

IMAP Implementation Committee
Briefing Paper
Action 5.5 Infrastructure Development

Purpose

To inform the IMAP Implementation Committee on the status of the IMAP Regional Active Sport and Recreation Facilities Planning Study project.

BACKGROUND

1. At the November 2015 committee meeting it was resolved that:
 - a) The Working party reconvene to establish certainty around the project; and
 - b) The Working Party prepares a report to the Executive Forum which clarifies the Brief and identifies what we are trying to achieve.
2. At the Executive Forum held on January 28 2016, a briefing paper was presented to provide information on a revised approach for the study and to seek approval for the proposed funding model.

The IMAP Executive Forum resolved to:

- a. **Approve** the revised Project Plan for undertaking the IMAP Regional Active Sport & Recreation Facilities Planning Study
- b. **Approve** the funding proposal for this project as set out in Table 1 of [the] report; **subject to** a review of funding arrangements for Stage 2 should SRV funding not be approved.
- c. **Approve** the appointment of a Project Officer on short term contract based at the City of Melbourne to undertake Stage 1 of the project
- d. **Approve and authorise:**
 - i. the involvement of key staff in this project from across the IMAP councils
 - ii. the timely provision of all data relating to seasonal usage (clubs and casual users), management, maintenance, capacity and cost of active sport and recreation facilities owned and managed by the Councils within the IMAP region
 - iii. access and use of the councils' GIS systems for data collation and data sharing
- e. **Explore opportunities** for a financial contribution to Stage I of the project from the MPA.

DISCUSSION

3. The Project Plan (attached) was developed by the Working Party after the November Committee meeting, and reflects a revised approach to implement this project. The main refinement is reflected in the project being undertaken in 2 stages:

Stage 1: project information and data collection using in-house resources;

Stage 2: engage an appropriate consultant from a wide range of disciplines to consider the planning implications upon completion of Stage 1.

4. Stage 1 is to be funded from existing IMAP funding (\$40K) for Action 5.5 with potential for a further contribution from the City of Melbourne if required.

Senior executives of the IMAP councils have also met with MPA representatives to discuss the funding of Stage 1 of this project.

5. It is proposed that Stage 2 be funded by a combination of:

- a) Sport and Recreation Victoria (SRV) grant funding (\$50k if submission successful),
- b) IMAP funds to the value of \$50k,
- c) MPA in-kind contribution of \$8,900, and
- d) Contributions of \$10K funding and \$10K in-kind contribution from each Council in the 2016/17 financial year.

This Stage 2 proposal is based on receiving the SRV funding and will need to be reviewed if SRV funding is not received.

RECOMMENDATION

6. That the IMAP Implementation Committee notes the revised methodology and budget proposal for the IMAP Regional Active Sport and Recreation Facilities Planning Study project as resolved by the Executive Forum at the January 2016 meeting.

IMAP Regional Active Sport & Recreation Facilities Planning Study Project Plan

Prepared: 12 January 2016

Revised: 19 Jan 2016

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Part A

1. Overview

1.1 Purpose

The project plan is the management document for the project. It is owned, maintained and used by the IMAP Regional Active Sport & Recreation Facilities Planning Study Project Control Group to ensure the delivery of project outputs and the realisation of project outcomes.

The document should be reviewed and amended to meet changed conditions or objectives throughout the project.

1.2 Project title

IMAP Regional Active Sport & Recreation Facilities Planning Study.

1.3 Project summary

The IMAP Regional Active Sport & Recreation Facilities Planning Study will assess options for the future provision of sport and recreation facilities, with a focus on active outdoor spaces within a regional context for the inner region of Melbourne, as well as aquatic and indoor court facilities.

The open space will be required to provide for a range of sport and recreation opportunities and pursuits to accommodate current and projected demands by an increasing population, with the scale of population growth unprecedented across the IMAP council areas in recent and future years.

It is proposed to undertake this study in 2 stages:

Stage 1: Information Coordination and Analysis

Stage 2: Future Planning

1.4 Project initiation and background

The study is commissioned in the context of:

- the strong population growth projected for all the IMAP Councils,
- the current high utilisation of existing sports grounds and other sporting assets situated in the inner region of Melbourne,
- the general lack of capacity of most of these assets to absorb any further demand,
- the ongoing pressure to convert existing passive open spaces into active spaces, and
- the pressure to manage and maintain open space to meet the needs of the community.

