



PROJECT PLAN

OBJECTIVE

TO IDENTIFY PROJECT ROLES, RESPONSIBILITIES, MILESTONES AND DELIVERY TIMEFRAMES TO ASSIST WITH PROJECT DELIVERY.

Economic Development Strategy Project Plan

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Version V0.C



City of **HOBART**

Document Acceptance and Release Notice

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(for acceptance)	Project Manager – <Jacqui Allen> <Director Connected City>		
ACCEPTED:		Date:	/ /
(for release)	Endorsed by Project Sponsor – <Kelly Grigsby> <CEO>		

1. PROJECT BACKGROUND

- *an overarching post COVID-19 response to business recovery, innovation, new start-up creation and reactivation of the Hobart LGA through the attraction of tourists and locals in to and around the LGA.*
- *stakeholder feedback on the role of CoH in economic development of the city and in the development of a Strategic Framework to set direction and goals for planning, space utilisation, events, investment promotion and engagement activities of Council.*
- *Tasmanian Government recovery plans, by promoting opportunities for inbound investment and supporting economic activity of the various sectors of the LGA.*
- *business recovery and re-establishment of connections between local people, business and public spaces by provide opportunities for collaboration, networking and the sharing of ideas, resources and;*
- *proposed Federal and State Government investment in a Science and Antarctic Precinct that will enhance Hobart's reputation and involvement as an Antarctic Gateway through collaborative support and advocacy of Antarctic research, logistics, supply-chain management and the accommodation and transportation of scientists, expeditioners and tourists to the Antarctic region*

2. PROJECT OBJECTIVE

The project's objective(s) is to:

- *Increase and Improve the capability of the City to attract additional visitation and expenditure in to the LGA*
- *Improve visitor access to information on city attractions, amenities, services and commerce for increased enjoyment of and utilisation of the city as a place to conduct business, for recreation and to live*
- *Increase and foster inbound private and government investment attraction*
- *Improve innovation and growth opportunities for `new, emerging and existing businesses to access and share resources & knowledge*
- *Improve city assets and planning such as way-finding, visitor amenities, strategic city precinct planning and events to effectively move people around the City of Hobart and to encourage them to share their experiences with others*
- *Develop data tools that underpin an evidence based approach to policy and project development and that encourage Hobart based businesses to expand their digital presence*
- *Assist in the development of a City Brand, reputation and aspiration from which residents businesses, visitors and investors can be inspired.*

3. PROJECT OUTCOMES

The following target outcomes have been identified as being relevant to this Strategy:

- *More effective and effective use of public spaces by people that enhances the experience of being in the City of Hobart*

- *Better way-finding and facilities to showcase attractions and various business and services in the city that increases the viability of existing businesses and improves visitor engagement with those businesses*
- *Increase business to business collaboration and partnerships that creates new, unique, tailored product offerings to locals and visitors that increases visitation times, spend and distribution of opportunities for wealth creation and distribution*
- *Diversify and expand the prevalence of business product offerings in the local, national and international markets by improving the effectiveness and uptake of digital and virtual marketplaces and by collaborating with State and Federal Governments to assist in the promotion of such offerings*
- *Increase the number of new start-up businesses and youth led ventures by connecting them to other businesses and government services and advice*
- *Establish Hobart as an premier destination for international education, science and digi-tech businesses*
- *Increase the international strategic importance and maximise business opportunities arising from Hobart's position as an Antarctic gateway and research centre*
- *Increase the level of engagement and interactions with the International Student community which will increase their access to information, advice and employment pathways that support and grow the local business community.*

4. OUTPUT AND RESPONSIBILITY

The following outputs are to be delivered:

