidences the concept of green space being at the forefront of community ideology.

When examining service expectations POS once again featured heavily. Specifically, the management of the Town's POS was the second most common service area to be discussed, then sports and recreation, general planning and events. One of the largest engagement events held was the 'Victopia' workshop in which land use and wildlife were considered to be the most important principle at an aspirational level, with the theme of environment broadly being the most common.

Through noting the consistent prevalence of these topics across all engagement activities, it can be drawn that the environment and POS are central to the community's vision for its future. The resulting vision, mission and values statements that now form the foundation of all actions of the Town are heavily influenced by seeking creating a legacy underpinned by the creation of a cleaner, healthier and more resilient built and natural environment.

Local Planning Strategy (LPS)

The Town is currently in the process of drafting a Local Planning Strategy to establish the vision and strategic urban planning blueprint for the Town for the next 10 to 15 years while, establishing a longer term direction towards 2050 and beyond. It will align with the State Government's long-term strategic planning direction identified in *Perth and Peel @ 3.5 million and the associated Central Sub-Regional Planning Framework (2018)*.

The Town is experiencing a transformation as it adapts to impacts from globalisation, a rapidly changing local economy and endeavours to support urban planning challenges posed by an informed community and industry with increasing expectations. The Town is preparing to meet these challenges head on through the development of this local planning strategy and its ambitions for growth that will witness the transformation of the Town, over time, to a thriving inner city metropolis with strong connections to the unique heritage and character that is synonymous with the Town's identity.

The POS Strategy will need to be prepared in the context of the vision set by the LPS.

2 Objectives and Scope

2.1 Objectives

2.1.1 Strategic Community Plan Mission

Social – to promote sustainable, connected, safe and diverse places for everyone.

S1 – A Healthy Community. The principle behind this outcome is that good health is the cornerstone of a happy and connected community. Ultimately the aim is to create a local environment including affordable and accessible opportunities for all residents and visitors to achieve and maintain good health and wellbeing.

S2 – An informed and Knowledgeable Community. The principle behind this outcome is that people that have opportunities to learn and explore ideas are happier and more productive. This means providing options for people to access resources, knowledge and technology in a safe, nurturing environment.

Economic – to promote sustainable, diverse, resilient and prosperous places for everyone.

EC2 - Clean, safe and accessible place to visit. The principle behind this outcome is that people are more likely to visit a place that is clean, safe and accessible.

Environment – To promote sustainable, liveable, healthy and green places for everyone.

EN1 – Land use planning that puts people first in urban design, allows for different housing options for people with different housing needs and enhances the town's character. The principle behind this outcome is that people will need to be considered first and foremost in the planning process, rather than being ancillary, with an emphasis on high quality design. This outcome also acknowledges that providing housing options at varying densities suitably designed and located will be important in

enabling diversity. Finally, the goal will be to take on the challenge of ensuring that future development enhances the Town's character.

EN6 - Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed. The principle behind this outcome is that the Town's parks, reserves, bushland areas and river foreshore will be more important as its population increases. It means that they will need to be more energy and water-efficient, well-maintained and appropriately used.

EN7 - Increased vegetation and tree canopy. This outcome acknowledges the importance placed by the community on increasing the tree canopy and vegetation around the Town and recognises the environmental, economic and social value of trees.

Civic Leadership – to show leadership by communicating with, empowering and supporting people in the community.

CL1 - Everyone receives appropriate information in the most efficient and effective way for them. This outcome recognises the importance that the Town places on continuing to ensure that people receive information in various ways at different times and that the content is easy to understand.

CL2 - A community that is authentically engaged and informed in a timely manner. This outcome recognises the importance that the Town places on continuing to ensure that the community is authentically engaged and informed.

CL3 – Well-thought out and managed projects that are delivered successfully. This outcome acknowledges the importance of ensuring that the projects the Town implements are appropriate, planned properly and ultimately deliver intended outcomes.

2.1.2 Project Objective(s)

The objective(s) of the Public Open Space Strategy are:

1. UNDERSTANDING THE SITUATION
Clearly define what is POS
Create an inventory of POS as per the classification system
Develop and apply a classification system for POS
Conduct an assessment of current POS strategy and policy and alignments and gaps in the existing framework.
Conduct a stakeholder analysis (including, but not limited to users, providers, community groups/champions)
2. RETHINK THE APPROACH
Build upon existing community visioning for POS
Describe the other benefits of POS (environment, ecosystem, flora and fauna, mental health/spiritual connection)
Conduct a current and future needs analysis (including a gap analysis)
Outline and define the approach to balancing different types and use of POS including sport, recreation and nature spaces
Develop ways in which to improve the social dividend of the Town's POS assets.
Develop ways in which to improve the utilisation of the Town's POS assets.
Examine and determine opportunities for system optimisations (i.e. formal/informal use of space, integration of technology, maintenance practices)
Examination of equitable revenue and economic return generated by POS
Identify any opportunities for alternative provision (i.e. public/private partnership)

3. IMPLEMENTATION

Establish benchmarks in the provision of POS in the Town

Provide for the coordination and prioritisation of strategies and actions to achieve the outcomes of the strategy.

2.2 Outcomes

The outcomes for the POS Strategy will be to ensure that:

- There is a clear understanding of who uses POS, how they use it and what it means to them.
- There is a clear understanding of what is and is not POS.
- The Town understands its role in the provision of a regional POS network within and outside of its boundaries and how the community contributes to its use.
- Information about POS will be easily accessible to the community.
- The Town and community will understand the Town's role in providing POS.
- POS will be more responsive/flexible and appropriate for community needs.
- POS will be more sustainable (economically, environmentally, socially and culturally).
- There will be a co-ordinated approach and awareness of POS across the organisation and within the community.
- An action/implementation plan around the provision of POS in the future will be in operation.
- The Town will be able to maximise utilisation of all POS that it is has.
- The Town will be able to encourage and embrace new methods/ways to provide POS.
- There will be a sense of community pride, belonging and involvement in the Town's POS.
- POS will be provided in the best manner.

These outcomes comprise performance measures against which the project will be assessed, as detailed in Appendix A.

2.3 Outputs

The primary output of the POS Strategy, will be the strategy document itself. This can be broken down into the following detailed outputs:

- An understanding of the current POS situation:
 - Definition of POS (including a definition of the different types of POS).
 - Inventory of existing POS.
 - Classification system for POS.
 - Assessment of current POS strategy and policy and alignments and gaps in the existing framework.
 - Stakeholder analysis (including gathering data of the possible layers of use being: physical use, perceived amenity and emotional attachment, and the role a space plays in providing a network of POS for the user).
- An optimised approach for the provision, use and future of POS in the Town:
 - Future needs/gap analysis.
 - Identification of other benefits of POS.
 - Understanding of the balance of the different types of POS and the way in which they should be delivered.
 - Understanding of equitable revenue and economic return generated by POS.
 - Strategies for utilisation optimisation.

- Strategies for system optimisation.
- Strategies for improving the social dividend of the Town's POS assets.
- Unified vision (community and Town) for the future of POS.
- Options for alternative options in the provision of POS.
- Benchmarks for the provision of POS in the Town.
- Implementation Plan.

In addition, this project will require the delivery of an engagement plan (Appendix E).

2.4 Scope of Work

Task	Notes	Whose Responsibility
PROJECT ESTABLISHMENT		
Prepare the project plan		ToVP
Prepare an engagement plan, including communication details		ToVP
GATEWAY: Endorsement of Project Plan by Future Planning Committee	Prepare report for Future Planning Committee meeting outlining plans.	ToVP
	Attendance at Future Planning Committee meeting	ToVP
ToVP Staff Engagement – All Staff	Execute an awareness campaign	ToVP
UNDERSTANDING THE SITUATION		
Clearly define what is POS		Consultant
Develop and apply a classification system for POS	Informed by State government guidance	Consultant
Conduct an assessment of current POS strategy and policy and alignments and gaps in existing policy		Consultant
Create an Inventory of POS as per the classification system	Preliminary inventory exists	Consultant
Determine acceptable standards of engagement data validity		ToVP
Conduct a stakeholder analysis (including, but not limited to users, providers, community groups/champions)	Quantitative data collection	Consultant
	Community engagement: Qualitative data collection	Consultant/ToVP

GATEWAY: Future Planning Committee Meeting Acceptance of work to date	Prepare report for future planning committee outlining work to date and seeking clarification on any issues.	ToVP
	Attendance of Future Planning Committee meeting	TovP/Consultant if required
Build upon the existing community vision for POS	Community engagement to refine vision	Consultant/ToVP
	All of council workshop	Consultant/ToVP
Describe the benefits of POS (environment, ecosystem, flora and fauna, mental health/ spiritual connection)		Consultant
Conduct a current and future needs analysis (including a gap analysis and using social dividend as a measure)	Replication of work completed by the Social Infrastructure Plan	Consultant
Outline and define the approach to balancing different types of POS		Consultant
Develop ways in which to improve the social dividend of the Towns POS assets		Consultant
Develop ways in which to improve the utilisation of the Towns POS assets (including universal access)		Consultant
Examine and determine opportunities for system optimisations (i.e. formal/informal use of space, integration of technology, maintenance practices)		Consultant
Examination of overall equitable revenue and economic return generated by POS	David Purnell Research Work (UWA) on this topic.	Consultant
Identify any opportunities for innovative and alternative provision (i.e. public/private partnership)		Consultant
	Prepare report for future planning committee outlining work to date and seeking clarification on any issues.	ToVP