2. Project description

2.1 Desired outcomes

There are six key outcomes of the study:

1. Understanding the current supply and utilisation of sport and recreation assets within the study area.
2. Collation of information informing the planning for the provision of sport and recreation assets and open space throughout the study area, including the likely changes in preferences for sports participation and sporting options over the coming decades.
3. Evidence-based analysis of the demand for sport and recreation assets within the inner region of Melbourne.
4. Agreed principles and policies for the future planning, funding and provision of sport and recreation assets within the inner region of Melbourne.
5. Agreed approach to optimising the use of existing sports assets within the inner region of Melbourne, with consideration of seasonal allocations and shared use.
6. Options for the future provision, innovation, funding models and management of sport and recreation assets within the inner region of Melbourne.

The study will also investigate the optimal governance framework for the management of sporting assets and open spaces within the inner region of Melbourne, as councils and other authorities currently have different policies, procedures and practices for managing community land. Implications and any issues associated with other local government areas that adjoin the combined IMAP area should also be identified.

2.2 *Planned outputs*

This project aims to develop a framework for the provision and allocation of sport and recreation assets within the inner region of Melbourne that will respond to the to the community sport and recreation demands of the projected increasing population. The following outputs will be delivered:

- Literature review of relevant documents, strategies and plans that inform the planning for the provision of community sport and recreation facilities in the IMAP region (including State and Council documents)
- Inventory of all sport and recreation assets and active open space available in the IMAP area, including location, land status, asset condition and components, user profiles and demographics, current use and asset capacity and development / upgrade opportunities to increase capacity
- Analyse future demographic data for the IMAP region and current sport and recreation industry data and evidence to determine implications for the provision of sport and recreation facilities
- Key findings from consultation process with IMAP Councils and other key stakeholders as identified by the Project Control Group and working groups.
- Identification of the current and future gaps in the provision of sport and recreation facilities within the IMAP region
- Recommendations as to new and upgraded sport and recreation facilities required to meet future community demand
- Preparation of a strategy and action plan for the implementation of the study findings, including prioritisation of actions, cost estimates, funding opportunities, timing and project responsibility.

- Recommended policy direction (including endorsed values and principles) for the future planning, development, and management (use and allocation) of sport and recreation assets in the IMAP region
- Recommended governance framework for the future provision and management of community sport and recreation facilities

2.3 Key activities

Action / Activity – Stage 1 Information Coordination and Analysis	Description
Engage project officer	Employ project officer on short term contract for the duration of stage 1
Hold inception meeting with Councils and key partners	Hold preliminary meeting with Councils and key partners to establish priorities and first steps.
Establish Project Control Group, Working Group and reference groups (as required).	<p>The Project Control Group is the decision making group which gives direction to the Working Group and reference/ external stakeholder groups. The PCG will meet monthly to oversee progress on the project.</p> <p>The internal Working Group will meet on an as-needs basis to discuss the project, share knowledge and provide advice and report back to the Project Control Group.</p>
Complete detailed Project Plan for Stage 1	<ul style="list-style-type: none"> • Identify data set to be collected • Identify data relationship to existing mapping tools • Collect data within agreed timeframes • Identify requirements of each project stakeholder
Establish external stakeholder/reference groups and meet (developers/landscapers/architects/state gov/ industry etc)	<p>Held on an as-needs basis to establish:</p> <ul style="list-style-type: none"> ➤ known and perceived community sport and recreation issues ➤ current gaps in knowledge
Complete literature review, facility inventory and demographic / sport and recreation data analysis components of Stage 1	<ul style="list-style-type: none"> • Analyse data collected • Review demographics – establish links between projected demographics and sport and recreation facility needs • Complete demand analysis using available participation and trends data
Complete data entry into agreed electronic format	<ul style="list-style-type: none"> • Ensure data systems able to be shared and updated by all key stakeholders • Oversee data entry in standardised formats • Ensure data completeness and integrity
Complete Stage 1 Draft Project Report	Complete Stage 1 draft report and review with Councils and key stakeholders
Finalise Stage 1 Report	Incorporate feedback into final report
Evaluate Stage 1 of Project	Undertake monitoring and review as per evaluation plan

