



Shire of Donnybrook Balingup
VC Mitchell Park
Stakeholder Engagement Plan

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1. Introduction

1.1 Purpose and scope of this document

The Stakeholder Engagement Plan (SEP) sets out the framework for managing the consultation with key stakeholders and the wider community during the design and construction of the VC Mitchell Park project. This covers the period from April 2023 until December 2024, or until practical completion of the project.

The SEP provides a framework for managing the communication functions as the VC Mitchell Park project evolves.

1.2 Project overview

The Shire of Donnybrook Balingup has completed a Masterplan for VC Mitchell Park and is progressing a range of projects to meet the requirements of the Masterplan Plan. A new synthetic hockey training pitch with floodlighting has been constructed and further asset renewal is planned for the Recreation Centre.

The major project is the creation of a new community sporting pavilion and the upgrade of the existing tennis pavilion. The key driver of the project is to replace and upgrade ageing community infrastructure in order to create a modern sporting complex.

The project has the following key project objectives:

- Rejuvenation of sport and recreation facilities within the Shire;
- Opportunity for shared-use community facilities and events in the VC Mitchell Park precinct; and
- Delivery of broader social, health and economic benefits to the local community.

The project aims to promote the synergies, advantages and benefits of co-locating various activities into an integrated precinct; to support the growth requirements of local sporting clubs; and to replace ageing infrastructure that will be operationally sustainable and universally accessible.

The stakeholders include, but are not necessarily limited to*:

▪ The wider Donnybrook Balingup community	▪ Donnybrook Recreation Centre
▪ Donnybrook Football Club	▪ Donnybrook Tennis Club
▪ Donnybrook Hockey Club – Ladies and Men	▪ Donnybrook Netball Association
▪ Donnybrook Basketball Club	▪ Donnybrook Cricket Club*
▪ District High School*	▪ Primary School*
▪ The Shire of Donnybrook Balingup	▪ Department of Local Government, Sport and Cultural Industries (DLGSCI)**

* these stakeholders are not located on the precinct, however they use the facilities.

** funding body.

In addition, numerous other sporting stakeholders use the precinct, including swimming, badminton, gym, volleyball, spin classes, athletics, dance and gymnastics.

To date there has been no consultation with local Disability Access or Inclusion Community Groups and this should be pursued as design development progresses.

1.3 Location and description

The VC Mitchell Park project is situated on Marmion Street, Donnybrook. In mid-2018, the Shire secured funding from the DLGSCI to review and update the original Master Plan completed in 2009.

The renewed Master Plan 2020 was presented to the Council for consideration and was endorsed at the 27 May 2020 Council meeting. Refer to Attachment 1

1.4 Delivery roles and responsibilities

The Shire, as the project owner, is ultimately responsible for defining the scope and specifications of the new community facilities, in addition to managing the communications and stakeholder engagement activity across the project.

1.5 Project Communication Roles and Responsibilities

The Shire is responsible for the management of all project communications that relate to the project. This would be via the Shire's website, and/or a range of Shire social media channels and outlets.

1.6 Program and delivery timetable

Following an Expression of Interest, Perkins Builders was appointed as the nominated contractor. At March 2023, a Design and Construct contract to the value of \$8.51 million was awarded to Perkins Builders. Three staged **Hold Points** have been identified as the project evolves to manage risk and cost escalation in the current construction market. The design development phase is due for completion by September 2023; construction documentation is due for completion by August 2023; construction is scheduled to commence in October 2023; and completion is due by December 2024.

The Design Phase Hold Points are as follows:

Hold Point 1	January 2023-April 2023
Hold Point 2	April 2023-June 2023
Hold Point 3	June 2023- September 2023
Construction	October 2023-December 2024

2.0 Stakeholder and communications engagement plan

2.1 Overview

The overarching stakeholder and community engagement plan is to facilitate the successful delivery of the project. This will be achieved through the use of open and transparent engagement by:

- Building and maintaining relationships with key stakeholders upon whose support the project depends; and
- Ensuring that other stakeholders and the wider community who may be directly affected by construction activities during the delivery stage are kept informed and, where relevant, involved regarding the management of impacts.

2.2 Objectives

The stakeholder engagement objectives are to:

- Engage with key stakeholders during the project design stage to ensure that the needs and expectations of end users are considered in order to achieve the best outcomes.
- Ensure that stakeholder involvement and endorsement of the project is sustained during the final design, construction and delivery stages.
- Preserve confidence in the integrity of the engagement process and ensure that stakeholder commitments that were made during the design stage of the project are honoured and that good working relationships are maintained.
- Reflect responsible project governance in the delivery of the project.
- Identify and mitigate project risks proactively before they become project and/ or community issues.
- Identify and respond to stakeholder concerns in a timely and responsible manner.
- Work closely with the contractor to manage public enquiries and complaints in a seamless manner during construction and delivery of the project.