Output	Description	Responsibility
Generate and collate initial stakeholder feedback themes	Results from round table discussions to inform stakeholder expectations and help set strategy agenda	CEU
Outline of research finding from other jurisdictions, academic papers	Research to inform CoH role and scope of Economic Development thinking and on policy and the development of initiatives, programs and projects	CEU
An Economic Development definition and scoping statement	A term arising from research and consultation which will inform the range of activities undertaken by Council. NOTE:, the broader the approach the less control & oversight that can be deployed. Therefore a clear definition of the role of CoH is required for the duration of this plan.	CEU
COH Decision-making that is more closely aligned to strategic priorities	Elements of the Economic Development Strategy will be allocated to business units to drive consistent and considered decision making (but in accordance with regulations, legislation and by laws).	ELT

An assessment of Hobart comparative and competitive advantages	A clear understanding of what Hobart has to offer, what it's strengths and weakness are, opportunities for the duration of the strategy and to assist in determining the Brand and aspiration for the City.	CEU/Policy Lab and other BU's as needed.
Setting of City goals and aspirations (perhaps as Vision statement)	Provides a pathway of action and responses that citizens, businesses can align to and follow.	CEU/Comms
Identification of City collaborators and competitors, e.g. Tas local councils, National LGAs, other regional tourist areas, international cities, e.g. Ushuaia, Christchurch etc.	To work with local stakeholders to develop a bottom-up, place-based approach that increases the wealth and wellbeing of citizens in an environmentally and ethically responsible manner.	CEU in conjunction with City Futures and external stakeholders
Performance Indicators	What will we achieve through this strategy?	CEU via Director and CEO
Review and assessment regime	12 monthly outcomes reporting to be established and report provided against achieve of goals and outcomes.	CEU/Policy Lab
EM Approval received	Draft plan concept approval required to progress strategy development and release to the public	EDCC
Promotional campaign and launch	A communication plan will be developed to inform stakeholders on progress and outcomes, issues and challenges.	Comms
Implementation Plan & resource allocation	An simple implementation plan will be developed outlining CoH project teams and how specific initiatives, projects and programs are to be created, launched and run, including annual budgets and external funding sources, such as grants.	CEU
Ongoing stakeholder engagement	Via a CoH or Economic Development newsletter, stakeholders will be kept updated on the progress of our goals and outcomes developed in this Strategy. Frequency is TBC.	CEU/Comms
Project and initiatives rolled out	As per Implementation Plan	All CoH
Integration with CoH systems, process, customer service regime	CoH Project teams will be required to work collaboratively towards shared goals and outcomes. An understanding of how our existing plans and projects fit together will assist as we seek to align service delivery and provision to strategy, e.g. incubator hub; welcome pad; city activations; community services; smart and sustainable city all have overlapping roles.	All CoH via ELT

	Implementation plan will help identify and coordination these.	
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5. PROJECT SCHEDULE – KEY MILESTONES

Milestone	Acceptance Criteria	Delivery Date
Project Plan developed and approved	Plan approved by Director, then presented to EDCC	June 30 th , 22
Research conducted re definition and scope	CEU to conduct jurisdictional research, also engage Policy Lab for academic findings re local government economic development. Findings to be summarised to build rationale for approach – via Director CEO approval.	Sept 30 th , 22
All stakeholder feedback and research complied	All research and engagement findings collated, draft definition and strategy principles developed circulated to EDCC via Director and CEO	Oct 31 st , 22
Comments reviewed and amendments made according to resources available	Second revision made – shared internally to confirm CoH roles	Nov 30 th , 22
Fact Checking	Risk assessment and check of data validity	Dec 24, 22
Update made	Third Revision made to include images and graphics	Dec 24, 22
	Christmas	
Final review	To ensure all priorities are consistent with the relevant State and Federal priorities for the region, City Deal, election Commitments; Trade, international relations/education, community support, workforce development etc.)	Jan 31 st , 23
Draft Plan presented to Council for comment and ratification	Draft to EDCC via Director and CEO approvals	Feb, 23
Communication Plan developed	Via communication team	Feb, 23
Launch	Public launch date confirmed	1 st Quarter 2023
Once approved – Action and Implementation Plan is established and work priorities established		April/May 2023

6. SCOPE OF WORK

What is in Scope?

