

# Preparation of a New Planning Scheme Project Plan

September 2020



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#### **Disclaimer**

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# 1 Introduction

## 1.1 Purpose

This Project Plan has been prepared to provide a framework for the preparation of a new planning scheme for the Sunshine Coast. The new planning scheme is intended to be operational by the end of 2023.

The preparation of a new planning scheme is a significant and complex undertaking, particularly for a diverse and dynamic region such as the Sunshine Coast with its high population growth, multi-faceted planning issues, complex environmental and development considerations and engaged community. The Project will require significant input from across the organisation, as well as external stakeholders including the community, development industry and State government.

This Project Plan outlines the scope of the Project, the proposed work program, governance arrangements, anticipated resourcing requirements and other key project management aspects.

## 1.2 Background

The *Sunshine Coast Planning Scheme 2014* took effect on 21 May 2014. Under the *Planning Act 2016*, Council is required to review its planning scheme within 10 years of the scheme being made and decide, based on that review, whether to amend or replace the planning scheme.

Furthermore, the *Corporate Plan 2020-2024* states that Council will commence the development of the region's next planning scheme, which is intended to be in place by 2024.

Since the commencement of the *Sunshine Coast Planning Scheme 2014*, there have been a range of policy and legislative changes, including the introduction of the *Planning Act 2016* and the *South East Queensland Regional Plan 2017*, as well as the commencement/continuation of a range of major infrastructure and planning projects that have the potential to significantly influence future land use and development on the Sunshine Coast.

The preparation of a new planning scheme forms part of a broader Sunshine Coast Planning Scheme Review Project, comprising the following three key phases:

- Phase 1 (Review of existing planning scheme)
- Phase 2 (Background planning)
- Phase 3 (Preparation of a new planning scheme)

Phase 1 of the project (completed) involved an analysis of the current policy environment as well as a review of the operation of the existing planning scheme to date. This has provided a set of initial drafting instructions/principles for the new planning scheme and has identified information gaps.

Phase 2 of the project involves the completion of a variety of studies and projects which will inform preparation of the new planning scheme. Phase 2 is ongoing, with some background studies yet to be completed.

This Project Plan provides a framework for Phase 3 of the review project (Preparation of a New Planning Scheme).

## 1.3 Scope

This Project Plan is for the preparation of a new planning scheme for the Sunshine Coast (the Project), including activities and tasks associated with the preparation, drafting, communications and consultation, review, presentation, delivery and initial implementation of the planning scheme, as well as management and governance of the Project.

The Project will not incorporate any work associated with:

- matters that are not defined as "development" and not regulated by the planning scheme;
- the amendment of the current planning scheme; however, such amendments may be required from time-to-time and will need to be separately resourced; and
- the development of structure plans or development schemes for priority development areas (PDA's) or other major growth areas and projects, which will continue to be undertaken by the Urban Growth Projects Branch within the Liveability and Natural Assets Group

(LANA). The outcomes of these projects will be reflected in the new planning scheme as necessary.

## 1.4 Critical Success Factors

Recognising that the preparation of a new planning scheme is a significant and complex undertaking, the proposed timeframes identified in the project program are ambitious.

In order for the Project to be successfully delivered within the proposed timeframes, the following have been identified as critical success factors:

- political and organisational commitment to the Project such that it is appropriately resourced and clearly identified as an organisational priority;
- confirmation of strategic directions for key projects and strategies including the Sunshine Coast Mass Transit Project and Coastal Hazard Adaptation Strategy;
- key studies and planning scheme components/input provided by other parts of the organisation are delivered on time and to specification;
- a comprehensive Community Engagement Strategy is developed and implemented to ensure all stakeholders are appropriately informed and consulted, and to help build internal and community “ownership” of the planning scheme;
- State government agencies engage cooperatively with council throughout the process and deliver timely state review processes;
- governance and project management structures are established and implemented to ensure clarity and accountability with respect to responsibility for the Project; and
- a small, core project team is retained and supported throughout the life of the Project to increase corporate knowledge and ensure drafting consistency and quality.

## 1.5 Ongoing Review

The Project Plan may be periodically reviewed and is intended to be complemented by more detailed management plans for each program sub-phase, demonstrating how the requirements of the Project will be achieved in further detail.

