



Logan Plan 2025 Project Plan

SHAPING Logan's Growth **2025**

This report has been prepared by:



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Contact:

City Planning Program
Economic Development & Strategy Branch
Logan City Council
PO Box 3226 Logan City DC QLD 4114

T: (07) 3412 3412

E: LoganPlan2025@logan.qld.gov.au

W: loganplan2025.com.au

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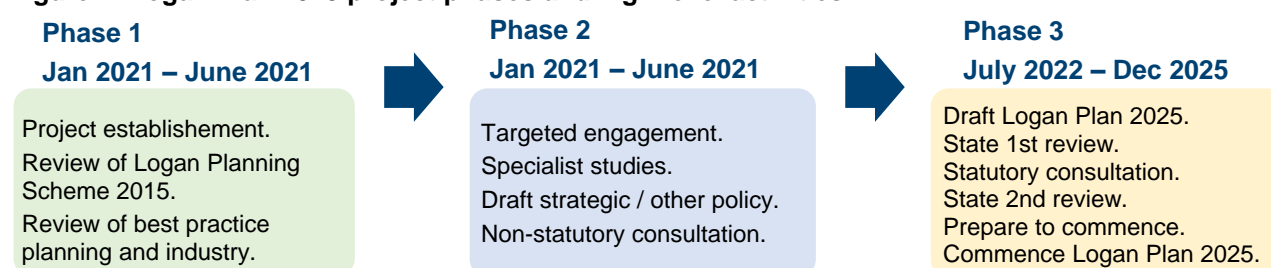
Purpose

The purpose of the Logan Plan 2025 Project Plan (LP25 Project Plan) is to provide an overview of the core components of the Logan Plan 2025 project (project). The LP25 Project Plan includes information about the project need, schedule, stakeholders, budget, resources, governance, communication and risk management.

Logan Plan 2025 Project Information

In 2021, Logan City Council (Council) proposed to commence the preparation of a new planning scheme, Logan Plan 2025. In preparing to commence work on the project, significant effort was undertaken to establish the project parameters. Logan Plan 2025 will be delivered over a five-year period with specific phases and sub-phases supported by numerous activities. Figure 1 provides a summary of the key phases proposed for the project. As the LP25 Project Plan was prepared at the inception of the project (June 2021), it is anticipated that various project parameters could change, for example the timing and / or scope of activities. The LP25 Project Plan will therefore be periodically reviewed and updated where relevant.

Figure 1: Logan Plan 2025 project phases and high-level activities



Project Need

The current Logan Planning Scheme 2015 (LPS) took effect in May 2015 as the local planning instrument for the City of Logan (Logan). The LPS replaced the three previous planning schemes in operation as a legacy of local government amalgamation (the former Logan, parts of Gold Coast and Beaudesert Shires). Under the *Planning Act 2016* (the Act), all local governments must review their planning schemes within 10 years of it taking effect and decide whether to amend or replace the planning scheme.

In January 2021 Council commenced work on a review of the LPS to assess if the current planning scheme could remain progressive in responding to future growth, as well as meeting Council's obligations with respect to legislative requirements under the Act. The Logan Planning Scheme 2015 Review (the Review) incorporated an assessment of the following:

- Current State planning legislation and alignment of the LPS.
- Council's new Corporate Vision and the new Corporate Plan.
- Council's endorsed and draft policies and strategies including the Logan Housing Study 2020.
- The evolution of the LPS and amendments undertaken to date.
- Council's internal review of matters impacting the LPS.
- Identification of critical planning issues for Logan.

From the current planning scheme's inception, Council has established an ambitious framework of continuous review to ensure the LPS remains current, relevant and effective. From May 2015, 30 amendments comprising over 320 items have been undertaken. The amendments have varied significantly in scale with some providing detailed planning for specific locations whilst others have been smaller policy adjustments. An analysis of the amendments highlight that the smaller policy adjustments have primarily been reactive to development.

