

SUBMISSION

Senate Finance and Public Administration Committee

Inquiry into the administration and expenditure of funding under the Urban Congestion Fund (UCF)

My Background

I have been a ratepayer in the Shire of Maroondah ('Maroondah') for 44 years and lived in both Croydon and Heathmont. My career was as a Government Lawyer, and I am familiar with procurement issues.

Summary

Five carparks were announced for the Deakin Electorate in Ringwood, Mitcham, Croydon, Heathmont, and Heatherdale. Croydon carpark will be finished later this year, Mitcham has been scrapped and three have not commenced. I make the following submissions regarding the Terms of Reference:

b. The process was defective. It appears that the projects were not properly approved by the Minister of Infrastructure, Transport, Regional Government and Communications ('the Minister') before decisions were made to undertake them. As a result, the projects were not scoped by either the Commonwealth or Maroondah. There are questions as to whether the process was ethical within the meaning of section 8 of the *Public Governance, Performance and Accountability Act 2013* ('the PGPA Act') or otherwise a misuse of public money.

d. It appears that decisions were made by the Commonwealth during the Caretaker period in respect of the Heathmont and Heatherdale carparks.

e. The aims of the UCF have not been met. Congestion has not been reduced. 2,200 car spaces were announced, and it appears that

effectively about 290 will be delivered in the foreseeable future. Safety issues remain to be resolved at Croydon and Heathmont. The Commonwealth appears to have advanced \$63 million to Maroondah for this result.

f. Full disclosure by the Commonwealth and community engagement is needed to re-establish community trust in the process. (I have set out several questions to be asked and documents to be sought on page 11.) Most importantly the three projects not commenced should be scoped by an independent expert.

Background

I set out the facts as I understand them based on the report of the Australian National Audit Office into the *Administration of Commuter Car Park Projects within the Urban Congestion Fund* ('the ANAO Report'), documents I have collected as an interested ratepayer and documents I have obtained from Maroondah through FOI Requests. I am not in possession of all relevant documents.

The construction of the commuter carparks followed announcements by Mr Michael Sukkar MP. On 12 February 2019 in the lead up to the last Federal Election, Mr Sukkar said that work had '*commenced*' on the Croydon, Ringwood, and Mitcham carparks; they would be '*fully funded by the Commonwealth*' and parking would be '*free*'. (Emphasis added.) (First announcement **attached**.)¹ The initial proposal was that the Commonwealth fund each carpark to the extent of \$15 million (\$60 million in all).

The Caretaker period commenced on 11 April 2019.

On 29 April 2019 Mr Sukkar announced two more carparks at Heathmont and Heatherdale. (Second announcement **attached**.)

In September 2019 Maroondah finalised the 'Commuter Car Park Upgrades – Croydon'. (**Attached**) I served a FOI request on Maroondah asking for the Business Case or similar document for the

¹ The Mitcham carpark was subsequently dropped.

Croydon project and this was the response. This document was expressed to be preliminary to a detailed design for a Project Brief. The ‘stakeholder consultation table’ (G2 on page 17) is blank. It attached a ‘Carparking Study and development plans’ but this study is in fact a ‘draft’ report dated 15 January 2019 by MGS Architects. The draft report shows photographs and diagrams but no text.²

In March 2020 Maroondah purchased 127B Canterbury Road for the sum of \$4.125 million for the Heathmont carpark. This sum was provided by the Commonwealth to Maroondah.

On 22 May 2020 and on 22 June 2020, the Commonwealth made ‘upfront’ payments to Maroondah totalling \$42 million (70% of the total funding) on approval of the Project Proposal Report. This was prior to any of the projects being fully scoped.³

On 20 November 2020 Maroondah entered a contract with Kane Constructions Pty Ltd (Kane) to build the Croydon carpark.

As of 31 March 2021, early scoping development had commenced for three of the projects whilst the fourth still required work to identify a preferred site.⁴

Payments (Committed or paid) to date

The Commonwealth has paid, or committed to pay, \$81.6 million to Maroondah for four carparks (\$29.7 million for Ringwood, \$18.9 million for Heathmont, \$18 million for Croydon and \$15 million for Heatherdale).⁵ It appears that funding payments of \$63 million have already been made to Maroondah, being the upfront payment of \$42 million and further payments of \$10.5 million each for Heatherdale and Ringwood.⁶

² I do not know if there are similar documents for the other three carparks.

³ Paragraph 5.11 of the ANAO Report and Table 5.2.

⁴ Paragraphs 5.9 of the ANAO Report.

⁵ https://investment.infrastructure.gov.au/key_projects/initiatives/urban_congestion_fund.aspx

⁶ See paragraph 5.40 of the ANAO Report for reference to the payments of \$10.5 million for Heatherdale and Ringwood.

Comments against the Terms of Reference

The following comments are made against three of the Terms of Reference.

Question (b) Whether the administration of the UCF meets the highest standards of governance, performance and accountability in the expenditure of public funds

The legal and administrative framework

The framework is explained in the ANAO report.

The *National Land Transport Act 2014* ('the NTA Act') provides for projects to be approved by the Minister (the Minister of Infrastructure, Transport, Regional Government and Communications) as 'Investment Projects'. Section 9 of the NTA Act provides that the Minister may in writing approve an Investment Project:

if, and only if ...the Minister considers it is appropriate to approve the project (see section 11)

Section 11 provides that before approving a project, the Minister consider a range of factors such as efficiency, safety, and the results of any assessment of economic and social benefit.

Decisions made under the NTA Act must be in accordance with the PGPA Act. I note that the above Term of Reference reflects the wording of sub-paragraph 5(a)(ii) in the PGPA Act, and I shall read the words in that context.⁷ The words are one of the objects of the PGPA Act and the Commonwealth is 'required' to meet these high standards. Section 71(1) of the PGPA Act provides:

A Minister must not approve a proposed expenditure of relevant money unless the Minister is satisfied, after making reasonable

inquiries, that the expenditure would be proper use of relevant money.

‘Proper’ is in turn defined as meaning ‘efficient, effective, economical and ethical’ use or management of public resources. (Section 8 of the PGPA Act)

Section 71(3)(a) of the PGPA Act provides that if the Minister approves a proposed expenditure, the Minister must ‘record the terms of the approval in writing’.

Section 26 of the PGPA Act provides that officials must exercise their powers in good faith and for a proper purpose.

Section 20 of the NTA Act provides that the funding payment must be ‘wholly expended on approved purposes in relation to the funded project’.

Section 25 of the NTA Act provides that where the Commonwealth has funded the purchase of the land, if the land on which the carpark is built is ever sold or disposed of, the proceeds of the sale or its value, as appropriate, must go to the Commonwealth. I believe that ‘land’ in this context includes the carpark built on the land (as it is a fixture). Thus, where the Commonwealth funds the purchase of the land, the substance of this arrangement is that Maroondah will build the carpark, fund the running and whole of life costs of the commuter carpark, the carpark must be built just as a commuter carpark and the carpark will not add to the capital portfolio of Maroondah.

The ANAO outlined the administrative process to be followed by the Minister in approving a carpark as an Investment Project. There should first be ‘scoping’, namely:

...the investigation of options available (including the option to do nothing) to address an identified problem/opportunity. This

phase produces a preferred option and an estimated total project cost.⁸

Where projects have not been approved in full:

...further advice is to be provided to the Minister following the completion of the scoping/development phases on next steps, including whether the project should proceed to the delivery phase.⁹

It is not for me to seek to revisit the work of the ANAO. However, it may be of assistance to the Inquiry if I make some comments relevant to the four Deakin Carparks.

Ineffective delivery of the projects

In my submission, a lack of process and a failure to engage in community engagement has meant that project delivery has been ineffective.

Lack of process

There appears to have been a lack of process in the making of the decisions to provide funding. A formal approval by the Minister under section 9 of the NTA should have preceded the announcements of funding for carparks in Maroondah. In doing so, the Minister should have considered the matters in section 11 such as efficiency, safety, and the results of any assessment of economic and social benefit (all of which are important to the people of Maroondah). It is very unlikely that was done before Mr Sukkar's announcements were made before the last Federal Election.¹⁰

Again, as the ANAO has pointed out, projects should be scoped at an early stage, and this must involve considering all options (including the do nothing option). (See my earlier comments on pages 5-6.) This does

⁸ Table 4.1 on page 62 of the ANAO Report. This is based on the Notes on Administration for Land Infrastructure Projects 2019-2024 prepared by the Department of Infrastructure, Transport, Regional Development and Communications.

⁹ Paragraph 4.4 of the ANAO Report.

¹⁰ Paragraphs 4.7 to 4.9 of the ANAO Report.

not appear to have been done for any the Maroondah projects. Failure to scope usually leads to outcomes which are not ‘efficient’ or ‘effective’ or the ‘economical use of public money’. In Maroondah many millions have been spent for a meagre result to date.

Little, or no, community engagement

Until early this year, Maroondah has acted as if it was not necessary to involve the community of Maroondah. It has completed most of the Croydon carpark and purchased sites for Heathmont and Ringwood without community engagement. The Commonwealth and Maroondah also negotiated the payments of large upfront payments. Naturally once this point is reached, Maroondah is unlikely to agree to fundamental departures, such as the choice of site (despite the protests of ratepayers).

Has an ethical approach been taken by the Commonwealth?

By the Minister

The Ministers’ actions regarding the Maroondah carparks do not appear to be ethical or a proper use of public money for the following reasons:

- Ethical actions are based on the law. In the present context, this means approvals made in accordance with section 9 and 11 of the NTA. Prior to the election, Mr Sukkar announced that projects had ‘commenced’. The question must be asked: upon what was this based? If a process cannot be uncovered which complies with the NTA, or at least attempts to do so, it is open to conclude that that Mr Sukkar’s announcements were for the purpose of securing a political advantage. It is difficult to see how any subsequent Ministerial approval would not be open to the charge it is merely a way of confirming a decision already made.
- An ethical action should involve the Minister considering the implications of an approval and knowing whether the people affected (here the Maroondah ratepayers) have, or will be, consulted. It is not usual for a Council to run carparks for train

travellers (many of whom may live outside the municipality) and to do so on a free basis. The ‘whole of life’ costs for four carparks will be substantial and may dwarf the construction costs. By this I mean the running and routine and structural maintenance costs over the life of the facility. An IT system and staff will be necessary to run the carparks. The ratepayers have never been informed of the impact the four carparks will have on Council’s budgets. Indeed, even a few days ago Maroondah has advised me that it is not able to provide whole of life costs.

This may or may not amount to unethical conduct within the meaning of section 8 of the PGPA Act as the Minister may have only approved the Investment Project. The final approval of the expenditure of the ‘relevant money’ so as to attract the operation of section 71(1) may have been by an official. If so, it would be a mere technicality. To approve an Investment Project for political advantage without consideration of the matters set out in section 11 of the NTA Act would be unethical in normal parlance.

By officials

There have been various decisions to pay money to Maroondah and if authorized by officials they must do so in ‘good faith and for a proper purpose’ (section 16 of the PGPA Act). It is difficult for me to comment further without precisely knowing the circumstances before the official. However, at the least I believe officials should be asked why the ‘upfront payments’ were made. These were payments of an extraordinary size and such a practice is dangerous to public administration.

Fairness requires that the Minister and officials be given the opportunity to explain what has happened.

Particular issues in respect of the Deakin carparks

Croydon

Croydon carpark has been almost built. The land is owned by Maroondah. I note the following:

- The area between the carpark and the station is presently congested with people, buses, and cars. I walk through this area most days and I am concerned about its safety. A lady was killed on a pedestrian crossing in this area in 2018 and my wife was almost hit by a bus here on a pedestrian crossing. Fortunately, the Andrews Government recently announced major works for the precinct with a grade separation, a new station and sky rail. (Maroondah had no guarantee this would ever occur when the carpark project started.) This will enable movement under the train line which hopefully will enable the safety issues to be solved. However, the work will not be completed until 2025 and we will have an unsafe situation in the meantime.
- The carpark is for train travellers. The area had previously provided about 100 to 150 parking spaces for shoppers in Main Street and surrounds. This parking will be lost.
- It was unfortunate to build the carpark before the grade separation and the location of the new station were known. A walkway from the carpark to the station may be the best solution. There is a chance that the levels may not be right.
- The carpark is being built on Council land and it is prime real estate. If we had been asked, the community may have suggested a better use.
- To build the carpark, Maroondah removed approximately 38 trees many of which were mature. The ratepayers were not consulted.
- The appearance of the carpark is unattractive to many. The ratepayers were not consulted.

Heathmont

As already stated, 129B Canterbury Road Heathmont is the proposed site and was purchased for \$4.125 million with funding provided by the Commonwealth.

The proposed site is accessed by turning from Canterbury Road into Campbell Street. Canterbury Road is a priority truck route. It has many trucks which can travel two or three abreast. To me, the prospect of collisions is very real. It may be that safety issues can be resolved. Consultation with stakeholders such as VicRoads will be necessary and as far as I am aware this has not happened. There is already a parking area for commuters next to the station. This is owned by VicTrack and, if there is to be a better carpark at Heathmont, it is the obvious choice.

However, Heathmont residents complain about the increasing traffic as Canterbury Road intersects the shopping centre and is a priority truck route. A large carpark is not the type of development sought by many.

A petition is circulating with over 1,095 signatures complaining about the lack of consultation, the choice of site and other issues. Maroondah belatedly started a process of community engagement in Heathmont earlier this year. This was 12 months after the land was purchased. If Maroondah proceeds with 129B Canterbury Road Heathmont as the site, a permit is needed, and a protracted planning battle is likely to follow.

Ringwood

The land for the proposed site at Ringwood (1 Bedford Road) has also been purchased. *The Age* reported on 14 August 2021 that a petition is circulating opposing the site with 660 signatures on the basis that it is one of the few properties in the suburb left with heritage value. Council is now finalising a heritage assessment and I understand proposes that there will then be community engagement.

Heatherdale

As I understand it, Maroondah is still looking for a site. This underlines the absence of scoping before the funding decision.

d. The extent to which the management of the fund respected the caretaker conventions

As mentioned earlier, the Caretaker period commenced on 11 April 2019 and on 29 April 2019 Mr Sukkar announced two more carparks at Heathmont and Heatherdale. See his Facebooks posts **attached**. These do not read like election promises. As an elector in Deakin, I understood them to mean that decisions had been made on or shortly before 29 April 2019. As the projects involve ‘major contracts or undertakings’, it appears there was a breach of the Caretaker conventions.

e. The fund’s impact in reducing congestion, including whether the allocation of funding under the program was appropriately targeted to meet the stated objective of the UCF

Mr Sukkar announced 2,200 new car spaces for Deakin. The only one to be delivered in the foreseeable future will be in Croydon, where allowing for the loss of parking for Main Street, on my best estimate about 290 car spaces will be delivered.¹¹ This is a massive shortfall.

The aim of the UCF is to get people ‘home sooner and *safer*’. (Emphasis added.) The proposed Heathmont carpark may achieve the reverse of this. Again, the Croydon carpark will be unsafe for pedestrians until at least 2025.

f. Any related programs or matters

As outlined above, the administration and expenditure under the UCF has been defective and this has prejudiced the people of Deakin. Only

¹¹ The contract with Kane for the Croydon carpark provides for 413 car spaces. I estimate 100 to 150 car spaces were already used on the site for shoppers. Thus, I estimate the net gain for Croydon will be about 290 car spaces.

one carpark has started but corrective action may be possible in respect of the remaining three.

