Project Plan

Robe 2050 Plan

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Project Sponsor: Chief Executive Officer

Version Control

Version No.	Author	Comments	Date
V1.0	James Holyman	Draft Project Plan for Consultation	8/12/2020
V1.1	James Holyman	Feedback Damian and Mayor	1/2/2021
V2.0	James Holyman	Elected Member Workshop Input	3/2/2021
V2.1	Rob Moir	Review	4/03/2021

1. Project Background

A Priority Project in the 2020-21 Annual Business Plan under the Governance and Financial Sustainability Goal is to *develop a '2050' Plan for Robe.*

The purpose is to establish how the community would like to see Robe grow and look in the future. This could include addressing questions such as:

- How do we maintain the character of Robe? The village feel, the coastline and bay, our heritage buildings?
- Should Robe continue to grow? If so how big? Where does growth stop?
- Will growth put pressure on maintaining existing services?
- What are the limitations of our current infrastructure and services- power, water, community wastewater management scheme, roads, carparking?

- What are the future commercial requirements for Robe?
- What are the changes we expect in the key industries (i.e. farming, fishing and tourism) and is there potential to attract other industries?
- Our current light industrial land is now contiguous with housing and has been blended with commercial. It is also basically full. Where should the next industrial land be?
- How do we efficiently and effectively move vehicles around Robe, particularly heavy vehicles?
- Should there be a heavy vehicle bypass for Robe?
- Do we need a heavy industrial area? Which could free up space in the current area

- Do we revisit the minimum size for residential blocks?
- Should there be an allowance for smaller blocks that require less maintenance?
- Do we need to change our requirements for Developments? Open space/parks, playgrounds etc
- Should we reconsider the two-storey height restriction?

- What other facilities does our community need or want in the future? aged care, lifestyle villages, sport and recreation, foreshore facilities

2. Project Definitions

2.1. Objectives

The project will develop a long-term plan for the township of Robe and will assist Council in making decisions in line with the community's expectations of Robe into the future.

A clear articulation of the future state of Robe to provide a "sense of destination" and insight into the proposed Robe of the future. The 2050 plan will be a key communications and reference document for dealing with Government funding streams, investors, and other stakeholders.

2.2. Benefits

- Long term plan for Robe that will guide Council decisions
- Community input into the future of their township
- Understanding of the ability for key services to accommodate growth
- Be able to plan an increase in key services for the future
- A document that will feed future Community and Business Plans
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2.3. In Scope

- The development of a long-term plan for Robe that provides a strategic direction for the township.
- Final approval of the long-term plan for Robe is vested in Council.

2.4. Out of Scope

The project excludes the following:

- Implementation of any recommendations or opportunities
- Changes to the Community or Business Plans

2.5. Constraints

The project is constrained by the following:

- The final document will be used to guide decisions and will not be formal commitment on implementation
- Any recommendation would need to comply with current legislation
- Essential services, e.g. power, water, wastewater may not accommodate planned growth

2.6. Dependencies

For successful completion, this project is dependent on:

- Access to key data such as power, wastewater, potable water, etc.
- Accuracy of any projection such as population, construction growth, tourism numbers
- Community consultation
- That essential services, e.g. power, water, wastewater will meet the needs of the population
- Any project work to take into consideration current reports, for example:
    - District Council of Robe Community Plan
    - Consultation outcomes for the 2020-21 Annual Business Plan
    - 1979 UPEG Report
    - 'Imagine Robe 2040' Strategic Directions Report
    - Tonkin reports into the Community Wastewater Management Scheme
    - Wavelength Consulting, Robe Coastline Monitoring Roadmap
    - Limestone Coast LGA Sea Level Rise 'Bathtub' modelling
    - ABS and in particular Census data e.g. population
    - Spendmapp data
    - Disability Access and Inclusion Plan
    - Traffic Management Report 2020
    - Population estimates from **Geografia**

2.7. Assumptions

In delivering the project, the following is assumed:

- Current growth of Robe continues at the same rate into the future
- Maintaining the heritage character of the town remains important for future generations
- That the current tight restrictions on the removal of native vegetation remains or gets stronger
- Current Planning and Design Code may need to change to accommodate the view of the community

3. Governance/Organisation Structure

3.1. Project Control Group

Full Council

The Project Control Group has final decision-making authority. It is also responsible for approving the final budget, project tolerance and delegation of powers. This Group make decisions that affect the delivery of the project by:

- Directing the project
- Resolving issues and advice on risk mitigation
- Communicating advocating for the decisions made on behalf of community by the Group

3.2. Project Sponsor

Chief Executive Officer

The sponsor is ultimately accountable and responsible for the delivery of the project outcomes.

3.3. Project Manager

Director Infrastructure

The Project Manager manages the day-to-day project activities on behalf of the District Council of Robe and can make decisions aligned with the outcomes of the project and within Council specified budget. Key responsibilities include:

- Implement the project in accordance with the plan and budget
- Manage the information flow between the project and Council and to keep employees informed
- Establish and manage the project's procedures such as risk management, issue and change control and communication
- Provide regular reports to Council
- Manage external suppliers
- Advise Council of any deviations from the plan
- Record and initiate any necessary corrective action
- Ensure employees are aware of the support options available to them as the project is implemented

3.4. Project Team

The project team to develop the draft 2050 strategic directions process and report will include the following people to support the Director Infrastructure:

- Damian Dawson (Council's planner)
- Anahat Kaleka (Masters in Planning- course work experience)
- Molly Murdock (Executive Officer to the Project Team)

4. Schedule

4.1. Gantt Chart

Please see attached Gantt Chart.

