
CIVIL WORKS NOTIFICATION POLICY

FUNCTION: ROADS & BRIDGES, CARPARKS, FOOTPATHS & CYCLEWAYS
DIVISION: WORKS AND SERVICES

File No: 13.07.180
SUI785I

OBJECTIVE

The Policy aims to:

- Establish a standardised notification process for civil infrastructure construction and maintenance projects in the Wollongong LGA; and
- Provide minimum levels of notification recommended for projects of varying types and significance.

POLICY STATEMENT

The Civil Works Notification Policy is a policy of Wollongong City Council that provides clear and straightforward guidance on the notification requirements of construction and maintenance projects undertaken by the Works and Services Division of Council.

The Policy sets out how notification will be carried out, who will be notified, how they will be notified, and what information will be included in the notification. It also provides the processes of notification for the various types of work. In cases of emergency, extreme or urgent safety, the notification process will not need to be undertaken.

STATEMENT OF PROCEDURES

1.0 CIVIL WORKS NOTIFICATION POLICY

1.1 The purpose of the Policy

This Policy outlines the minimum requirements for notification with respect to various types of civil infrastructure construction and maintenance. The purpose of this Policy is to ensure that public notification is undertaken in a consistent, timely and meaningful manner within the Wollongong Local Government Area.

1.2 Title

Civil Works Notifications Policy.

1.3 Where this Policy applies

This Policy applies to Council civil works within the Wollongong Local Government Area whether undertaken by Council staff or contractors on behalf of Council.

1.4 When was this Policy adopted by Council?

This Policy was adopted by the Council of Wollongong City on 25 September 2005.

1.5 When will this Policy commence?

The Policy was publicly exhibited between 7 June and 21 July 2006 at the following venues:

- All libraries across the Wollongong LGA
- Level 5 of Council's Administration Building
- On Council's website

This Policy commenced operation on 1 February 2007.

1.6 Relationship to Regulations

Wollongong LEP 1990

1.8 Relevant Policies

This Policy has been prepared in accordance with the Wollongong City Council Community Engagement Framework.

Other relevant Policies include:

- Council Policy 1.2 – Community Engagement Policy
- Council Policy 1.2 - Advertising of Significant Engineering Works;
- Council Policy 1.7 - Road Closure and Purchase Applications;
- Council Policy 6.6 - Kerb and Guttering Construction;

- Executive Management Policy 3.2 - Tree Management Order;
- Development Assessment and Compliance Notification and Consultation Policy;
- Draft Policy - Cycleways (Shared Routes).

1.9 Evaluation

This Policy shall be evaluated within 12 months of the date of adoption.

The Policy shall be reviewed every two years following the initial 12-month evaluation.

1.10 Objectives

The Policy aims to:

- Establish a standardised notification process for civil infrastructure construction and maintenance projects in the Wollongong LGA;
- Provide minimum levels of notification recommended for projects of varying types and significance.

2.0 BACKGROUND

The Construction and Maintenance function of Council's Works and Services Division is responsible for carrying out the following key activities:

- Construction and maintenance of Council's civil infrastructure assets, including: roads, car parks, footpaths, cycleways, shared pathways, bridges, drainage pipes, drainage structures, culverts, causeways and roadside furniture;
- Construction and maintenance of other Council assets for and on behalf of other Council divisions;
- Construction and maintenance of infrastructure for state government agencies (eg Roads & Traffic Authority, Department of Public Works and Services, Department of Infrastructure, Planning and Natural Resources, Lake Illawarra Authority, State Rail Authority and Department of Housing).

Consequently the Works and Services Division is responsible for a significant number of notifications and are a large part of Wollongong City Council's engagement with the community. Civil Works Notification Policy will ensure these notifications and engagements are in line with the newly adopted Community Engagement Policy and Framework.

Current methods of notification used by the Works and Services Division include the following:

- Letter box drop
- Site meeting
- Door knock
- Project signage
- Media usage

While all of these methods are valid and play a key role in any successful notification process, the varied application and delivery of each method may potentially lead to disharmony in the community despite the intended goodwill. This policy and its associated processes develop these methods, further standardising the contents and the delivery. In addition to this it also proposes using new and existing underutilised methodologies that are available to Council.

3.0 THE DEVELOPMENT OF THE CIVIL WORKS NOTIFICATION POLICY

Over the past 12 - 15 months, the Social Planning Team have been engaged by the Manager, Works and Services Division, to undertake a number of community notification and feedback projects for the Construction and Maintenance function of Council's Works and Services Division. This has informed the development of this Policy and the associated processes. As a result the following processes for the development, delivery and evaluation of good practice community notification have been designed.