Further, to date there has been little, or no community engagement, allowed by the process followed by the Commonwealth and Maroondah. If the trust of the community is to be re-established in the process, we need to know:

a. What has the Minister approved in writing under section 9 of the NTA for the four carparks and when were the approvals made? Were the approvals made before Mr Sukkar make his announcements prior to the last election? Copies to the approvals should be obtained.

b. What did Maroondah and the Commonwealth and/or Mr Sukkar agree in relation to:

(i) the building of the four carparks; and

(ii) the payment of the upfront payment of \$42 million and the further payments of \$10.5 million for each of the proposed Ringwood and Heatherdale carparks?

c. In any event, evidence should be obtained as to the reason for the upfront payments?

An addition, a number of documents are needed to assess the issues fully. Without being exhaustive, these are the Project Approval Report(s) prepared, I believe, by the Department for the Minister's consideration, and the funding agreement(s) between the Commonwealth and Maroondah.

A proper process of community engagement should follow. Ratepayers would also need to be satisfied that this engagement is based upon independent scoping studies which considers all options and sites. I suggest that scoping studies be undertaken with the assistance of a Probity Adviser to ensure the integrity of the process.

For your consideration.

Stephen Lucas

4:20

◀ Chrome

◀  **Michael Sukkar MP - Member for Deakin** ...
12 February 2019 · 🌐

I'm thrilled to let you know that work has commenced on three multi-level carparks at Croydon, Ringwood and Mitcham stations, fully funded by the Federal Government.

The parking will be free.

We are not wasting a minute in making the commute for Deakin residents just a little bit easier.





Michael Sukkar MP - Member for Deakin



29 Apr 2019 ·

This morning I was thrilled to announce \$30 million for multi-level carparks at both Heatherdale Station (447 spaces) and Heathmont Station (300 spaces).

This adds to multi-level carparks which have already commenced at Croydon (487 spaces), Ringwood (482 spaces) and Mitcham Stations (500 spaces).

There's nothing worse than arriving at the station and not being able to find a carpark, so these additional 2,200 free car parking spaces will make your day just that little bit easier.



104 likes

7 shares

COMMUTER CAR PARK UPGRADES – CROYDON

DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, CITIES & REGIONAL DEVELOPMENT - INFRASTRUCTURE INVESTMENT PROGRAMME



MAROONDAH CITY COUNCIL - SEPTEMBER 2019



COMMUTER CAR PARK UPGRADES – CROYDON

A.

Proponent Details

Maroondah City Council

Not relevant

Maroondah City Council Offices
PO Box 156 Ringwood
Victoria 3134

Project Details

A3 Project ID

ID: 100459-18VIC-UCO, Name: 'Commuter Car Park Upgrades – Croydon'

A4 Project Name

Commuter Car Park Upgrades – Croydon

A5 Project Partners

Federal Government - Department of Infrastructure, Transport, Cities & Regional Development

A6 Project Scope

An initial carparking study (see Appendix 1) and concept design plan has been developed to demonstrate the commuter carpark location, function and capacity to provide a significant increase in car spaces for commuters attending the Croydon Train Station and Bus interchange.

The design will see the removal of the existing inefficient at grade carpark layout, to be replaced with a multi-level carpark that will be built to contemporary standards and will include improved disability parking and access.



Council intends to refine the existing carparking study and detailed design at Appendix 1 to include greater levels of detail on the functional elements, performance, quality and design life requirements for the carpark.

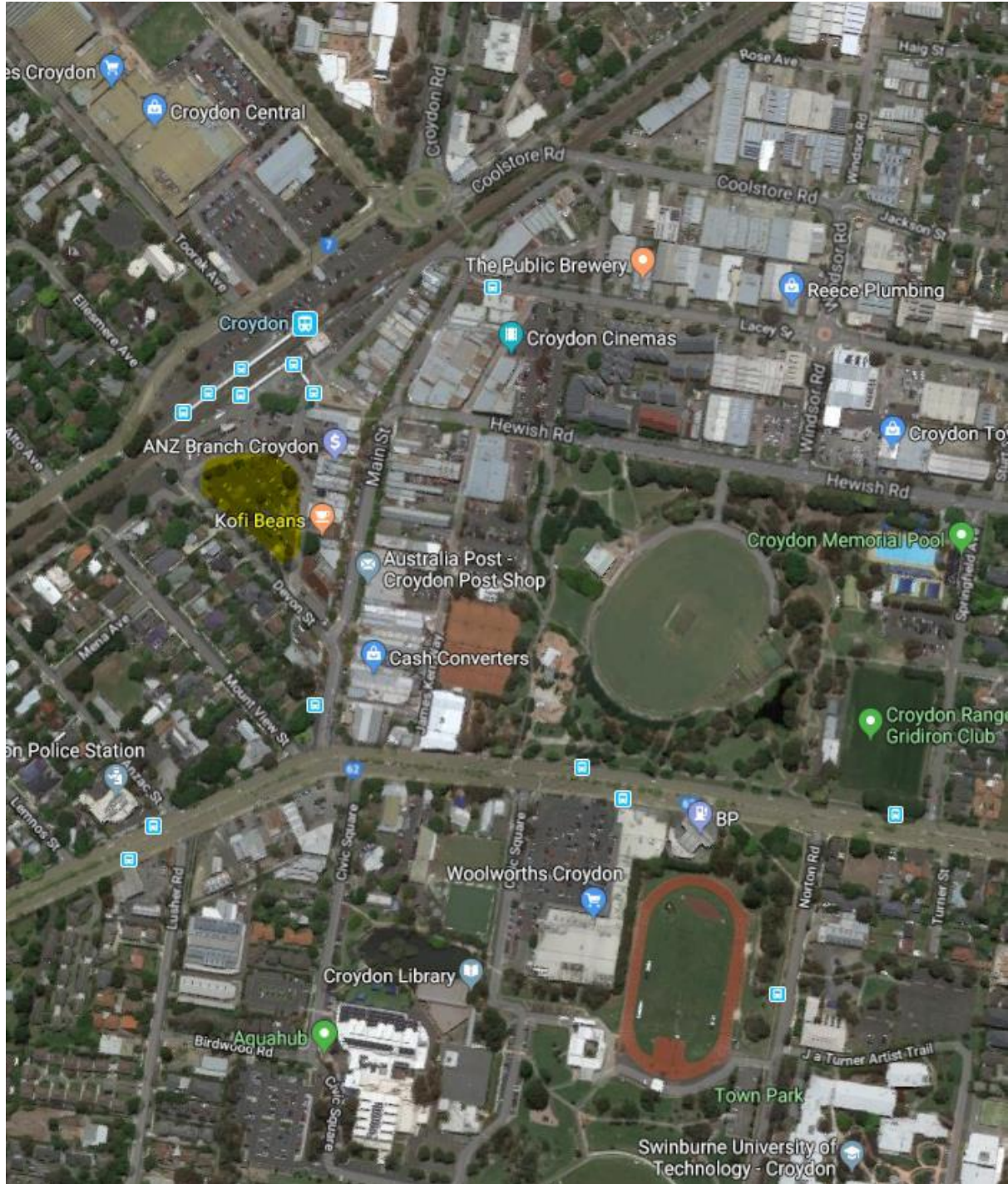
This refined carparking study and detailed design will form a Project Brief that Council will utilise to tender for a Design and Construct project delivery method. Council will call for tenders and enter a contract with the accepted tenderer on a fixed price basis to construct the Multi-Deck Car Park for Croydon Train Station and Bus Interchange for a maximum amount of \$15,000,000.

A7 Related Projects

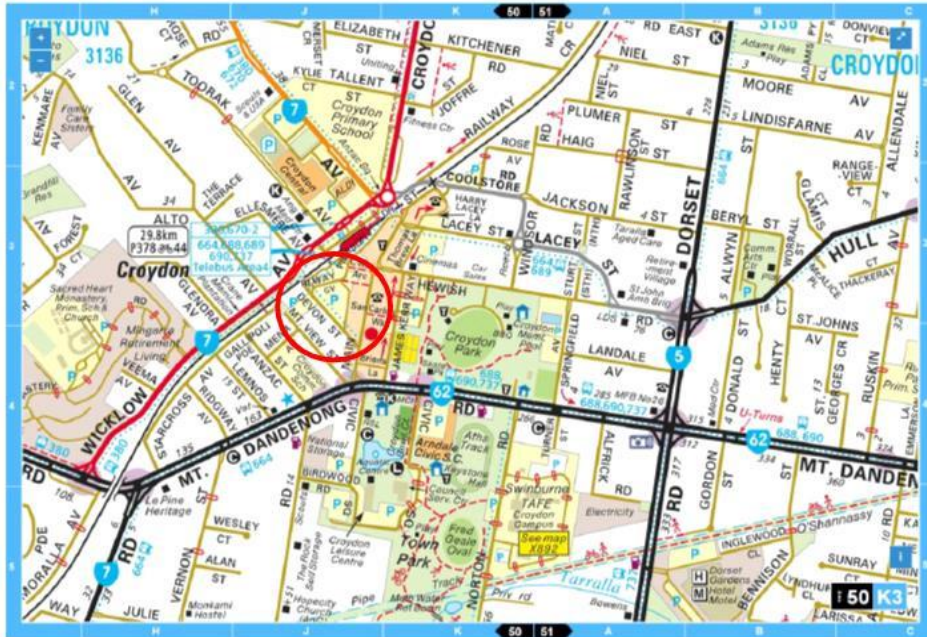
Commuter Car Park Upgrades – Heathmont
Commuter Car Park Upgrades – Ringwood
Commuter Car Park Upgrades – Heatherdale

A8 Geographical References

4-16 Devon Street, Croydon



Melway Reference 50 J3.



Site location

The subject site is located in the heart of the busy Croydon Major Activity Centre (MAC) and is the second largest commercial precinct in the City behind the Ringwood Metropolitan Activity Centre, which is itself one of the largest activity centres in Melbourne.

The site is just south 50 metres south of the Croydon Bus Interchange and 80



metres south of the entrance to the Croydon Train Station.

The transport interchange itself is located on the Lilydale Line of the Melbourne Metropolitan Rail Network. The station is located approximately 29.8km from the Melbourne CBD with travel times to Flinders Street of approximately 58 minutes for general services and approximately 49 minutes for express services (operating through the City Loop). Croydon Station is a premium station located within Zone 2 of the metropolitan ticketing system, with staff at the station between the first and last service, Monday to Sunday.

The site is located near the south west corner of the Croydon MAC commercial precinct which extends nearly 1km to the north and east. While there are community services and recreational and residential precincts to the south, east and west of the site.

A9 Project Summary and progress to date

With population growth and increasing vehicle numbers, demand for parking space in Maroondah has never been greater. Parking demand already exceeds parking availability at peak times in and around activity centres such as Croydon. As the density of urban development continues to increase at a rapid pace – particularly in the Ringwood and Croydon activity centres – parking supply is under extreme pressure with demand for railway and bus interchange parking at Croydon Station far outstripping supply.

The Maroondah 2040 Community Vision is for “...a vibrant and diverse city with a healthy and active community, living in green leafy neighbourhoods which are connected to thriving and accessible activity centres contributing to a prosperous economy within a safe, inclusive and sustainable environment.”

Following community consultation for the development of this Maroondah 2040 Community Vision, Council developed the Maroondah Parking Framework. The framework takes into account the views and priorities expressed by our community and outlines how Council manages and plans for future parking needs.

Details of our community consultation activities and the views expressed in relation to improved transport infrastructure and better access to public transport can found in the 2013 *Maroondah 2040 Community Engagement Report* and the subsequent 2014 *Maroondah 2040 Community Engagement Report: How do we get there?* (<http://www.maroondah.vic.gov.au/files/assets/public/documents/integrated-planning/strategic-planning/community-engagement-report-where-do-we-want-to-go-oct-2013.pdf>)



A key action arising from the Maroondah Parking Framework was the provision of greater levels of commuter parking at Croydon Train Station and Bus interchange.

To achieve this Key Action of the Maroondah Parking Framework, Council has since developed a carparking study and detailed design (see Appendix 1) which demonstrates the locational and functional design of a multi-deck commuter carpark adjoining the Croydon Train Station and Bus Interchange.

The design team working on the carparking study and plans have been working with a target budget of \$15,000,000. Based on contemporary construction costs for the relatively simple structure, and recently completed like projects, they have worked to ensure the design of a multi-level commuter carpark can be realised within the specified budget.

The carparking study and detailed design will be further refined to form a Project Brief that Council will utilise to tender for a Design and Construct project delivery method. Using the governance framework set out by the Victorian Local Government Act 1989, Council will call for tenders with the aim of entering into a contract with the successful tenderer on a fixed price basis to construct the multi-deck carpark by June 2020.

Finally, Council also recognises that commuter carparking is one of a number of ways to achieve better access for our community to the Croydon Train Station and Bus Interchange and as such, we are also taking a number of other actions to improve access to the public transport interchange. Some of these actions include the construction of improved bicycle networks (such as the Ringwood Station to Croydon Station shared user trail) and by being an active partner in the Eastern Transport Coalition (Melbourne) and advocating for improved bus services to the interchange, including a holistic bus services review.

A10 Corridor and section of the National Land Transport Network the Project is located on (if applicable)

Not Applicable

A11 Section of relevant Act under which the Project is eligible for funding (Part 3, section 10 of the Land Transport Act for an investment project, including a planning project).

National Land Transport Act 2014, Part 3, Section 10:



A project is eligible for approval as an Investment Project as the project is for the construction of an inter-modal transfer facility in a State or Indian Ocean Territory.

B. PLANNED OUTCOMES AND OUTPUTS

B1 State the transport problem the Project is addressing.

With population growth and increasing vehicle numbers, demand for parking space in Maroondah has never been greater. Parking demand already exceeds parking availability at peak times in and around activity centres such as Croydon. As the density of urban development continues to increase at a rapid pace – particularly in the Ringwood and Croydon activity centres – parking supply is under extreme pressure with demand for railway and bus interchange parking at Croydon Station far outstripping supply.

The result of this lack of supply is that commuters:

- Are unable to find carparking and are forced to drive often long distances at considerable expense to work, adding significant and unnecessary stress to the local and regional road networks during peak hours
- Are required to spend considerable time driving around the activity centre, contributing to peak hour congestion, in order to find a parking space to leave their car and walk to the transport interchange
- Are forced to park unacceptably long distances from the transport interchange
- Are forced to park in locations that are often remote from the transport interchange that and unsafe often not suitable for access in conditions of poor light or after business hours
- Have a poor supply of disabled parking at the transport interchange
- Park illegally and incur significant costs
- Park in areas in competition with the Croydon shopping and business precinct to the economic detriment of the centre, community and business owners
- Being forced to drive to work or circle the centre to find an available parking space contributes to increased traffic noise and air pollution.

B2 Propose specific transport performance indicators to measure the performance of the asset post-completion

- Increased patronage of trains and buses at the Croydon Train Station and Bus interchange.



- Significantly increased ability to access commuter carparking
- Time savings for commuters finding parking
- Reduced traffic congestion on local and regional road networks during peak hours
- Reduced traffic congestion in the Croydon Activity Centre during peak hours, with less traffic circulating trying to find a parking space near the transport interchange
- More accessible parking with reduced walking distances for commuters to the transport interchange
- Improved parking safety and surveillance, including reduced crime rates
- Significant increase in supply of disabled parking at the transport interchange
- Improved economic and trading conditions in the Croydon shopping and business precinct with the reduction in competition for available parking

The above indicators can be measured by a pre-construction commuter survey and then a subsequent post-construction survey.

