

Project Plan

for

Jetty4Foreshores
Putting the harbour back into Coffs
Phase 1

Version Control

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| | | | |

Project Sign-off

Sponsor

Name: Craig Milburn
Director Corporate Business

Signature:

Date:

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1. Executive Summary

The Jetty4shores Project - Phase 1 aims to provide a solution to the community expectations for improvements to the open space with views and access to Jetty Beach. The project area is in the vicinity.

The project will involve workshops with the community, Councillor briefings, input from Councils internal working group and a yet to be established external reference group. The plan will build on the established framework of the Jetty Foreshores Plan of Management, and Council's other planning instruments including the LEP and DCP.

The project will provide a detailed concept plan and staging/works program that can be used for future planning, grant applications and works.

2. Project area

The project area is confined to the Jetty Foreshore area between the Yacht Club and TS Vendetta (including the curtilage around these existing structures), and bounded also by Jetty Beach, Jordan Esplanade and Marina Drive – see attached map Appendix A

The project area is restricted in its extent to ensure that the project is delivered in the time frame while achieving value for money

3. Project Goals

The project goals are:

- To develop a detailed concept plan for the project area which will
 - Serve to enhance recreational experience and landscape amenity including appropriate vegetation management.
 - Redefine the TS Vendetta site to achieve community use and commercial activity
 - Examine alternative use of the Yacht club site
 - Examine other community / commercial opportunities
- Engage with stakeholders and community in the formation of the concept plan;
- Prepare a works and staging program to deliver on ground works within 12 months.

4. Success Criteria

The project will be successful if:

- The detailed concept plan and works program are complete, and
- Works have commenced within 12 months.

5. Stakeholders

5.1 Sponsor and Project Team

The **Sponsor** is the Director Corporate Business.

The **Project Team** is:

Steve McGrath, General Manager
Craig Milburn, Director Corporate Business
Sharon Smith, Special Project Manager SLEP
Phil Fogarty, Department of Lands
Chris Chapman, Director Land Use Health and Development

5.2 Internal stakeholders

The internal stakeholders are the staff at Council, specifically:

- The Foreshore Working Group
- General Manager and
- Directors
- Councillors

5.3 External Stakeholders

The external stakeholders include noted stakeholders and the broader community generally.

A full stakeholder list is attached as Appendix B

A **Reference Group** will be established. Its terms of reference are in Appendix C. The membership of this group is:

1. Coffs Harbour Chamber of Commerce
2. FLOT
3. 2050
4. Coffs Harbour Rotary Club
5. Pacific City Lions Club
6. Coffs City Rotary
7. Jetty Action Group
8. Jetty Dunecare
9. Coffs Harbour Yacht Club
10. Jetty Business Group
11. Local Aboriginal Land Council
12. Coffs Harbour Business Women's Network
13. Coffs Coast Tourism Association
14. Mariana Precinct Representative
15. Coffs Harbour Disability Access Committee

5.4 Project Management

The Director Corporate Business will be responsible for the day to day management of the project.

6. Assumptions

The following assumptions have been identified:

- Relevant staff will be available for workshops and internal work as required to undertake specific tasks set out in the Project Plan;
- That effective community consultation can occur within the timeframes provided;
- That funds can be allocated from within the existing Council's budget to assist with the facilitation and development of plans etc;
- Stakeholders are provided adequate notice for the input so their input can be informed.
- That the plan will build on the extensive information gathered over many years from the community in relation to the foreshores area.

7. Scope

The project includes:

- The project will be looking specifically at public open space improvements and potential commercial opportunities within the area.
- The facilitation of relevant meetings and workshops with applicable staff and stakeholders to develop a concept plan;
- The scope of discussions is limited to issues relevant to the project area noting that ;
- There must be due consideration to the Port precinct and the ARTC land to ensure complementary developments and connectivity.