The processes contained within the policy have been developed in conjunction with the Construction and Maintenance management team and are designed to fit within the Works Project Information System that is also currently being developed by the Divisional Engineers.

The flowchart below maps the overall process of a Works Construction and Maintenance project from inception through to completion.

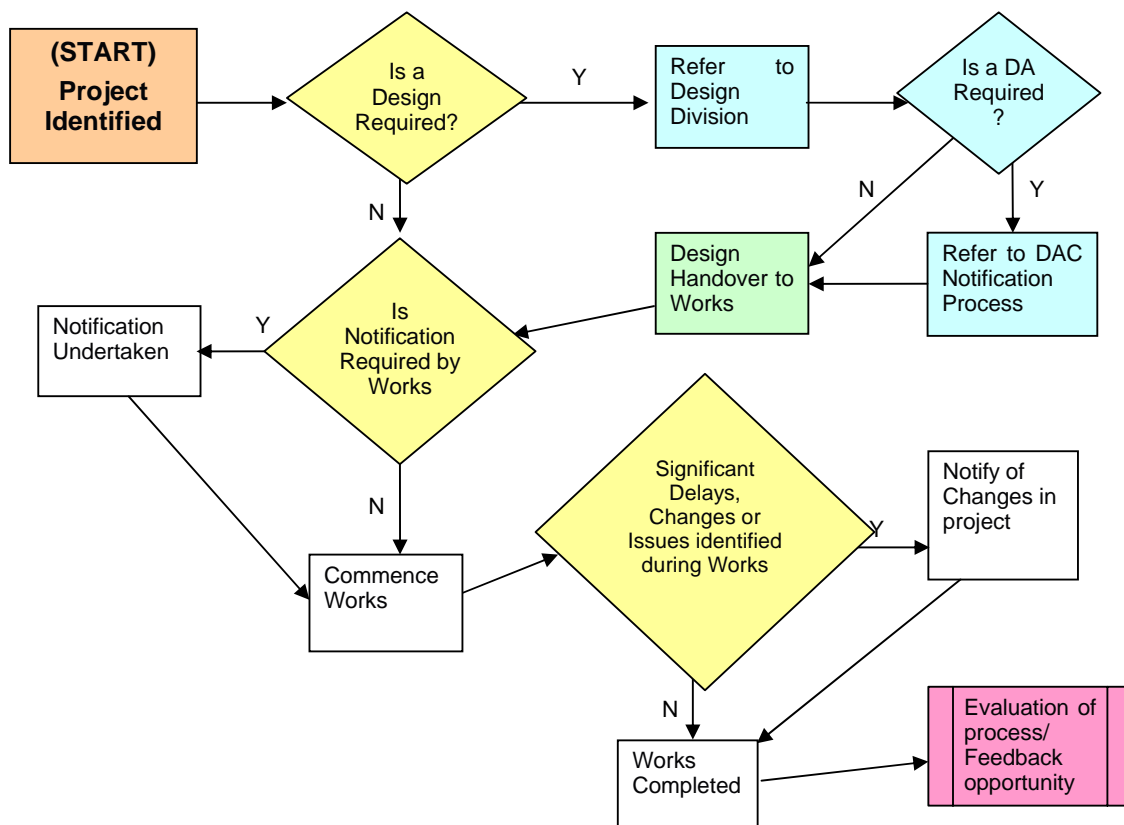


Diagram 1 - Overall Works Process

This process is broken down into a series of steps to provide greater detail in the document. These steps are:

- Step 1 – Assessment Phase
- Step 2 – Development Phase
- Step 3 – Notification Delivery

3.1 Project Identification

The Civil Works Notification Policy should be used at the identification of all projects and reviewed as circumstances within a project change to ensure that the appropriate notification is developed and undertaken.

Once a project has been identified the Divisional Engineers are required to answer a series of questions that will provide context to the project. These questions are imbedded within the Works Process Information System which is completed at the identification of any project. This determines whether or not a design is required for the project before undertaking the work and whether notification is required after determining the overall project significance through the completion of an impact assessment.

If a design is required, the relevant project information is sent to the Design Division. As part of that process a certain level of consultation is undertaken by the Design Division (not included in this report).