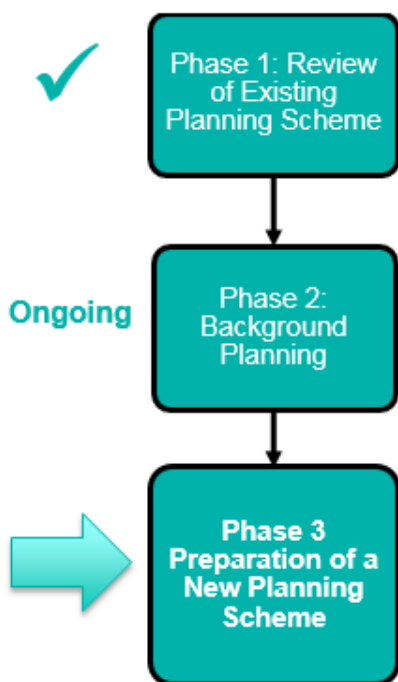
## 2 Project Program

### 2.1 Introduction

This section outlines the project program for preparation of the new planning scheme (being Phase 3 of the Sunshine Coast Planning Scheme Review Project) and indicative timing. **Figure 1: Sunshine Coast Planning Scheme Review Project Phases** below outlines the three phases of the overall Review Project.

Phase 1 (Review of Existing Planning Scheme) has been completed. Phase 2 (Background Planning) is ongoing. The outcomes of Phases 1 and 2 will inform preparation of the new planning scheme.

**Figure 1: Sunshine Coast Planning Scheme Review Project Phases**



The program for preparation of the new planning scheme is required to follow the process set out in the statutory Notice to be given to Council by the State government under section 18 of the *Planning Act 2016*.

The Notice is intended to be requested from the State Planning Department once Council formally resolves to prepare a new planning scheme.

### 2.2 Program Phases

#### ***Phase 1: Review of existing planning scheme***

- Late 2019 – mid 2020 (completed).
- Policy and planning review.
- Technical and operational review.
- Outcomes of review and recommendations.

#### ***Phase 2: Background planning***

- 2019 – ongoing.
- Completion of relevant local planning and infrastructure studies.
- Completion of any further investigations/studies identified as part of Phase 1.

#### ***Phase 3: Preparation of a new planning scheme***

- Refer to **Table 1: Program for the Preparation of a New Planning Scheme** below.

### 2.3 Project Schedule

The New Planning Scheme Project is scheduled to be completed over the period from early 2021 to late 2023 (with implementation and training commencing in early 2024). This is an ambitious timeframe and does not allow for any contingency or dependent project delay.

Minimum statutory timeframes apply at Stage 7 (State interest review), Stage 8 (Formal public consultation) and Stage 10 (Ministerial review/approval). The timeframes for the Project will need to be periodically reviewed to reconfirm outcomes and timing.

Given that two significant stages of the plan-making process are outside of Council's control, project timing will remain a significant and ongoing risk for the life of the Project.

**Table 1: Program for the Preparation of a New Planning Scheme**

Project Stage	Key Activities	Indicative Timing
<b>Stage 1: Council report and resolution</b>	<ul style="list-style-type: none"> <li>Council resolution to prepare a new planning scheme</li> </ul>	<ul style="list-style-type: none"> <li>Early 2021</li> </ul>
<b>Stage 2: Preliminary State consultation</b>	<ul style="list-style-type: none"> <li>Early consultation with State Agencies in relation to identification of State interests, compliance with State policies and content of section 18 Notice<sup>1</sup></li> <li>Request section 18 Notice from the State Planning Department</li> </ul>	<ul style="list-style-type: none"> <li>Early 2021</li> </ul>
<b>Stage 3: Statement of proposals/strategic directions</b>	<ul style="list-style-type: none"> <li>Prepare proposed strategic directions for new planning scheme, aligned with Corporate Plan and Council projects/strategies (including the Sunshine Coast Mass Transit Project and Coastal Hazard Adaptation Strategy)</li> <li>Obtain Council endorsement of proposed strategic directions for new planning scheme</li> </ul>	<ul style="list-style-type: none"> <li>Early 2021 – mid 2021</li> </ul>
<b>Stage 4: Preliminary community consultation</b>	<ul style="list-style-type: none"> <li>Preliminary (non-statutory) community consultation on proposed strategic directions for new planning scheme and potential local area responses</li> <li>Report to Council on preliminary community consultation outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Mid 2021<sup>2</sup></li> </ul>
<b>Stage 5: Preliminary drafting phase</b>	<ul style="list-style-type: none"> <li>Drafting of planning scheme content including strategic framework, tables of assessment, assessment benchmarks and planning scheme policies</li> <li>Ongoing internal consultation as required</li> </ul>	<ul style="list-style-type: none"> <li>Early 2021 – late 2021</li> </ul>
<b>Stage 6: Internal review</b>	<ul style="list-style-type: none"> <li>Internal consultation on draft planning scheme</li> <li>Legal/peer review</li> <li>Road testing</li> <li>Drafting refinements</li> </ul>	<ul style="list-style-type: none"> <li>Late 2021 – early 2022</li> </ul>
<b>Stage 7: State interest review<sup>3</sup></b>	<ul style="list-style-type: none"> <li>Council resolution to proceed to state interest review and public consultation</li> <li>Undertake state interest review (indicative timeframe of 45 business days)</li> </ul>	<ul style="list-style-type: none"> <li>Early 2022 – mid 2022</li> </ul>