Significant initiatives at a State level have not currently been incorporated into the LPS and most critically require fundamental change within the current Strategic framework to ensure full integration. The following significant state instruments have not been fully integrated into the LPS:

- State Planning Policy July 2017 (SPP); and
- South East Queensland Regional Plan 2017 (ShapingSEQ).

The planning horizons for these State documents are to 2041 and beyond while the current scheme has a planning horizon of 2034. This has an impact on Council planning for growth targets. They also contain other policy that have not been integrated into the LPS. One of the most critical inconsistencies arises from the requirements of the SPP for Natural Hazards, Risks and Resilience relating to the integration of best practice flood risk management into the planning scheme including climate change projections and risk categorisation.

With the election of a new Mayor and Councillors in 2020, a new Logan Community Vision (Vision) was being developed at the time of undertaking the Review. Feedback from the community highlights the importance of Council's role in planning for housing, infrastructure and environment. The subsequent new Corporate Plan, informed by the Vision, identifies seven (7) focus areas, the majority of which propose outcomes reliant on planning mechanisms for delivery.

As well as these recently adopted corporate documents, there are a number of Council endorsed or draft policies and strategies that have not been integrated into the LPS. For example, the Logan Housing Study 2020 (Housing Study) is a critical body of work, the findings of which are a primary impetus for initiating the Review. Although most of the recommendations from the Logan Employment Land Strategy 2020 (Employment Lands Strategy) have already been (or are currently proposed) incorporated into the LPS by way of amendments, the final recommendation to facilitate planning and infrastructure provisions for the Park Ridge Economic Corridor (PREC) are still required. The PREC also needs to be considered in broader context with residential growth occurring in Logan's emerging growth areas, particularly in relation to the timing of infrastructure delivery.

Internal key stakeholders within Council, who influence and / or interact with the LPS, were asked to critically review those aspects of the LPS they currently work with. The internal Council review considered the following:

- The strength of the Strategic framework and its alignment throughout the LPS.
- Core and other key issues identified by several Branches within Council that influence and/or interact with the planning scheme.
- Key findings from a review of development assessment issues with respect to development outcomes and operational issues.
- Key legal proceedings from the commencement of LPS and the planning scheme implications.

The Review found a significant lack of integration between the LPS Strategic framework outcomes to relevant corresponding Codes. This means that outcomes in the Strategic framework are not reflected in other parts of the LPS. For example, although the LPS Strategic framework states that Logan will have high quality and well-designed built environments, there are limited provisions for design in the relevant Development codes or other related policies.

Whilst undertaking the Review, core issues were continually raised across Council branches relating to the substantial and unexpected growth of the city and the impacts of this growth on planning, infrastructure and the environment. With multiple development fronts and the potential for more growth to occur, stakeholders in Council, supported by evidence based research, expressed concerns as to how Council can strategically plan future development in conjunction with infrastructure planning, delivery and funding in a financially viable manner that would also be sustainable for the environment, community and the economy. Stakeholders further expressed the need for a greenspace network in response to future growth to ensure greater enhancements for environmental protection. A lack of design provisions within the LPS was also highlighted as a critical concern given recent built form, streetscape and landscaping outcomes being delivered in the city. Other key issues identified across Council have highlighted limitations with the following:

- The social planning policy and addressing social impact assessment.
- Incorporation of broader aspects for housing such as adaptable and inclusive housing.
- Limited standards for Crime Prevention through Environmental Design.
- Effectiveness of Heritage provisions.
- Local plans require a review as conflicting provisions to other Council strategies including the intention of Centres.
- Land use area plans and General planning layouts require a review to reflect actual development and infrastructure planning and delivery.
- No provisions, policy direction or strategies for high impact industry.
- Responsiveness to recent trends such as emerging technologies, changes to consumer needs and the way business operates, heightened further by the global pandemic.

A number of development and operational issues have been identified with the LPS relating to specific Development codes and Planning Scheme Policies (PSP). Examples include minimal guidance provided for development, Council's strategies and broader technical standards not being fully integrated and other anomalies. The LPS also complicates the concurrence agency referral process, particularly for dwellings and dual occupancies.