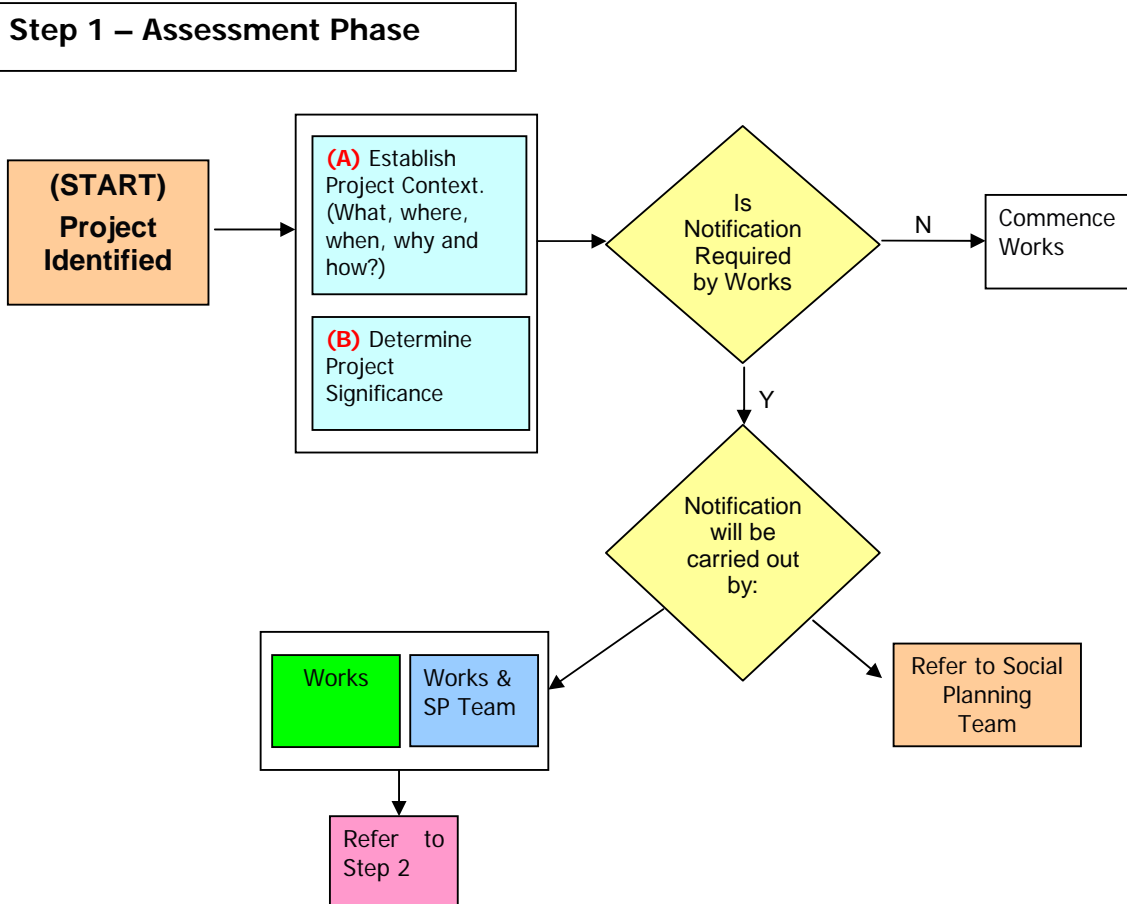


Diagram 2 – The Assessment Phase of the Notification Process

(A) Project Context

The project context information relates to documenting the fundamentals of the work to be carried out. It requires the identification of basic information such as the:

- Name of the project;
- Nature of the works that are to be carried out;
- Location of the project;
- Proposed timeframes;
- Reasons for undertaking the works:
 - The benefits of doing so;
 - The implications of not doing it;
 - Whether a design is required or not.

It also seeks to define additional information such as:

- Are there any other projects or plans that may relate to this project;
- Have all relevant certificates and permits been obtained;
- Has any consultation taken place prior to this.

(B) Project Significance

The significance of a project is determined by undertaking an assessment of the scale of the project and its impact on the community. This assessment will assist in determining the need for notification. If notification is required this information will play a critical role in the development of the most appropriate notification and engagement methods to use. This will assist in determining the scope of the stakeholder analysis process that follows.

The significance of the project is determined by assessing the following factors:

(i) *Scale of Works:*

The first stage in assessing the significance of the “Scale of the Works” is a simple assessment based on the physical size of the works to be carried out. This allows the assessor to identify the potential impact of the works on the environment and the community. Generally, the larger the scale of the works, the greater the impact will be on the community. The scale of the works will be assessed as being small, medium, or large.

The Assessment Template is contained in Attachment 1 of this document titled “Scale of Works”.

(ii) *Impact of the Work:*

In order to determine the significance of the project the assessor also needs to ascertain the impact of the work. Impact in this case refers to the positive or negative influence and/or change that the project will have on the community and environment. Issues that influence impact include:

- Duration of project;
- Access to property and/or services;
- Access to a thoroughfare;
- Disruption to services;
- Costs incurred by the ratepayer.