<sup>1</sup> A “section 18 Notice” is a notice about the process for making a planning scheme under section 18(3) of the *Planning Act 2016*, which is provided to Council by the Chief Executive of the State Planning Department.

<sup>2</sup> Dependent on consultation outcomes from the Sunshine Coast Mass Transit Options Analysis and associated land use strategy.

<sup>3</sup> The timing of this program phase is not within Council’s control.

Project Stage	Key Activities	Indicative Timing
	<ul style="list-style-type: none"> <li>Make any required changes to proposed planning scheme arising from state interest review and/or conditions</li> </ul>	
<b>Stage 8: Formal public consultation</b>	<ul style="list-style-type: none"> <li>Prepare for formal public consultation</li> <li>Undertake public consultation on proposed planning scheme (minimum 40 business days)</li> </ul>	<ul style="list-style-type: none"> <li>Mid 2022 – late 2022</li> </ul>
<b>Stage 9: Consider and report on submissions</b>	<ul style="list-style-type: none"> <li>Consider all submissions and prepare consultation report</li> <li>Identify post-consultation changes to proposed planning scheme in response to submissions and other considerations</li> <li>Report to Council on public consultation outcomes and recommended changes to proposed planning scheme</li> </ul>	<ul style="list-style-type: none"> <li>Early 2023 – mid 2023</li> </ul>
<b>Stage 10: Ministerial review/approval<sup>4</sup></b>	<ul style="list-style-type: none"> <li>Council resolution to proceed with proposed planning scheme, with post-consultation changes</li> <li>Respond to all submitters outlining how Council has dealt with submissions</li> <li>Seek approval from the Planning Minister to adopt the proposed planning scheme</li> <li>Respond to Ministerial review/approval</li> <li>Drafting refinements</li> </ul>	<ul style="list-style-type: none"> <li>Mid 2023 – late 2023</li> </ul>
<b>Stage 11: Adoption and commencement</b>	<ul style="list-style-type: none"> <li>Council resolution to adopt planning scheme</li> <li>Preparation for adoption</li> <li>New planning scheme takes effect</li> </ul>	<ul style="list-style-type: none"> <li>End 2023</li> </ul>
<b>Stage 12: Implementation</b>	<ul style="list-style-type: none"> <li>Communications</li> <li>Education, training and guidance material</li> <li>Monitoring and assistance</li> </ul>	<ul style="list-style-type: none"> <li>Early 2024 – mid 2024</li> </ul>

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<sup>4</sup> The timing of this program phase is not within Council's control.



## 3 Project Governance

### 3.1 Introduction

Given the significance and scope of the Project, establishing a clear governance framework is critical to:

- ensure clarity and accountability with respect to responsibility for the Project; and
- facilitate collaboration, cooperation and decision making.

This section outlines the governance and advisory arrangements for the Project, including the approach to be adopted for:

- obtaining organisational and executive endorsement of project outputs and for resolving any issues that may arise during the Project;
- managing internal/external advisory input (including community and industry input); and
- managing other elements of the Project.