B3 List and describe the performance objectives and intended outcomes for this Project, including:

Provide:

<i>Performance Objectives</i>	<i>Outcomes</i>
Provide increased volume of commuter parking	<ul style="list-style-type: none"> • Increased patronage of trains and buses at the Croydon Tran Station and Bus interchange. • Significantly increased ability to access commuter carparking • Reduced traffic congestion on local and regional road networks during peak hours • Improved economic and trading conditions in the Croydon shopping and business precinct with the reduction in competition for available parking • Reduced travel times for commuters • Reduced numbers of vehicles on road network causing noise and pollution.



<p>Provide well located parking</p>	<ul style="list-style-type: none"> • Increased ability to access commuter carparking • Time savings for commuters finding parking • Reduced traffic congestion in the Croydon Activity Centre during peak hours, with less traffic circulating trying to find a parking space near the transport interchange • More accessible parking with reduced walking distances for commuters to the transport interchange • Improved parking safety and surveillance, including reduced crime rates • Encourages intermodal transport
<p>Provide safe and accessible parking</p>	<ul style="list-style-type: none"> • Increased patronage of trains and buses at the Croydon Tran Station and Bus interchange. • More accessible parking with reduced walking distances for commuters to the transport interchange • Improved parking safety and surveillance, including reduced crime rates • Significant increase in supply of disabled parking at the transport interchange

C. PROJECT APPROACH AND TIMING

C1 Provide the preferred procurement method.

A Design and Construct project delivery method will be utilised. Using the governance framework set out by the Victorian Local Government Act 1989 Council will call for tenders on the project, with the aim of entering into a contract with the successful tenderer on a fixed price basis to construct the multi-deck carpark by June 2021.

C2 Describe the critical path for the complete Project. Include the expected timing of high-level Project activities.



Refer to Master program at Appendix 2

C3 List and describe the assumptions underpinning the schedule set out above.

Refer to Master program at Appendix 2

C4

Milestone	Australian Government (\$m)	Proponent/Other (\$m)	Expected date (mm/yyyy)
Contract award	1 Million	Nil	August 2020
Project completion	Regular instalments based on payment schedule completing at 13 Million by end date. Detailed milestones will be negotiated with the successful tenderer and based on standard industry staging.	Nil	June 2021
Submission of a satisfactory Post Completion Report ¹	1 Million	Nil	August 2021
Total	15 Million		

Note: Milestone dates and amounts are subject to variation in accordance with the terms of the NPA and NoA. The PCR milestone cannot be scheduled more than 12 months after the Project completion milestone.



D. FINANCIAL ANALYSIS

D1 Complete the following table. The totals and cash flows by financial year should be consistent with the NPA Schedule. The Australian Government will not pay for expenses incurred on the Project prior to approval.

Please see Appendix 4, and below.

Financial Year Cash flow

		FY	FY	FY	FY	Total
	Committed funding	19/20	20/21			
P50 Outturn (or Actual as appropriate)	Approved funding sought	1 Million	13 Million	1 Million	\$	\$
	Proponent contribution	Million	0	0	\$	\$
	Other contribution (provide detail)	0	0	10	\$	\$
	Total	1 Million	13 Million	1 Million	\$	\$

D2 Provide details of the anticipated Total Outturn Cost breakdown in the summary table below.



Overall Project Summary Table

COST ESTIMATE

Calculation	Year 1 2019/20 Millions	Year 2 2020/21 Millions	Year 3 2021/22 Millions	TOTAL
Base Estimate	0.80	11.00	0.80	12.60
P50 Contingency Allowance	0.12	1.65	0.12	1.89
<i>P50 Risk Adjusted Estimate</i>	0.92	12.65	0.92	14.49
P50 Outturn Estimate*	0.97	13.28	0.97	15.21
				0.00
P90 Contingency Allowance	0.16	2.20	0.16	2.52
<i>P90 Risk Adjusted Estimate</i>	0.96	13.20	0.96	15.12
P90 Outturn Estimate*	1.01	13.86	1.01	15.88

Council is planning to deliver four commuter carparks in Maroondah with a 15 million dollar allocation for each project. In doing so, Council also recognises that the complexity and variables of each of the four projects will likely result in variations in construction costs. As such the 60 million dollar funding envelope will be utilised to plan across all sites, and should a carpark exceed the 15 million allocation, necessary savings will be achieved in the delivery of other projects.

D3 Provide summary Benefit Cost Ratios (BCRs) in the table below. Where practicable, monetise all outcome benefits and provide details of the BCR using a discount rate of 4 per cent and 7 per cent. If not practicable to do so, please outline reasons why.

BCR summary (monetised) below:

BENEFITS												
Detail	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	1.31	1.32	1.34	1.35	1.36	1.38	1.39	1.40	1.42	1.43	1.45	1.46
TOTAL VALUED BENEFIT (Millions)												

Over 12 year period Total Expenditure (P50)



NPV \$ 15,210,000

Total Benefit

\$ 16,610,000

NPV 1.09

D4 Based on the P50 @ 4% BCR, what proportion of the benefits accrue to:

See D2 & D3

D5 Provide any further information on the benefits of this project (e.g. wider economic benefits; qualitative benefits).

- Increased patronage of trains and buses at the Croydon Tran Station and Bus interchange.
- Significantly increased ability to access commuter carparking
- Reduced traffic congestion on local and regional road networks during peak hours
- Improved economic and trading conditions in the Croydon shopping and business precinct with the reduction in competition for available parking
- Reduced travel times for commuters
- Reduced numbers of vehicles on road network causing noise and pollution.
- Increased ability to access commuter carparking
- Time savings for commuters finding parking
- Reduced traffic congestion in the Croydon Activity Centre during peak hours, with less traffic circulating trying to find a parking space near the transport interchange
- More accessible parking with reduced walking distances for commuters to the transport interchange
- Improved parking safety and surveillance, including reduced crime rates
- Encourages intermodal transport
- More accessible parking with reduced walking distances for commuters to the transport interchange
- Significant increase in supply of disabled parking at the transport interchange

E. RISK AND GOVERNANCE

E1 Identify the major risks, and proposed mitigation strategies to successful delivery of this phase and the overall Project.



See attached Risk Register at appendix 4.

A comprehensive project Management Plan will be developed, including a governance framework.

E2 If the estimated Project cost is less than \$50 million was private funding or financing investigated proportional to the size of the project. If so, please provide a summary of how it has been considered and the outcome of the considerations?

No, such a proposition would require significant daily parking payment rates to cover the private investment and this would be an unfeasible in a commercial business model given that most social, economic and environmental benefits cannot be monetised.

It is however likely that Council will seek expressions of interest using the processes under the Victorian Local Government Act 1989 for third parties to either value add or participate in the project. For example, it maybe that to defray the maintenance and management costs of the carparks, there is an opportunity to add some commercial floor area to the building. Such opportunities will also allow for more interesting built form and activation of the spaces outside of the use of commuters.

E3 Is a tender exemption being sought?

No

E4 Projects are required to comply with the Department's Signage Guidelines, which are available on the Department's website.

All signage will comply with and exceed the guidelines.

F. COMPLIANCE

F1 If the *Building Code 2016* (For more information see Appendix A3) applies to this Project, provide confirmation that it will be complied with. If they do not apply, please state the reasons why.

Applies and will be complied with.



F2 If the Australian Government Building and Construction WHS Accreditation Scheme applies to this Project, provide confirmation that the requirements of the Scheme will be complied with. If they do not apply, please state the reasons why.

Applies and will be complied with.

F3 Detail any sustainability strategies that will be adopted

Council recognises that thoughtful consideration of the future use of buildings is essential to maximise their design life utilisation and value for money across all Council projects.

As part of Council's commitment to providing clean, green and sustainable facilities, the design of the new car park could consider holistic ESD initiatives to maximise the building footprint. Examples of this could include;

- Rainwater collection recirculated for use in the car park and surrounding amenities, landscaping, maintenance requirements;
- Solar Power Supply for building services including; lighting, lifts, car charging, boom gates etc. and to possibly support surrounding council infrastructure and facilities (amenities, street lighting, on street parking car charging etc.;
- Responsible material selections, including utilising recycled construction materials and minimisation of virgin materials consumption; and
- Low maintenance material selection and design, including vandal resistant finishes and fixtures.
- Green infrastructure such as shade planting, landscaping and green walls
- Improved pedestrian facilities and access.

Beyond these items, Council will also ensure that the buildings are designed to comply with the Maroondah City Council Environmentally Sustainable Design Guidelines, Safer By Design Guidelines for Victoria, and also the Victorian Activity Centre Design Guidelines which both include significant social and environmental sustainability initiatives.

G. STAKEHOLDER ENGAGEMENT

G1 Provide details on how public and stakeholder participation will be facilitated during this phase, and the Project overall.



While broad community consultation was integral to the development of the Maroondah 2040 Community Vision, the Maroondah Parking Framework, and ultimately the aim to construct additional commuter carparking in Maroondah, we recognise that detailed stakeholder participation during the design and construction phase will be a critical element of this project and its success.

The Maroondah Community Engagement Policy 2015 (CEP) is a formal expression of Council’s commitment to engaging our community in projects such as this commuter carpark, and the policy provides guidance on the use of appropriate, effective and inclusive practices. The Policy also seeks to improve Council’s engagement processes and outcomes through encouraging a consistent approach and continual learning through evaluation, and through expanding the range of engagement methods used. The policy can be found at: <http://www.maroondah.vic.gov.au/About-Council/Our-organisation/Policies/Community-Engagement-Policy>

At the commencement of the project, a detailed Engagement and Communications Plan as required by the engagement policy will be developed by the Project Manager and Project Control to be authorised by Council’s Corporate Management Team (CEO & Directors).

Prior to the final authorisation of the Engagement and Communications Plan, a draft will be provided to Department of Infrastructure, Transport, Cities & Regional Development for review and feedback. The Maroondah Engagement and Communications Plan Template (Attachment 5) outlines the areas of planned activities including the types of consultation, the relevant stakeholders, along with risk and issues management planning.

G2 Please complete the stakeholder consultation table below.

The Stakeholder consultation table below will be incorporated into the Maroondah Engagement and Communications Plan Template (Attachment 5)

Date	Type of Consultation (stakeholders invited i.e. industry, community)	Issues raised	Management plan

G3 Provide a comprehensive public recognition signage plan



Prior to the commencement of any works on the site, signage for the Project will be displayed in line with the Signage Guidelines on the Department's website at https://investment.infrastructure.gov.au/about/resources/signage_guidelines.aspx.

H. SUPPORTING INFORMATION

H Copies of all supporting documents that have been referred to in the body of this PPR.

Appendix 1 - Croydon (Devon Street) Carparking study and development plans

Appendix 2 - Master Program

Appendix 3 - Cost Plan

Appendix 4 - Risk Analysis

Appendix 5 - Maroondah Engagement and Communications Plan Template.