The impact of the project is assessed against six variables representing differing facets of the community and its environment and the types of impact that may occur. They are:

- **Physical Impact** - The potential overall geographic impact (ie how widespread the impact will be felt);
 - **Social Impact** - The impact of the works on the community (eg impact on day-to-day living including access to property & services);
 - **Environmental Impact** - The impact on the works on the environment (eg Impact on threatened species, riparian corridors, etc.);
 - **Economic Impact** - The impact of the works in terms of cost to business (eg lost trade, restricted deliveries etc.);
- Cultural Significance** - The impact of the work on cultural, religious and spiritual groups, beliefs or sites;
- **Political Environment** - Bigger picture or other projects being undertaken that are relevant to the project.

Once the impact of the works has been assessed against each of the six categories, an overall impact assessment rating can be applied. This overall impact assessment is then used in conjunction with the assessment for the scale of the works to determine the overall significance of the project as defined in the Project Significance Matrix.

A copy of the Impact Assessment Template and Project Significance Matrix is provided in the appendices as ‘Attachment 1’.

Once this has been calculated the decision as to whether or not notification is required can be made.

If notification is not deemed necessary then the Works and Services Division can commence the work.

It is at this point in time that the necessity to undertake notification has been determined. As is demonstrated in the process flowchart (Step 1) in diagram 2, if notification is not required then the Works and Services Division can commence works. There is no need to continue any further through the process unless circumstances within the process change, problems are encountered and/or extended time away from the site will occur. If this is the case then there is a need revisit Step 1 as represented in the flowchart titled “Overall Process” contained in diagram 1.

If it has been determined that there is the need for Notification then there are 3 options available to the Works and Services Division. They are to:

1. Undertake the development of the notification plan themselves,
2. Seek assistance from the Social Planning Team for the development of the most appropriate notification plan for the project,
3. Refer all information to the Social Planning Team for them to undertake the entire process on behalf of the Works and Services Division.

From here the process to develop a notification strategy needs to be undertaken.

3.2 The Development Process

The following flowchart outlines the process for developing a notification strategy.

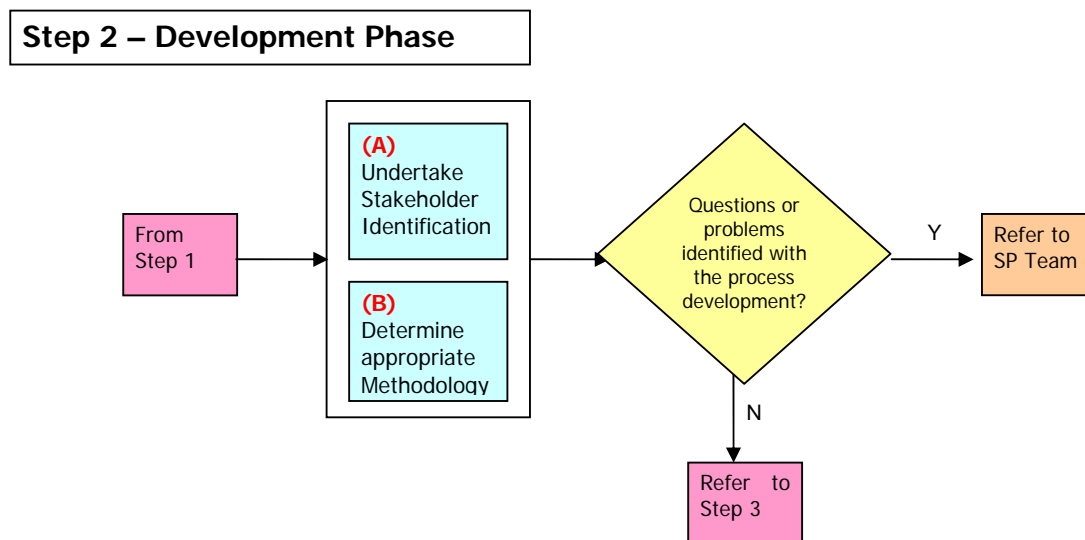


Diagram 2 - The Notification Development Process

(A) Stakeholder Identification

This section of the process identifies who the stakeholders are that may be impacted upon, either directly or indirectly by the works. When selecting potential methods for the engagement processes, it is important to have information about the community, generally defined by geographic area. Knowing the community is a prerequisite to applying ‘representative’ and ‘inclusive’ principles, such as how many residents there are as well as if there are any predominant Culturally or Linguistically Diverse (CALD) groups in the study area. To gain information like this requires a comprehensive analysis of who has a stake in the outcomes of a project and as a result find ways to involve them in the engagement process. This includes individuals or groups, locals or those outside the area who use or have an interest in the project area.