### 3.2 Key Stakeholders

The following groups are considered key stakeholders for the purposes of establishing the governance and advisory arrangements for the Project:

- Councillors;
- Executive Leadership Team (ELT);
- Group Executives for Customer Engagement and Planning Services (CEPS) and Liveability and Natural Assets (LANA) as the two Groups within the organisation with responsibility for long term and strategic land use planning for the region;
- the New Planning Scheme Project Team and Manager Strategic Planning Branch;
- Development Services Branch, as the primary branch responsible for implementing the planning scheme;
- Urban Growth Projects Branch within LANA, as primary contributors for policy aspects associated with major centres and growth areas and the Mass Transit Project;

- internal content/policy “owners”, as the primary contributors for technical aspects of the planning scheme;
- First Nations representatives;
- community groups and the broader Sunshine Coast community;
- the development industry, including planning professionals and associated disciplines; and
- State agencies.

### 3.3 Governance and Advisory Structure

The proposed project governance structure is summarised in **Figure 2: Proposed Project Governance and Advisory Structure** below and incorporates four governance groups – Council, Project Control Group, Technical Working Group, and the New Planning Scheme Project Team.

The respective membership, role and frequency of engagement with different groups within the proposed governance structure is described in **Table 2: Proposed Membership, Role and Meeting Frequency of Governance Groups**.

The involvement of Councillors in the development of the planning scheme is recognised as essential to establishing appropriate planning policy that reflects the needs and aspirations of the community. Councillors are also recognised as providing important information about local planning issues.

The proposed governance structure recognises the critical role of Councillors in setting planning policy and provides for extensive engagement with Councillors during the Project.

The governance structure is supported by an advisory structure, incorporating several specialist advisory groups, proposed community and industry reference groups, as well as an external peer review panel comprising experts across a range of disciplines.

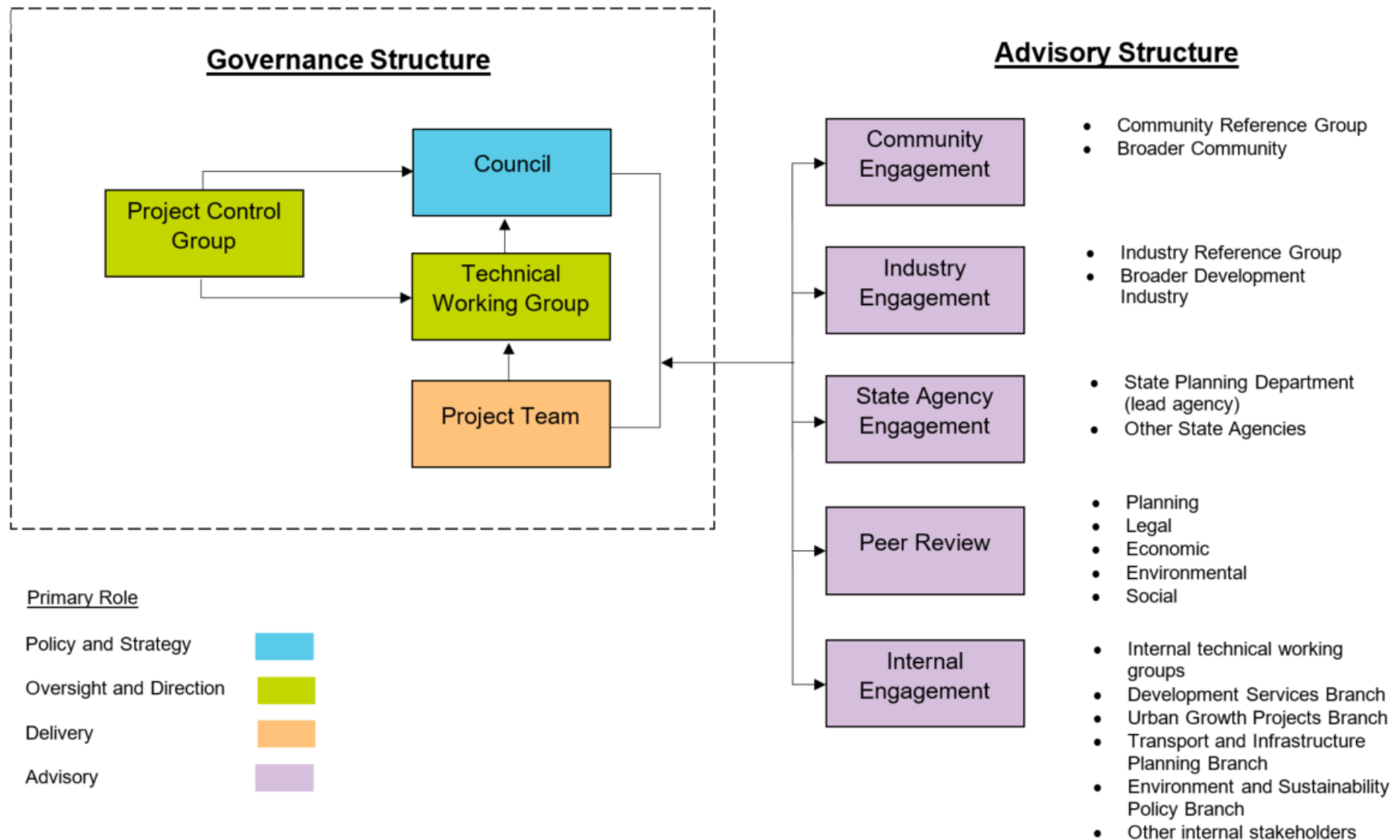
Engagement with the broader community will occur in conjunction with guidance provided by a Community Reference Group, with a particular emphasis on proposed consultation activities at Stage 4 (Preliminary community