Action / Activity – Stage 2 Future Planning	Description
Finalise analytics and output requirements for consultant brief, and engage suitable consultant	Employ consultant for duration of stage 2
Hold inception meeting with lead Council and partners	Hold preliminary meeting with consultant, lead Council and partners to establish priorities and first steps.
Establish Project Control Group and reference/external stakeholder groups (as required). (Note these may be 'rolled over' from Stage 1)	<p>The Project Control Group is the decision making group which gives direction to the Working Group, consultant and reference/external stakeholder groups.</p> <p>The internal Working Group will meet on an as-needs basis to discuss the project, share knowledge and provide advice, liaison and oversight of the consultant and report back to the Project Control Group.</p>
Complete detailed Project Plan for Stage 2	<ul style="list-style-type: none"> Identify information to be gathered – eg survey, interviews, focus groups, submissions, etc Identify requirements of the consultant and each project stakeholder Develop evaluation plan
Develop stakeholder management and communication plan	<ul style="list-style-type: none"> Communications plan Strategic stakeholder engagement plan
Establish reference groups (as required) and facilitate meetings / workshops	<ul style="list-style-type: none"> Technical reference group Policy reference group
Establish external stakeholder groups and meet (community organisations/sport and recreation associations/stategovt/ industry etc)	<p>Held on an as-needs basis to establish:</p> <ul style="list-style-type: none"> ➤ known and perceived community sport and recreation issues ➤ current gaps in knowledge
Draft report outlining current and future gaps for sport and recreation facilities and recommendations for future provision, .	<ul style="list-style-type: none"> Priority order of facilities Indicative costs – capital and recurrent Revenue Funding opportunities Partners
Draft policy options	Produce draft for this component
Draft governance framework	Produce draft for this component
Prepare draft Stage 2 Report	Use feedback from PCG and Working Group to finalise Stage 2 of the project.
Finalise Stage 2 Report	Incorporate feedback into final report
Evaluate project	Undertake monitoring and review as per evaluation plan

2.4 Project milestones

Mile-stone number	Milestone description	Performance measure	Due date
1.	<ul style="list-style-type: none"> Confirm Project Plan & Brief and Funding for project 	<ul style="list-style-type: none"> Project Plan & Brief approved by IMAP Councils Stage 1 Funding confirmed by IMAP Stage 2 Funding confirmation contingent on SRV funding submission outcome 	February 2016 March 2016
2.	<ul style="list-style-type: none"> Employ Project Staff 	<ul style="list-style-type: none"> Employment contracts signed and start date agreed for Project Staff (Stage 1) and Consultant (Stage 2) as required Milestone report endorsed by Project Control Group and completed to the State Government's satisfaction. 	Feb 16 (Stage 1) TBD (Stage 2)
3.	<ul style="list-style-type: none"> Information Coordination and Analysis Stage of project. 	<ul style="list-style-type: none"> Draft report completed and endorsed by Project Control Group. Electronic database established which meets requirements for planning and updating purposes 	June 2016
4.	<ul style="list-style-type: none"> Future Planning Stage of Project 	<ul style="list-style-type: none"> Complete communications and engagement component of project. Draft report delivered to PCG and key partners for feedback. Draft report completed and endorsed by Project Control Group. 	TBD
5.	<ul style="list-style-type: none"> Develop final project report Compile financial report on entire project 	<ul style="list-style-type: none"> Final project report clearly articulates completed project activities, achievements, lessons learnt and evaluation 	TBD

3. Proposed Funding Model

Stage 1		
Cash Contribution	2015-16	TOTAL
IMAP contribution to staff costs	40,000	
City of Melbourne – salary top up as required	10,000	\$50,000
In-Kind contribution		
City of Melbourne host council – office overheads	10,000	\$10,000
TOTAL SUPPORT STAGE 1		\$60,000
Stage 2		
Cash Contribution	2016-17	TOTAL
IMAP – the cash contribution is generated from approved project funds from the five member councils, invoiced by the City of Stonnington for IMAP.	\$50,000	
City of Melbourne – additional cash funding	\$10,000	
City of Port Phillip – additional cash funding	\$10,000	
City of Yarra– additional cash funding	\$10,000	
City of Stonnington – additional cash funding	\$10,000	
Maribyrnong City Council – additional cash funding	\$10,000	\$100,000
State Government Grant Contribution		
Sport & Recreation Victoria Regional Planning Grant TBC	\$50,000	\$50,000
In- Kind Contribution		
City of Melbourne staff time- D Stewart	\$10,000	
City of Port Phillip staff time– A Traill	\$10,000	
City of Yarra staff time – J Hanrahan	\$10,000	
City of Stonnington staff time – T Oulton	\$10,000	
Maribyrnong City Council staff time – A Jackson	\$10,000	
Metropolitan Planning Authority staff time	\$8,900	\$58,900
TOTAL SUPPORT STAGE 2		\$208,900

4. Project management

4.1 Governance structure

This section of the Project Plan describes the roles and responsibilities of those involved with the project.