- Scope is currently contested, therefore the engagement, analysis and research components of the strategy development process will be undertaken first to define the scope of the strategy. The project plan will focus only on the required activities needed to

finalise and release an Economic Development Strategy and set out the path to implementation. An Implementation Plan will be developed to draw out required resources and implementation timeframes to implement the strategy and prioritise work for CoH.

- Tasks that flow from this strategy must consider the existing business; legislative, regulatory and by laws that underpin it. For instance the strategy must not conflict with requirements under law, therefore internal engagement with business units is required to confirm the validity of any activity outlined in this Strategy.
- The Strategy must be consistent with already established plans, such as the Central Precincts Plan; Capital City Strategic Plan; Community Vision and should align with State and Federal Government policies and strategies where possible so long as they are not to the long term detriment of the interests of the City.

What is out of Scope?

- The economic Development Strategy will not drive tasks or priorities that are at odds with existing plans or strategies.
- Economic Development activity for the purposes of this plan will be defined by the research, engagement and analysis undertaken.

7. RISKS ASSESSMENT

The following Matrix will be used to assess Project Risk as per the Australian Institute of Project Management Guidelines.

		Consequences				
		Insignificant (1) No injuries / minimal financial loss	Minor (2) First aid treatment / medium financial loss	Moderate (3) Medical treatment / high financial loss	Major (4) Hospitalable / large financial loss	Catastrophic (5) Death / massive financial loss
Likelihood	Almost Certain (5) Often occurs / once a week	Moderate (5)	High (10)	High (15)	Catastrophic (20)	Catastrophic (25)
	Likely (4) Could easily happen / once a month	Moderate (4)	Moderate (8)	High (12)	Catastrophic (16)	Catastrophic (20)
	Possible (3) Could happen or known it to happen / once a year	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
	Unlikely (2) Hasn't happened yet but could / once every 10 years	Low (2)	Moderate (4)	Moderate (6)	Moderate (8)	High (10)
	Rare (1) Conceivable but only on extreme circumstances / once in 100 years	Low (1)	Low (2)	Low (3)	Moderate (4)	Moderate (5)

For the initial project planning phase of this project the most significant risks identified so far are:

1. **Poor research and engagement leads to development of sub-standard, inappropriate economic development strategy**
2. **Strategy is not well received and deems unworkable or insufficient**
3. **Sentiment of insufficient salient stakeholder consultations**
4. **Strategy is not completed within due timeframe (currently set for Quarter 1 - 2023)**
5. **Staffing and financial resources are not available to complete on time**

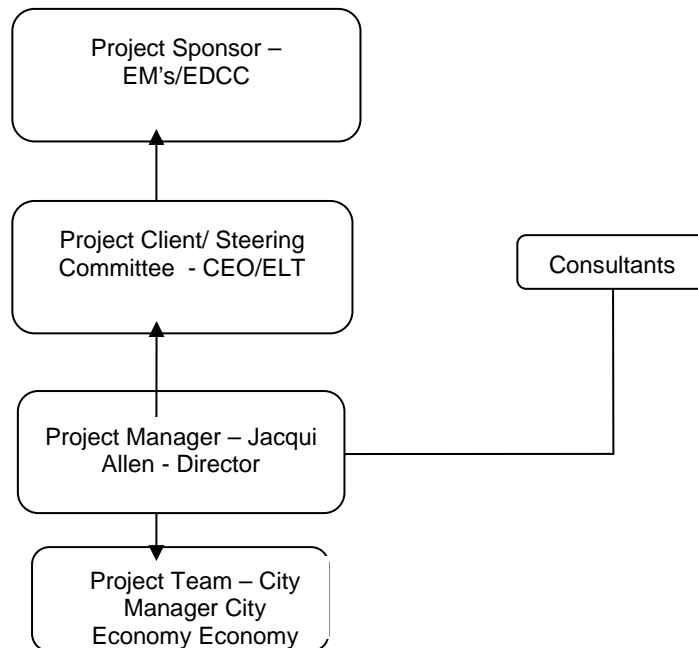
Risk	Likelihood	Consequence	Inherent Rating	Post Rating	Management
Ec Dev strategy is sub-standard/ inappropriate	3	3	H	L	Ample research, consultation to take place, approach vetted by CEO and EM's.
Ec Dev Strategy actions cannot be completed	3	3	H	M	CEU recruitment, sound research & policy
Lack of resources	3	4	H	H	Recruitment prioritisation must take place