consultation) and Stage 8 (Formal public consultation).

Council also has several existing Cross Group Working Teams such as the Urban Design Advisory Panel (UDAP) which may be utilised in an advisory manner at specific stages in the project.

The New Planning Scheme Project Team will be responsible for maintaining the operation of the program governance structure and for establishing those governance and advisory groups that do not already exist. This includes the establishment of internal working groups, the organisation and conduct of meetings and the recording and reporting of key meeting outcomes.

**Figure 2: Proposed Project Governance and Advisory Structure**



**Table 2: Proposed Membership, Role and Meeting Frequency of Governance Groups**

<b>Group</b>	<b>Membership</b>	<b>Role in Project</b>	<b>Meeting Frequency<sup>5</sup></b>
<b>Council</b>	Mayor (Chair) and all Councillors	Strategic and policy direction Review and endorsement of key deliverables Local knowledge and issues identification	At key project milestones, or otherwise as required
<b>Project Control Group</b>	Selected Councillors (Chair to be selected) CEO Group Executive Customer Engagement and Planning Services Group Executive Liveability and Natural Assets Chief Strategy Officer Chief of Staff Director Major Projects and Strategic Property Manager Development Services Manager Urban Growth Projects Manager Environment and Sustainability Policy Manager Economic Development Manager Community Planning and Development	Project oversight Strategic and policy direction Identification of emerging organisational imperatives and influences Review of key deliverables prior to consideration by full Council	Quarterly, or otherwise as required
<b>Technical Working Group</b>	Manager Strategic Planning (Chair) Coordinator New Planning Scheme (Project Manager) Coordinator Planning Assessment Manager Urban Growth Projects (or delegate) Manager Environment and Sustainability Policy (or delegate) Manager Economic Development (or delegate) Manager Community Planning and Development (or delegate)	Cross-group coordination and high level engagement Mentoring and peer review Resolution of technical and workflow issues elevated from Project Team	As required

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<sup>5</sup> Meeting frequency will vary during project phases.



Group	Membership	Role in Project	Meeting Frequency <sup>5</sup>
Project Team	Coordinator New Planning Scheme Project team members	Project leadership Day-to-day project management Preparation of key deliverables and outputs Coordination of all planning scheme related input	Fortnightly, or otherwise as required

## 4 Consultation

This Project Plan will be supported by a Community Engagement Strategy addressing consultation requirements for all stages of the Project.

The Community Engagement Strategy will identify the following:

- purpose and objectives of the proposed consultation program;
- specific stakeholder groups and their needs;
- communication tools and consultation methods targeted to the specific needs of stakeholder groups;
- key messages and key tasks for each stage of engagement;
- potential risks associated with the consultation program and mitigation strategies;
- roles and responsibilities for implementation of the consultation program; and
- information management and reporting arrangements.

Effective implementation of the Community Engagement Strategy will be critical to the success of the Project.

To this end, it is intended that a Community Reference Group (CRG) will be established in the early stages of the Project to help shape and inform the community engagement that is undertaken for this and other related planning projects.