4.2. Milestones

Milestone	Proposed Completion Week Ending
Project planning complete	5 March 2021
Historic report review and data analysis	14 May 2021
Investment and growth opportunities	7 May 2021
Community survey and focus group work	20 August 2021
Draft directions document and community consultation	14 January 2022
Draft Robe 2050 Strategic Directions report	11 March 2022
Public consultation on draft Strategic Directions report	22 April 2022
Final Robe 2050 Strategic Directions report	10 June 2022
Project review and lessons learnt	24 June 2022

5. Budget

As the project is to develop the long-term plan only, there is limited funding required. It is planned to use the existing approved budget for this project.

5.1. Recurrent

	2021-22
Allowance for Consultants	$50,000.00
General Expenses e.g. accommodation	$5,000.00
	$55,000.00

5.2. Capital Funding

There is no capital funding required for this project

6. Key Elements

6.1. Risk Management

Risk	Likelihood	Consequence	Rating	Mitigation Strategy
Community not engaged	Likely	Minor	Medium	Promote the opportunity to contribute to the development of the plan, often and through multiple sources.
Budget variance	Unlikely	Minor	Low	Plan to utilise existing Council budget for the project. Any change would be approved through the Budget Review process.
Timely access to specialist support resources	Likely	Minor	Medium	Utilise the knowledge and experience of Council's Planning Consultant. Focus on early engagement.
Right data not available	Unlikely	Minor	Low	Use best available data and where estimates are made, always state assumptions.
Media attention	Likely	Minor	Medium	Be open and transparent with process and outcomes.
Delays in project delivery	Likely	Minor	Medium	Ensure right resources and priorities to deliver the project plan.
Benefits not realised	Possible	Moderate	Medium	Adherence to the project plan and regular reporting. Use of a broad based project team to leverage different views and perspectives on the options.

6.2. Stakeholder Identification

Stakeholder	Stated Position/Interests	Form of Communication
Community	• Clarity around town growth • Opportunity to contribute and shape the future	• Community Newsletter • Face-to-face with Elected Members • Face-to-face with the CEO • Approaches made to Council employees
District Council of Robe	• Project Control Group	• Monthly project report • Project Sponsor and Manager available to answer questions
Developers	• Greater certainty regarding the future opportunities in Robe	• Community Newsletter • Face-to-face with Elected Members • Face-to-face with the CEO
Limestone Coast Council	• Contribution to the Regional Plan	• Face-to-face with the CEO and Mayor • Updates at the Limestone Coast LGA Board meetings

7. Reporting

The project will be reported to the Ordinary Meeting of Council.

Week Ending

Month headers: February | March | April | May | June | July | August | September | October | November | December | January | February | March | April | May | June

Week ending dates: 5/02 12/02 19/02 26/02 5/03 12/03 19/03 26/03 2/04 9/04 16/04 23/04 30/04 7/05 14/05 21/05 28/05 4/06 11/06 18/06 25/06 2/07 9/07 16/07 23/07 30/07 6/08 13/08 20/08 27/08 3/09 10/09 17/09 24/09 1/10 8/10 15/10 22/10 29/10 5/11 12/11 19/11 26/11 3/12 10/12 17/12 24/12 31/12 7/01 14/01 21/01 28/01 4/02 11/02 18/02 25/02 4/03 11/03 18/03 25/03 1/04 8/04 15/04 22/04 29/04 6/05 13/05 20/05 27/05 3/06 10/06 17/06 24/06

1 Project Plan
    Develop Plan
    Elected Member Forum Workshop
    Finalise Plan
2 Historic Review and Data Collection & Analysis
    Review of historic documents
    Data collection and analysis
    Essential services review e.g. water, power sewerage
    Specialist advice (if required)
    Interim report on findings
    Report to Council
3 Investment / Growth Opportunities
    Identify potential opportunities
    Map for inclusion in Discussion Document
    Develop Scenarios
    Workshop with Elected Members
    Provide final scenarios as input to the community survey
4 Community Survey
    Understand Interim report findings
    Engage specialist
    Design survey
    Approve survey
    Community and market survey to community
    Undertake survey
    Analyse Findings
    Undertake issues based focus group work (if required)
    Prepare report for Council
    EMF on Interim and survey reports
5 Discussion Document
    Draft direction
    Draft key themes
    Elected Member Forum Workshop
    Prepare Discussion Document
    Prepare report for Council
    Council meeting
    Public Consultation on Discussion Document
        Meeting Robe
        Meeting Victoria
        Meeting Adelaide
        Meeting Boatswains Point
        Meeting Mount Benson
        Meeting Nora Corina
        Meeting Greenways
    Elected Member Forum Workshop on feedback
6 Draft Robe 2050 Strategic Direction
    Prepare report
    Elected Member Forum on draft report
    Prepare report for Council
    Council Meeting
7 Consultation on Draft Report
    Public Consultation on draft Robe 2050 Strategic Directions Report
    Prepare Council report on feedback and recommendations
8 Final Report
    Amend report based on community feedback and EMF
    Prepare final report
    Prepare report for Council
    Submit final report for adoption
9 Project Review