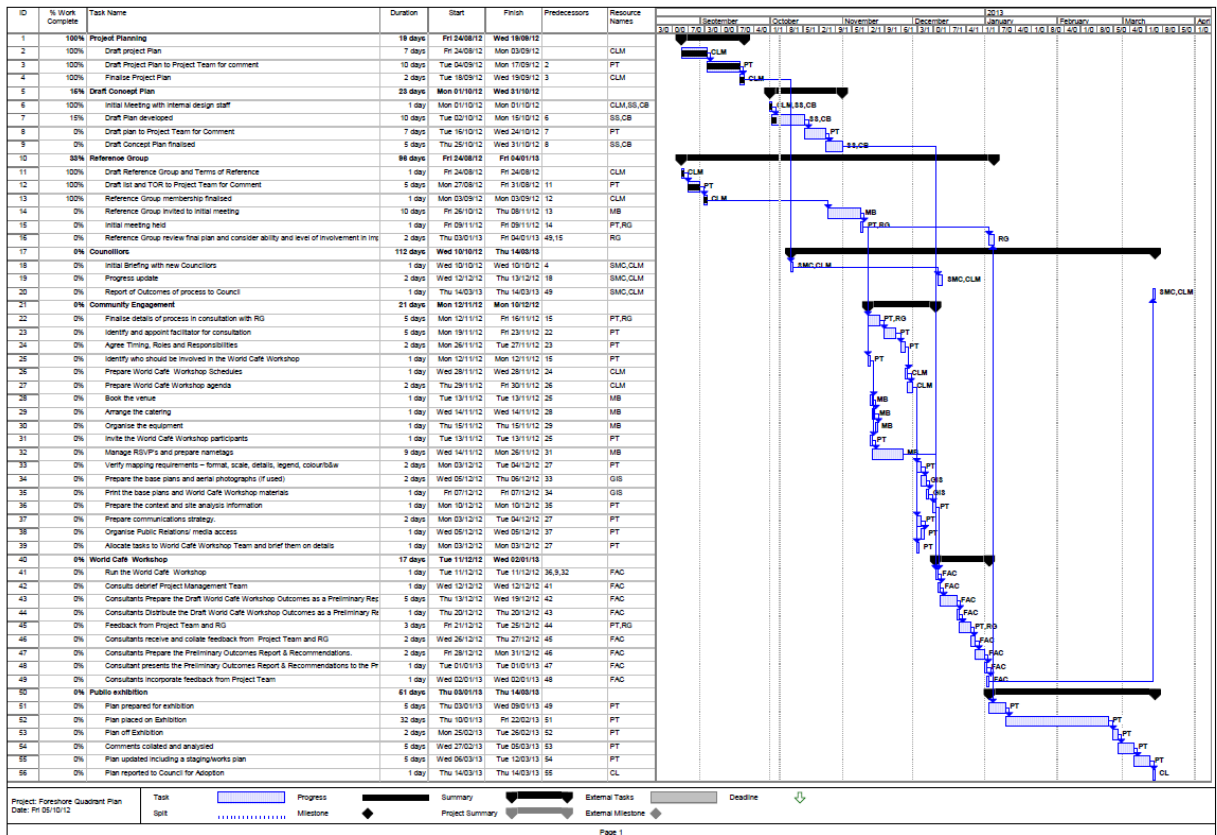
Out of the scope of this project:

- areas not identified within the study area

8. Timeframe

| Stage | Delivery Date by |
|--|------------------|
| Councillor briefing | 10 October 2012 |
| Council Report | 25 October 2012 |
| Initial draft concept plan to be developed from the past extensive community consultations over many years | 30 October 2012 |
| Meeting with the Reference Group | 10 November 2012 |
| Internal Working Group Meeting | 10 November 2012 |
| Community World Café session | 11 December 2012 |
| Concepts and ideas from World Café session filtered by CHCC, Department of Lands and Reference Group | 15 December 2012 |
| Plan on public exhibition and ongoing community input | Jan/feb 2012 |
| Plan to Council | 14 March 2013 |

9. Project Work Plan



10. Risk Management

Risks that will impact on the delivery of the project are identified and monitored in the Risk Register in Appendix D. The risks are analysed to identify the impact and assess the probability of the risk occurring. The Project Team will be responsible for the ongoing identification, monitoring and recording of risks, how they are managed and their outcomes.