GATEWAY: Future Planning Committee meeting acceptance of work to date	Attendance at Future Planning Committee meeting	TovP/Consultant if required
IMPLEMENTATION PLANNING		
Establish benchmarks in the provision of POS in the Town		Consultant
Provide for the coordination and prioritisation of strategies and actions to achieve the outcomes of the strategy.		Consultant
VALIDATE		
First Draft		Consultant
All staff review & Peer Review		ToVP/ Consultant
Document review post all staff review		Consultant
Second Draft		Consultant
GATEWAY: Future Planning Committee meeting and recommendation to council for advertising	Prepare report for future planning committee outlining work to date and seeking clarification on any issues.	ToVP
	Attendance of Future Planning Committee meeting	ToVP/Consultant if required
GATEWAY: Ordinary Council Meeting for consideration for advertising	Presentation at Councillor Workshop (including preparation)	ToVP/Consultant if required
	Preparation of OCM report	ToVP
		TovP
Public Advertising		TovP
Completion of final document post public advertising		Consultant
GATEWAY: Ordinary council meeting for consideration for advertising	Presentation at Councillor Workshop (including preparation)	ToVP/Consultant if required
	Preparation of OCM report	ToVP
		TovP

2.5 Project Scheduling

A detailed project schedule is included as an appendices to this report.

The following table outlines key meeting dates for the 2018 calendar year that will inform the project Schedule.

Elected Members Briefing Sessions	Ordinary Council Meeting	Council workshops	Future Planning Committee
			16 May 2018
5 June 2018	12 June 2018	19 June 2018	20 June 2018
3 July 2018	10 July 2018	17 July 2017	18 July 2018
7 August 2018	14 August 2018	21 August 2018	15 August 2018
4 September 2018	11 September 2018	18 September 2018	19 September 2018
2 October 2018	9 October 2018	16 October 2018	17 October 2018
6 November 2018	13 November 2018	20 November 2018	21 November 2018
4 December 2018	11 December 2018	18 December 2018	19 December 2018

2.6 Assumptions and Constraints

2.6.1 Assumptions

The project is dependent of the following assumptions:

- That the scope and objectives as outlined by this project plan are acceptable and sufficient;
- That the project will result in organisational buy in and ultimate ownership of its implementation and delivery;
- That this project plan sufficiently identifies and mitigates the risks associated with this project;
- That the project will be aspirational;
- That there is high expectation that this project will meet the many needs of the organisation;
- That this project will understand and clearly align with other strategic documents in the Town, including but not limited to the Urban Forest Strategy;
- That the current direction set by Councillors is indicative of the direction of future councillors;
- That there will be community engagement that is positive, informative and aspirational;
- That resourcing is sufficient (including staff knowledge and capacity); and
- That innovative strategies and opportunities identified in the project will ultimately be implemented.

2.6.2 Constraints

Major potential constraints have been identified as follows:

- That critical staff members will not be available for the full length of the project;
- Availability of resources;
- The allocated budget for the preparation of the strategy document may not be sufficient;
- That pressure exists to produce a quality document within a quick timeframe (although the timeframe is not stated);
- There is an expectation to deliver traditional outcomes of a POS strategy;
- The Town has finite traditional opportunities to provide traditional POS outcomes;
- The State Government strategies and guiding documents are limited in assisting this project to explore new and innovative ideas.
- The community engagement may result in community perceptions and expectations that will require the Town to rethink its approach.

2.7 Relevant Government Policy and Guidance

State Government POS-related policy documents are critical in establishing the parameters for the development of POS. In particular the following are important reference points:

- *Directions 2031 and Perth and Peel @ 3.5 Million*, which establish a vision for future growth of the metropolitan Perth and Peel regions.
- *Liveable Neighbourhoods*, which is to be followed in the design and approval of urban development.
- *Policy No. DC 2.3: Public Open Space in Residential Areas* which sets out the requirements of the Western Australian Planning Commission for POS and the provision of land for community facilities in residential areas.
- *Planning Bulletin 92: Urban Water Management* and *State Planning Policy 2.9: Water Resources*, which provide guidance on urban water management matters and assist in the management and sustainable use of water resources.
- *Public Open Space Strategy Guide for Local Government*, which guides the preparation of POS strategies.
- Public Parkland Planning & Design Guide by the Department of Sport and Recreation.
- Department of Water and Environmental Regulation policies and guidelines, which need to be considered when assessing new development or the provision of POS.

3 Managing the Project

3.1 Governance

3.1.1 Project governance is outlined in the context of the current organisational structure and resourcing availability of the Town. Project Steering Committee

This project requires input from and implementation by a number of business units across the Town. As a result, it has been identified that a steering committee in lieu of a project sponsor would best suit the governance requirements of this project. The steering committee for the POS strategy is comprised of:

- Natalie Martin Goode, Chief Community Planner
- Ben Killigrew, Chief Operations Officer

3.1.2 Project Director

The Project Director is contracted by the Steering Committee to deliver the defined project outputs. The Project Director is responsible for organising and managing the day-to-day aspects of the project and will:

1. Develop and maintain the Project Plan.
2. Manage and monitor the project activity through detailed plans and schedules.
3. Report to the Steering Committee at regular intervals.
4. Manage (client/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities.
5. Manage all consultant and contractor outputs and involvement in the project.

The Project Director for the POS Strategy Project is Kevin Cunningham, Strategic Projects Manager.

3.1.3 Project Team

The core Project Team will be:

- Gregor Wilson –Manager – Infrastructure Operations
- David Doy – Manager Place Planning
- Brendan Nock – Environmental Officer
- Tim Cronin – Neighbourhood Enrichment Officer - Clubs, Events and Bookings
- Katie Schubert – Healthy Community Coordinator
- Simon O’Sullivan– Senior Strategic Planner
- Hayley Boyd - Community Engagement Advisor
- Kellie Todman – Senior Communications Advisor

3.1.4 Consultants and Contractors

The purchase of any goods and services during the term of the Project shall be carried out in accordance with the Town’s ‘FIN4 - Purchase of Goods and Services’ Policy.

3.1.5 Subject Matter Experts

It is proposed that a pool of subject matter experts be established to guide particular matters as an when the need arises. These experts include:

- Jon Morellini – Property Development Manager
- Laura Sabitzer – Co-ordinator Urban Planning
- Maddie Flynne – Neighbourhood Enrichment Officer - Seniors, Access and Inclusion
- Matt Owens – Senior Neighbourhood Enrichment Officer – Safety
- Nicky Nolan, Nichola Tomkins – Senior Neighbourhood Enrichment Officer
- TBA – Senior Governance Officer
- Bonnie Hutchins - Senior Finance Officer
- Terry McCarthy – Land and Properties Project Officer
- Jayde Robbins – Coordinator Strategic Assets
- Isaac Middle/Marian Tye - Curtin University, Sports Research
- May Carter – Department of Local Government, Sport and Cultural Industries

3.2 Reporting Requirements

Table 3: Reporting requirements for the Public Open Space Strategy Project:

Reported by	To whom	Reporting requirements	Frequency	Format
Project Director	Steering Committee	Status Report	At the precipice of key project milestones	Written and/or verbal
Project Director	Future Planning Committee	Status Report	At the precipice of key project milestones	Written and/or verbal

Reported by	To whom	Reporting requirements	Frequency	Format
Project Director	SMT / C-Suite	Status Report	As requested	Written and/or verbal

3.2.1 Status Reports

The Project Director's regular status reports will address the following as a minimum:

1. Status of the project
2. Milestones for the last reporting period
3. Milestones for the next reporting period
4. Milestones for the remaining period of the project
5. Budget report (with respect to planned expenditure, actual expenditure and the reasons for any deficit/surplus)
6. Issues report (including areas of concern, specific problems, and any action that needs to be taken by the Project Sponsor)
7. Risk management report (which will specify any new risks, or changes to the major risks identified since the previous report and modification to the strategies put in place to manage them).

4 Public Participation & Communication

A stakeholder analysis has been completed and is provided at Appendix B. This document outlines the intended communication activities to engage stakeholders.

An engagement plan and communications plan are provided at Appendix E.

5 Project Budget

5.1 Budget and Expenditure

Funding Sources

Town of Victoria Park

External Funding

Total project funding

(plus) _____
(equals) _____

Nb – The budget amount is not shown in this version of the project plan so as to no prejudice the consultant procurement process.

6 Risk Management Plan

A Risk Register is provided at Appendix C. This lists all risks identified, and the proposed action for each risk at this point in time. The grading system used to analyse and evaluate risk priority is also described here.

The following risks are considered to have a Major or Catastrophic level of risk:

Category	What and how it can happen	Consequence	Likelihood	Existing controls	Level of risk
Service interruption Possibly reputational	Staff resourcing is inconsistent and potentially unreliable/insufficient.	Major	Likely	Support of director for handover of project to appropriate project manager.	High (16)

The process used to identify risks for the project accords with the Town's accepted risk assessment protocol. Relevant assumptions and constraints identified in Section 2.6 have been considered.