There are a number of reasons why individuals/groups may have a stake in the works. These factors influence decisions about who should be consulted. These can be summarised as:

- The geographic scope of the proposed project;
- The nature of the project;
- Who is likely to be directly affected by the matter?
- The resources available to the community notification process;
- Who is likely to be interested in the matter?
- Whose involvement is likely to be important to this matter?
- Level of complexity of the overall process or the issues concerned.

To assist in the determination of who should be consulted and to what degree, a risk matrix has been designed to identify the level of involvement and therefore consultation each stakeholder requires as part of the Notification Process. Templates for both the Stakeholder Identification and Risk Matrix have been attached in the appendices as Attachment 2.

(B) Methodology Determination

To assist in the development of notification methodologies and standards, the various types of work undertaken by the Construction and Maintenance Function have been broken into various categories with similarity in respect to the potential impact on the community. These categories of works have been developed in conjunction with the management team of the Construction and Maintenance Function and is outlined below.

Categories:

The following categories are not exhaustive and are examples only. Where the type of work is not listed it will be at the discretion of the Divisional Engineer in conjunction with the social Planning Team as to the most appropriate category for the works in relation to required notification.

i. Street and Roadside Furniture, Pot Holes and Minor Repairs, etc.

The installation and/or repair of assets that fall under this category will often require little or no notification as a result of the length of time spent at the location and thus the inconvenience or impact to the public. It is still worth noting though that some works under these categories will still require notification.

ii. Kerb and Guttering (required to notify directly affected residents at start of year if financial contributions are required)

Upon determination of the projects to be undertaken each year as part of the Kerb and Guttering priority listing, advance notification must be provided to each resident in the affected street to advise of the works priority for the year and the consequential financial contribution required of the resident as per current Council Policy 6.6. - Kerb and Guttering Construction. Further notification needs to be carried out as per the matrix based on the significance of the project as it nears the commencement of works.

iii. **Cycleways, Footpaths Shared Ways and Carparks, Re Sheeting, Traffic Calming Devices, Etc.**

The works categories listed above generally take place on smaller suburban streets or areas and are likely to only affect the community within the proximity to the works being undertaken.

Notification for this category is more targeted to the project site and surrounding area.

iv. **Major Construction and Reconstruction Projects**

Projects that fall into this category of works are significant in nature in that the impact on the community and the environment will be widespread and often are carried out in larger retail precincts or on major arterial roads. These projects are often carried out in association with other works as part of a larger overall project.

As such the level of notification that is required for this category is far greater than any other and will require longer more intense notification to be undertaken.

v. **Tree Removal, Road Closure (Full/Partial) and the like**

Tree removal, road closure and the like, while not necessarily a direct result of civil works often falls under the responsibility of the Works and Services Division and therefore needs to be covered in this Policy.

Due to the varying extent of the impact (i.e. number of trees or heritage significance, size of road and length of time) of this category the notification required varies significantly.

A matrix for determining the minimum levels of notification based on the above categories has been developed. This includes the most appropriate methodologies for works of varying significance as determined in section 3.1. This is provided with explanations of the various notification methodologies along with suggested timeframes for usage in Attachment 2.

3.3 Notification Delivery

Once the Notification development process is complete the planned notification needs to be undertaken. The following flowchart outlines the steps involved in carrying out the planned notification strategy.