An appropriate response is developed to mitigate and manage the risk. The Risk Register is reviewed on a regular basis with the Project Sponsor.

11. Change Control Log

A Change Control Log is maintained in Appendix E to record changes to the project that have arisen during the course of the project. All Change Controls should be logged as soon as they are created and reviewed with the Project Sponsor.

12. Communications

A communications plan is attached as Appendix F. This plan deals with both internal and external communications to secure stakeholder buy-in, increase awareness and involvement in the process.

Appendix A – Map of Project Area



Appendix B – Stakeholder List

Local Federal and State Members of Parliament
Relevant State and Federal Ministers
Councillors
Internal Working Group
Department of Lands
Coffs Harbour Chamber of Commerce
FLOT
2050
Coffs Harbour Rotary Club
Pacific City Lions Club
Coffs City Rotary
Jetty Action Group
Jetty Dunecare
Coffs Harbour Yacht Club
Jetty Business Group
Local Aboriginal Land Council
Australia Defense Force
Foreshore/Jetty precinct business/property owners
Deep Sea Fishing Club
Broader Community
Local media

Appendix C – Reference Group Terms of Reference

Coffs Harbour Jetty4shores – Phase 1 Project - Reference Group

Purpose

The purpose of the **Reference Group** is to contribute to the successful completion of the project and by providing timely and accurate professional, technical, legal, ethical and practical advice to the Project Team on request.

Composition

The **Reference Group** is to be comprised of people with professional, technical, business, community or specialist skills or knowledge who can give advice on particular issues or aspects of the project. Individuals representative of the following groups:-

1. Coffs Harbour Chamber of Commerce
2. FLOT
3. 2050
4. Coffs Harbour Rotary Club
5. Pacific City Lions Club
6. Coffs City Rotary
7. Jetty Action Group
8. Jetty Dunecare
9. Coffs Harbour Yacht Club
10. Jetty Business Group
11. Local Aboriginal Land Council Representative

Membership is by invitation of the Project Team.

Responsibilities

The **Reference Group** will have an advisory role only, and the Project Team are responsible for effectively and efficiently discharging their project responsibilities as agreed to in the Project Plan and other Project documentation.

Accountability

The **Reference Group** is accountable to the Project Team for the following tasks, on request:

1. Providing quality professional and technical advice on request in a timely manner.
2. Making recommendations to the Project Team in relation to the consultation process.
3. Provide input in to the design of the Jetty4shores – Phase 1 area.
4. Ascertain the level of financial and In Kind support their respective groups will be able to contribute to the implementation of the final plan.

Confidentiality

All communications with the **Reference Group** in relation to the project must be treated as confidential. Members of the Reference Group may be asked to sign a confidentiality agreement to comply with the requirements of the Council's Privacy Policy and to protect commercial-in-confidence information.

Meetings

The **Reference Group** may be asked to meet together, for example for a briefing at project inception or other key milestones in the project, but will also be asked individually for advice on an as needs basis.

Quorum

A quorum for meetings is a half of the total number of members plus one.

Decision Making

The **Reference Group** provides technical and professional advice and services to the Project Team. Project decisions are made by the Project Team.

Communication

All external communication will be responsibility of the Project Team.

All media releases must be approved by the Project Team.

For Council, Craig Milburn, Director Corporate Business will be the "face" of the project for all radio, television and electronic media interviews and comment.

Reference Group members shall communicate directly with the Project Managers only, and are not authorised to make public comment, or communicate in relation to the project with the media, unless authorised by the Project Team.