A review of legal proceedings undertaken from the commencement of the LPS highlighted two (2) significant cases that went to hearing and resulted in judgements considered to provide important planning scheme insights, namely related to out of centre development. Other recent case law in Queensland have been identified as having implications for Logan particularly in relation to sequencing growth in Emerging community zoned areas, as well as the importance of the integration of the Strategic framework to assessment benchmarks.

Although LPS has been successful in stimulating growth across the City, Council is presented with an opportunity to re-shape its strategic growth direction by way of a new planning scheme.

Logan Plan 2025 – a new planning scheme

With unprecedented population, dwelling and employment growth across Logan, the original intent of LPS in stimulating development and growth has surpassed all expectations. As development is not expected to slow over the next 15 years, Council's most critical issues include managing growth in conjunction with planning financially viable and sustainable infrastructure, the design of new communities, places and spaces, protecting and enhancing the environment and ensuring our community is better protected from natural hazards. It is proposed that Logan Plan 2025 will deliver a new Strategic direction and development vision for managing Logan's growth. Logan Plan 2025 will consider the following components for the new planning scheme:

- A new Strategic framework to re-establish a growth and development vision for the city and to have improved vertical integration between the Strategic framework to all other parts of the planning scheme. This is particularly relevant with recent legal proceedings highlighting the importance of a Strategic framework in development application decisions, including code assessment.
- Growth management policy for Logan's established urban and residential areas that will support increased development into key locations only. The intent of this to ensure that future growth will occur in locations with appropriate access to services and infrastructure capacity, namely within transport corridors. Conversely, locations in traditional residential areas should only be subject to small scale change leading to enhanced lifestyle choices and certainty. These planning concepts will further enhance environmental and open-space outcomes whilst also protecting existing and future employment areas. Any policy should consider the recommendations from the Housing Study particularly in relation to the densification of areas for residential and employment growth.
- Growth management policy for Logan's emerging growth areas to guide the timing of future development and land use provisions in conjunction with infrastructure planning and funding. Any policy should consider the recommendations from the Housing Study as well as the facilitation of provisions for the PREC.
- The introduction of design guidelines to lead design provisions in Logan Plan 2025. This will lead to improved built form outcomes for residential and non-residential developments, as well as outlining how streets, neighbourhoods and landscaping should be incorporated into the broader public realm.
- Stronger flooding provisions and responses to other natural hazards to respond to State Government requirements as well as providing protection for the Logan community. For example, the methodology used to inform flood overlay mapping must incorporate climate change and risk assessment.
- Protecting and enhancing environmental values particularly in relation to the establishment of a green space network for the City that includes both an open space strategy and biodiversity corridors.
- All other matters identified through-out the Review.

Project Responsibility

The Economic Development and Strategy (ED&S) Branch in the Strategy and Sustainability Directorate is the custodian of the project. The project is to be managed and co-ordinated from the City Planning Program located in the ED&S Branch. Table 1 provides an overview of the project responsibility.

Table 1: Logan Plan 2025 project responsibility

| Project role | Position in Economic Development and Strategy Branch |
|---------------------|--|
| Project Sponsor | Director, Strategy and Sustainability |
| Project Owner | Manager, Economic Development and Strategy |
| Project Manager | Program Leader, City Planning Program |
| Project Coordinator | Project Coordinator, City Planning Program |
| Operational Leads | Team Leader, Strategic Land Use Planning Team, City Planning Program Team Leader, Infrastructure Coordination & Strategy Team, City Planning Program Senior Planner, Urban Research and Monitoring Unit, City Planning Program |

Project Scope

The project includes all activities associated with the delivery of the new planning scheme and can include amendments made to the current LPS that will form part of Logan Plan 2025. The project will not include:

- Matters that are not regulated by a planning scheme.
- Review of other regulatory instruments such as Local Laws.
- Planning and development matters regulated by the *Economic Development Act 2012* for the purposes of the Priority Development Areas (PDAs) of Yarrabilba and Greater Flagstone.