Risks will be reviewed by the fortnightly by the Project Director.

Regular reports will be provided to the Steering Committee.

7 Evaluation

Table 3: Evaluation requirements for the Public Open Space Strategy Project:

Reported by	To whom	Review requirements	Frequency	Format
Project Director	Steering Committee	<ul style="list-style-type: none"> SWOT analysis of progress to date Review of project outputs to have been delivered at relevant project milestone Review of processes Lessons learnt 	At the completion of key project milestones	Written and/or verbal
Project Director	Future Planning Committee	Summary report detailing: <ul style="list-style-type: none"> SWOT analysis of progress to date Review of project outputs to have been delivered at relevant project milestone 	At the completion of key project milestones	Written and/or verbal

8 Project Closure

The project will be closed upon completion of the following:

- Steering Committee acceptance of the project outputs
- All financial matters being settled (i.e. all financial contracts settled)
- Incorporation of any actions within service delivery plans and future business planning models.

9 Appendices

The following documents and forms are attached to the Project Plan as appendices to enhance or meet specific project requirements:

Appendix A – Outcomes Measurement

Appendix B – Stakeholder Analysis

Appendix C – Risk Register

Appendix D – Project Schedule

Appendix E – Communications and Engagement Plan

Public Open Space Strategy

Appendix A: Outcomes Measurement

Outcomes	Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
The Town will have a clear understanding of who uses public open space, how they use it and what it means to them.	A comprehensive database of POS usage that includes both quantitative and qualitative data.	Is it done? Yes/No.	No current baseline data available.	100% complete	End of project	Project team.
The Town will clearly understand what is and is not public open space.	A clear and implementable definition of POS.	Organisation wide acceptance of the definition of POS.	Currently no consistent definition used. Guided by numerous applicable state government documents.	100% complete	End of project	Project team.
Information about public open space will be easily accessible for the community.	A publicly available strategy with clear implantation plan.	The available of the strategy.	No current documentation.	100% complete	End of project	Project team.
The Town and community will understand the Town's role in providing public open space.	A publicly available strategy with clear implantation plan.	The available of the strategy.	No current documentation.	Project team.	Project team.	Project team.
Public open space will be more responsive/flexible and appropriate for community needs.	Level of satisfaction in the community.	Community satisfaction surveys.	Current community satisfaction surveys.	To be determined once current community satisfaction has been analysed.	To be determined.	To be determined.

Outcomes Measurement

Outcomes	Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
Public open space will be more sustainable (economically, environmentally, socially, culturally)	Achievement of benchmarks and targets set by the POS strategy.	Revenue from POS Budget spend on POS Achievement of environmental benchmarks and targets. Some measures yet to be determined.	Current benchmarks, revenue and budget.	To be determined.	To be determined.	To be determined.
There will be a co-ordinated approach and awareness of public open space across the organisation and within the community.	Organisation wide acceptance of implementation actions.	No. of actions being implemented.	Nil current.	To be determined once implementation table is finalised.	To be determined.	To be determined.
An action plan around the provision of public open space in the future will be in operation.	Organisation wide acceptance of implementation actions.	No. of actions being implemented.	Nil current.	To be determined once implementation table is finalised.	To be determined.	To be determined.
The Town will be able to maximise utilisation of all public open space that it is has.	Increased accessibility to and functionality of POS.	Variation of uses across POS. No. of POS bookings.	Current data on usage and bookings.	To be determined once data has been gathered on POS use.	To be determined.	To be determined.

Outcomes Measurement

Outcomes	Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
The Town will be able to encourage and embrace new methods/ways to provide public open space.	Level of innovation applied to the provision of POS.	Increase in POS space in the Town in accordance with the approved definition.	Current POS percentages.	To be determined once use of POS is determined.	To be determined.	To be determined.
There will be a sense of community pride, belonging and involvement in the Towns public open space.	Community acceptance of POS Strategy.	Submissions received during advertising of final POS Strategy.	Nil.	80% positive feedback,	TBA	Project Team.
Public open space will be provided in a best manner possible.	Level of acceptance and satisfaction across organisation and in the community.	No. of POS strategy actions being implemented. Community satisfaction surveys.	Current community satisfaction surveys.	To be determined once implementation table is finalised and community satisfaction has been analysed.	To be determined.	To be determined.

Public Open Space Strategy

Appendix B: Stakeholder Analysis

#Ref Code	Stakeholder	Level of Influence	Level of Interest	Level of Impact	Key, Low Key, Non Key	Nature of Stakeholding	Key issues for project	Engagement and commitment process	Planned action detailed in?	Who?
		High (H), Medium (M), Low (L)								
1	<i>Elected Members</i>	H	H	H	Key	<ul style="list-style-type: none"> Critical decision makers 	<ul style="list-style-type: none"> Project stopped, delayed or disrupted Interference Personal Agenda Advocacy 			
2	Town Staff Rangers	M	M	M	Non-key	<ul style="list-style-type: none"> Subject matter experts (current and future planning) Operational and implementation role 	<ul style="list-style-type: none"> Resourcing Project buy in Connection to end product 			
3	Town Staff Parks and Gardens	H	H	H	Key	<ul style="list-style-type: none"> Subject matter experts (current and future projects) Operational and implementation role Project team members 	<ul style="list-style-type: none"> Resourcing Project buy in Connection to end product 			
4	Town Staff Streetscape Operations	M	H	H	Key	<ul style="list-style-type: none"> Subject matter experts (current and future projects) Operational and implementation role 	<ul style="list-style-type: none"> Resourcing Project buy in Connection to end product 			
5	Town Staff Assets/ Optimisation	H	H	H	Key	<ul style="list-style-type: none"> subject matter experts Implementation Vested financial interest 	<ul style="list-style-type: none"> Potentially conflicting aspirations 			
6	Town Staff Community Development	M	H	H	Key	<ul style="list-style-type: none"> Subject matter experts Implementation Project team members Existing stakeholder relations Utilisation/Operational Aspirational desires Revenue diversification Resources 	<ul style="list-style-type: none"> Existing stakeholder relations Utilisation/Operational Aspirational desires Revenue diversification Resources 			
7	Town Staff Planning	H	H	H	Key	<ul style="list-style-type: none"> Subject Matter Expert Aspirational Legislated needs and outcomes 	<ul style="list-style-type: none"> Stakeholder relations Need for alignment Resourcing 			
8	Town Staff Sports and Leisure	H	H	H	Key	<ul style="list-style-type: none"> Subject Matter Expert Aspirational Implementation/Operational 	<ul style="list-style-type: none"> Alignment 			
9	Town Staff Environment	H	H	H	Key	<ul style="list-style-type: none"> Subject Matter Expert Aspirational Implementation 	<ul style="list-style-type: none"> Alignment 			
10*	Department of Planning, Lands and Heritage	H	M	H	key	<ul style="list-style-type: none"> Advocacy Profile awareness Tenure conditions 	<ul style="list-style-type: none"> Alignment with state government docs Profile Level of prioritisation Ownership/control of land 			

#Ref Code	Stakeholder	Level of Influence	Level of Interest	Level of Impact	Key, Low Key, Non Key	Nature of Stakeholding	Key issues for project	Engagement and commitment process	Planned action detailed in?	Who?
		High (H), Medium (M), Low (L)								
11	Department of Water and Environmental Regulation	M	L	M	Key	<ul style="list-style-type: none"> Monitoring and accountability Legislated needs (i.e. clearing) Aspirational/advocacy for greener outcomes 	<ul style="list-style-type: none"> Alignment/compliance with policy Aspirational outcomes 			
	Department of Biodiversity, Conservation and Attractions	H	M	M	Key	<ul style="list-style-type: none"> Advocacy for protection/greener future Legislated needs Funding 	<ul style="list-style-type: none"> Alignment/compliance with policy Aspirational outcomes 			
12	Department of Education and Training	H	L	M	Key	<ul style="list-style-type: none"> Landholder Aspirational (school upgrades etc.) Financial interest 	<ul style="list-style-type: none"> Aspirational outcomes 			
	Schools - Government	H	L	M	Key	<ul style="list-style-type: none"> Landholder Aspirational (school upgrades etc.) Financial interest 	<ul style="list-style-type: none"> Aspirational outcomes 			
	Schools - Independent	H	L	M	Key	<ul style="list-style-type: none"> Landholder Aspirational (school upgrades etc.) Financial interest 	<ul style="list-style-type: none"> Aspirational outcomes 			
	Schools - Private	H	L	M	Key	<ul style="list-style-type: none"> Landholder Aspirational (school upgrades etc.) Financial interest 	<ul style="list-style-type: none"> Aspirational outcomes 			
13	Department of Health	L	L	L	Low Key	<ul style="list-style-type: none"> Strategic alignment 	<ul style="list-style-type: none"> Alignment with strategy 			
14	Department of Local Government, Sport and Cultural Industries	H	M	H	Key	<ul style="list-style-type: none"> Funding Strategic alignment Financial interest 	<ul style="list-style-type: none"> Alignment with strategy Financial Interest Advocacy 			
15	Community Interest Groups <i>(i.e. Friends of Kensington Bushlands, Vic Park Collective, Vic Park Urban Tree Network, Harold Rossiter Reserve Community Action Group, Burswood Resident Action Group, Burswood Residents Association, Vic Park Community Forum, Raphael Park Action Group etc.)</i>	H	H	M	Key	<ul style="list-style-type: none"> Protection of specialised area of interest Implementation Aspirational Personal agenda Government accountability and transparency 	<ul style="list-style-type: none"> <i>Friends of Kensington Bushlands</i> <ul style="list-style-type: none"> Wildlife protection Native ecosystem outcomes <i>Vic Park Collective</i> <ul style="list-style-type: none"> Place activation Environmental awareness Community representation <i>Vic Park Urban Tree Network</i> <ul style="list-style-type: none"> Wildlife protection Green corridors Environmentally sound outcomes <i>Harold Rossiter Reserve Community Action Group</i> <ul style="list-style-type: none"> Community engagement and process transparency Environmentally sound outcomes Protection of parks such as Harold Rossiter Reserve from sporting uses. <i>Burswood Resident Action Group</i> <ul style="list-style-type: none"> Burswood development standards of living Personal access to facilities. 			