Remuneration

Participation as a member of the **Reference Group** is voluntary and no remuneration will be paid

Appendix D - Risk Register

| Project Risk Management Plan | | | | | | | | | |
|------------------------------|----------------------------|-----------|--|--|--|---|----------------------|-------------------------------|---|
| Risk Ref. | Risk Category | Risk Ref. | Description of Project Risks Identified | Existing Controls | Risk Analysis | | | Current Risk Ranking | Proposed Risk Treatment |
| | | | | | Likelihood | Seriousness of Consequences | Adequacy of Controls | Controlled Risk | |
| | | | | | Almost Certain / Likely / Possible / Unlikely / Rare | Insignificant / Minor / Moderate / Major / Catastrophic | Good / Fair / Poor | Extreme / High / Medium / Low | |
| 1 | Human Resources | 1.1 | Demands on staff for in-kind contribution is "blown-out" - higher than expected | A detailed Project Management Plan will be developed and agreed by participating organisations. Participating staff will have opportunity to comment on the PMP to ensure this does not occur. | Possible | Minor | Good | Medium | Implement the agreed Project Management Plan. |
| | | 1.2 | Planned in-kind commitment not delivered | Project Management Plan and commitment to in-kind contributions are approved at GM / Director level, and built into workplans for both organisations. This results in a high level of ownership and accountability to deliver. Regular project reporting will identify problems early in the project and project strategy will be reviewed progressively. | Unlikely | Moderate | Good | Medium | Approve Project Management Plan at GM and Director level. Build project tasks into individual staff workplans |
| 2 | Reputation | 2.1 | Participating organisations will be linked to previous projects perceived by the community as a "failure" - generating an "Oh no - not again!!" response from the community. | Local media engagement will assist in issues management - differentiating this project from previous projects in the media. | Likely | Minor | Good | Medium | Prepare and implement an agreed media / communications strategy. |
| | | 2.2 | Adverse media generated from the above response. | Local media has been actively engaged in developing the project proposal, and will participate actively in the project. | Unlikely | Minor | Good | Low | Local media representatives are members of the Reference Group and are Project Participants |
| | | 2.3 | Adverse representation to Ministers - most likely from landholders and others who objected to the previous planning proposals. | Issues likely to arise are well known, and will be considered in the new process. Sound identification and proactive engagement of stakeholders will be needed to manage this issue. | Likely | Minor | Good | Medium | Stakeholder identification to be externally reviewed by consultants and the Reference Group. Consultants to review records of community consultation, media monitors and representations for past planning processes. |
| 3 | Business Continuity | 3.1 | Proposed developments perceived as unfair competition with existing commercial / retail in the precinct | Engagement of existing Crown tenants and other retailers in planning process. | Likely | Minor | Good | Medium | |
| 4 | Corruption & Fraud | 4.1 | Potential for fraud and corruption in the selection and management of consultancy contracts | Procurement policies of both Crown Lands and CHCC will be complied with to minimise this risk. Representatives of both participating organisation will participate in the development of the preferred consultant, and management of the consultancy contract. The consultants brief will contain specific deliverables, payment will be made only upon delivery in satisfaction of the terms of the contract. | Unlikely | Minor | Good | Low | Procurement processes to comply with probity requirements of both organisations |
| 5 | Financial | 5.1 | Budget blow-out | A detailed budget, covering both cash and in-kind contributions, is to be prepared for this project. The project management team will monitor performance against budget and will be responsible and accountable for any budget over-runs. | Possible | Minor | Good | Medium | |
| 6 | Service / Product Delivery | 6.1 | Distracted by side issues - sand dredging, sea level rise, breakwater | The Project team has already discussed strategies to deal with distractions, and will brief the consultants when selected and develop agreed strategies to manage them. Variations to the consultancy contract will only be permitted if fully costed and agreed by all parties in writing. | Unlikely | Minor | Good | Low | Staff specialists in these areas will brief the community project participants at the commencement of the process on how these issues are being addressed through processes outside this project. |
| | | 6.2 | Not inclusive of stakeholders | Stakeholder Communication Strategy will be prepared and implemented as part of the Project Management Plan. | Unlikely | Moderate | Good | Medium | Stakeholder identification to be externally reviewed the Reference Group. |
| | | 6.3 | Not inclusive of wider community | An inclusive planning process has been chosen for its active engagement of community participants and stakeholders. | Unlikely | Moderate | Good | Medium | Consultants brief to incorporate requirement to follow WA Government Manual. |
| | | 6.4 | Failure to acknowledge and build on learnings from previous planning processes | Draft concept has been built on past community consultation and input | Possible | Moderate | Good | High | Key personnel from previous planning processes to be identified and engaged to brief the consultants at the inception meeting. |
| 7 | Stakeholder (Community / | 7.1 | Success of the project relies on a strong relationship between CHCC & Crown Lands | Regular meeting will continue between the two parties | Unlikely | Moderate | Good | Medium | Parties to agree to project plan |
| | | 7.2 | Councillors have heightened sensitivities to proposals for the subject lands as a result of the adverse community reaction to previous planning processes | New Council to be briefed | Unlikely | Moderate | Good | Medium | Councillor briefings to be held throughout the project life. |
| | | 7.3 | Reference Group becomes dysfunctional - political motivations of individuals usurp role and function of group | Terms of Reference to be prepared and group composition to be structured to ensure key skill sets not political associations | Unlikely | Moderate | Good | Medium | Terms of Reference and group composition agreed at Project Director level, and incorporated in Project Management Plan and MoU |
| 8 | Health & Safety | 8.1 | No significant risks identified | | | | | | |
| 9 | Security & Property | 9.1 | No significant risks identified | | | | | | |
| 10 | Legal & Legislative | 10.1 | Outcomes of the process propose development which is unlawful or prohibited by the local planning instruments | Council planning staff will have a very active role in the process and will guide the project team and consultants in the legal planning requirements | Rare | Moderate | Good | Medium | Reference Group to provide feedback on the |
| 11 | Environmental | 11.1 | Potential impacts on sensitive environmental areas | Project Team to monitor proposal. Environmental areas known | Likely | Moderate | Unknown | Medium | Draft plans to reference all environmental issues |
| 12 | Technological | 12.1 | No significant risks identified | | | | | | |