Project Critical Success Factors

The preparation of a new planning scheme is a significant undertaking for a local government and entails numerous complex and competing matters. In attempting to assist in the mitigation of risks and to set the project up for success from its inception, the following have been identified as critical success factors to ensure the project is effectively and efficiently delivered and that Logan Plan 2025 can be owned by all stakeholders:

- Commitment to the project across all areas of Council.
- Commitment to deliver the Logan Plan 2025 Communications Strategy, ensuring that all stakeholders are given every opportunity to contribute in a meaningful way across all phases of the project.
- Commitment by Council to the governance structure outlined in the LP2025 project plan ensuring that the project where required has been communicated, understood, endorsed and approved.
- Continual support to the core staff working on the project, recognising the substantial professional and personal investment that will be undertaken.
- Continuous engagement with State Government agencies across all phases of the project.

Project Benefits

Logan Plan 2025 will result in a new Strategic framework for Logan that will provide Council with an opportunity to re-set its strategic growth direction. This new direction will give the community, industry and all other stakeholders increased certainty about growth. By shaping and managing Logan's future growth it is intended that most of Logan will retain its current form, allowing communities and business to consolidate their identity and enhance their functions. More intensive growth will be directed into selected areas matched with infrastructure planning. Logan Plan 2025 will also respond to the findings of the Review and will include the introduction of design provisions, best practice floodplain management and enhanced environmental values.

Some other benefits of preparing and delivering Logan Plan 2025 include:

- Community pride and inclusiveness with opportunities for community and stakeholder input.
- Connecting people and place.
- Resilient communities particularly in relation to natural hazard preparedness.
- Delivering a legally robust planning scheme.
- Aligning Council endorsed policies and strategies into one statutory document e.g. Community Vision.
- Greater advocacy opportunities.

Logan Plan 2025 Project Schedule

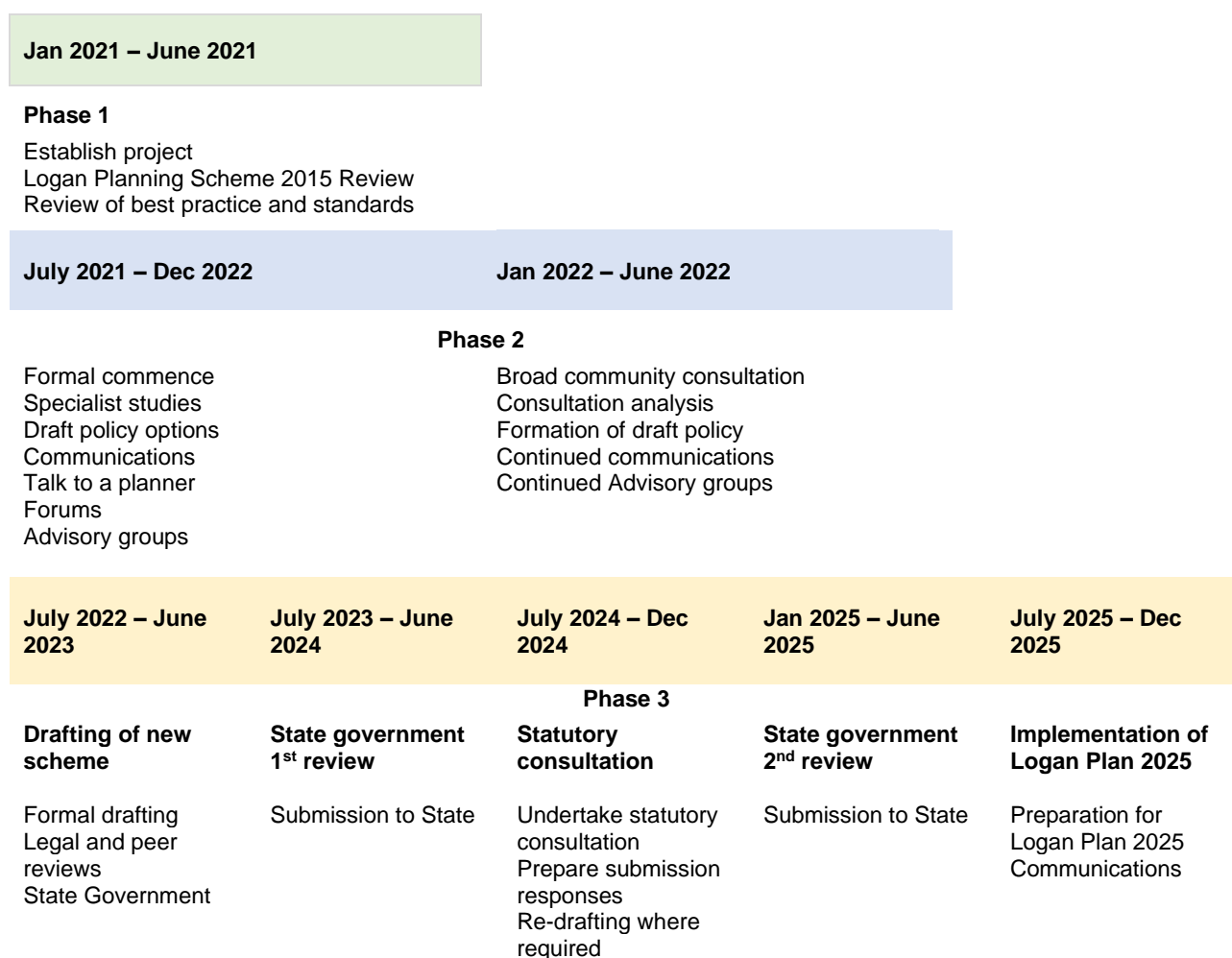
The preparation of a new planning scheme is significant and complex, particularly for a dynamic and diverse area such as Logan. The Minister's Guidelines and Rules July 2017 (MGR) under the Act, outline the statutory process for a local government in preparing a new planning scheme. The lead time generally associated in its preparation can take up to four (4) years, however the project proposes an additional 12 months of non-statutory targeted and broad community consultation.