Stakeholder Analysis – Appendix B

#Ref Code	Stakeholder	Level of Influence	Level of Interest	Level of Impact	Key, Low Key, Non Key	Nature of Stakeholding	Key issues for project	Engagement and commitment process	Planned action detailed in?	Who?
		High (H), Medium (M), Low (L)								
							<i>Burswood Residents Association</i> <ul style="list-style-type: none"> Burswood development standards of living Personal access to facilities. <i>Vic Park Community Forum</i> <ul style="list-style-type: none"> Community engagement and process transparency Community representation <i>Raphael Park Action Group</i> <ul style="list-style-type: none"> Community engagement and process transparency Protection of parks such as Raphael Park from sporting uses. 			
17	Burswood Park Board	H	L	H	Key	<ul style="list-style-type: none"> Specific area of interest – own land Legislated land management group Implementation Financial interest Aspirational needs 	<ul style="list-style-type: none"> Impact on own operations Level of responsibility for implementation Alignment 			
18	Service Providers Water Corp	M	L	M	Low key	<ul style="list-style-type: none"> Legislation Regulation Resource supply (water) Aspirational Assets – pump stations 	<ul style="list-style-type: none"> Impact on licencing Compliance Application of water wise principles to POS 			
19	Service Providers Western Power	L	L	L	Non Key	<ul style="list-style-type: none"> Assets owners (lights, transformers) 	<ul style="list-style-type: none"> Assets impact Supply capacity 			
20	Service Providers Telstra NBN etc.	L	L	L	Non Key	<ul style="list-style-type: none"> Assets – Comms infrastructure, phone box/hot spot 	<ul style="list-style-type: none"> Assets impact Supply capacity 			
22	Service Providers Gas providers (ATCO)	L	L	L	Non Key	<ul style="list-style-type: none"> Assets - infrastructure, phone box/hot spot 	<ul style="list-style-type: none"> Assets impact Supply capacity 			
23	State Sporting Associations	M	H	H	Low Key	<ul style="list-style-type: none"> User impact Distribution of facilities Aspirational membership and service levels 	<ul style="list-style-type: none"> User impact Distribution of facilities Aspirational membership and service levels 			
24	Heart Foundation	L	M	M	Low Key	<ul style="list-style-type: none"> Aspirational public health guidelines Advocacy 	<ul style="list-style-type: none"> Aspirational public health guidelines Advocacy 			
25	Curtin University Landowner	H	L	H	Key	<ul style="list-style-type: none"> Specific area of interest – own land Legislated land management group Implementation Financial interest Aspirational needs 	<ul style="list-style-type: none"> Impact on own operations Level of responsibility for implementation Alignment with greater Curtin master plan 			
	Curtin University Academia	L	H	L	Low Key	<ul style="list-style-type: none"> Aspirational Subject matter expert 	<ul style="list-style-type: none"> Personal agenda Career/area of study aspirations Partnership (PHD studies) 			

Stakeholder Analysis – Appendix B

#Ref Code	Stakeholder	Level of Influence	Level of Interest	Level of Impact	Key, Low Key, Non Key	Nature of Stakeholding	Key issues for project	Engagement and commitment process	Planned action detailed in?	Who?
		High (H), Medium (M), Low (L)								
26	Local Businesses (General)	L	L	L	Non Key	<ul style="list-style-type: none"> Personal interest Financial Amenity (staff lunch etc.) 	<ul style="list-style-type: none"> Personal interest Financial Amenity (staff lunch etc.) 			
	Local Businesses (Park based – PTs, food trucks, dog trainers, events)	M	H	H	Key	<ul style="list-style-type: none"> Financial Business aspirations 	<ul style="list-style-type: none"> Restrictions/constraints Business support Regulation/monitoring 			
	Community events (TGIF, Millionpaws walks, Markets)	H	H	M	Key	<ul style="list-style-type: none"> Financial Accessibility 	<ul style="list-style-type: none"> Change management 			
27	Local Residents and ratepayers					<ul style="list-style-type: none"> Personal agenda Amenity Aspirational Subject matter expert User impact Distribution of facilities Very varied 	<ul style="list-style-type: none"> Community engagement and process transparency Personal access to facilities Community representation Change management Certainty 			
28	Structured POS Users					<ul style="list-style-type: none"> Financial Accessibility Business/club aspirations 	<ul style="list-style-type: none"> Change management Certainty 			
29	Informal POS Users - Tourists – Regional - Tourists - International - Pet walkers - Cyclists - Walkers - Runners - Hobbyists (kite, drone, motorised model cars, etc.) - Picnickers					<ul style="list-style-type: none"> Personal agenda Amenity Aspirational Subject matter expert User impact Distribution of facilities Very varied 	<ul style="list-style-type: none"> Community engagement and process transparency Personal access to facilities Community representation Change management Certainty 			
	Aged Care	M	M	L	Low Key	<ul style="list-style-type: none"> Owner of garden space/private open space Aspirational Financial 	<ul style="list-style-type: none"> Accessibility Opportunities for partnership 			
	Other local governments (neighbouring)	L	M	L	Low Key	<ul style="list-style-type: none"> Corporate Agenda Aspirational alignment of regional issues 	<ul style="list-style-type: none"> Regional distribution Alignment of regional issues and strategies 			
	Other local governments (non-neighbouring)	L	L	L	Low	<ul style="list-style-type: none"> Corporate Agenda Aspirational alignment of regional/metro wide issues 	<ul style="list-style-type: none"> Regional distribution Alignment of regional/metro wide issues and strategies 			
	Lease holders	M	H	H	Key	<ul style="list-style-type: none"> Financial Aspirational Legal relationship 	<ul style="list-style-type: none"> Accessibility Conflict of uses Alignment of intent 			
	Venues Live – Optus/Perth Stadium	H	M	H	Key	<ul style="list-style-type: none"> Aspirational Partnering Financial 	<ul style="list-style-type: none"> Alignment of intent Accessibility 			

Public Open Space Strategy

Appendix C: Risk Register

Compiled by: Project Team	Service area: NA
Date: 1 November 2017	Reviewed by: Project Sponsor

Risk Register Document Control			
Review Date	Reviewed By	Sign off (where necessary)	Reason for review
1 November 2017	Kevin Cunningham & Katie Schubert	NA	Additional risks detailed
27 November 2017	Jess Gannaway	NA	Additional risks detailed

Category	What and how it can happen	Consequence	Likelihood	Existing controls	Consequence rating	Likelihood rating	Level of risk
Reputational	Failure to deliver stakeholder expectations.	Moderate	Possible	Project control group in place, community engagement plan, milestone reviews and validation	3	3	Moderate (9)
Reputational	Community engagement fails to deliver on expectations.	Moderate	Possible	Community engagement plan, IAP2 application, review of process - ongoing	3	3	Moderate (9)
Reputational	The POS Strategy is a requirement of existing strategies, commitments and documents in the Town. There is a risk that the strategy will/will not meet the implementation expectations of these existing documents/commitments/strategies.	Minor	Possible	Cross functional team, mapping of aligned documents and policies, final comparison and review validation	2	3	Moderate (6)
Reputational	The POS Strategy does not align with other strategic documents and directions of the Town.	Minor	Possible	Cross functional team, mapping of aligned documents and policies, final comparison and review validation	2	3	Moderate (6)
Reputational	Funding provided does/does not ensure the capacity to deliver a quality product.	Moderate	Unlikely	Appropriate resources analysis based on detailed scope. Request for funding at midyear view.	3	2	Moderate (6)
Reputational (Elected members)	The responsible committee is not reconvened following LG elections.	Minor	Likely	Reliant on the elected member processes that the appropriate committees will be established. Presentation of the scope will align with meeting timetable.	2	4	Moderate (8)