## 5 Project Management

### 5.1 Introduction

This section outlines the project management aspects of the Project including resourcing, budget, risk assessment and management, and quality control.

### 5.2 Resourcing

Adequate resourcing of the Project is critical to ensure timeliness and quality of outputs and the overall success of the Project.

It is proposed that the Project is managed “in-house” by the Strategic Planning Branch, in partnership with a range of external consultants and specialists. Based on preparation of the existing and previous planning schemes, it is recommended that a core internal project team is established, comprising a combination of existing positions within the Planning Scheme and Projects Team and seconded/new positions.

The role of the project team is to manage the Project, facilitate engagement and undertake work streams on a day-to-day basis. Critically, this team will be the principal author and information custodian for the Project. **Table 3: Recommended Composition of Core Project Team** outlines the anticipated composition of this team.

The benefits of this resourcing model include:

- builds corporate knowledge, provides continuity and consistency, and a sense of ownership and responsibility around the Project, which assists greatly during the implementation phase;
- makes efficient and effective use of existing internal resources and expertise;
- allows staff to be focused on the Project with minimal distraction from other branch functions; and
- provides for engagement of a range of external consultants to;
  - provide best practice experience and insight;
  - undertake specialist tasks, studies, reviews and investigations;
  - peer review of drafting and policy; and
  - provide ongoing project assistance.

It is important that the core team remains relatively small to ensure consistency and quality of output.

The project team will need to rely on other areas of Council for some aspects of the planning scheme preparation process and, in particular, to provide specialist technical advice/inputs.

It is intended that a flexible approach be taken to resourcing the Project, with an expectation that more resources may be required at critical milestones such as community consultation.

Although the volume of work associated with the maintenance of the existing *Sunshine Coast Planning Scheme 2014* is anticipated to slow (with the primary focus turning to the New Planning Scheme), there will be a need to continue to resource functions currently undertaken by the Planning Scheme and Projects Team, including amendments to the existing planning scheme, strategic advice and other tasks.

For this reason, it is proposed to create a new team (the Planning Scheme Amendments Team) within the Strategic Planning Branch to undertake these functions. This Team will include a Coordinator and Strategic Planner to implement the ongoing planning scheme amendment program.

On the basis that the amendment workload for the existing planning scheme is anticipated to decrease over time, it is intended that the Planning Scheme Amendments Team will be in place for an interim period only (the equivalent of 2 financial years).

**Table 3: Recommended Composition of Core Project Team**

Position	Primary Role	F/T Equivalent <sup>6</sup>
Co-ordinator New Planning Scheme	<ul style="list-style-type: none"> <li>Project management</li> <li>Human resource management</li> <li>Project co-ordination (Council, ELT, Project Steering Group, Internal, State, etc.)</li> <li>Scheme drafting</li> </ul>	1
Principal Strategic Planner	<ul style="list-style-type: none"> <li>Drafting co-ordination</li> <li>Scheme drafting</li> </ul>	0.6
Senior Strategic Planner	<ul style="list-style-type: none"> <li>Project co-ordination assistance</li> <li>Scheme drafting</li> </ul>	0.8
Senior Strategic Planner	<ul style="list-style-type: none"> <li>Mapping co-ordination</li> <li>Scheme mapping</li> </ul>	0.6
Strategic Planner	<ul style="list-style-type: none"> <li>Consultation and engagement co-ordination</li> <li>Consultation preparation</li> <li>E-Planning</li> </ul>	1
Strategic Planner	<ul style="list-style-type: none"> <li>Technical and investigations</li> <li>Scheme drafting assistance</li> </ul>	1
Geospatial Information Analyst	<ul style="list-style-type: none"> <li>Data acquisition and management</li> <li>Spatial analysis</li> <li>Generation of scheme mapping</li> </ul>	1.5
Document Controller/Project Support	<ul style="list-style-type: none"> <li>Document control and E-planning</li> <li>Project support</li> </ul>	1
Administration/Project Support	<ul style="list-style-type: none"> <li>Project support</li> </ul>	1

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<sup>6</sup> The FTE shown in this column is the actual FTE based on current part-time working arrangements for various positions within the Planning Scheme Team (which is likely to continue for most of the Project duration).