4-16 Devon Street, Croydon

Maroondah City Council

Draft Report
Prepared by MGS Architects
January 15, 2019

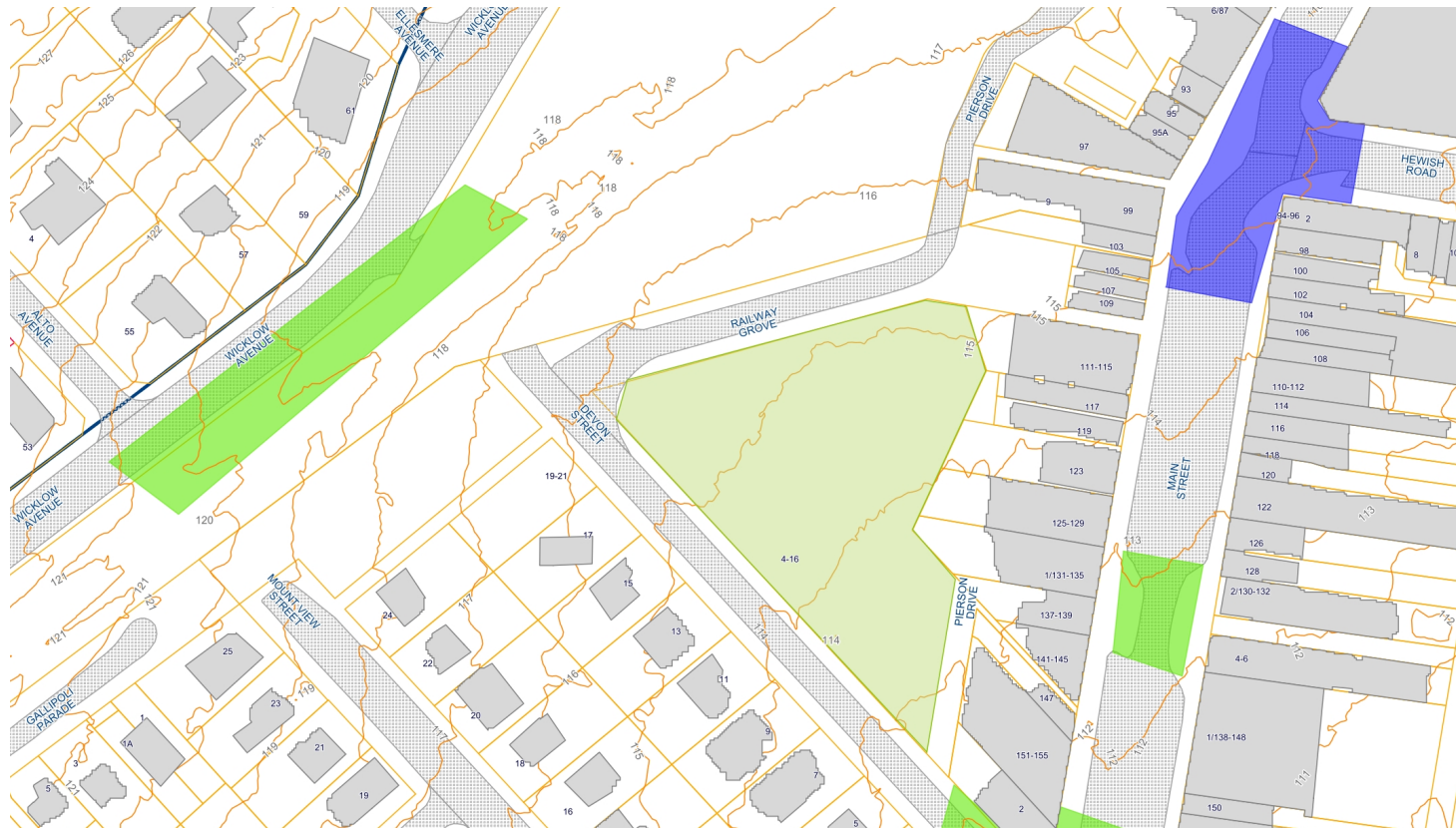


DEVON STREET CAR PARK

SITE LOCATION



Site location

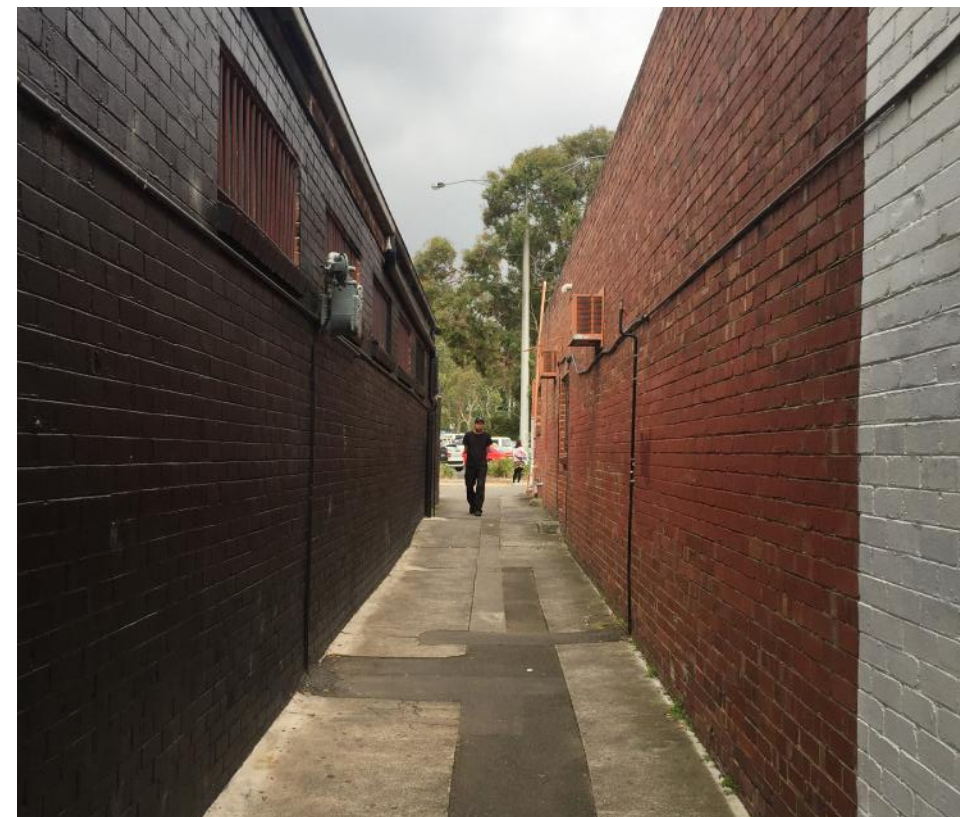
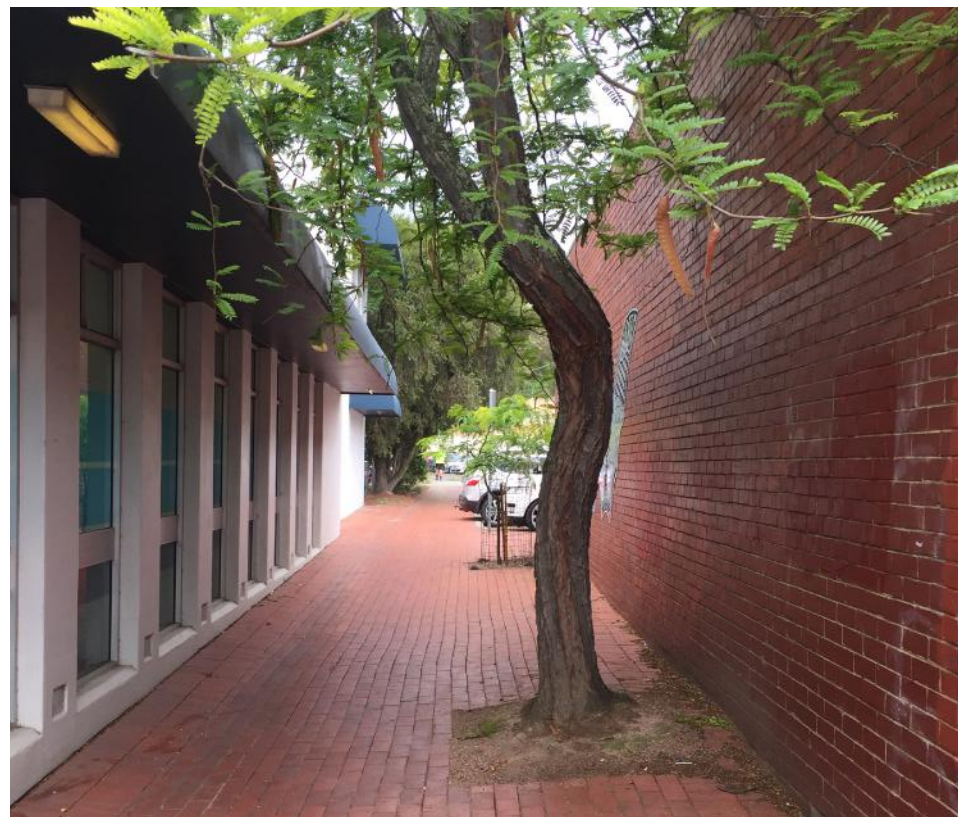


Site contours and area

DEVON STREET CAR PARK EXISTING CONDITIONS

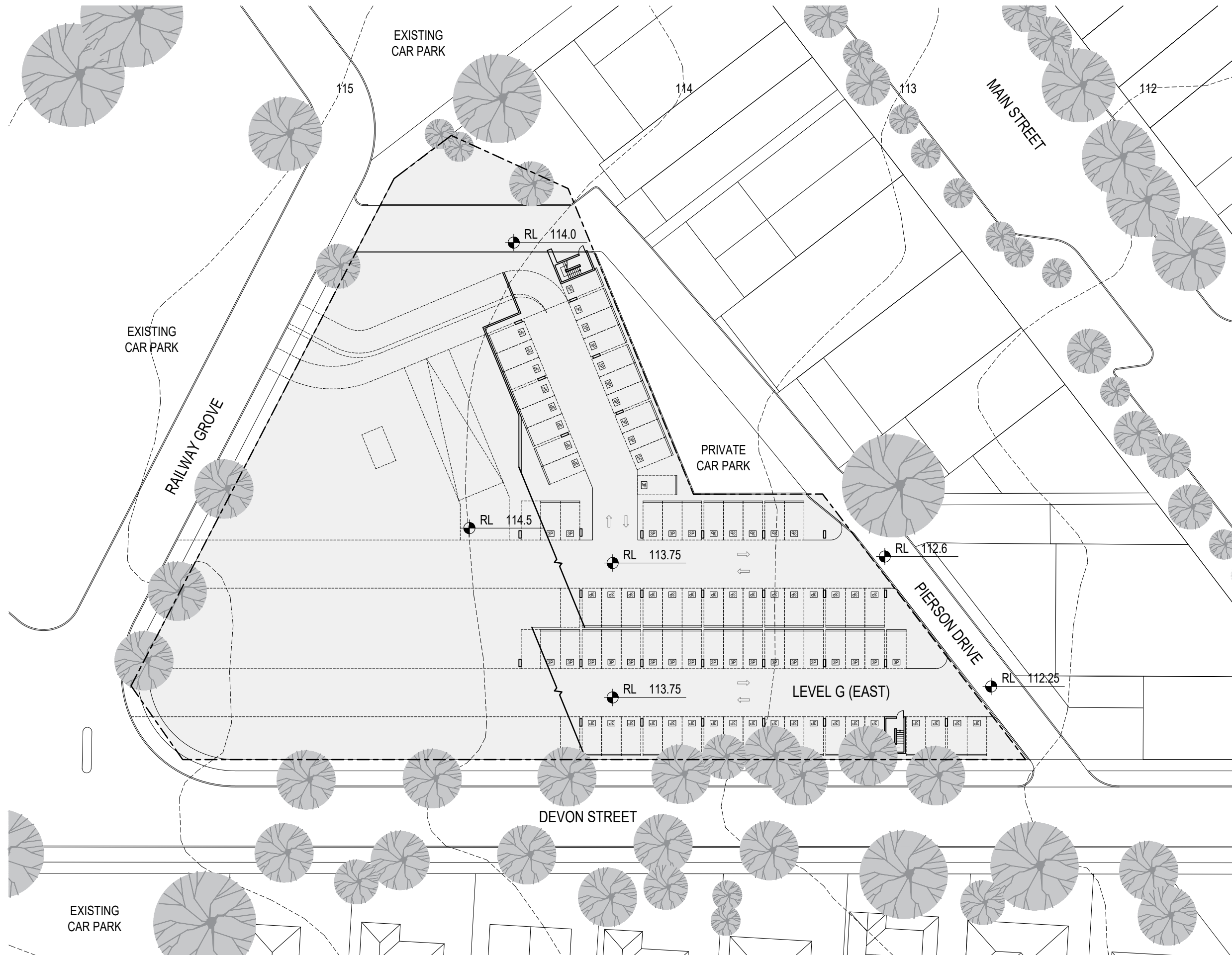


DEVON STREET CAR PARK EXISTING CONDITIONS



DEVON STREET CAR PARK

LEVEL G (EAST) PLAN



LEGEND

	CUSTOMER CAR SPACE
	COMMUTER CAR SPACE

CAR PARK SCHEDULE

LEVEL G	
CUSTOMER SPACES	169
COMMUTER SPACES	8
LEVELS 1 & 1A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVELS 2 & 2A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVEL 3 & 3A	
CUSTOMER SPACES	0
COMMUTER SPACES	152
TOTAL CAR SPACES	639

(APPROX. 162 EXISTING SPACES ON SITE)

DEVON STREET CAR PARK

LEVEL G (WEST) PLAN



LEGEND

	CUSTOMER CAR SPACE
	COMMUTER CAR SPACE

CAR PARK SCHEDULE

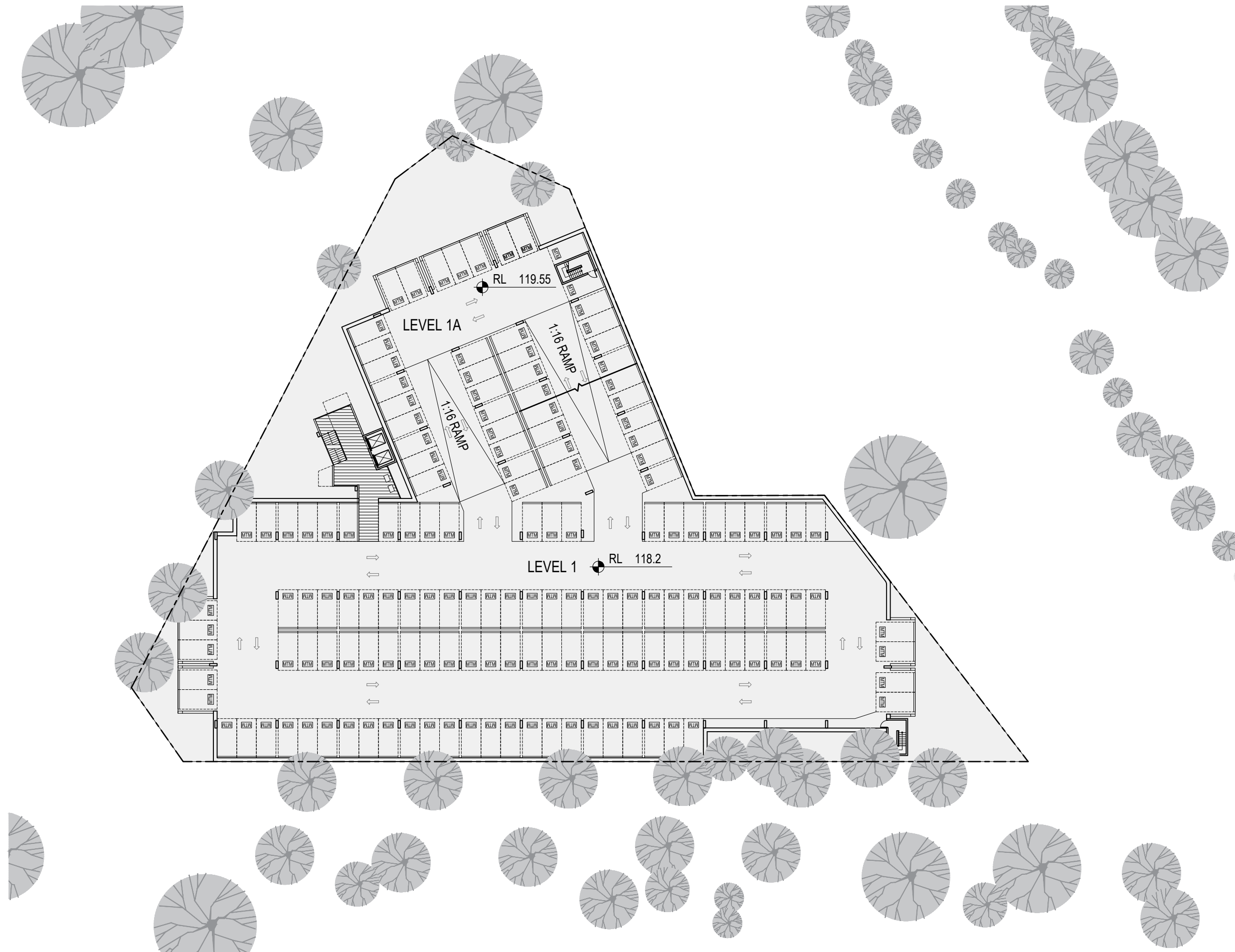
LEVEL G	
CUSTOMER SPACES	169
COMMUTER SPACES	8
LEVELS 1 & 1A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVELS 2 & 2A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVEL 3 & 3A	
CUSTOMER SPACES	0
COMMUTER SPACES	152
TOTAL CAR SPACES	639

(APPROX. 162 EXISTING SPACES ON SITE)

1:500 @ A3

DEVON STREET CAR PARK

LEVEL 1 PLAN



LEGEND

	CUSTOMER CAR SPACE
	COMMUTER CAR SPACE

CAR PARK SCHEDULE

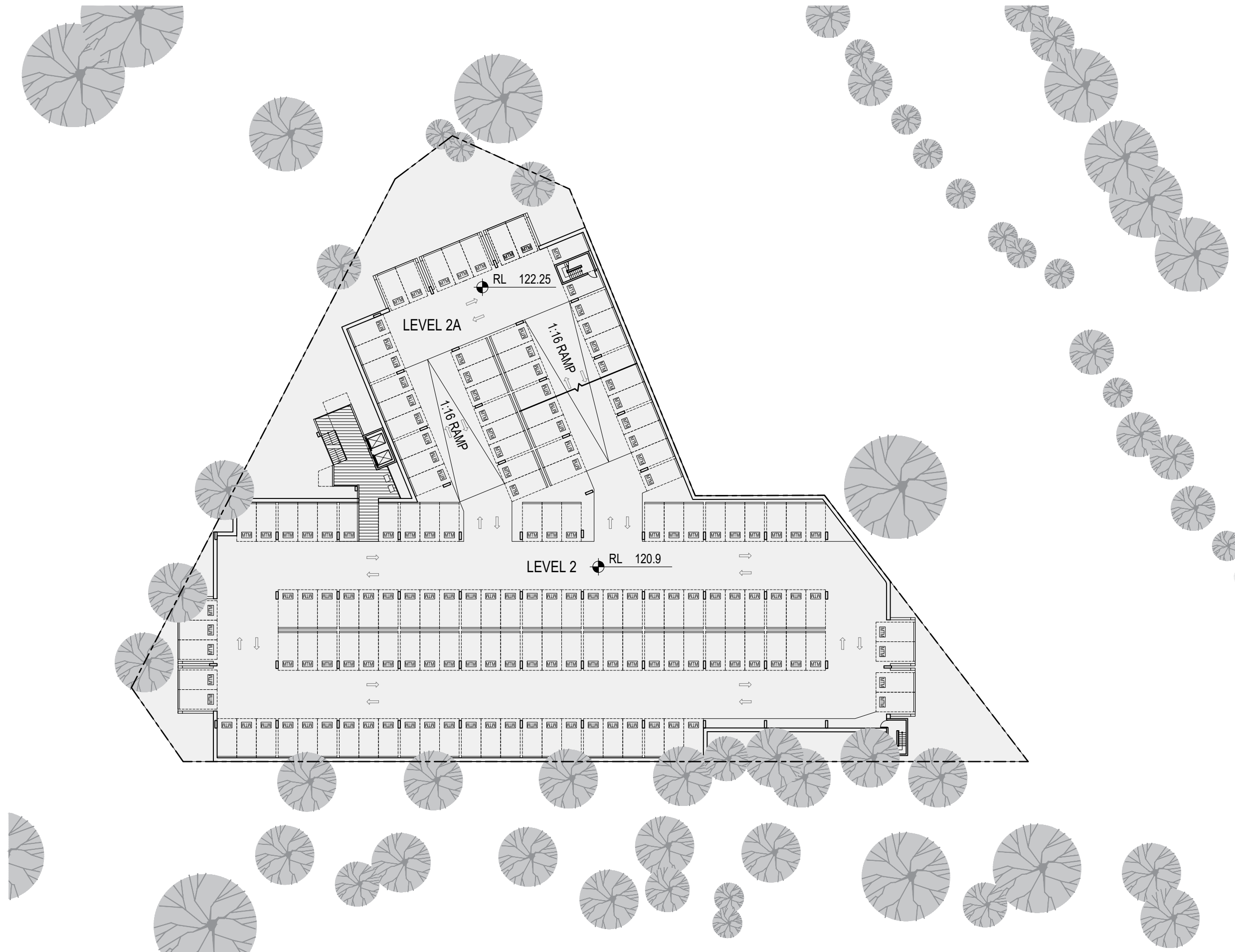
LEVEL G	
CUSTOMER SPACES	169
COMMUTER SPACES	8
LEVELS 1 & 1A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVELS 2 & 2A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVEL 3 & 3A	
CUSTOMER SPACES	0
COMMUTER SPACES	152
TOTAL CAR SPACES	639