	The scoping document may not be presented to the Future Planning Committee as the required date of December 2017 (minuted in May 2017).						
Reputational	The strategy document is perceived as being somewhat urgent, but not delivered on time.	Minor	Possible	Associated risks are recognised and the project plan includes mitigations.	2	3	Moderate (6)
Service interruption Possibly reputational	Staff resourcing is inconsistent and potentially unreliable/insufficient.	Major	Likely	Support of director for handover of project to appropriate project manager.	4	4	High (16)
Reputational	The POS Strategy does not achieve aspirational intent as well as not being an implementable document.	Moderate	Possible	Community engagement plan and implementation of learnings from previous community engagement.	2	3	Moderate (6)
Reputational	The POS Strategy may not be sufficiently holistic and comprehensive in its considerations.	Minor	Unlikely	The project team recognised this requirement and are open in the drafting of the scope for elected member approval.	2	2	Low (4)
Reputational	The POS Strategy does not place high enough intrinsic value on the environment (especially trees) or does not consider important environment factors such as wildlife corridors.	Moderate	Unlikely	The project team is aware of the Urban Forest Strategy project and the project team includes to the manager of this project to ensure that this document is well represented.	3	2	Moderate (6)
Reputational	The POS Strategy does not consider both current and future needs/situations resulting in a strategy that is not forward thinking enough.	Major	Unlikely	Strategy scope is prepared with the risk in mind and shall be reviewed by all staff to ensure outcomes are aspirational enough. The strategy is aimed to align with Local Planning strategy timelines (2050).	3	3	Moderate (9)
Reputational	The POS Strategy is prepared in a silo and ignores the need to be engaged stakeholder wide throughout its preparation.	Moderate	Unlikely	Project team has been compiled to ensure cross functional representation.	3	2	Moderate (6)
Reputational	The POS Strategy is not endorsed by Elected Members.	Major	Possible	Project reporting and engagement plan is inclusive of Elected Members. Project team is aware of influence of elected members.	4	2	Moderate (8)
Reputational	The POS Strategy does not ensure consideration of <u>all</u> people and does not apply an appropriate balance of all user groups (passive vs active vs events).	Major	Possible	Comprehensive stakeholder analysis completed as part of project scoping. The engagement and communications plan designed to engage as many sectors of community as possible to understand required balance.	4	2	Moderate (8)

Reputational	The POS Strategy does not consider the impacts and change management for current formal and informal user groups.	Moderate	Possible	The scope of this project does not include implementation (and hence implementation of change management), however change management shall form part of the consideration of the analysis and findings.	2	2	Low (4)
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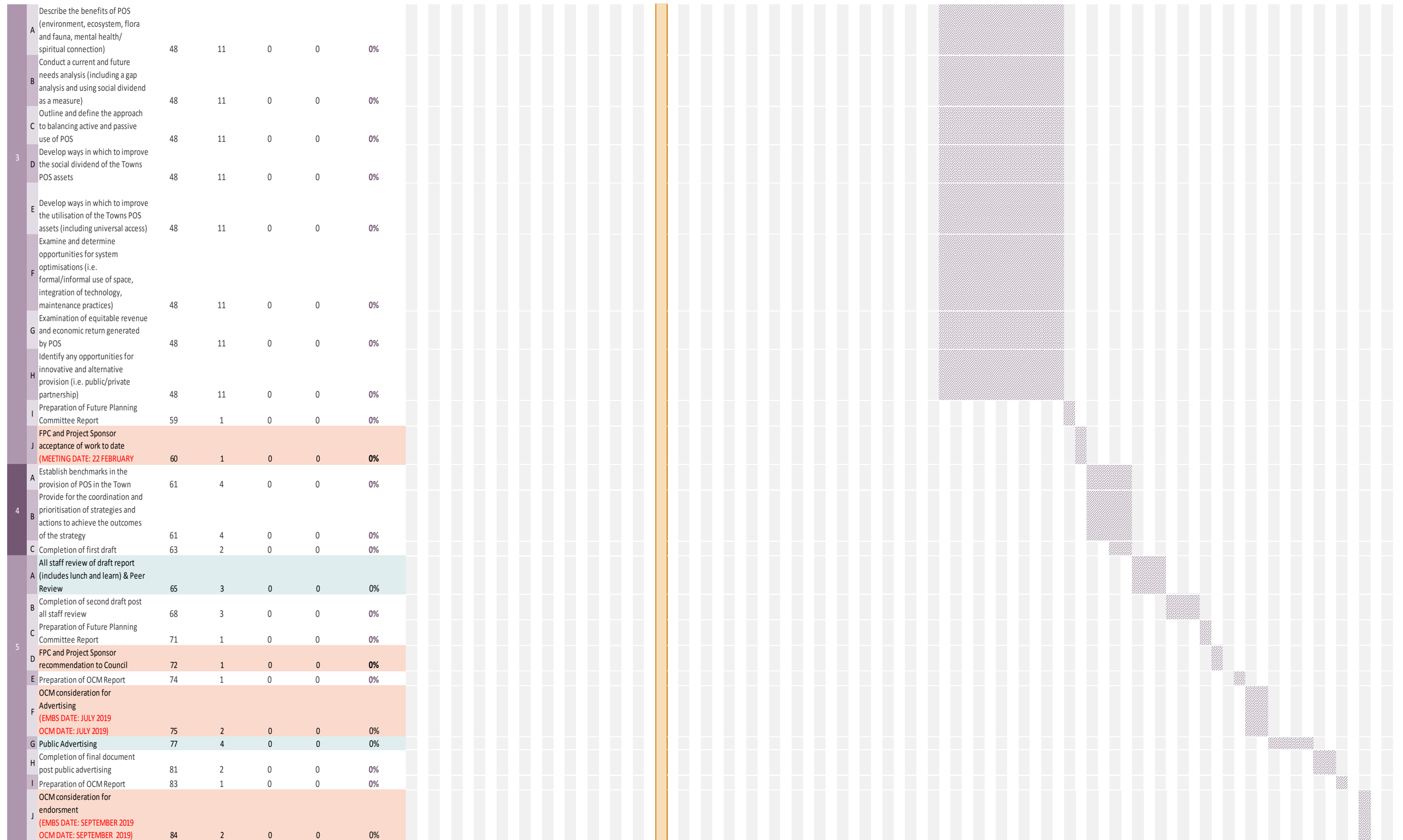
POS Strategy Project Planner

Select a period to highlight at right. A legend describing the charting follows.

Period Highlight: 23

- Plan Duration
- Actual Start
- % Complete
- Actual (beyond plan)
- % Complete (beyond plan)

ACTIVITY	PLAN START	PLAN DURATION	ACTUAL START	ACTUAL DURATION	PERCENT COMPLETE	PERIODS																																																																																	
						Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19																																																												
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82
A Prepare the Project Plan	1	4	1	4	100%	[Gantt bar: Dec-17 to Jan-18, 100% complete]																																																																																	
B Prepare the Communications Plan	1	6	1	6	100%	[Gantt bar: Dec-17 to Feb-18, 100% complete]																																																																																	
C Prepare the Community Engagement Plan	1	7	1	7	100%	[Gantt bar: Dec-17 to Mar-18, 100% complete]																																																																																	
D Preparation of Future Planning Committee Report	1	1	1	1	100%	[Gantt bar: Dec-17, 100% complete]																																																																																	
1 Preliminary endorsement of Project Plan, Communications Plan and Community Engagement Plan by Future Planning Committee						[Gantt bar: Dec-17 to Dec-17, 100% complete]																																																																																	
E MEETING DATE: 13 DECEMBER 2017	2	1	2	1	100%	[Gantt bar: Dec-17 to Dec-17, 100% complete]																																																																																	
F All staff review of project plan (includes lunch and learn)	8	3	8	3	100%	[Gantt bar: Jan-18 to Feb-18, 100% complete]																																																																																	
G Final endorsement of Project Plan, Communications Plan and Community Engagement Plan by Future Planning Committee	23	1	0	0	100%	[Gantt bar: May-18 to May-18, 100% complete]																																																																																	
G MEETING DATE: 16 MAY 2018	23	1	0	0	100%	[Gantt bar: May-18 to May-18, 100% complete]																																																																																	
G Final endorsement of Project Plan, Communications Plan and Community Engagement Plan by OCM	27	1	0	0	100%	[Gantt bar: Jun-18 to Jun-18, 100% complete]																																																																																	
F MEETING DATE: 12 JUNE 2018	27	1	0	0	100%	[Gantt bar: Jun-18 to Jun-18, 100% complete]																																																																																	
F Consultant Procurement	28	4	0	0	0%	[Gantt bar: Jun-18 to Jul-18, 0% complete]																																																																																	
B Develop and apply a classification system for POS	32	2	0	0	0%	[Gantt bar: Jul-18 to Aug-18, 0% complete]																																																																																	
C Conduct an assessment of current strategy and alignments in existing policy	32	4	0	0	0%	[Gantt bar: Jul-18 to Sep-18, 0% complete]																																																																																	
D Create an inventory of POS as per the classification system	32	3	0	0	0%	[Gantt bar: Aug-18 to Oct-18, 0% complete]																																																																																	
F Stakeholder Analysis: Quantitative data collection	32	5	0	0	0%	[Gantt bar: Aug-18 to Nov-18, 0% complete]																																																																																	
G Preparation of Future Planning Committee Report	37	1	0	0	0%	[Gantt bar: Sep-18 to Sep-18, 0% complete]																																																																																	
2 H FPC and Project Sponsor agreement to commence major community engagement						[Gantt bar: Sep-18 to Sep-18, 0% complete]																																																																																	
H MEETING DATE: 19 SEPTEMBER 2018	38	1	0	0	0%	[Gantt bar: Sep-18 to Sep-18, 0% complete]																																																																																	
I Stakeholder Analysis: Perceived usage & Qualitative data & community Vision	41	4	0	0	0%	[Gantt bar: Oct-18 to Jan-19, 0% complete]																																																																																	
J Vision workshop with SMT and ALL Councillors	45	2	0	0	0%	[Gantt bar: Nov-18 to Dec-18, 0% complete]																																																																																	
K Preparation of Future Planning Committee Report	47	1	0	0	0%	[Gantt bar: Dec-18 to Dec-18, 0% complete]																																																																																	
L FPC and Project Sponsor acceptance of work to date	47	1	0	0	0%	[Gantt bar: Dec-18 to Dec-18, 0% complete]																																																																																	
L MEETING DATE: 21 NOV 2018	47	1	0	0	0%	[Gantt bar: Dec-18 to Dec-18, 0% complete]																																																																																	