Lack of CoH buy in or commitment	3	3	H	M	Internal project working groups established & meet regularly, actions assigned and monitored by ELT
Poor stakeholder feedback	2	3	M	L	Links to R1, managed by research and communications
Strategy not released by due date	4	2	M	L	Do not publically commit to date until resources established.
Reputational damage	3	3	M	L	Do not publically commit to date until resources established. Research undertaken
Strategy conflict with State or Federal policy	3	3	M	M	Ongoing external and internal engagement, regular meetings established.
Funding not available to complete tasks	3	3	M	M	Set of projects developed as pipeline for Fed state grants.

Risk Assessment is attached.

8. GOVERNANCE

What is the governance structure for the Project?



Project Sponsor	Elected Members of Council
Project Manager	Jacqui Allen – Director Connected City
Project Team	<ul style="list-style-type: none"> • Nick Andrew – Manager City Economy • Carolyn Coates – Project Officer • Other Teams members TBC upon recruitment

9. KEY ROLES, RESPONSIBILITIES AND ACCOUNTABILITIES

For a complete listing refer to the document **Project Roles – Definitions**.

Project Sponsor

- Ultimate authority and responsibility for the project
- Accountable for the delivery of planned benefits associated with the project
- Ensures resolution of issues escalated by the Project Manager or the Project Steering Committee

Project Steering Committee

- Ensure the project scope aligns with stakeholder requirements
- Provide guidance on corporate issues
- Address any issues with major implications to the project

Client

- Engages project manager to deliver project
- Confirms scope
- Provides budget allocation
- Approves changes to project scope / timing
- Signs off on hold points

Project Manager

- Manage the project including responsibility for the project's feasibility, planning and achievement of benefits/outcomes
- Manage stakeholder expectations through formal specification and agreement of goals, objectives and scope
- Managing and leading the project team
- Detailed project planning and control including:
 - Developing and maintaining a project plan
 - Managing project deliverables in line with the project plan
 - Managing project issues and escalating where necessary
 - Managing project scope and change control
 - Monitoring project progress and performance
 - Providing regular status updates to stakeholders

Project Team

- Ensure the project's scope aligns with the requirements of the stakeholder
- Provide guidance on corporate issues
- Ensure effort and expenditure are appropriate to stakeholder expectations
- Address any issue that has major implications for the project
- Reporting to the Project Manager at regular intervals
- Actioning various components and tasks associated with the project where appropriate

10. REPORTING REQUIREMENTS

Reporting requirements for the <Project Name> Project are:

Reported by	To whom	Reporting requirements	Frequency	Format
Fortnightly updates	Director Connected City	Status Report	fortnightly	verbal
Quarterly updates	EDCC	Status Report	quarterly	written

11. STAKEHOLDER MANAGEMENT AND COMMUNICATION

Who are the Key Stakeholders that have been identified for scoping the project?

Key Stakeholder	Nature of Stakeholding
Business owners, operators	Beneficiaries and idea generators
Elected Members	Approvers
Senior Executive CoH	Administrators and regulators
Citizens in LGA	Beneficiaries
State and Federal Government	Collaborators, regulators, co-funders
Investors	Investors, co-project owners, sponsors
Visitors	Advocates and economic drivers

Communication

An Engagement Strategy will be developed to ensure all stakeholders are adequately consulted

A communication plan will be developed to tailor messages and channels and frequency to relevant stakeholders. This will be done in conjunction with CoH Communication Team and other levels of Government.