### 5.3 Budget

This section outlines the budget requirements for Phase 3 of the Sunshine Coast Planning Scheme Review Project, being the preparation of a new planning scheme. Phase 1 (Review of existing planning scheme) has been undertaken in-house within the allocated 2019/20 Strategic Planning Branch Budget. Phase 2 (Background planning) is ongoing using pre-committed resources and budgets.

#### *Human resources*

As discussed in section 5.2, in terms of the resourcing/delivery model, the Project is proposed to be undertaken by an internal core project team (New Planning Scheme Team) within the Strategic Planning Branch, supplemented by external consultancy services and specialist advice.

In the main, the New Planning Scheme Team is intended to utilise existing staff resources within the Strategic Planning Branch. However, the following three (3) new positions have been identified as a result of the Project:

- Coordinator – a new interim position to lead the Planning Scheme Amendments Team – a newly formed team within the Branch to implement the ongoing amendment program to the existing planning scheme;
- Strategic Planner – an additional project position within the New Planning Scheme Team to undertake technical research and investigations; and
- Geospatial Analyst – an additional project position within the Geospatial and Mapping Services Team to account for the increased demand for GIS/mapping resources.

The formation of a new Planning Scheme Amendments Team within the Strategic Planning Branch has been identified for the ongoing implementation of the existing planning scheme's amendment program. This Team will also be responsible for providing internal and external advice on the interpretation and implementation of the existing planning scheme. Importantly, the formation of the Planning Scheme Amendments Team will enable other staff resources within the Branch to focus solely on the New Planning Scheme Project.

On the assumption that the amendment workload for the existing planning scheme will decrease over time (with the primary focus turning to the New Planning Scheme), it is proposed that the Planning Scheme Amendments Team will be in place for an interim period only (the equivalent of 2 financial years).

It is also noted that some planning scheme related tasks will be required to be undertaken by areas of council outside of the Customer Engagement and Planning Services Group. For example, development of a new Local Government Infrastructure Plan (LGIP) which is primarily the responsibility of the Transport and Infrastructure Planning Branch (Built Infrastructure Group).

#### *Consultancies*

It is anticipated that, as a minimum, external consultants and specialist advice will be required to assist with the following aspects of the project:

- preparation of technical reports and background studies;
- preparation and/or peer review of draft planning scheme content;
- legal review and advice;
- graphic design; and
- consultation planning and facilitation.

#### *Communications and engagement*

An overarching Community Engagement Strategy will be prepared for the Project, and significant budget will need to be allocated to implement this program. This allocation will also need to cover implementation costs.

#### *E-Planning/technology*

Development of a fully electronic and interactive planning scheme is essential for a modern and progressive local government, and an expectation of the development industry and broader community. It will also enable budget savings in terms of printing, presentation and maintenance of hard copy planning scheme documents over time.

Appropriate funds will need to be allocated for the development and implementation of e-planning software systems and technology to enable the development of a fully electronic planning scheme, and any required work to

integrate with council's mapping systems and Development.i.

### Overall project budget

The overall project budget for preparation of a new planning scheme for the Sunshine Coast is \$2.16M, to be delivered over 4 financial years (refer to **Table 4: Project Budget** below). This budget excludes the cost of existing internal staff resources to be allocated to the Project, but includes the additional human resources mentioned earlier.

This is considered to be a relatively conservative budget given the scale and complexity of the Project. As a comparison, the budget for the existing *Sunshine Coast Planning Scheme 2014* was in the order of \$2.5M (excluding internal staff costs).

A review of the project budget should be undertaken at regular intervals to ensure the cost estimates remain valid and all required tasks can be completed within the available budget based on up-to-date project and resource plans.

**Table 4: Project Budget**

Financial Year	Budget
2020/21	\$360,600
2021/22	\$727,000
2022/23	\$727,000
2023/24	\$345,000
<b>TOTAL</b>	<b>\$2.16M</b>

## 5.4 Risk Assessment

This section provides an overview of the risk profile for the Project and identifies risks that may require management during the work program.

The Project has been assessed as having a "moderate" level of risk. This risk profile has been determined having regard to:

- the significance of the Project to the community;
- the complexity of planning and infrastructure issues to be resolved/addressed by the new planning scheme;
- uncertainty regarding the timing of significant background projects which will inform fundamental policy directions for the new planning scheme;

- the potential for significant change under the new planning scheme for some communities;
- the timeframe available to complete the Project;
- the need for significant internal cross group integration due to the responsibility for core policy and technical aspects of the planning scheme falling within different groups across the organisation; and
- some aspects of the project program being beyond Council's control, for example, state interest reviews.