Communications and Engagement Plan

Project name	Public Open Space Strategy	Date	4 May 2018 V3
Project sponsor	Natalie Martin Goode	GL or WO	TBA
Project manager	Simon O’Sullivan	Communications budget	\$15,000
Service area	Strategic Planning	Engagement budget	\$5,000
Engagement advisor	Hayley Boyd	TRIM folder	PLA/6/27
Communications advisor	Kellie Todman	Approving officer	Natalie Martin Goode

PART A: PROJECT DETAILS

Project introduction and context	<p>Demands upon the Town’s public open space (POS) network are diverse and competition amongst them has, in recent years, limited its capacity to meet community needs.</p> <p>The State Government, through Liveable Neighbourhoods, has emphasised the responsibility of Local Government in guiding POS decision making. As noted in the Public Open Space Strategy Guide for Local Governments it is through a local POS strategy that the greatest impact on POS provision can be achieved. Such a document has the capacity to guide the provision of POS to establish and protect a parkland network which enhances sense of place, ensures balanced provision of sport, recreation and nature functions, retains significant environmental and cultural features: and realises opportunities for achieving efficiencies and sharing of infrastructure.</p> <p>To date the Town has not had a POS Strategy or similar document to provide strategic direction for the future of POS. This document presents an opportunity to both rectify this gap in strategy whilst also looking to align all strategic visions for POS across the many documents that do exist in an attempt to provide for a more resilient future.</p> <p>Context of the POS Strategy</p> <p>The POS Strategy will sit amongst a series of endorsed strategies and current projects that guide the operation and future direction of the Town. If considered in a hierarchy the documents could be described in three levels:</p> <ul style="list-style-type: none"> • Tier One: these are the highest order of documents prepared by the Town and are typically legislated.
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- Tier Two: these are documents that are not legislated and that deal with broad matters. The reach and impact of the document is Council-wide and impacts the operations and direction of a number of business units.
- Tier Three: these are documents that deal with a single or specialist subject matter.

The POS Strategy is considered to be a second tier strategy, having impact and relevance to a number of business units and operations within the Town. It is integral to the success of the document that is prepared in this context.

The objective(s) of the Public Open Space Strategy are:

Understanding the situation

- Clearly define what is POS
- Create an inventory of POS as per the classification system
- Develop and apply a classification system for POS
- Conduct an assessment of current POS strategy
- Conduct stakeholder analysis (including, but not limited to users, providers, community groups/champions)

Rethinking the approach

- Build upon existing community visioning for POS
- Describe the other benefits of POS (environment, ecosystem, flora and fauna, mental health/spiritual connection)
- Conduct a current and future needs analysis
- Outline and define the approach to balancing different types and use of POS including sport, recreation and nature spaces
- Develop ways in which to improve the social dividend of the Town's POS assets
- Develop ways in which to improve the utilisation of the Towns POS assets
- Examine and determine opportunities for system optimisation (i.e. formal/informal use of space, integration of technology, maintenance practices)
- Examination of equitable revenue and economic return generated by POS
- Identify any opportunities for alternative provision(i.e. public/private partnership)
- Establish benchmarks in the provision of POS in the Town
- Provide for the co-ordination and prioritisation of strategies and actions to achieve the outcomes of the strategy

The outcomes for the POS Strategy will be to ensure that:

- There is a clear understanding of who uses POS, how they use it and what it means to them.
- There is a clear understanding of what is and is not POS.
- The Town understands its role in the provision of a regional POS network within and outside of its boundaries and how the community contributes to its use.
- Information about POS will be easily accessible to the community.
- The Town and community will understand the Town's role in providing POS.
- POS will be more responsive/flexible and appropriate for community needs.
- POS will be more sustainable (economically, environmentally, socially and culturally).
- There will be a co-ordinated approach and awareness of POS across the organisation and within the community.
- An action/implementation plan around the provision of POS in the future will be in operation.
- The Town will be able to maximise utilisation of all POS that it is has.
- The Town will be able to encourage and embrace new methods/ways to provide POS.
- **There will be a sense of community pride, belonging and involvement in the Town's POS.**
- **POS will be provided in the best manner.**

<p>Identify need:</p>	<p> <input type="checkbox"/> Capital Works Commitment <input checked="" type="checkbox"/> Corporate Business Plan commitment <input checked="" type="checkbox"/> Community Request/Driven <input type="checkbox"/> Program development or review <input type="checkbox"/> Other – please specify </p> <p> <input type="checkbox"/> Political reasons <input checked="" type="checkbox"/> Strategy/Policy/Plan development or review <input checked="" type="checkbox"/> Council request <input type="checkbox"/> Legislative requirement </p>
<p>Stakeholder Analysis</p>	<p>Refer to Stakeholder Analysis attached to the project plan.</p>
<p>Policy and Strategic Alignment</p>	<p>Strategic Community Plan (SCP)</p> <p>The SCP is the principal strategy and planning document that reflects the long-term vision, values, aspirations and priorities for the Town. As a first-tier document, the outcomes of the SCP underpin the values and future vision of the POS Strategy.</p> <p>As part of the engagement process undertaken as part of its development, the SCP was able to draw a number of ‘visions’ from the engagement process. The 8 key visions included:</p> <ol style="list-style-type: none"> 1. Safety and security 2. Connectivity 3. Sustainability 4. Community 5. Environment 6. Diversity 7. Human scale development 8. Vibrancy <p>On some level, all eight visions can be applied to the development of a POS strategy and should be at the forefront of consideration during its preparation. It is also telling that the most popular term used to describe a vision was ‘green space’. This evidences the concept of green space being at the forefront of community ideology.</p> <p>When examining service expectations POS once again featured heavily. Specifically, the management of the Town’s POS was the second most common service area to be discussed, then sports and recreation, general planning and events. One of the largest engagement events held was the ‘Victopia’ workshop in which land use and wildlife were considered to be the most important principle at an aspirational level, with the theme of environment broadly being the most common.</p> <p>Through noting the consistent prevalence of these topics across all engagement activities, it can be drawn that the environment and POS are central to the community’s vision for its future. The resulting vision, mission and values statements that now form the foundation of all actions of the Town are heavily influenced by seeking creating a legacy underpinned by the creation of a cleaner, healthier and more resilient built and natural environment.</p> <p>Strategic Community Plan Mission</p> <p>S1 – A Healthy Community. S2 – An informed and Knowledgeable Community. EC2 - Clean, safe and accessible place to visit EN1 – Land use planning that puts people first in urban design, allows for different housing options for people with different housing needs and enhances the town’s character EN6 - Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed. EN7 - Increased vegetation and tree canopy. CL1 - Everyone receives appropriate information in the most efficient and effective way for them CL2 - A community that is authentically engaged and informed in a timely manner. CL3 – Well-thought out and managed projects that are delivered successfully.</p> <p>Local Planning Strategy (LPS)</p>

	<p>The Town is currently in the process of drafting a Local Planning Strategy to establish the vision and strategic urban planning blueprint for the Town for the next 10 to 15 years while, establishing a longer term direction towards 2050 and beyond. It will align with the State Government’s long-term strategic planning direction identified in Perth and Peel @ 3.5 million and the associated Central Sub-Regional Planning Framework (2018).</p> <p>The Town is experiencing a transformation as its adapts to impacts from globalisation, a rapidly changing local economy and endeavours to support urban planning challenges posed by an informed community and industry with increasing expectations. The Town is preparing to meet these challenges head on through the development of this local planning strategy and its ambitions for growth that will witness the transformation of the Town, over time, to a thriving inner city metropolis with strong connections to the unique heritage and character that is synonymous with the Town’s identity. The POS Strategy will need to be prepared in the context of the vision set by the LPS.</p> <p>Policy</p> <p>The ToVP has adopted GEN6 Public Participation Policy. This is founded upon the International Association for Public Participation (IAP2) Spectrum, core values and ethics. IAP2 is an international member association which seeks to promote, improve and educate the practice of public participation/community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest. The IAP2 Spectrum is a tool developed to assist people to demonstrate the possible types of engagement with stakeholders and communities. The spectrum also describes the goal and level of participation against a promise to the community as to how they will participate. This is on a scale from ‘inform’ through to ‘empower’.</p>
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PART B: Engagement – Purpose, Outcomes and Limitations