4.1.1 Senior Responsible Officer

The Senior Responsible Officer for the project is: Graham Porteous, Manager, Libraries and Recreation, City of Melbourne (CoM).

4.1.2 Project Control Group

The Project Control Group (PCG) will oversee the planning, funding and delivery of the study, and will monitor the study's completion in accordance with an agreed methodology, outcomes, timeframes, budget and quality parameters.

The Project Control Group shall be comprised of:

- Director, Community Facilities, Melbourne City Council
- Manager, Libraries and Recreation, Melbourne City Council
- Director, Yarra City Council
- Director, Port Phillip City Council
- Director, Stonnington City Council
- Director, Maribyrnong City Council
- IMAP Project Working Group (PWG)
- Metropolitan Planning Authority representative
- VicHealth representative
- Group Manager, Community Facilities and Planning, Sport and Recreation Victoria

In addition:

- Elissa McElroy, Inner Melbourne Action Plan (IMAP) is invited as an observer to each meeting.

4.1.3 Project Manager

The Project Coordinator for the project is:

- Dale Stewart, Senior Recreation Planner, Libraries & Recreation, City of Melbourne.

4.1.4 Project Working Group

The role of the Project Working Group (PWG) will be to provide technical advice on the study, ensure all relevant technical issues are considered, guide the work of the consultant and review information provided by the consultant.

The membership of the PWG will include:

- Manager Libraries and Recreation, Melbourne City Council (*Senior Responsible Officer*)
- Manager Recreation & Open Space, Yarra City Council

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- Manager Public Space, Port Phillip City Council
 - Manager Community Facilities, Stonnington City Council
 - Manager Leisure Services, Maribyrnong City Council
 - IMAP Executive Officer
 - Parks Victoria representative (in lieu of the importance of Albert Park and Yarra Bend Park as community sports precincts)
 - Senior Recreation Planner Melbourne City Council (*Project Coordinator*)
 - Project Officer (*Meeting Secretary*)
 - Senior Parks Planner Melbourne City Council
 - Manager Metropolitan Community Facilities, Sport and Recreation Victoria
 - MPA representative

The project team will work closely with the IMAP Executive Officer, Elissa McElroy.

4.1.5 Consultants and contractors

Consultants will be engaged to undertake Stage 2 of the project and will not be engaged until later in the project. Their details will be listed once known.

4.1.6 Other project groups

Technical Reference Group, Policy Reference Group: The reference/external stakeholder groups will contribute to the technical specifications and help develop policy and planning options for the project.

Part B

4.2 Terms of reference for Project Control Group

The Project Control Group (PCG) will provide steering on project direction including strategic decision-making. The PCG will also provide guidance and a sounding board for the Project Coordinator and the Project Officer (part of the project team). Governance on planning, legal, corporate risk, and liability will be monitored by PCG members in consultation with their governance advisors and in consultation with representative organisations such as IMAP, Sport and Recreation Victoria and the Melbourne Planning Authority.

4.2.2 Function of the Project Control Group

The PCG includes representatives from the IMAP partner councils - City of Melbourne, City of Port Phillip, City of Yarra, City of Stonnington and City of Yarra, as well as IMAP, MPA, SRV and VicHealth. The PCG has been formed to oversee the project direction and delivery, achieving objectives of plan, timelines, budget and consultancy components of the project as well as strategic insight and management of messaging around planning. The PCG is the decision making body for the project. The PCG is also responsible for consideration of management of governance issues such as legal and corporate risk and liability as well as processes relating to peer review and finalisation of external stakeholder selection in consultation with reference/advisory groups. The functions of the PCG will facilitate project delivery and achievement of project objectives and aims.

4.2.3 Role of the Project Control Group

The PCG's role is to make decisions to facilitate the project to meet its aims. The PCG also has a role in providing direction for the Project Coordinator and Project Officer. Members have a role in offering access to, and the requisite support of, their own organisations, networks and specialist expertise in the field, and providing review and comment on project stages and drafts of project outputs.

Members of the PCG are expected to provide their expertise and comment within a short turn around time, and respect timelines requested of them. Members are also required to communicate messages about the project in line with the communication and stakeholder engagement strategy (to be developed by the Project Officer).