**Table 5: Potential Project Risks and Mitigation Strategies** outlines the identified project risks and mitigation strategies.

## 5.5 Quality Control

It is not proposed to utilise a quality assurance system to oversee the Project. Instead, a quality control approach will be adopted to verify that project outputs are of an acceptable quality and fit for purpose. Quality control will be informed by peer review and road testing as provided for throughout the program.

The project team will also be required to self-regulate the quality of project outputs. The Coordinator New Planning Scheme Team and Manager Strategic Planning Branch will be responsible for quality management and ensuring that all project outputs meet appropriate standards and are fit-for-purpose.

**Table 5: Potential Project Risks and Mitigation Strategies**

<b>Risk</b>	<b>Potential Consequences</b>	<b>Assessed Level of Risk</b>	<b>Mitigation Strategies</b>
Conflicting internal work commitments	Milestones unmet, outputs not delivered, quality impacts	High	Maintain dedicated project team separate from other branch responsibilities Identification of the project as a priority for Council Clearly define deadlines, roles and responsibilities Performance reporting/escalation of issues to governance groups Appoint consultants for assistance where required
Inadequate internal communication	Confusion about responsibilities, duplication of effort, conflict, time delays, quality impacts, reputation	High	Clearly define roles and responsibilities Engage in regular team and cross group meetings, possible internal project e-updates Performance reporting/escalation of issues to governance groups
Content inconsistencies	Time delays, implementation issues, cost, reputation	High	Establish a small drafting group Establish and maintain tracking mechanisms to capture changes in planning scheme versions Provide for ample review and road testing
Ineffective governance	Confusion about responsibilities, conflict, time delays, cost	High	Early establishment and ongoing maintenance of project governance groups Clearly define roles and responsibilities
Inconsistent and conflicting advice from State Agencies	Time delays, cost, quality impacts	High	Early consultation with State Agencies and regular meetings throughout the process Advocacy and collaboration with the State Planning Department being the lead agency to resolve conflicting advice
Inadequate community consultation and communication processes	Misinformation, confusion, political consequences, reputation, time and cost impacts	High	To be addressed in the Community Engagement Strategy
Ineffective relationship and stakeholder management	Time delays, cost, conflict, implementation issues, reputation	Medium – High	To be addressed in the Community Engagement Strategy
High stress levels for project staff	Milestones unmet, outputs not delivered, time and quality impacts	Medium – High	Monitor welfare of project team Maintain robust and orderly project management Celebrate important milestones

Risk	Potential Consequences	Assessed Level of Risk	Mitigation Strategies
			Appoint consultants for assistance where required
State Government elections 2020	Possible changes to legislation and planning and policy environment, time delays, cost	Medium	Early consultation with State Agencies and regular meetings throughout the process Complete project within intended (reasonably compressed) timeframe
Lack of political support for project	Time delay, conflict	Medium	Engage in early, extensive and ongoing consultation with Councillors Identification of the project as a priority for Council Early establishment and ongoing maintenance of project governance groups
Inadequate funding	Time delay and quality impacts	Medium	Ongoing review of scope, budget and timing Review budget at regular intervals Maintain focus on quality and time
Bottleneck at State Review	Time delay	Medium	Advocacy and collaboration with State Planning Department Early consultation with State Agencies and regular meetings throughout the process
Confidentiality breaches	Reputation, misinformation, legal and process implications	Medium	Remind project staff, internal officers working on the project and Councillors of responsibilities regarding confidentiality Ensure consultants and external members of advisory groups enter confidentiality agreements Ensure EDDIE folders and mapping systems are "locked down" to project team access only Ensure hard copy documents and maps are locked away and not left in unsecured workspaces after hours
Loss of critical knowledge due to natural attrition	Milestones unmet, outputs not delivered, quality impacts	Medium – Low	Involve staff from throughout council Arrange key tasks to be undertaken in short timeframes Monitor welfare of core staff throughout the project



## 6 Next Steps

The project program will formally commence following a resolution by Council to prepare a new planning scheme for the Sunshine Coast.



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