Purpose	<p>Town of Victoria Park is committed to extensive engagement, and values the diversity of skills, views and expertise in our communities (refer to GEN Y council policy). The engagement process is an opportunity to gather different and diverse perspectives, views and feedback to more fully inform the Public Open Space Strategy (POS).</p> <p>The Town is seeking to understand through engagement who uses POS, how they use it and what it means to them.</p>	
Limitations	Negotiables	Non-Negotiables
	<ul style="list-style-type: none"> • Definition of POS • Community expectation • Vision and guiding principles • Need V's Want • Future requirements 	<ul style="list-style-type: none"> • Budget • Time • Operational use of the parks • Final decision makers
Objective:	<ul style="list-style-type: none"> <input type="checkbox"/> Collect information (e.g. local knowledge, identify resources) <input checked="" type="checkbox"/> Provide information (e.g. to create awareness and/or understanding) <input checked="" type="checkbox"/> Seek feedback/comments (e.g. to obtain views, perspectives, opinions, concerns) <input checked="" type="checkbox"/> Identify needs/priorities (e.g. social research, validation of findings, awareness level) <input checked="" type="checkbox"/> Generate ideas (e.g. brainstorm, develop solutions) <input checked="" type="checkbox"/> Support involvement (e.g. create awareness, interest & opportunities) <input type="checkbox"/> Determine design (e.g. engagement design &/or communications methods) <input checked="" type="checkbox"/> Create opportunities for collaboration &/or partnerships <input checked="" type="checkbox"/> Other – please specify <ul style="list-style-type: none"> • To work directly with our communities throughout the process to ensure that community aspirations, concerns and issues are consistently understood and considered • To work collaboratively with other Department agencies and private land owners. • To be transparent and genuinely work in collaboration with the community • To enhance knowledge and awareness for the Strategy. • Understand what the community's expectations and aspirations for public open spaces. • Engage a range of stakeholders and community members that have an interest in the Strategy 	
Key Messages:	<ul style="list-style-type: none"> • We are developing a Public Open Space Strategy • A Public Open Space Strategy is a document which guides how the Town provides and protects public open space for the benefit of the entire community. • Public Open Space is any piece of land that is used by community for any recreational purpose • We want you to be involved • Let us know what you think 	
Issues or Risks:	<ul style="list-style-type: none"> • Lathlain redevelopment project and perceived reputation of the Town/council. Loss of tree's in the area. • Hockey project and perceived reputation of the council. The rushed engagement and the Council recommendation that the POS would inform the investigation of the synthetic turf. • The Urban Forest Strategy has not been endorsed • The weather for engagement over the winter period • Consultation fatigue with other projects that may be consulting at the same time • Lack of resources with engagement • Political agenda of councillors 	
Target Audience:	<ul style="list-style-type: none"> • Town wide • All residents, rate payers • All demographics • Community members • Business in the area (inclusive of major partners) • Park recreational users, passive and active 	

	<ul style="list-style-type: none"> Clubs and community groups 			
Timeframes	Start Date:	Mid August	End Date:	End September

PART C: Engagement Overview

Phase	Spectrum	With Who	Why	Activity	Outcome	Deliverables	Timing
Initiation	Consult / Empower	<ul style="list-style-type: none"> Future Planning Committee Project Sponsor 	<ul style="list-style-type: none"> To provide information about what's going on and seek feedback To confirm the communications and engagement process To seek approval moving forward 	<ul style="list-style-type: none"> Workshop One on One meeting 	<ul style="list-style-type: none"> SMT and Elected Members are aware and support of project Project Sponsor signed engagement plan 	<ul style="list-style-type: none"> Signed Engagement Plan 	TBA
1.0 Launch – Ask the people	Inform / Consult	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> To provide information To allow the community to register interest and in a way that is suitable to them To redirect to Your Thoughts and provide a safe space where people can ask questions without judgement. 	<ul style="list-style-type: none"> Post card Project established on Your Thoughts FAQ Online and front counter Timelines / Key dates Register interest online Forum discussion Email internal stakeholders (elected members, sponsor, project team) 	<ul style="list-style-type: none"> Community is informed of the project Stakeholders have registered to engage in way that suits them Stakeholders have an opportunity to discuss their thoughts in a forum. 	<ul style="list-style-type: none"> Participant registration list Engagement Report 	2 July – 31 July
	Involve/Collab	<ul style="list-style-type: none"> Govt Departments Private land owners Major Stakeholders Other LGA'S 	<ul style="list-style-type: none"> To inform, educate, involve, build relationships and develop partnering opportunities Networking opportunity and brand management 	<ul style="list-style-type: none"> One on one stakeholder meetings Group stakeholder meetings Phone calls 	<ul style="list-style-type: none"> Stakeholders have had direct input into the strategy Stakeholder buy in 	<ul style="list-style-type: none"> Engagement Report 	July
2.0 Vision and Input	Involve	<ul style="list-style-type: none"> Registered participants Town Officers Elected Members All community 	<ul style="list-style-type: none"> To provide information and educate To understand community needs Seek community aspirations and build vision To work directly with our community throughout the process To ensure that community aspirations, concerns, issues are consistently understood and considered 	<ul style="list-style-type: none"> Community workshop/s Staff Lunch and Learn Elected Members Vision activity Project information Your Thoughts vision tool 	<ul style="list-style-type: none"> Participants feels like they have been listened to. Participants are aware of the process Participants have had direct input into the strategy 	<ul style="list-style-type: none"> Engagement Report 	20 Aug – 30 Sep
Focus Groups	Consult/Involve	<ul style="list-style-type: none"> Community Groups Action Groups Sporting Clubs and Passive Users 	<ul style="list-style-type: none"> To provide an opportunity for people to contribute in their own time, own home, own location To provide tools and techniques to encourage self-facilitated focus groups To provide an opportunity to up skill community in facilitation 	<ul style="list-style-type: none"> Email, one on one Your Thoughts – register to facilitate your own focus group Information session - training Information email Information pack: includes tools, techniques, USB, templates etc. Focus group 	<ul style="list-style-type: none"> Focus groups feel supported Buy in from the stakeholders Participants have had an opportunity 	<ul style="list-style-type: none"> Engagement Report 	Aug

Communications and Engagement Plan - Appendix E

			<ul style="list-style-type: none"> • Community networking opportunity • To ensure that community aspirations, concerns, issues are consistently understood and considered 		<ul style="list-style-type: none"> • to participate in their own way • Participants have had direct input into the strategy • Participants have worked as a collective and built relationships • Community capacity building 		
Interviews	Consult	<ul style="list-style-type: none"> • Multicultural groups • Aboriginal elders • Snr demographics • 	<ul style="list-style-type: none"> • To provide an opportunity for people to contribute in their own time, own home, own location • To ensure that community aspirations, concerns, issues are consistently understood and considered 	<ul style="list-style-type: none"> • Interview families to ascertain their vision of the POS 	<ul style="list-style-type: none"> • Participants have had direct input into the strategy 	<ul style="list-style-type: none"> • Engagement Report 	Aug
Youth	Consult	<ul style="list-style-type: none"> • Local schools 	<ul style="list-style-type: none"> • To provide an opportunity for youth to contribute 	<ul style="list-style-type: none"> • Contact schools and work together to do an in house classroom activity 	<ul style="list-style-type: none"> • Town's youth has had an opportunity to provide feedback 	<ul style="list-style-type: none"> • Engagement Report 	Aug
Pop Up	Inform/Consult	<ul style="list-style-type: none"> • All community 	<ul style="list-style-type: none"> • To provide information • To seek feedback from the community • To seek pulse and priority voting's on vision and aspirations of POS 	<ul style="list-style-type: none"> • Farmers markets • Shopping centre • Outstations • Town Events • Curtin University • Vision Voting • Parks • Sporting events 	<ul style="list-style-type: none"> • Community is aware of the project and has had an opportunity to participate 	<ul style="list-style-type: none"> • Engagement Report 	Aug
Peer Review	Collaborate	<ul style="list-style-type: none"> • Other LGA'S • Staff 	<ul style="list-style-type: none"> • To seek guidance on first draft. • To seek confirmation that we are in the right direction 	<ul style="list-style-type: none"> • Phone calls • Emails • One on one 	<ul style="list-style-type: none"> • Peer reviewer has had the opportunity to provide feedback 	<ul style="list-style-type: none"> • First Draft 	Jul-Aug
Future Planning Committee	Inform/Consult	<ul style="list-style-type: none"> • Future Planning Committee • Working Group 	<ul style="list-style-type: none"> • To provide an opportunity for review of the draft plan. • To inform and educate as to how we got to this point. • To seek recommendation 	<ul style="list-style-type: none"> • Workshop • Presentation • Q&A 	<ul style="list-style-type: none"> • Working group has had an opportunity to provide feedback • Recommendation 	<ul style="list-style-type: none"> • First Draft 	TBC
EMBS	Inform/Consult	Elected members briefing	<ul style="list-style-type: none"> • To inform and educate as to how we got to this point. • To provide an update on the project • To seek buy in 	<ul style="list-style-type: none"> • Presentation • Q&A 	<ul style="list-style-type: none"> • EM has had an opportunity to provide feedback • EM are happy with the output and confirmation given to go out for submission process 	<ul style="list-style-type: none"> • Final Draft 	TBC
3.0 Submission	Consult	<ul style="list-style-type: none"> • All stakeholders 	<ul style="list-style-type: none"> • To confirm that what we heard was right • To provide a safe space where people can ask questions without judgement. • To provide people that couldn't attend the workshop a space to review and comment • To keep stakeholders informed of what's next. 	<ul style="list-style-type: none"> • Your Thoughts • Newsfeed • Library and Outstations • Submission form • Email internal and external stakeholders including registered participants 	<ul style="list-style-type: none"> • Community has influenced the project • Community is informed and feels they have been listened to. 	<ul style="list-style-type: none"> • Community engagement report • Submissions report • Final Draft 	TBC