Appendix E – Change Control Log

| Change Control No | Date Raised | Type of Change Scope, Cost, Schedule, Resources, Quality, Other - Reason for change | Status Approved / Being considered / Declined |
|-------------------|-------------|--|--|
| Change Control No | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Appendix F – Communication Plan

Background

It will be essential for the success of this project that effective communication is maintained throughout the life of the project. Communication is to be efficient and clearly directed to the internal and external stakeholders to ensure that information is readily available

Spokesperson

The Communication Plan presupposes that Craig Milburn, Director of Corporate Business, is the spokesperson

Audiences

The communication audiences are:

- Project Team
- Direct stakeholders
- Community
- Councillors
- Media
- Local State and Federal Members.

Overarching Objectives

To achieve the best possible outcomes the Communication Plan will seek to ensure:

- Relevant staff understand the information that is required from them, and how and when this is to be delivered;
- Internal and external stakeholders feel engaged and their points of view are being considered;
- To ensure the community understands both the process and the complexities of what is being attempted.

Key Messages

Key messages that need to be reinforced in outgoing communications are:

- The complexity of the issues and understanding of the history of the Foreshore debate;
- The commitment for community input and consultation;
- The important role of the reference group;
- Council's desire to work with the community to achieve a suitable outcome.

Project Plan - Foreshores Quadrant

Communication Tasks

To achieve the overarching objectives, the following list of communication tasks will be addressed:

| COMMUNICATION TOOL | TIMING | TARGET AUDIENCE | PERSON RESPONSIBLE | STATUS |
|---------------------------|---------------|------------------------|---------------------------|---------------|
| Reference Group Meetings | As Required | Reference Group (RG) | Project Team (PT) | |
| Media Released | As Required | Community | CLM and Media Section | |
| World Cafe | Oct/Nov | Community | PT | |
| Councillor Briefings | As Required | Councillors | SMc and PT | |
| Public Exhibition | Jan/Feb | Community | PT | |
| Web Site | As Required | Community | PT | |
| | | | | |
| | | | | |