4.2.5 Meeting procedures

- Initially, all members of the PCG will be responsible for convening meetings using a rotating chair system. (The responsibility for convening meetings will be reviewed by the PCG upon commencement of the Project Officer).
- PCG will conduct meetings initially at monthly intervals and then every two months. Special extra meetings can be arranged as needed.
- The Chair of the meeting is responsible for provision of information about the meeting (such as invitation, agenda, previous minutes, relevant papers).
- The Chair is responsible for providing a minute-taker for each meeting. The distribution of minutes is required within two weeks of the date of the last meeting. Endorsement of minutes will be moved by a PCG member and seconded by a PCG member at the beginning of the next meeting.
- The Project Officer plays a Secretariat role and is invited to each meeting in that capacity. The Project Officer is responsible for keeping a complete set of the meeting minutes and attachments.
- In the event the meeting requires refreshment the cost will be a component of the partner organisation's in-kind support.
- Travel costs to attend PCG meetings will be met by the individual members.

4.2.6 Reporting

The PCG is responsible for reporting to IMAP on the progress of the project. Councils will then be kept up to date through IMAP Implementation Committee meetings. Councils will also be able to provide direction to the project, if major issues arise, via these IMAP meetings. This will be the primary method of communicating with councils about the project. However, individual PCG members may need to provide briefings to their own council on an as-needs basis. Written communications (or written summaries of verbal communications) to councils must be provided to the Project Officer for record keeping purposes.

Other stakeholders will be kept up to date by email, which the Project Officer will distribute as required.

Key messaging and procedures for liaison with the media on the project will be outlined in the communication plan (under development) and this will be in line with IMAP communications protocols. PCG members will need to act within the bounds of the communication plan.

Endorsement is not required before speaking to stakeholders about the development of this project. The Project Officer should be advised of all communications for record keeping purposes and ensuring the engagement plan can be kept up to date and relevant.

5. Work plan

The table below describes in detail the proposed steps of the project proposed to help achieve the planned outcomes. This list is not exclusive and will change throughout the project as the thinking around the project develops with data collection and analysis, stakeholder and reference group input. This is an initial work plan only. The most up to date work plan will be shared with stakeholders as adjusted.

#	Description	Who	Scheduled start	Scheduled finish
1	Draft Project Plan and Brief circulated for review comment	Project Manager / Council Reps	January 2016	31 January 2016
2	Complete project plan and project brief	Project Manager	1 February 2016	29 February 2016
3	Employ Project Officer to undertake Stage 1 of project	Project Manager / Council Reps	1 February 2016	29 February 2016
4	Establish Project Control and Working Groups	Project Manager	1 February 2016	29 February 2016
5	Develop detailed stakeholder engagement and communications plans for Stage 2	Project Officer / Council Reps	1 March 2016	30 March 2016
6	Develop monitoring and evaluation framework for Stage 2	Project Officer / Council Reps	1 March 2016	30 March 2016
7	Stage 1 work phase	Project Officer	1 February 2016	30 May 2016
8	Draft Stage 1 Report to Project PCG for review, feedback and finalisation	Project Officer	1 June 2016	30 June 2016
9	Engage Consultant for Stage 2 of Project	Project Officer / Council Reps / SRV	1 March 2016	30 June 2016
10	Review Project Plan and Project brief for Stage 2	Project Officer / Council Reps / SRV	1 June 2016	30 June 2016
11	Stage 2 work phase	Project Officer / Council Reps / SRV / Consultant	1 July 2016	31 October 2016
12	Draft Stage 2 Report to Project PCG for review, feedback	Project Officer / Council Reps / SRV / Consultant	1 October 2016	15 October 2016
13	Release for consultation with identified stakeholders	Project Officer / Council Reps / SRV / Consultant	15 October 2016	31 October 2016
14	Draft Stage 2 Report to Project PCG for review, feedback and finalisation	Project Officer / Council Reps / SRV / Consultant	1 November	30 November
15	Present final report and evaluation to IMAP and identified key stakeholders	Project Officer / Council Reps / SRV / Consultant	1 December	31 December