Logan Plan 2025 will be delivered over a five-year period and comprises three (3) core phases consisting of the following:

- Phase 1: Project establishment.
- Phase 2: Studies, draft policy and non-statutory consultation.
- Phase 3: Formal preparation of Logan Plan 2025.

Figure 2 provides an overview of the project schedule.

Figure 2: Logan Plan 2025 project schedule



Logan Plan 2025 Project Stakeholders

The Logan Plan 2025 project defines stakeholders as individuals or defined groups (including but not limited to organisations, businesses, representative bodies or teams), who will be involved in any activity that contributes to the preparation of a new planning scheme, and / or who may be affected by the new planning scheme. Key stakeholders for Logan Plan 2025 have been defined as either internal (internal stakeholders employed by Council) or external stakeholders. Table 2 provides a summary of the project stakeholders with additional detail about each category of stakeholder.

Table 2: Logan Plan 2025 internal and external stakeholders

| Type of stakeholder | Category of stakeholder | Further detail on category of stakeholder |
|---------------------|--|---|
| Internal | Elected representatives | Mayor, Deputy Mayor and Councillors. |
| Internal | Executive Leadership Team (ELT) | Chief Executive Officer and all Directors. |
| Internal | Logan Plan 2025 Board | Members on the Board including elected representatives. |
| Internal | Logan Plan 2025 Reference Group | Members on the Reference Group. |
| Internal | Economic Development and Strategy Branch | Logan Plan 2025 project custodian and all Programs and Teams within the Branch where relevant. |
| Internal | City Planning Program | Logan Plan 2025 project team. |
| Internal | Branches across Council – technical | Teams / Programs / Branches in Council who use the planning scheme for operational purposes such as the Development Assessment Branch and / or who will contribute technical expertise to the project such as the Customer Experience and Community Engagement Branch and / or will contribute technical expertise in the preparation of core planning, infrastructure, social, environmental, natural hazard or other policy such as the Health, Environment and Waste Branch. |
| Internal | Branches across Council – all other | All other Teams / Programs / Branches in Council who will provide support services to the project. |
| Internal / External | Logan Plan 2025 Advisory Groups | Members on the proposed Government and Industry Advisory Group or the proposed Community Advisory Group. |
| External | Logan residents | All residents of Logan regardless if they rent or own a dwelling in Logan. |
| External | Logan property owners | All owners of property in Logan regardless if they are a resident or not. |
| External | Logan business owners / employers | All business owners in Logan and / or employers |
| External | Employees working / volunteering in Logan | All persons who work and / or volunteer in Logan regardless if they reside in Logan. |
| External | Defined community and interest groups | Any community and / or interest group operating in Logan and / or providing services to Logan. |
| External | Industry and development bodies / institutes | Development consultants, developers, broader construction industry and development bodies / institutes representing the planning, development, construction, engineering and all other relevant bodies / institutes. |
| External | Technical / professional specialists | Any technical or professional specialist who will contribute to the Logan Plan 2025 in a formal capacity i.e. by way of technical working groups or informally i.e. by way of feedback or submission in technical / professional capacity. |
| External | Visitors to Logan | Any visitors to Logan who would like to contribute to Logan Plan 2025 |
| External | Queensland Government | All Queensland Government departments and representatives where relevant to the phase and nature of the work. |
| External | All other Government | All other Local, State and Federal government organisations where relevant to the phase and nature of the work. |