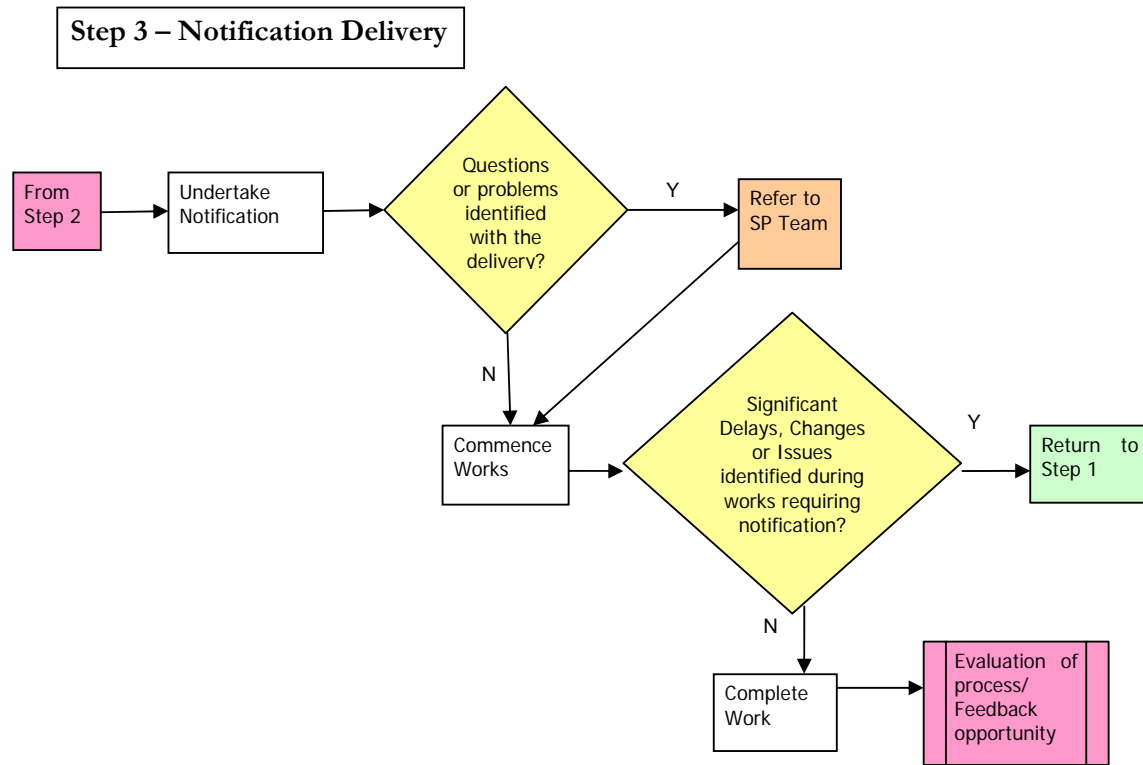


Diagram 3 – Notification Delivery

At this point the Works and Services Division have the option of undertaking the notification themselves or seeking assistance from the Social Planning Team. Once the notification has successfully been undertaken the physical works can commence.

Should project circumstances change, i.e. unexpected time delays, extended time away from site (Christmas/ Easter break, employee holidays), changes in details of works undertaken, then an additional notification process should be undertaken. This would require returning to Step 1 to reassess the new notification requirements.

If there are no significant changes or delays to the project then the work can be completed and an evaluation/ feedback process may be undertaken. It is recommended that a number of evaluations take place on an annual basis to provide critical feedback on the process undertaken and the outcomes derived. This is to ensure that the Civil Works Notification Policy is subject to continual improvement.

ATTACHMENT 1 – PROJECT SIGNIFICANCE

(i) Scale of Works

What is the actual size or scale of works to be carried out? (Please tick the most appropriate box)

Small (i.e. minor, short term works on a individual street such as pothole repairs, kerbside ramps, suburban road works)

Medium (i.e. work across multiple streets or minor/ short-term repairs to commercial areas)

Large (i.e. work on arterial roads and significant projects within commercial precincts)

(ii) Impact of the Work

Impact refers to the positive or negative influence and/or change that the project will have on the community and environment. Please tick the most appropriate box with respect to size of impact for each category.

IMPACT	HIGH	MEDIUM	LOW	N/A
Physical Impact The potential overall geographic impact (i.e. how widespread the impact will be felt)				
Social Impact The impact of the works on the community (e.g. Impact on day to day living including access to property & services)				
Environmental Impact The impact on the works on the environment (e.g. Impact on threatened species, riparian corridors, etc.)				
Economic Impact The impact of the works in terms of cost to business (eg lost trade, restricted deliveries etc.)				
Cultural Significance The impact of the work on cultural, religious or spiritual groups, beliefs or sites.				
Political Environment Bigger picture or other projects being undertaken that you need to be aware of.				

Based on the answers to the above prompts what is the overall impact of works to be carried out? (Please tick the appropriate box)

- | | |
|--------|--------------------------|
| N/A | <input type="checkbox"/> |
| Low | <input type="checkbox"/> |
| Medium | <input type="checkbox"/> |
| High | <input type="checkbox"/> |

The works are deemed to have a HIGH impact if:

- the answer to **ANY** of the above prompts is ‘**HIGH**’ then the overall impact is HIGH
- the answer to **ALL** of the above prompts is ‘**MEDIUM**’ then the overall impact is HIGH

The works is deemed to have a MEDIUM impact if:

- the greatest impact on ANY of the above prompts is ‘MEDIUM’ then the over all impact is MEDIUM
- the answer to ALL of the above prompts is ‘LOW’ then the over all impact is MEDIUM

The works is deemed to have a LOW impact if:

- the greatest impact on ANY of the above prompts is ‘LOW’ then the over all impact is LOW

If the answer to **ALL** of the above prompts is ‘**N/A**’ then notification is not required.

(iii) Overall Impact/Significance of the Work

The table below cross tabulates the outcomes of the “Scale” (on the vertical axis) and “Impact” (on the horizontal axis) assessment to produce an overall rating for the project.

Scale	Impact		
	High	Medium	Low
Large	H	H	M
Medium	H	M	M
Small	M	M	L

The rating as determined above is explained below. This rating is then used with the category of work to determine the most appropriate methodology to use.