(APPROX. 162 EXISTING SPACES ON SITE)

1:500 @ A3

DEVON STREET CAR PARK

LEVEL 2 PLAN



LEGEND

	CUSTOMER CAR SPACE
	COMMUTER CAR SPACE

CAR PARK SCHEDULE

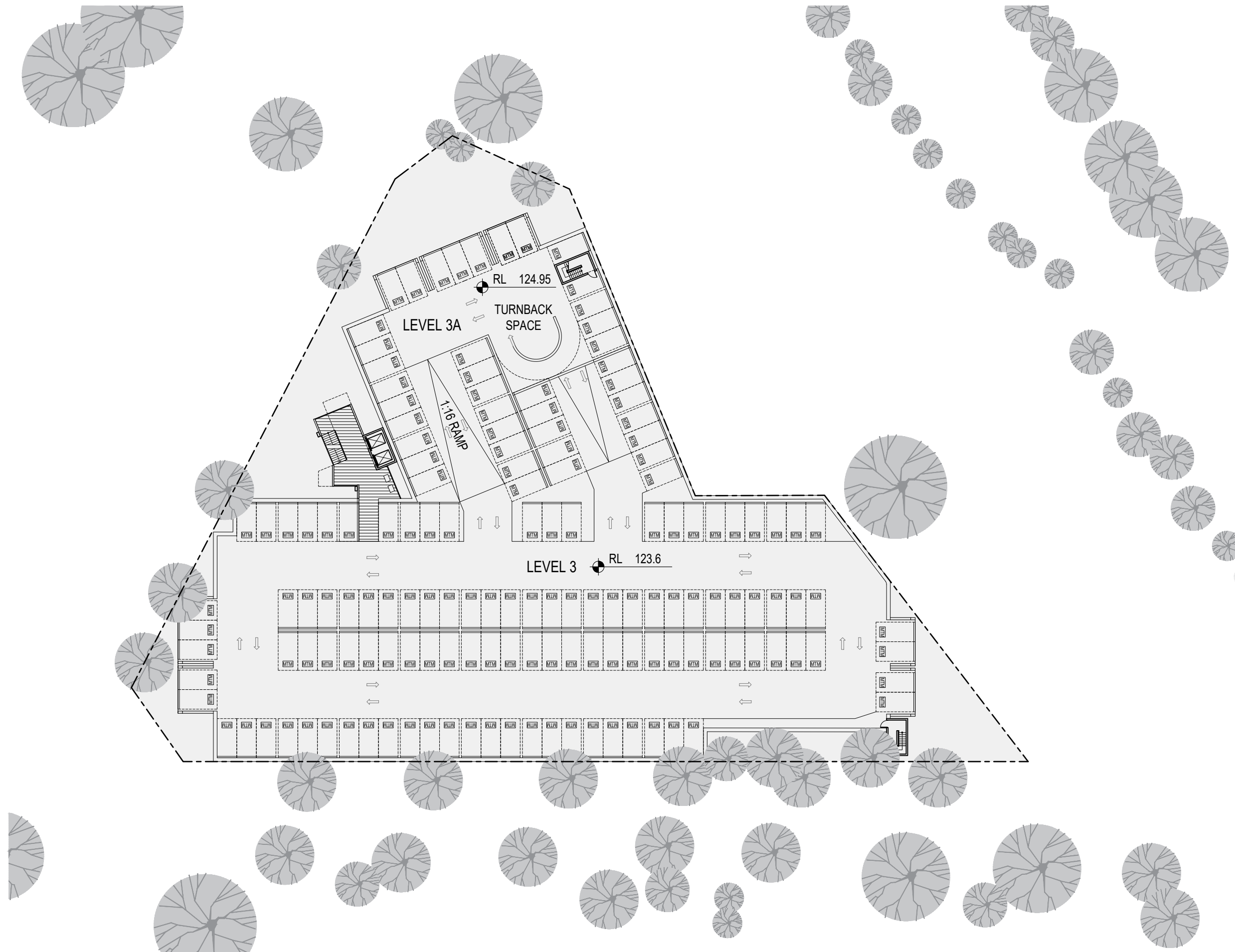
LEVEL G	
CUSTOMER SPACES	169
COMMUTER SPACES	8
LEVELS 1 & 1A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVELS 2 & 2A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVEL 3 & 3A	
CUSTOMER SPACES	0
COMMUTER SPACES	152
TOTAL CAR SPACES	639

(APPROX. 162 EXISTING SPACES ON SITE)

1:500 @ A3

DEVON STREET CAR PARK

LEVEL 3 PLAN



LEGEND

	CUSTOMER CAR SPACE
	COMMUTER CAR SPACE

CAR PARK SCHEDULE

LEVEL G	
CUSTOMER SPACES	169
COMMUTER SPACES	8
LEVELS 1 & 1A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVELS 2 & 2A	
CUSTOMER SPACES	0
COMMUTER SPACES	155
LEVEL 3 & 3A	
CUSTOMER SPACES	0
COMMUTER SPACES	152
TOTAL CAR SPACES	639

(APPROX. 162 EXISTING SPACES ON SITE)

DEVON STREET CAR PARK ARCHITECTURAL THEMES



Significant trees along Devon Street



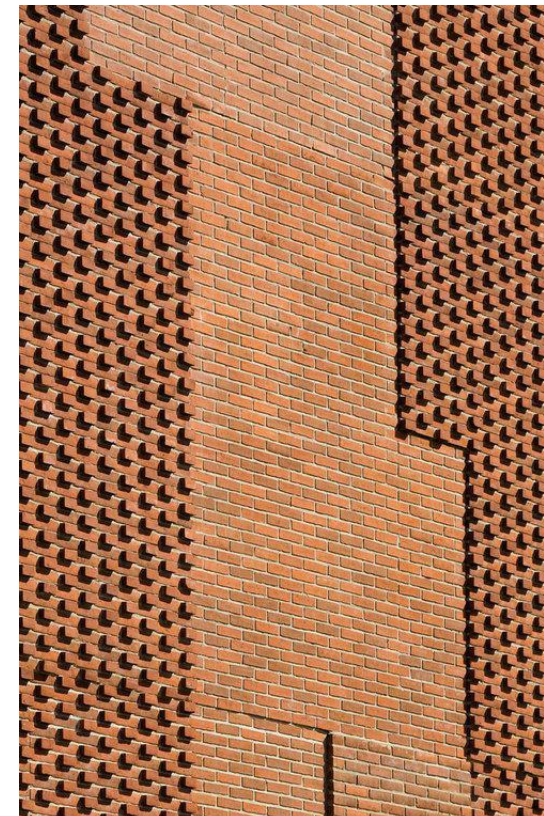
Angle Lake car park, Seattle



Dawson Street car park, Sunshine



Monash University car park, Clayton



Brickwork to stair and lift cores



Frankston Hospital car park

DEVON STREET CAR PARK

PERSPECTIVE VIEW



DEVON STREET CAR PARK

RENDER VIEWS TO BE DEVELOPED







Maroondah City Council - Croydon Multi Level Carpark (Devon St) - Master Programme - V1

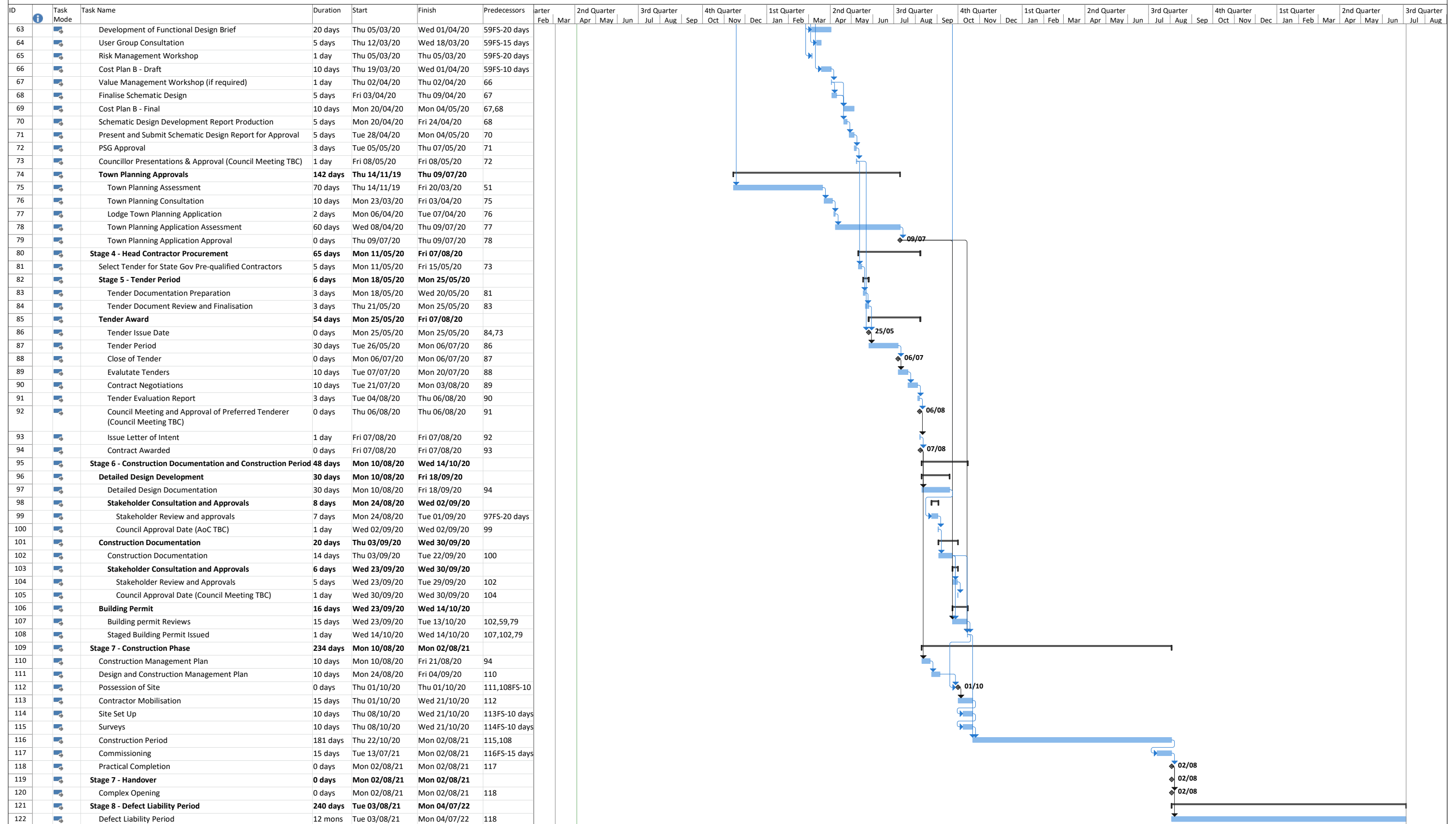
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	1st Quarter												2nd Quarter												3rd Quarter												4th Quarter											
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1		Croydon Multi Level Carpark - Devon St - Master Programme	820 days	Mon 04/03/19	Mon 04/07/22																																																	
2		Grant Funding Announcement	0 days	Mon 04/03/19	Mon 04/03/19																																																	
3		SRV Funding Announcement	0 days	Mon 04/03/19	Mon 04/03/19																																																	
4		Stage 1 - Project Establishment	126 days	Mon 04/03/19	Mon 26/08/19																																																	
5		Refine reverse brief	5 days	Mon 04/03/19	Fri 08/03/19	3																																																
6		Refine Master Control Program	5 days	Mon 11/03/19	Fri 15/03/19	5																																																
7		Review and Implement Project Governance Framework	5 days	Mon 18/03/19	Fri 22/03/19	6																																																
8		Project Procurement Assessment	3 days	Wed 13/03/19	Fri 15/03/19	7FS-8 days																																																
9		Procure Federal Funding Agreement Terms & Conditions	5 days	Mon 18/03/19	Fri 22/03/19	3,8																																																
10		Procure State Government Agreement Terms & Conditions	5 days	Mon 18/03/19	Fri 22/03/19	3,8																																																
11		Appoint Project Manager	111 days	Mon 25/03/19	Mon 26/08/19																																																	
12		Draft EOI Documentation	10 days	Mon 25/03/19	Fri 05/04/19	10																																																
13		Council Procurement Team - EOI Preparation	5 days	Mon 08/04/19	Fri 12/04/19	12																																																
14		EOI Period	10 days	Mon 15/04/19	Fri 26/04/19	13																																																
15		EOI Close	0 days	Fri 26/04/19	Fri 26/04/19	14																																																
16		EOI Evaluation Period	5 days	Mon 29/04/19	Fri 03/05/19	15																																																
17		Shortlist Tenderers from EOI Submissions	1 day	Mon 06/05/19	Mon 06/05/19	16																																																
18		Draft RFT Documentation	10 days	Tue 07/05/19	Mon 20/05/19	17																																																
19		Council Procurement Team - RFT Contract Preparation	5 days	Tue 21/05/19	Mon 27/05/19	18																																																
20		Tender Period	25 days	Tue 28/05/19	Mon 01/07/19	19																																																
21		Tender Close	0 days	Mon 01/07/19	Mon 01/07/19	20																																																
22		Tender Evaluation Period	10 days	Tue 02/07/19	Mon 15/07/19	21																																																
23		Tender Board Meeting	1 day	Tue 16/07/19	Tue 16/07/19	22																																																
24		Tender Interviews	1 day	Wed 17/07/19	Wed 17/07/19	23																																																
25		Tender Negotiations	5 days	Thu 18/07/19	Wed 24/07/19	24																																																
26		Draft Tender Board Report	1 day	Thu 25/07/19	Thu 25/07/19	25																																																
27		CMT Brief on preferred Tenderer	1 day	Fri 26/07/19	Fri 26/07/19	26																																																
28		Procurement Report Submitted (Assembly of Councillors)	15 days	Mon 29/07/19	Fri 16/08/19	27																																																
29		Approval of Tender Recommendation (Council Mtg)	0 days	Fri 16/08/19	Fri 16/08/19	28																																																
30		Issue Letter of Acceptance	1 day	Mon 19/08/19	Mon 19/08/19	29																																																
31		Contract Execution	5 days	Tue 20/08/19	Mon 26/08/19	30																																																
32		Lead Design Consultant / Architect	49 days	Tue 27/08/19	Fri 01/11/19																																																	
33		Procure Design Specification	10 days	Tue 27/08/19	Mon 09/09/19	8,10,31																																																
34		Select Tender for State Gov Pre-qualified Consultants	5 days	Tue 10/09/19	Mon 16/09/19	33																																																
35		Tender Period	15 days	Tue 17/09/19	Mon 07/10/19	34																																																
36		Tender Evaluation and Negotiation	10 days	Tue 08/10/19	Mon 21/10/19	35																																																
37		Finalise Tender Recommendation Report	5 days	Tue 22/10/19	Mon 28/10/19	36																																																
38		Submit Report and Brief CMT	3 days	Tue 29/10/19	Thu 31/10/19	37																																																
39		Council Approval Date (Council Meeting 27.03.2017)	0 days	Thu 31/10/19	Thu 31/10/19	38																																																
40		Award Contract	1 day	Fri 01/11/19	Fri 01/11/19	39																																																
41		Quantity Surveyor	49 days	Tue 27/08/19	Fri 01/11/19																																																	
42		Procure QS Specification	5 days	Tue 27/08/19	Mon 02/09/19	8,10,31																																																
43		Public Tender for QS Services	5 days	Tue 03/09/19	Mon 09/09/19	42																																																
44		Tender Period	15 days	Tue 10/09/19	Mon 30/09/19	43																																																
45		Tender Evaluation and Negotiation	15 days	Tue 01/10/19	Mon 21/10/19	44																																																
46		Finalise Tender Recommendation Report	5 days	Tue 22/10/19	Mon 28/10/19	45																																																
47		Submit Report and Brief CMT	3 days	Tue 29/10/19	Thu 31/10/19	46																																																
48		Council Approval Date (Council Meeting 27.03.2017)	0 days	Thu 31/10/19	Thu 31/10/19	47																																																
49		Award Contract	1 day	Fri 01/11/19	Fri 01/11/19	48																																																
50		Stage 2 - Concept Designs and Functional Brief	21 days	Mon 04/11/19	Mon 02/12/19																																																	
51		Validate Concept Design	8 days	Mon 04/11/19	Wed 13/11/19	40,49																																																
52		Stakeholder Consultation	3 days	Thu 14/11/19	Mon 18/11/19	51																																																
53		Concept Design Report Preparation	5 days	Tue 19/11/19	Mon 25/11/19	52																																																
54		Cost Plan A	10 days	Thu 14/11/19	Wed 27/11/19	53FS-8 days																																																
55		Present Final Concept Design for Approval	1 day	Thu 28/11/19	Thu 28/11/19	54																																																
56		PSG Review and Approval	1 day	Fri 29/11/19	Fri 29/11/19	55																																																
57		Councillor Presentations (AoC TBC)	1 day	Mon 02/12/19	Mon 02/12/19	56																																																
58		Stage 3 - Schematic Design	142 days	Thu 14/11/19	Thu 09/07/20																																																	
59		Schematic Design (Develop Preferred Scheme)	65 days	Tue 03/12/19	Wed 01/04/20	57																																																
60		Site Investigations	20 days	Thu 05/03/20	Wed 01/04/20																																																	
61		Geotechnical Report	10 days	Thu 05/03/20	Wed 18/03/20	59FS-20 days																																																
62		Soil Contamination Report	20 days	Thu 05/03/20	Wed 01/04/20	61FS-10 days																																																