2.3 Project Consultation Group

The Project Consultation Group does not have direct responsibility for the delivery of the project. Rather, the group is comprised of end users of the community facilities who have provided input and feedback into the development of the project and have been part of the Design Development process. The Shire is responsible for the ongoing management and engagement of the Project User Group.

The key role of the Project Consultation Group would be to:

- Discuss and resolve project issues as they affect the clubs;
- Provide input to the broader VC Masterplan;
- Monitor progress of project delivery;
- Provide input to transition planning whilst construction is in progress;
- Refer matters to the Shire as appropriate for unresolved, conflicting matters; and
- Provide operational/end user input, ie how the facilities will be used.
- Representatives to communicate information to club members.

The comments and input received from the Project Consultation Group is intended to identify the specific issues and requirements of the various users that need to be considered in the development of the project design. However, the views and opinions of the Project Consultation Group will not necessarily accord with the final design. It is likely that the Project Consultation Group will sometimes disagree on priorities and have opposing requirements from the Shire and one another.

Ultimately the Project Consultation group will provide the Shire's Representative with the ability to undertake informed and balanced decision making.

The Project Consultation Group meetings are an important information resource for the development of the final design. Regular Project Consultation Group meetings should take place on a monthly basis (or as required) with notes and action items recorded and distributed as a record of the meeting.

Where appropriate, information on the development of the project would be shared on the Shires website and social media channels.

2.4 Membership

The Project Consultation Group would be made up the following representatives;

- Shire Principal Project Manager (Chair)
- Shire Communications Officer
- Shire Recreation Centre Manager
- Two representatives from Donnybrook Football Club
- Two representatives from Donnybrook Tennis Club
- Two representatives from Donnybrook Hockey Club and
- Invited stakeholders/ guests as required and as appropriate.

When the project reaches the construction phase, it would be prudent to invite a representative from Perkins Builders to attend quarterly Project Consultation Group meetings to provide an overview of the progress on the project and importantly to establish a rapport with the end users of the facilities.

Key milestone announcements would be made by the Shire. The Shire Communication Officer has the primary responsibility of ensuring relevant project information is disseminated via the various social media channels of the Shire to ensure the broader community is kept informed of forthcoming construction activity and project progress, following major project milestones. The Shire is responsible for all project related communications, and it is the single point of contact for any queries received from the media, other stakeholders and the public.

2.5 Risk management

Risk management with regards to stakeholder and community engagement will be based on a 'no surprises, no assumptions' approach. No surprises means that all potential project risks have been identified in advance and mitigation measures have been widely communicated, where appropriate, with stakeholders. Some community 'outrage' is a normal occurrence on construction projects and should be planned for and managed as with any other risk. 'No surprises' means that the community is given advanced notification of activities that would cause an impact.

'No assumptions' refers to the thorough investigation of an issue and getting the facts straight before acting or reacting. Common assumptions that can lead to a breakdown in communication with stakeholders and result in wider project risks include:

- Assuming that stakeholders understand all aspects of the project even if they have participated in the Project Consultation Group and/or received information.
- Assuming that the community understands the potential impacts and is prepared for them.
- Assuming contractors (and sub-contractors) are aware of what everyone else on the site is doing at a given time, even if there is a Project Plan in place.

Adopting a strategy of 'no assumptions, no surprises' will help to avoid the pitfalls of contentious community projects and will assist in supporting good Shire governance procedures.

2.6 Issue Management

A project "issue" is a problem that needs immediate attention as it stops or slows the progress of the project. The issue can be anything within the project: procurement, project delivery, design issues, timeline delay, financial, resources, environmental etc. The objective is to identify and close out issues quickly so that the project is moving forward and not harmed by issues.

All project related issues should be reported to the Shire's Principal Project Manager in the first instance for consideration, resolution and escalation if appropriate.

2.7 Contractor responsibilities – complaints and enquiries

During the construction phase, the Shire will work with Perkins Builders to prepare suitable responses and take action in accordance with contractual obligations.

3.0 Communication engagement tools

3.1 Website

The Shire of Donnybrook Balingup website (www.donnybrook-balingup.wa.gov.au) is the online source for up-to-date project information - with links from Social Media platforms.

ATTACHMENT - 1 MASTER PLAN