HIGH - The project will potentially have a significant impact on the community. A thorough, carefully planned engagement strategy is required to be undertaken as early as possible and as frequently as deemed necessary.

MEDIUM - The project will potentially have a noticeable impact on the community. Engagement needs to be detailed to ensure the management of information.

LOW - The project will potentially have minimal if any negative impact on the community. Engagement may still be required dependent upon the type of work.

ATTACHMENT 2 – THE DEVELOPMENT PROCESS

(i) Stakeholder Identification

The table below is designed to list those identified stakeholders that fit within any of the following categories.

STAKEHOLDERS	NAME	METHOD OF NOTIFICATION
Directly Affected Residents, Businesses & Property Owners		- Personalised Letter - In Person
Indirectly Affected Residents, Businesses & Property Owners (ie those in the surrounding project area that may have an interest in or be inconvenienced by the project works)		- Media Release - Notice in Local Paper - Letter Box Drop
Community Groups & Educational Institutions (eg Friends of Andrew Lysaght Park, TAFE, etc)		- Personalised Letter, Email or Fax
Indigenous Groups		- Refer Social Planning
Environmental Groups		- Personalised Letter, Email or Fax
Business Chambers etc.		- Personalised Letter, Email or Fax
Multicultural Groups		- Refer Social Planning
Other Government Depts. & Other Authorities (eg Dept of Planning, RTA, Emergency Services, etc)		- Personalised Letter, Email or Fax
Industry Experts		- Personalised Letter, Email or Fax
Other Council Divisions		- Personalised Letter, Email or Fax
Project Partners		- Personalised Letter, Email or Fax
Contractors		- Personalised Letter, Email or Fax
Consultants		- Personalised Letter, Email or Fax
Hard to Reach Groups (e.g. marginalised groups that are generally excluded in public meetings unless targeted e.g. people that speak a language other than English, hearing impaired, visually impaired, those without transport, etc)		- Refer Social Planning
Political (e.g. elected representatives State, local and federal)		- Personalised Letter, Email or Fax - In Person
The Media		- Personalised Letter, Email or Fax
Other		

(ii) Risk Assessment:

The table below is an example of major stakeholder groups, the possible consequences of not engaging with them and risk level that this would pose. This information can then be used in conjunction with the methodology matrix (following) to determine the type and level of engagement required for that particular situation.

Risk Assessment

STAKEHOLDER	WORST CASE SCENARIO	RISK LEVEL	NOTIFICATION STRATEGY
Major Land Owners	No/ Limited Access to property	Medium	Direct/ Indirect
Most Affected Residents	No/Limited Access to personal homes	High	Direct
Closely affected residents	No/ Limited thoroughfare causing inconvenience	Medium	Direct/ Indirect
Emergency Services	No/ Limited Access to emergency situation potential loss of property or life	High	Direct
Business and other groups	No/ Limited Access for customers members affecting trade/ business.	High	Direct
Other Residents	Inconvenience	Low	Indirect

(iii) Methodology Matrix:

At this point all the data collected during the Notification Development Process comes together to produce the Methodology Matrix. The Matrix is a guide to identify the minimum standards of notification required for the specific project type as determined. It is not intended to be all encompassing but to provide enough information to guide the user as to the most appropriate tools for engaging.

TYPE OF WORKS	SIGNIFICANCE OF PROJECT OR AREA	MINIMUM NOTIFICATION STANDARDS
Street and Roadside Furniture, Pot Holes and Minor Repairs, etc.	High	- Letter to those Directly Affected - Letter Box Drop
	Medium	- Nil
	Low	- Nil
Kerb and Guttering (required to notify directly affected residents at start of year if financial contributions are required)	High	- Media Release - Notice in Local Paper - Site Signage - Website - Letter to those Directly Affected - In Person - Letter Box Drop