Project: 20190404_DevonStCarPa
Date: Thu 04/04/19

Task		Summary		External Milestone		Inactive Summary		Manual Summary Rollup		Finish-only		Manual Progress	
Split		Project Summary		Inactive Task		Manual Task		Manual Summary		Deadline			
Milestone		External Tasks		Inactive Milestone		Duration-only		Start-only		Progress			



Maroondah City Council - Croydon Multi Level Carpark (Devon St) - Master Programme - V1



Project: 20190404_DevonStCarPa
Date: Thu 04/04/19

Task	Summary	External Milestone	Inactive Summary	Manual Summary Rollup	Finish-only	Manual Progress
Split	Project Summary	Inactive Task	Manual Task	Manual Summary	Deadline	
Milestone	External Tasks	Inactive Milestone	Duration-only	Start-only	Progress	

Croydon Carpark - Devon St - Initial Cost Plan

Deliverable	Cost Estimate
Consultant fees:	
Project Manager	\$200,000.00
Lead Design (incl sub-consultants)	\$600,000.00
Quantity Surveyor	\$90,000.00
Design Contingency	\$100,000.00
Permits and fees	\$60,000.00
Authorities	\$150,000.00
Head Contractor (Builder), including (but not limited to):	
- Base Build	
- Landscaping	
- Street connections (crossovers etc.)	
- Signage	\$12,400,000.00
ESD Initiatives	\$500,000.00
Construction Contingency	\$750,000.00
Cost Escalation (construction not to commence prior to June 2020)	\$150,000.00
Total	\$15,000,000.00



Risk Register

Risk Identification					Current Risk Rating					Risk Management					Residual Risk Rating					
1	1b	1c	2	3	4	5	5a	6	7	9a	9b	10	12	13	14	15	16	16a	17	18
No	Phase	Classification	Risk Description	Consequence	Likelihood	Impact	Risk Matrix	Rating	Risk Status	Management Actions Planned	Management Actions Taken	Risk Owner	Date By	Last Updated	Comments	Likelihood	Impact	Risk Matrix	Rating	Risk Status
1	All	Project	Project timeframes are not realistic	- Contingencies not allowed for - Reputational damage - Project delivered is not fit for purpose - Additional costs	M	VH	MVH	8000	RED	- Continual validation of master program				4/04/19		L	H	LH	2000	ORANGE
2	All	Project	Budget not managed or exceeded	- Additional costs - Reputational damage	L	H	LH	2000	ORANGE	- Ensure a Quantity Surveyor is appointed for the project - Continual Budget and Cost analysis - Project steering group to monitor the control change process				4/04/19		L	M	LM	200	AMBER
3	All	Project	Costs of project have not yet been established	Scope of works, design and deliverables do not align	L	M	LM	200	AMBER	- CWIG steering group - Ensure a Quantity Surveyor is appointed for the project - Continual Budget and Cost analysis - Project steering group to monitor the control change process				4/04/19		VL	M	VLM	100	AMBER
4	All	Project	Latent conditions	- Program delays and additional costs - Surrounding buildings	H	H	HH	6000	RED	- CWIG steering group - Initial investigations ie: geotech and soil contamination - Part 6 Hazardous Materials Audit to be undertaken - Transfer risk to the Head Contractor via the Contract where appropriate				4/04/19		L	M	LM	200	AMBER
5	All	Project	Change of government/election during project timeframes - State and Federal (Victrack/Transport Operators, Melbourne Water etc.)	- Change in Government priorities - Change in funding envelope (if external funding is to be sought) - Additional funding criteria implemented that may increase costs or cause delays	L	L	LL	20	GREEN	- Implement construction contingency Project Steering Group to monitor				4/04/19		L	L	LL	20	GREEN
6	All	Construction	Impacts to surrounding residents and user groups - Noise, dust etc. - Increased traffic due to construction - displaced groups (i.e BMX riders) - Chemical odour [Site Security]	- Additional project costs - Financial claims from businesses - Reputational damage - Community backlash	M	VH	MVH	8000	RED	Early stakeholder communication and consultation with local residents and user groups to manage the disruption Proactive planning of relocation External Stakeholders/Community Engagement session to be held by Council in July				4/04/19		L	M	LM	200	AMBER
7	All	Construction	- Theft of materials on site - Vacant building on site (prior to construction)	- Loss of materials/ plant - Main contractor/ consultants lose confidence in project/ council - Reputational damage	L	M	LM	200	AMBER	Contractor to ensure site security and safety during the demolition and construction phases				4/04/19		L	M	LM	200	AMBER
8	Project Governance	Project Governance	Organisational structure and project governance omitted from project	- Approval process not established - Communication process not established - Project governance non existent which can lead to scope creep, project delays and additional costs	L	VH	LVH	4000	ORANGE	Establish project management plan and structure and ensure it is endorsed by CMT		Not relevant		4/04/19		L	H	LH	2000	ORANGE
9	Brief Development	Project	Project Brief not formally endorsed	Project delays, additional costs, abortive design work.	L	H	LH	2000	ORANGE	Clarify and prepare brief for endorsement by Council and CMT				4/04/19		L	M	LM	200	AMBER
10	Brief Development	Project	Poorly defined project brief	Brief does not accurately reflect client requirements leading to client and user dissatisfaction	L	M	LM	200	AMBER	Lead designer to provide a clear reverse brief to be signed off by all stakeholder levels				4/04/19		VL	M	VLM	100	AMBER
11	Brief Development	Stakeholders	Stakeholder expectations for end-use of facility is different to design specifications.	- Community do not utilise the new precinct - Rework - Project does not achieve intended outcomes	L	H	LH	2000	ORANGE	Implement a stakeholder engagement strategy that targets a diverse range of community demographics and users Weekly meetings with key user groups				4/04/19		L	M	LM	200	AMBER
12	Brief Development	Stakeholders	Stakeholders are not identified with regards to involvement in the project and are not engaged in the design process	- Misunderstanding of end use, understanding what we need the facility to do as a bare minimum. - Damage to relationship between Council and Key Stakeholders (Sport and Rec Vic and User Groups)	L	H	LH	2000	ORANGE	Undertake a stakeholder management workshop to identify who needs to be engaged and the appropriate methodology				4/04/19		VL	M	VLM	100	AMBER
13	Brief Development/ Design Development	Stakeholders	Perception that brief does not respond to the community need	End user dissatisfaction Utilisation of the facility is not at optimum level	L	M	LM	200	AMBER	Complete a Community Engagement Plan clearly identifying all groups to be consulted and the Lead designer to provide a clear reverse brief to be signed off by all stakeholder levels				4/04/19		L	M	LM	200	AMBER
14	Brief Development/ Design Development	Project	Brief does not align with project budget	Increased costs to undertake design rework Reputational damage with stakeholders Design scope of works relies on greater funding than allocated within the budget	VH	VH	VHVH	16000	RED	Validation of concept vs project budget Implement value management procedures as required				4/04/19		VL	M	VLM	100	AMBER
15	Brief Development/ Design Development	Project	Authorities not identified and requirements are not met with regards to involvement in the project	Project delays and cost impact Authorities may change structure and/or personnel	H	VH	HVH	12000	RED	- Early engagement with authorities and project hold points considered in master program				4/04/19		L	M	LM	200	AMBER
16	Brief Development/ Design Development	Design	Design brief does not take into account the works occurring in other areas in the vicinity of the project ie: Croydon Community Precinct etc.	- Losing continuity throughout area - Program delayed - Redesign (rework) - Additional design costs	M	H	MH	4000	ORANGE	Monitor via PSG				4/04/19		L	H	LH	2000	ORANGE



Risk Register

Risk Identification					Current Risk Rating					Risk Management					Residual Risk Rating					
1	1b	1c	2	3	4	5	5a	6	7	9a	9b	10	12	13	14	15	16	16a	17	18
No	Phase	Classification	Risk Description	Consequence	Likelihood	Impact	Risk Matrix	Rating	Risk Status	Management Actions Planned	Management Actions Taken	Risk Owner	Date By	Last Updated	Comments	Likelihood	Impact	Risk Matrix	Rating	Risk Status
17	Design Development	Project	Approvals not granted or delayed Council: (Planning permits, Building Permits, Trees, Traffic Management, Structural Management Plans) Other: VicTrack, State, EPA	- Redesign - Project delays - Increased costs	M	VH	MVH	8000	RED	Early engagement with authorities				4/04/19		VL	M	VLM	100	AMBER
18	Design Development	Project	Relocation of existing carparking spaces during the construction period	Reputational damage Project delays and additional costs	M	H	MH	4000	ORANGE	Opportunities to relocate the carparking spaces to within the Croydon Civic area.				4/04/19		VL	M	VLM	100	AMBER
19	Design Development	Project	Facility naming	Naming Guidelines to be followed. Community consultation required which may cause project delays. Negative publicity for the project if naming guidelines and due process is not followed	L	L	LL	20	GREEN	Comms & Engagement to manage the process for the facility naming				4/04/19		L	L	LL	20	GREEN
20	Design Development	Design	[Design - external factor errors] - Design not fit-for-purpose - Design does not compliment or work with external environment	- Project program delayed - Redesign/rework - Additional design costs	M	H	MH	4000	ORANGE	- Clear definition of scope understood via stakeholder engagement to ensure the needs of the space are factored into all design phases and end build is fit for purpose and can be achieved within budget. - Design also needs to be future proofed to adapt to future weather and commuter patterns				4/04/19		L	M	LM	200	AMBER
21	Design Development	Design	Missed ESD opportunities	- Missed long term savings - Reputational impacts - Program delayed - Redesign (rework) - Additional design costs - Environmental damage	M	H	MH	4000	ORANGE	- Engage with IP and understand expectations and priorities - Understand ESD opportunities				4/04/19		L	M	LM	200	AMBER
22	Design Development	Design	Temporary services or permanent services required for the new design.	- Program delayed - Redesign (rework) - Additional design costs	M	VH	MVH	8000	RED	Temporary or permanent services to be investigated through the concept and schematic design phase of the project. Risk to be transferred to the Head Contractor after schematic design via the Contract to include the scope of works.				4/04/19		L	M	LM	200	AMBER
23	Design Development	Design	[Design - Internal Factor errors] - Material selection (material surface, material construct) - Material selection causes public risk or maintenance issues - Design does not meet required operational specs	- Rework - Additional capital costs - Reputational damage	M	M	MM	400	AMBER	Stakeholder engagement to be undertaken. Safety in Design risk workshop to be undertaken by the Design Consultants and Head Contractor throughout the design and construction phases of the project.				4/04/19	Not relevant	L	M	LM	200	AMBER
24	Design Development	Design	Safety in design is not considered as part of the design and leaves Council with assets that pose unacceptable risk to persons (users, traders and maintainers)	- Redesign - Reworks (capital costs) - Unable to maintain assets - Unacceptable hazards not eliminated	L	M	LM	200	AMBER	- Ensure CPTED principles are followed and part of design - Ensure the design consultants have included all aspects of safety in design within their fee proposal and contracts				4/04/19		L	M	LM	200	AMBER
25	Design Development	Design	Safety in Design (sharp surfaces, slip resistance, operation) [Land] - Site boundaries are different to current plan (Cadastral is out of date or different) - Extent of new design boundaries to be established, current concept design assumes that it can be built over adjoining Victrack and Melbourne Water land	- Program delayed - Redesign (rework) - Additional design costs - Land assumptions incorrect - Additional construction costs	L	M	LM	200	AMBER	- Transfer the design risk to the Head Contractor via the Contract PSG to monitor Ensure that the Contract includes for the Head Contractor to undertake a site survey including site setout by a Licenced Land Surveyor.				4/04/19		L	M	LM	200	AMBER
26	Design Development	Design	Universal design (accessibility) is not considered during the design phase (Compliance Vs Best Practice) - DDA requirements - As built assets are fit-for-purpose for all users	- Program delayed - Redesign (rework) - Additional design costs	L	H	LH	2000	ORANGE	- Internal consultation to ensure lessons learnt are passed on - Compliance as a standard is not enough - Factor in broader elements such as vision - Balance use of space with activation - Consult with Disability Advisory Committee - Expert in Universal Design - Factor in prams and other hinderants to mobility etc - Testability not just physical access - think beyond the wheelchair - Factor in existing buildings that will remain in play				4/04/19		L	M	LM	200	AMBER
27	Design Development	Design	[Procurement] - Long lead time items to be identified during the design phase - Design stage to consider necessary lead times for materials/procurement - Procurement strategy to consider necessary spares/materials to be provided by suppliers in addition to construction quantities	- Project delay - Additional costs	M	H	MH	4000	ORANGE	Consideration required for the specification of materials and equipment for the project through the design phase Transfer the risk of procurement to a Head Contractor through the Design and Construction procurement methodology Contract to be out at market for 8 weeks				4/04/19		L	M	LM	200	AMBER