6. Stakeholder management and communication

6.1 Strategic stakeholder engagement plan

Types of stakeholder engagement				
Inform	Consult	Involve	Collaborate	Empower
Purpose of this type of engagement: To provide stakeholders with balanced and objective information to assist them in understanding the issues, alternatives and/or solutions.	Purpose of this type of engagement: To obtain stakeholder feedback on analysis, alternatives and/or decisions.	Purpose of this type of engagement: To work directly with stakeholders throughout the process to ensure that concerns and aspirations are consistently understood and considered.	Purpose of this type of engagement: To partner with stakeholders in each aspect of decision making, including the development of alternatives and the identification of preferred solutions.	Purpose of this type of engagement: To place final decision-making in the hands of stakeholders
Undertaking to stakeholders: Promise: We will keep stakeholders informed.	Undertaking to stakeholders: Promise: We will listen to and acknowledge concerns, and provide feedback on how stakeholder input informed decision making.	Undertaking to stakeholders: Promise: We will work with stakeholders to ensure that concerns and issues are directly reflected in alternatives developed and provide feedback on how stakeholder input informed decision making.	Undertaking to stakeholders: Promise: We will look to stakeholders for direct advice and innovation in formulating solutions and incorporate stakeholder advice and recommendations into the decisions to the maximum extent possible.	Undertaking to stakeholders: Promise: We will implement what stakeholders decide.

Relevant stakeholders				
Inform	Consult	Involve	Collaborate	Empower
TBC	TBC	TBC	Relevant staff in: City of Melbourne City of Port Phillip City of Stonnington City of Yarra City of Maribyrnong IMAP MPA SRV	Project Control Group and Working group members

Tools of engagement				
Inform	Consult	Involve	Collaborate	Empower
TBC – eg Websites Media releases	TBC – eg Meetings Websites	TBC – eg Meetings Websites External stakeholder groups	TBC – eg Workshops Meetings	Project Control Group and Working Groups

Stakeholder engagement outcomes				
Inform	Consult	Involve	Collaborate	Empower
Increased understanding, awareness and engagement about the project.	Increased awareness of current and future issues and opportunities Project team has the opportunity to hear from industry about their ideas on the project	Increased awareness about the current and future issues and opportunities Stakeholders providing input that shapes draft and final products Relationships with key stakeholders of mutual benefit	Commitment to the project outputs because of sense of shared ownership Increased awareness about the benefits and feasibility for sport and recreation facilities Stakeholders providing input that shapes draft and final products	Empowerment of individuals on reference group – they have increased knowledge of issues facing community sport and recreation now and in the future; they advocate for the project; and they directly shape the final outputs.

Stakeholder engagement evaluation tools				
Inform	Consult	Involve	Collaborate	Empower
TBC -	TBC -	TBC – eg Interviews with project team to determine range of industries contributing the draft documents and number of people involved in external stakeholder groups	TBC – eg Survey of key staff involved in the project	TBC – eg Survey of people involved in the reference groups. Details of no. of meetings and no. of people involved.

Strategic engagement plan

Engagement level	Stakeholders involved	Tools/activities	Detail	Who's responsible	Start and finish dates	Date completed	Comments
Informed	TBC	TBC					
Consult	TBC						
Involve	TBC						
Collaborate	Relevant staff in: City of Melbourne City of Port Phillip City of Stonnington City of Yarra City of Maribyrnong IMAP						
Empower	Project Control Group and Working Group members						

6.2 Communications plan

6.2.1 Objective/s

- To connect with identified key stakeholders interested in the areas of community sport and recreation.
- To build networks among local and state government agencies to advocate for action that supports community sport and recreation.

6.2.2 Target audience

- Local and state government policy and planning professionals (encourage them to build partnerships to advocate for change)

6.2.3 Key messages

TBC

6.2.4 Implementation and tools

Tools to communicate key messages will include:

- Reference and stakeholder groups
- Council websites
- IMAP implementation meetings
- Media

6.2.5 Communicating project outcomes

When the project is complete, the outcomes will be communicated through wide distribution of project reports to all key stakeholders. Promotion opportunities may include IMAP council websites, press releases, seminars and development of articles for industry publications.

Other work conducted in this project, such as the opportunities and assessment and policy options paper, will be promoted at relevant conferences and other events, especially those which target other local councils and the building industry.

6.2.6 Timing

Key dates are included in project plan and communications elements of these will be developed by Project Officer and other project staff as identified.

6.2.7 Evaluation methods

TBC

6.2.8 Issues and/or risk management

There are potential issues in conflicting views of what information should be included in the project plan and brief. This will be resolved through the governance structure of the project, which allows for input from several key stakeholder groups. The issue will be further reduced by releasing a draft for comment, which will allow a period of review and collation of feedback before finalising the project reports.

There are political risks associated with the project due to the requirement to identify and address community sport and recreation facility issues and the enthusiasm and the ability of key stakeholders to then implement change. The purpose of the project is to provide a platform to engage with these issues, and consider potential opportunities for change, growth and development of facilities and opportunities.