						• Public Open Space Strategy	
4.0 Results	Inform	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> To inform the community of what is happening now. To inform the community of elected members decisions To provide a space for people to ask questions that directly affects them. 	<ul style="list-style-type: none"> Your Thoughts Newsfeed FAQ upload online and front counter Letter drop to effective area's resident and ratepayers/businesses 	<ul style="list-style-type: none"> Community is informed of the works in progress and has a clear understanding of the project 	Endorsed Public Open Space Strategy	TBC

PART D: Communications

Phase	Objective	Tactics	Timing	Cost
Initiation	<ul style="list-style-type: none"> To provide information about what's going on and seek feedback To confirm the communications and engagement process To seek approval moving forward 	<p>Project overview to Council</p> <p>Communications and Engagement plan finalised and signed-off</p> <p>Project named and artwork brief developed and inputted</p>	<p>May Future Planning Committee</p> <p>Post Council sign-off</p>	\$0
1.0 Ask the People	<ul style="list-style-type: none"> To provide information To encourage people to register to participate To redirect to Your Thoughts 	<ul style="list-style-type: none"> Your Thoughts page live Social Media – register interest E-newsletter July register interest Website update with project info and link through to YT Media release – local press Video developed (internally) FAQs for staff distributed Southern Gazette advert Postcard distributed through local cafes 	<p>May – Artwork briefed in and sent to print</p> <p>July – LITP e-newsletter and social media, all communications actions</p>	<p>Southern Gazette advert - \$900</p> <p>Postcard + distribution- \$500</p> <p>Social media - \$100</p>
2.0 Vision and input	<ul style="list-style-type: none"> To provide information and educate To advertise opportunities to provide feedback 	<p>Community</p> <ul style="list-style-type: none"> Press release – to local media and groups/organisations Email to registered participants Social media – workshop registrations + online feedback open + advertise pop-ups Develop second video (internally) E-newsletter (LiTP, Healthy Community) Postcard/info delivered with Life in the Park Spring edition newsletter Signage – on site at local parks and reserves Posters x 50 distributed through Town and local shopping centres Flyers – 4000 distributed through Town Kedar edge banners x 3 Email to Hockey project participants Southern Gazette advertisement <p>Clubs + sporting groups</p>	<p>Duration of engagement period August - September</p>	<p>Posters - \$300</p> <p>Flyers - \$400</p> <p>Signage - \$250</p> <p>Kedar edge banners - \$500</p> <p>Southern Gazette advertisement - \$900</p> <p>Social media - \$250</p>

		<ul style="list-style-type: none"> Inclusion in clubs e-newsletter Posters/flyers at all clubrooms <p>Staff</p> <ul style="list-style-type: none"> Park Pulse e-newsletter inclusion – link to online consultation + Lunch n Learn info Meeting request re. Lunch n Learn <p>Businesses</p> <ul style="list-style-type: none"> Business in the Park e-newsletter September edition 		
Focus Groups		<ul style="list-style-type: none"> Info packs for hosts <ul style="list-style-type: none"> Seedling packets for all participants? Flyers Info sheets USBs with promotional videos/images for sharing 		Seed promotional packets - \$tbc? USBs - \$100
3.0 Submissions	<ul style="list-style-type: none"> Circulate draft strategy document for public comment To keep stakeholders informed of what's next 	<ul style="list-style-type: none"> Press release – to local media and groups/organisations Email to all participants from stage 2.0 Social media – link through to YT for submissions Develop third video (internally) E-newsletter (LiTP, Healthy Community, clubs) Info in Life in the Park Summer edition (if timing matches) 	TBC when draft is finalised and approved by Council to go out for public feedback	
4.0 Results	<ul style="list-style-type: none"> Thank community for participation Circulate final strategy 	<ul style="list-style-type: none"> Final strategy graphically designed Final strategy placed on website Printed copies distributed to Council Social Media Press release Email to all project participants with link to final document 	TBC	No cost

PART E: Timeline

Phase	Action	Responsibility	Date	Achieved Y/N
Initiation	Project named and artwork request submitted	Project Manager + KT	May 2018	
	Your Thoughts page set up	Project team + HB	End of May 2018	
	FAQs developed for staff	All	End of May 2018	
	Materials sent to print	Project team (assist by KT)	June 2018	
1.0 Ask the People	Video developed (internally)	KT	June 2018	
	Southern Gazette adverts booked	KT	Early June 2018	
	Social Media posts scheduled	KT	w/c 25 June	
	FAQs for staff distributed	KT	2 July 2018	
	Your Thoughts page live	HB	2 July 2018	
	E-newsletter July register interest	KT	2 July 2018	
	Website update with project info and link through to YT	KT	2 July 2018	
	Media release – local press	KT	w/c 2 July 2018	
	Postcard distributed to local cafes	KT	w/c 2 July 2018	
	Southern Gazette advert 1 published	Community news	10 July 2018	
Focus Groups preparation	Invitation to attend info session - email	KT/HB	w/c 9 July 2018	
	Put together info packs for hosts (order USBs + Seed packets)	Project team	w/c 9 July 2018	
2.0 Vision and input	Organise/book Life in the Park postcard inclusion	KT	w/c 9 July 2018	
	Book poster/postcard distribution	KT	w/c 9 July 2018	
	Email to registered participants (Evolve / YT / Urban)	HB	20 August 2018	
	Press release – to local media and groups/organisations	KT	w/c 20 August 2018	
	Social media posts scheduled	KT	w/c 6 August 2018	
	Develop second video (internally)	KT	w/c 6 August 2018	
	Life in the Park e-newsletter	KT	3 September	
	Clubs e-newsletter	Judy Toll	TBC	
	Postcard/info delivered with Life in the Park Spring edition newsletter	KT	w/c 3 September	
	Signage – on site at local parks and reserves	Project team	w/c 20 August 2018	
	Posters/flyers at all clubrooms at reserves	Project team	w/c 20 August 2018	
	Posters x 50 distributed through Town and local shopping centres	Project team	w/c 20 August 2018	
	Flyers – 4000 distributed through Town	Project team	w/c 20 August 2018	
	Kedar edge banners x 3 installed	Depot staff	w/c 20 August 2018	
	Email to Hockey project participants	HB	w/c 20 August 2018	
	Southern Gazette advert 2 published	Community news	21 August 2018	
	Business in the Park e-newsletter September edition	Eco development	Sept	
	2.0 - Staff	Park Pulse e-newsletter inclusion – link to online consultation + Lunch n Learn info	KT	TBC
Meeting request re. Lunch n Learn		Project team	TBC	
3.0 Submissions	Develop third video (internally)	KT	TBC	

	Press release – to local media and groups/organisations	KT	TBC	
	Email to all participants from stage 2.0	HB	TBC	
	Social media – link through to YT for submissions	KT	TBC	
	E-newsletter (LiTP, Healthy Community, clubs)	KT	TBC	
	Info in Life in the Park Summer edition (if timing matches)	KT	TBC	
4.0 Results	Final strategy graphically designed with link to final document	Project team/graphic designed	TBC	
	Final strategy placed on website	KT	TBC	
	Printed copies distributed to Council	Project team	TBC	
	Social Media	KT	TBC	
	Press release	KT	TBC	
	Email to all project participants	HB	TBC	

PART F: Review and Evaluation

The effectiveness of the engagement and communication activities will be measured and based on outcomes and outputs achieved against the objectives identified in this plan. Participation levels for all events and surveys will be closely monitored. Website traffic and social media followers will be regularly tracked and reported.

The success of the communication and engagement will be assessed using the following metrics

Phase	Objective	Measure of success	Achieved Y/N	Opportunities for improvement
Ask the people	Maximum number of participants registered	XX registered participants ahead of engagement commencing		
Vision and input	<ul style="list-style-type: none"> To understand community needs Seek community aspirations and build vision To work directly with our community throughout the process 	The communications and engagement should aim to reach and engage 10% (3,500 people) of the usual population, with 5% (1,750 people) being considered a minimum acceptable standard.		
		Your Thoughts engaged visitors?		
		Your Thoughts informed visitors?		
		Social media reach – 30,000 reached in people total		

PART G: Reporting and Record Management

Community and Stakeholder

Progress update/minutes will be completed at the end of each group session and will be available online, hard copy, emailed to all participants, stakeholders and elected members.
Engagement report will be completed at the end of the project and will be available online, hard copy, emailed to all participants, stakeholders and elected members.

Closing Report

Engagement closing report will be completed and will include activities and associated outcomes based on participation (informed and engaged) qualitative and quantitative results.

Record Management

All correspondence relating to this project will be uploaded in TRIM. This will include complete Your Thoughts report, communication collateral, engagement and communication plan, hard copy survey responses, communication and engagement tracker and all reporting and progress updates.

Version	Date	Officer	Rationale