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28	Design Development	Operations	Design does not consider whole of lifecycle costs/requirements of all assets - Lifecycle replacement costs - Sourcing of readily available materials that are replaceable	- Additional O&M costs - Incorrect materials/assets procured which do not provide council with required asset management requirements (lifecycle, timeframes)	L	M	LM	200	AMBER	Consideration required for the specifications of materials and equipment for the project through the design phase Consult with internal stakeholders to ensure all aspects of material selection are known and accepted Ensure a sufficient maintenance budget has been implemented post construction				4/04/19		L	M	LM	200	AMBER
29	Design Development	Operations	Storage of required replacements/spares	- Depot does not have sufficient capacity - Spares not readily available when replacement required - Delays to repair/service assets	L	M	LM	200	AMBER	Consideration required for the specification of materials and equipment for the project through the design phase				4/04/19		L	M	LM	200	AMBER
30	Design Development	Stakeholders	Political implications around parking issues at HE Parker	- Reputational damage to Council - Objections from local residents - Issues from User Groups	L	VH	LVH	4000	ORANGE	Steering committee to monitor and continually update key stakeholders				4/04/19		L	M	LM	200	AMBER
31	Design Development	Stakeholders	Formal stakeholder sign off on various design stages	- Project delays where review timelines have not been factored in - Key stakeholders have been missed - Construction cost increases	M	VH	MVH	8000	RED	- Stakeholder engagement plan - Seek formal sign off from User groups at concept and schematic design phase completion - Ensuring utility providers are included				4/04/19		L	M	LM	200	AMBER
32	Design Development	Construction	Site is damaged by construction vehicles entering site or construction vehicles are unable to enter site	- Damage to surrounding assets - Additional project costs - Works delayed - Reputational damage	L	M	LM	200	AMBER	Ensure that the demolition and construction contract allows for risk to be transferred to the Head Contractor. Ensure that the Head Contractor implements and manages the following: - Project specific management plan including (but not limited to) the following: - OH & S management plan - Environmental management plan - Traffic management plan - Quality management plan				4/04/19		L	M	LM	200	AMBER
33	Design Development/ Construction	Design	[Environmental - Construction Stage] - Drainage (overflow of drainage) - Inclement weather - Contamination (prior to and during construction) - Heritage overlays - Cultural sites uncovered during construction - Lighting (Lux levels) and noise (dbA) impact on local residents (during and after construction)	- Project delays - Additional project costs - Investigations - EPA fines/ prosecution - Reputational damage	L	H	LH	2000	ORANGE	- Contractual obligations for contractors to meet ie: transfer of risk to the Head Contractor - Ensuring contractors have OH&S and environmental policies in place - Engage with Integrated Planning and Statutory Planning and Sustainability teams - Ensure a Cultural Heritage Management Plan is in place prior to construction commencing				4/04/19		L	M	LM	200	AMBER
34	Design Development/ Construction	Operations	Management of asset once built, ongoing, access (operations)	- Assets not maintained - Issues with assets not owned by the business - Relevant maintenance schedule and budgets not increased/realigned to account for new assets	M	H	MH	4000	ORANGE	- Define roles and responsibilities within Council - Identify anticipated ongoing budget				4/04/19		L	M	LM	200	AMBER
35	Procurement	Project	[Procurement] - Inappropriate contractor selected - Consultant procurement delays the program	- Additional costs - Reputational - Project delays - Regulatory	L	H	LH	2000	ORANGE	- Assessment criteria defined - Financial checks - Reference checks - QS on board - Best value processes				4/04/19		L	M	LM	200	AMBER
36	Procurement	Construction	[Procurement] - Design and quality issues with a Design and Construct procurement methodology	Loss of control by Council of the design or quality of the project which could result in: - User group dissatisfaction - Building not being fit for purpose - Budget overrun	L	VH	LVH	4000	ORANGE	- Allow sufficient time in the master control program to ensure milestones are achievable Ensure that the Lead Design Consultant appointed has demonstrated experience and skill in a Design and Construction project and that they will be novated across the the appointed Head Contractor to complete the detailed design documentation. Ensure that the documentation prior to tendering to the Head Contractor has the following requirements included (as a minimum): - Principles Performance Requirements (PPR) - Detailed Specifications (including services) - Schematic Design drawings - Room data sheets				4/04/19		L	M	LM	200	AMBER
37	Procurement/ Construction	Construction	[Commissioning] - Large quantity of defects identified - Workmanship quality is inferior - Completed Asset fails on commissioning (mechanical, electrical)	- Additional project costs - Program delayed	L	M	LM	200	AMBER	Ensure commissioning is a key component of the contract documents for the Contractor. Contractor to implement a commissioning plan as part of the project.				4/04/19		L	M	LM	200	AMBER



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38	Construction	Construction	Construction methodology - Traffic management - Construction Staging - Construction delineation	- Traffic build-up - Complaints - Senior management intervention - Reputational Damage - Risk to the public	M	H	MH	4000	ORANGE	Contractor to implement their own Project Management Plan to include traffic management, environmental management, OH&S and risk management				4/04/19		L	M	LM	200	AMBER
40	Construction	Construction	Demolition of existing buildings impacts structurally on adjacent buildings/assets	- Subsistence not achieved - Damage to properties and costs to Council - Reputational damage	M	H	MH	4000	ORANGE	- Contractor to ensure that property protection of adjacent assets is undertaken.				4/04/19		L	M	LM	200	AMBER
41	Construction	Construction	[Industrial Relations] - Risk of work stoppage on site due to safety concerns - EBA (or similar) renegotiated prior to or during construction impacting on labour rates	- Additional project costs - Works delayed - Reputational damage	L	M	LM	200	AMBER	- Building permit to be issued by a Licenced Building Surveyor to ensure property protection is covered Transfer risk to the Head Contractor via the Contract.				4/04/19		VL	M	VLM	100	AMBER
42	Construction	Construction	Safety during Construction compromised for: - Workers - Members of public - Visitors to site - Traders Includes: Confined spaces, falls from height, hazardous materials, motor vehicles, plant and machinery, exposure, vibration, noise, etc	- Injury or death - Fines or prosecution - Reputational damage - Project delay	L	M	LM	200	AMBER	Contractor to implement their own Project Management Plan to include traffic management, environmental management, OH&S and risk management				4/04/19		L	M	LM	200	AMBER
43	Construction	Construction	Adjoining assets damaged during construction - Adjoining tenancies, footpaths, roadways, trees, authority assets etc.	- Additional project costs/ scope - Program delayed - Reputational damage	VL	M	VLM	100	AMBER	Ensure preliminaries document is included in the contract documentation				4/04/19		VL	M	VLM	100	AMBER
44	All	All	Cultural heritage approval not granted or delayed	- Delay to master program	H	VH	HVH	12000	RED	- Cultural advisor included in the project. - Liaise with MW as they might have done their Cultural Assessment.				4/04/19		VL	M	VLM	100	AMBER
45	Design	Design	Legislation changes to building codes or other	Master program delays Increased costs	H	M	HM	600	ORANGE	- Consideration on the old/new legislation applicable for the project				4/04/19		L	M	LM	200	AMBER
46	Design/ Construction	Design/ Construction	Not using local products, contractor and/or suppliers	- Reputational damage to Council	M	M	MM	400	AMBER	- Identify and specify in design stage - Identify percentage - Confirm the federal government requirements and include accordingly				4/04/19		L	M	LM	200	AMBER
47	All	All	Traffic and parking	- Adjacent residents concerns - Tree protection - Reputational risks - Issues between Councils	M	M	MM	400	AMBER	Engineering needs to manage and consider as an ongoing strategy - Contractor to include in their traffic management plan - Consider the Knox traffic/parking in design/ construction stage and liaise accordingly		Not relevant		4/04/19		L	M	LM	200	AMBER
48	Construction	Construction	Risk of damaging existing infrastructure (roads, etc) during construction and the existing structure not able to accommodate the new facility impact	- Damaging existing infrastructure - Cost	H	H	HH	6000	RED	- Assets protection requirements clearly stated in tender specs - Dilapidation report to be requested from the Head Contractor - Ensure the Head Contractor's liability is clearly identified in tender - Design team to consider upgrade of infrastructure in the schematic design stage - Traffic management plan required from the Head Contractor - Knowledge on existing ground conditions and infrastructure is passed on and clearly stated in the tender documents that the Head Contractor is to assess				4/04/19		L	M	LM	200	AMBER
49	Design/ Construction	Design/ Construction	Safety risk of pedestrian and cyclists during construction due to bicycle tracks within the scope of works	- No safe shared path/ trail link for cyclist and pedestrian - Reputational risks	H	H	HH	6000	RED	- Traffic management plan required - Bike parking and safe trails etc to be considered in design to mitigate post-construction safety risk Council's communications team to work with Knox's communications team to get messaging to cyclists				4/04/19		L	M	LM	200	AMBER
50	Construction	Construction	Construction environmental issues - existing tree damage	- Environmental contamination - Reputational risks - Costs	M	M	MM	400	AMBER	- Environmental management plan required from the Head Contractor and includes clear identification of the MCC internal stakeholders' involvement in different stages eg arborists - Specifications regarding the water treatment post-construction				4/04/19		L	M	LM	200	AMBER
51	Construction	Construction	Stormwater discharge points	- Environmental contamination - Reputational risks - Costs	M	H	MH	4000	ORANGE	- Confirm the water discharge points and necessary strategy with Melbourne Water - Liaise with Melbourne Water regarding the water quality strategy/outcome etc - Ensure in tender stage that the preferred contractor is capable of delivery the preferred outcome				4/04/19		L	M	LM	200	AMBER



Risk Register

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52	Design	Design	External Light pollution	Wildlife safety - Amenity - Glare	M	H	MH	4000	ORANGE	- Design team to review lighting options - Undertake lighting design with a suitably qualified designer - Undertake glare modelling of the proposed lighting design				4/04/19		L	M	LM	200	AMBER
53	Design	Design	Licencing	Legislation requirements - Cost - Reputational risks	L	M	LM	200	AMBER	- Ensure at the time of design the relevant codes etc. are being adhered to.				4/04/19		L	M	LM	200	AMBER
54	All	All	Financial impact on users from implementation of fees is not expected and/or managed	- Not being able to lease out and stays vacant - Financial implications on user groups	H	H	HH	6000	RED	- Operational strategy is to be considered in design stage - Communication to the user groups commences in early stage and ensure that the information is carried through				4/04/19		L	M	LM	200	AMBER
55	All	All	Safety of building users once building is operational	Safety - reputational risks	L	H	LH	2000	ORANGE	- Undertake a safety in design workshop prior to building construction completion with the Project Team and Operation Team to ensure all items that do not have a design solution can be incorporated into the operation plan or procedures - Emergency evacuation plans are to be included in construction and post construction - Near by schools currently use the site as emergency evacuation area and needs to be informed prior to construction		Not relevant		4/04/19		L	M	LM	200	AMBER



Community Engagement Plan Template

<< Insert Name of Project, Activity, Process >>

<< Date last updated >>

Maroondah City Council

*Adopted by CMT
(Insert date)*

READINESS TO ENGAGE

To ensure that all community engagement activities are appropriately planned, managed and supported and requirements are met, Council has developed an assessment scale which details the starting point for engagement.

Each proposed community engagement process for a project or initiative should be assessed at commencement against the criteria below to determine the rating. Depending on the rating, different community engagement requirements will apply.

ASSESSMENT CRITERIA

1. Political alignment:	Does the project align with the objectives of Council and/or other levels of Government?
2. Financial impact (e.g. Budget, staff, funding grants etc.):	How significant is the investment into the project/initiative?
3. Environmental/amenity impact:	What scale of environmental/amenity impact will the project/initiative create?
4. Organisational impact:	What scale of impact will the project/initiative have across the organisation?
5. Community/customer impact:	What scale of impact will the project/initiative have on the wider community or specific audience?
6. Community interest:	What scale of interest already exists with the project/initiative? I.e.: is there an established expectation/relationship with the project/initiative?
7. Community reaction:	What scale of reaction, both positive and negative, is anticipated for the community?
8. Influence on Council's reputation:	What scale of impact, positive and negative, does the project/initiative have on Council's reputation?
9. How much say will the community have on the project?	What level of influence will the community feedback have on the project/initiative?
10. Longevity of the outcome:	What is the lifespan of the project/initiative?

1. YOUR PROJECT ASSESSMENT

For each of the criteria below, with your Team Leader and/or Manager, rank the proposed project/initiative on a scale from 1 to 5 (where 1 = very low and 5 = very high). The focus in completing this assessment should be on the subject matter of the project/initiative itself, not just the engagement component.

What is the likely or expected...	Rating (1-5)
Political alignment	
Financial impact (e.g. Budget, staff, funding grants etc.)	
Environmental / amenity impact	
Organisational impact	
Community/customer impact	
Community interest	
Community reaction (positive and negative)	
Influence on Council's reputation (positive and negative)	
How much say will the community have on the project?	
Longevity of the outcome	
TOTAL SCORE (out of 50)	

<i>Interpreting your score:</i>			
<i>Score</i>	<i>0-23</i>	<i>23-36</i>	<i>36+</i>
Approval of engagement plan template	Relevant Director	Corporate Management Team	Assembly of Council
Amount of engagement required	Minimum of two engagement opportunities, using a variety of methods, during project (ideally at different stages)	Minimum of three engagement, opportunities, using a variety of methods, during project (ideally at different stages)	Minimum of four engagement opportunities, using a variety of methods, during project (ideally at different stages)
Some typical engagement methods for consideration <i>(provided as examples only)</i>	<ul style="list-style-type: none"> • Survey • Media release • Mail out • Information displays • Public exhibition etc. 	All from previous column plus: <ul style="list-style-type: none"> • Forum/Workshops • Focus Groups • Cafe Consult etc. • Attending existing community groups and meetings 	All from previous columns plus: <ul style="list-style-type: none"> • Walking tours • Open House • Citizen Jury etc.

Notes regarding financial allocation for engagement

- It is critical to ensure that an engagement process for any project is appropriately funded from the outset of the project.
- The funding allocation should be determined based on the scoring above. High scores from this assessment should lead to a greater proportion of project funds being dedicated to community engagement activities. The proportion of the project budget allocated will vary depending the nature of an activity (i.e. developing a strategy or changing service delivery models, compared with implementing capital works).