TYPE OF WORKS	SIGNIFICANCE OF PROJECT OR AREA	MINIMUM NOTIFICATION STANDARDS
	Medium	<ul style="list-style-type: none"> - Website - Letter to those Directly Affected - In Person - Letter Box Drop
	Low	<ul style="list-style-type: none"> - Letter to those Directly Affected - Letter Box Drop
Cycleways and Shared Ways, Footpaths, Carparks, Re Sheeting, Traffic Calming Devices, Road Closure (full/partial) etc	High	<ul style="list-style-type: none"> - Media Release - Notice in Local Paper - Site Signage - Website - Letter to those Directly Affected - In Person - Letter Box Drop
	Medium	<ul style="list-style-type: none"> - Notice in Local Paper - Site Signage - Letter to those Directly Affected - In Person - Letter Box Drop
	Low	<ul style="list-style-type: none"> - Letter to those Directly Affected - Letter Box Drop
Major construction and reconstruction projects	High (ie Sea Cliff Bridge, proposed Fowlers Rd extension)	<ul style="list-style-type: none"> - Information Kiosk/Shop Front - Media Release - Notice in local paper - Site signage - Website - Information hotline - Letter to those directly affected - In person - Letter box drop
	Medium	<ul style="list-style-type: none"> - Media Release - Notice in local paper\ - Site signage - Website - Letter to those directly affected - In person - Letter box drop
	Low	<ul style="list-style-type: none"> - Notice in local paper - Site signage - Website - Letter to those directly affected - In person - Letter box drop
Tree Removal as a result of Civil Works construction	High (significant trees identified in LEP or as determined by WCC Arborists)	<ul style="list-style-type: none"> - Media Release - Elected members - Website - Letter to those directly affected - In person
	Low (all other trees)	<ul style="list-style-type: none"> - Letter to those directly affected - Letter box drop

NB: If the need to carry out works as the result of an emergency or to address urgent safety concerns arises, the requirements as outlined in the policy shall be deemed to be unnecessary due to the time constraints, the potential risk of delayed action and hazards presented.

(iv) Explanation of Methodologies:

METHODOLOGY	EXPLANATION	REASONING	SUGGESTED TIME FRAMES
Media Release	News story on TV, in the local Paper and radio	Greater coverage of project details through local media.	In the week prior to commencement of work
Notice in Local Paper	Notice in community billboard/ public notices section of local papers	Notification of project details to the general public	In the week prior to commencement of work
Site Signage	Large signage permanently on site provided details of proposed works	Notification for regular users of the space/ passing traffic.	Minimum of 2 weeks prior to the commencement of work
Website	24/7 access to detailed information and maps of the work displayed on our website	Provide detailed information of works to be undertaken along with contact details for further information.	Minimum of 2 weeks prior to and for the duration of the project
Information Kiosk/ Shopfront	On site, in person notification for a set duration at a predetermined location. Allows for two way communication and the viewing of maps plans etc.	Provides community members with a designated time and place to discuss the project directly with Council staff.	At least 6-8 weeks prior to the commencement of works
Static Displays	Detailed information and maps of the work displayed in prominent locations prior to and for the duration of the project	Provide detailed information of works to be undertaken along with contact details for further information.	2-4 weeks prior to the commencement of the work and for the duration of the project
Letter to those who are Directly Affected	Personalised letter to stakeholders directly affected by the project providing detailed information of works to be undertaken	Provide a standardised, personal letter to develop direct contact and build the relationship.	2 weeks prior to commencement of work

METHODOLOGY	EXPLANATION	REASONING	SUGGESTED TIME FRAMES
Letter Box Drop	Generic flyer to properties surrounding the project area informing them of the project details along with contact details for further information.	Provide standardised, detailed information of works to be undertaken along with contact details for further information.	At least 1 week prior to the commencement of work
In Person	Door Knock, One on One meeting, Phone call, email etc.	To provide further information specific to an individual's circumstances	Where possible at least 1 week prior to the commencement of work
Information Hotline	Phone line that people can call to gain information specifically about that project.	Information available to the community at time that suits them	1 week prior to the commencement of the work and for the duration of the project

The provisions within this Policy that relate to notification areas and timeframes of notification are minimum only and may be increased (not reduced) at the discretion of the Works and Services Manager, Assistant Managers or Coordinators upon considering the nature of the likely impact of the proposal. Templates and worked examples of each will be provided during the training and development of the Works and Services staff.

ATTACHMENT 3 - DEFINITIONS

Impact Assessment

Impact refers to the positive or negative influence and/or change that the project will have on the community and environment.

DIRECT The works being undertaken will have a definite impact (positive or negative) on members of the community.

INDIRECT The works being undertaken may have an impact (positive or negative) on members of the community.

Risk Levels

An assessment is made on the potential level of risk involved in not consulting with any stakeholder or group. The ratings below define the type and severity of the potential risk.

HIGH Stakeholders have the potential to halt or end a project or create serious controversy surrounding the project proving detrimental to the project and Council as a whole. (ie Image, financial, reputation, etc)

MEDIUM Stakeholders have the ability to invoke controversy surrounding a project or exert influence over the outcomes.

LOW Stakeholders have minimal ability to create disruptions or controversy surrounding a project.

Notification Strategy

In this instance the method for delivering of the notification is determined based on the level of risk of not engaging with individual stakeholders or groups.

DIRECT Carefully planned, engagement strategy required to be undertaken **in person** as early as possible and as frequently as deemed necessary.

INDIRECT Engagement is generic and needs to be managed to ensure the consistency of information.