2. PROJECT DETAILS:

Project Name:			
Proposed Project Start Date:			
Proposed Project Completion Date:			
Proposed Engagement Start Date: <i>(If different to above)</i>			
Proposed Engagement Completion Date: <i>(If different to above)</i>			
Project Lead:		Dept.	Ext:
Project support officer:		Dept.	Ext:
Has this project been discussed with CMT?	<input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____		
Have Councillors been briefed on this project?	<input type="checkbox"/> Yes <input type="checkbox"/> AOC or <input type="checkbox"/> Council Date: _____ <input type="checkbox"/> No		
Is there currently funding available for this project?	<input type="checkbox"/> Yes <input type="checkbox"/> No	How will this project be funded?	

3. SCOPING QUESTIONS

Key questions	Response	
<p>What is this project about?</p>		
<p>How do you intend to use the information provided to you during community engagement?</p>		
<p>What is your engagement focus?</p> <ul style="list-style-type: none"> ➤ <i>What specifically do you want to engage on?</i> ➤ <i>What can the community have their say on?</i> 	<p>Please identify what is negotiable?</p>	<p>Please identify what is non-negotiable?</p>
<p>What are the key messages</p> <ul style="list-style-type: none"> ➤ <i>What does the community and stakeholders need to know about this project?</i> ➤ <i>Consider what are you asking them to do and why?</i> 		
<p>Closing the loop – <i>How do you intend to communicate the results of the engagement activity to your stakeholders, including how their feedback was used in the decision-making process or how it informed the final decision.</i></p>		

4. TIMEFRAMES

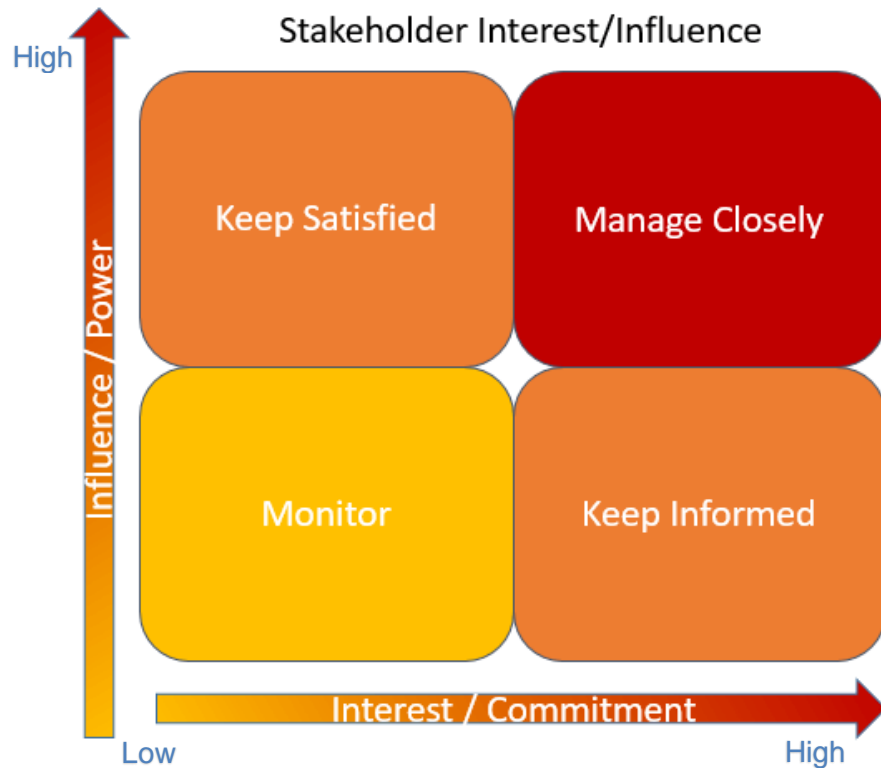
Some major capital works projects or statutory projects may be planned and implemented over a long period, and may contain different stages for community and stakeholder consultation. It is important to identify each stage of community engagement and when it needs to occur.

Project Stages (Insert Dates)	What community engagement is required?	What is your Engagement Objective?	What Engagement Outcomes do you want to achieve?	What communications outcomes do you want to achieve?
<i>E.g. Planning 10 – 21 October, 2018</i>	High level stakeholder- Internal		➤	➤
Design	Broad community and stakeholder engagement	<i>To gather community ideas, opinions or suggestions on the playground upgrade at XX Reserve</i>	<ul style="list-style-type: none"> ➤ <i>The community and key users of the playground are involved in the decision making.</i> ➤ <i>Key users have a strong connection to the playground they have helped shape.</i> 	<ul style="list-style-type: none"> ➤ <i>Key users and community are well informed, and can make an informed contribution to the project.</i> ➤ <i>Community are kept up to date as the project progresses</i>
Stage 2				
Stage 3				
Stage 4				

STAKEHOLDER ANALYSIS

Not all stakeholders will have the same level of interest, concerns or priorities in the project. Each will have their own reason for participating and will present a variety of contributions. The list of stakeholders you have will be dependent on the size of the project, however it is extremely important that you identify as many stakeholders as you possibly can.

Stakeholders can be identified by their level of interest and influence in your project. This will determine what communications and engagement methods are appropriate for each stakeholder.



5. IDENTIFY YOUR STAKEHOLDERS

Stakeholder group	What is their interest level in the project <i>(High/Medium/Low)</i>	What level of influence will they have on the project? <i>(High/Medium/Low)</i>	Are there any sensitivities or concerns you are aware of, that may affect engagement with this stakeholder?	Are there any established or preferred preferred methods of engagement for this stakeholder? <i>(Please list them all)</i>

COMMUNITY ENGAGEMENT RISKS

This section looks at Community and Stakeholder Engagement risks, as opposed to Project Risks, however, some risks may be applicable to both. Identifying risks early allows us to develop ways we can mitigate these risks, in order to achieve a better outcome.



Potential engagement risks could include:

- *Willingness of stakeholders to participate*
- *Community reaction – is there a possibility of outrage about this project?*
- *Timeline constraints – is there enough time to engage stakeholders adequately?*
- *Political intervention*
- *Community sentiment – is there trust or distrust between your stakeholders and Council?*
- *Budget constraints - lack of resources to engage effectively*
- *Little ability for stakeholders to inform the final decision*
- *Media coverage*

6. IDENTIFY YOUR ENGAGEMENT RISKS

Identify your potential engagement concerns/risks	Impacted stakeholders	Mitigation control	Responsibility
<i>e.g. Poor engagement outcomes in past projects or other related projects</i>	<i>Residents in vicinity of project</i>	<i>Understand the engagement activity and what went wrong. Clear messaging to minimise conflict</i>	<i>Councillors CMT</i>

7. PROPOSED ENGAGEMENT ACTIVITIES

Method	Proposed timing	Description	Stakeholder Groups/Audience	Responsibility	Budget
<i>e.g. Pop-up on location</i>	<i>Sat 1 October, 2018</i>	<i>Marquee set up with ideas boards and voting activities</i>	<i>General Community</i>	<i>Manager Integrated Planning</i>	<i>\$1000 in display materials</i>

8. MONITORING AND EVALUATION PLAN

Outcome		Monitoring			Evaluation			
What are we trying to achieve? (Outcome)	How will we know if this is achieved? (Indicator)	What questions need to be asked? (Required information)	Where will information come from? (Data source)	Who will capture the information (Responsibility)	When will information be captured? (Timeframe)	Output measure <i>What we did</i>	Outcome measure <i>What we achieved</i>	Process measure. <i>How the engagement process went</i>

9. CONTINUOUS IMPROVEMENT PLAN

Issue / Opportunity		Continuous Improvement Response						
What is the issue or opportunity that has been identified?	How will/could this impact current/future community engagement activities?	What could be done differently next time or later in the process or project?	Who is responsible for this action	When is this to be completed?	What resources are required?	Who else needs to be involved?	How will this issue/opportunity be communicated to others?	How will we know if this action has been effective?

10. ENDORSEMENT

The Engagement Plan is to be endorsed by the relevant service area manager and responsible Director. For projects where community engagement activities comprise more than 25% of the budget, or more than \$5,000 will be spent on community engagement, this plan needs to be presented and approved by the Corporate Management Team

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The content and outcomes of service delivery plans will also significantly assist Council in meeting its statutory obligations relating to Best Value as well as providing core information for the operation of Council’s Integrated Planning and Performance Management framework.

<p>Service Area: << INSERT DETAILS >> Team: << INSERT DETAILS >></p> <p>Team Leader: << INSERT DETAILS >> Manager: << INSERT DETAILS >> Director: << INSERT DETAILS >></p> <p>Signed: _____ Service Area Manager << INSERT DETAILS >></p> <p>Signed: _____ Director << INSERT DETAILS >></p> <p>Date: DD/MM/YY</p>	<p>Requirement for this Plan to be presented and approved by Corporate Management Team (please circle): YES / NO</p> <p><i>For projects where community engagement activities comprise more than 25% of the project/program budget, or where more than \$5,000 will be spent on community engagement.</i></p> <p>Date presented to Corporate Management Team: DD/MM/YY</p> <p>Date approved by Corporate Management Team: DD/MM/YY</p>
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Communications Plan

(To be completed by the Communications and Engagement Team in conjunction with project lead/team)

Lead campaign contact:

Timeframes/background:

Funding:

Target audience:

Communication aims/objectives:

Key messages:

1. Design and print materials

Materials	Dimensions/size	Quantity	Design deadline (for items that don't require printing)	Delivery date	Responsibility to provide content	Project management
SmartNet banner	470pxW x 260pxH					
Double sided DL flyer	DL (110H x 220mmW)					
Postcards						
Full colour poster	A4 (210mmW x 297mmH) A3 (297mmH x 420mmH)					
Roadside board	1800mmW x 2400mmH * <i>confirm with sign maker first</i>					
Corporate TV screen promotion	1920pxW x 1080pxH					
Realm TV Screen						

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2. Council website and social media materials

Item	Dimensions/size	Quantity	Design deadline (for items that don't require printing)	Print deadlines	Responsibility
Website large thumbnail					
Website small thumbnail					
SmartNet banner					
Facebook events cover picture	851pxW x 315pxH				
Twitter header pic	400pxW x 400pxH				
Twitter profile pic	400pxW x 400pxH				
Social media image (to share/promote)	400pxW x 400pxH				
Your Say Maroondah Banner					
Your Say Custom Widget Images					
Your Say Buttons					

3. Your Say Maroondah Project Page

Date page is to be live by:		Content supplied by:	
Project Page Image	Image on file/supplied	Source stock image	
Page Requirements			
Widgets:	Image library	FAQ's	Custom widget
	Video library	Key dates	Time-line
	Slider (Before after image)	Key links (other websites)	
	Document library	Who's listening	
Consultation Tools:			
	Survey	Ideas board	
	Formal submission form	Quick poll	
	Places/mapping tool	Guestbook	
	Q&A	Story telling	
	Discussion forum		

4. Engagement Activity Schedule

Date	Topic	Action/Messages	Audience	Comms channel	Who
December 2017					
Tuesday 30 January	School returns				
January 2018					
Friday 26 January	Australia Day				

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February 2018			
Thursday 1 February	Eastern FM appearance	Eastern FM appearance	Not relevant
Monday 5 February	Council Assembly		
Wednesday 7 February	Internal comms	That's Maroondah	Not relevant
Saturday/Sunday 17 and 18 February	Councillor conference		
Tuesday 13 February	Advertisement	Keeping in Touch advertisement	Not relevant
Saturday 24 February	Celebrate Maroondah Croydon Park		
Monday 26 February	Council meeting		
March 2018			
Thursday 1 March	Eastern FM	Eastern FM appearance	Not relevant
Saturday 3 March	Celebrate Maroondah – McAlpin Reserve		
Wednesday 7 March	Internal comms	That's Maroondah	Not relevant
Monday 5 March	Council Assembly		
Monday 12 March	Labour Day - public holiday		
Monday 19 March	Council Meeting		
20/21 March	Employee Briefings	Employee Briefings	Not relevant
Friday 30 March	Good Friday and start of school holidays		

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April 2018			
Sunday 1 April	Day light savings ends (move clocks backwards)		
Monday 2 April	Easter Monday		
Wednesday 4 April	Internal comms	That's Maroondah	Not relevant
Thursday 5 April	Eastern FM	Eastern FM appearance	Not relevant
Sunday 8 April	TriMaroondah event		
Monday 9 April	Council Assembly		
Tuesday 13 April	Advertisement	Keeping in Touch advertisement	Not relevant
Friday 20 April	Maroondah Night Run – Ringwood Golf		
Monday 23 April	Council Meeting		
Wednesday 25 April	ANZAC Day – public holiday		
May 2018			
Thursday 3 May	Eastern FM	Eastern FM appearance	Not relevant
Monday 7 May	Council Assembly		
Wednesday 16 May	Internal comms	That's Maroondah	Not relevant

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Monday 21 May	Council Meeting		
22/23 May	Employee Briefings	Employee Briefings	Not relevant
June 2018			
Monday 4 June	Council Assembly		
Thursday 7 June	Eastern FM	Eastern FM appearance	Not relevant
Monday 11 June	Queen's Birthday – public holiday		
Tuesday 12 June	Advertisement	Keeping in Touch advertisement	Not relevant
Wednesday 13 June	Internal comms	That's Maroondah	Not relevant
15-20 June	ALGA conference in Canberra		
Monday 25 June	Council Meeting		
July 2018			
Monday 2 July	School holidays begin		
	Council Assembly		
Thursday 5 July	Eastern FM	Eastern FM appearance	Not relevant
Wednesday 11 July	Internal comms	That's Maroondah	Not relevant
Monday 16 July	Council meeting		
17/19 July	Employee Briefings	Employee Briefings	Not relevant

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August 2018			
Thursday 2 August	Eastern FM	Eastern FM appearance	Not relevant
Monday 6 August	Council Assembly		
Wednesday 8 August	Internal comms	That's Maroondah	Not relevant
Monday 27 August	Council Meeting		
September 2018			
Monday 3 September	Council Assembly		
Wednesday 5 September	Internal comms	That's Maroondah	Not relevant
Thursday 6 September	Eastern FM	Eastern FM appearance	Not relevant
Monday 17 September	Council Meeting		
18/19 September	Employee Briefings	Employee Briefings	Not relevant
Sunday 23 September	RunMaroondah		
Monday 24 September	School holidays begin		
Friday 28 September	Grandfinal public holiday		
Saturday 29 September	AFL Grandfinal		
October 2018			
Wednesday 3 October	Internal comms	That's Maroondah	Not relevant

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Thursday 4 October	Eastern FM	Eastern FM appearance	Not relevant
Sunday 7 October	Daylight savings (move clock forwards)		
Monday 8 October	School returns		
Monday 22 October	Council Assembly Council meeting		
November 2018			
Thursday 1 November	Eastern FM	Eastern FM appearance	Not relevant
Tuesday 6 November	Melbourne Cup Day - public holiday		
Sunday 11 November	Maroondah Festival Remembrance Day		
Monday 12 November	Council Assembly		
Wednesday 14 November	Election of Mayor		
Wednesday 14 November	Internal comms	That's Maroondah	Not relevant
Monday 16 November	Council Meeting		
20/21 November	Employee Briefings	Employee Briefings	Not relevant
December 2018			

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Monday 3 December	Council Assembly		
Thursday 6 December	Eastern FM – New mayor	Eastern FM appearance	Not relevant
Wednesday 12 December	Internal comms	That's Maroondah	Not relevant
Monday 17 December	Council Meeting		
Friday 21 December	School ends		
Tuesday 25 December	Christmas Day		
Wednesday 26 December	Boxing Day		