For the purposes of the project, internal stakeholders will perform a different function to that of external stakeholders. The roles and responsibilities of internal stakeholders is varied and depends on multiple factors which can include the level of authority of a group, the role of the stakeholder with other stakeholders and the level of technical and operational input that is required for the project.

The success of the project will be reliant on all external stakeholders. External stakeholders have been defined by specific categories with the recognition that each stakeholder group brings different experiences, expectations, knowledge and expertise.

Logan Plan 2025 Project Budget and Resources

The overall budget for the preparation of Logan Plan 2025 is \$9.4 million to be delivered over a five (5) year time-period. The budget includes all costs associated with the project and it is expected that there will be no additional funding. The budget considers new staff (contract basis), consultancies for studies or specialist services, communication and engagement, administration and all other costs.

A core focus in the preparation of Logan Plan 2025 is the upskilling of existing permanent staff to retain corporate knowledge beyond the completion of the project. However, the recruitment of new staff on a contract basis, will be required for technical expertise not currently in Council or for assistance to existing staff.

Consultants and technical specialists will be required to undertake studies or specialist services that cannot be undertaken within Council. Much of this component of the budget is for either the legal review of policy changes and planning scheme drafting, or for flood studies and modelling in support of risk-based flood management. However, other smaller studies or specialist services include the following:

- Urban design and architectural services.
- Transport modelling.
- Specialist spatial imagery and related services.
- Heritage, economic, landslide hazard and bushfire review studies.
- Other specialist consultants identified throughout the project for peer review/s of technical work.

Logan Plan 2025 Project Governance

The project governance structure outlined in Table 3 highlights the four levels of governance groups to be established. At the highest level is the elected representatives, with this group seen as critical in the development of Logan Plan 2025. Councillors will have multiple roles and responsibilities, including guiding planning policy that reflects the needs and aspirations of the Logan community through to final policy decision making. The project governance also recognises the role and responsibilities of internal stakeholders throughout Council from the Chief Executive Officer (CEO) down to operational level staff. Although four levels of governance groups will be established, regular reporting of the project will also occur at two (2) existing internal governance groups known as the Executive Leadership Team (ELT) Business meetings and at the City Growth – Service Delivery Coordination Team (SDCT) meetings.

Table 3: Logan Plan 2025 project governance structure

| Governance group | Membership | Mechanism | Responsibility of group |
|--|---|---|--|
| Elected representatives | Mayor, Deputy Mayor, Councillors | Full Council | Final decisions |
| | | City Planning, Economic Development and Environment Committee | Endorsement of policy including initial policy positions and final drafting of new planning scheme |
| | | Briefing sessions | Project updates |
| | | Workshops | Discuss community and stakeholder feedback Policy discussions |
| Logan Plan 2025 Board | City Planning, Economic Development and Environment Committee Chair and Deputy Chairs Director Strategy and Sustainability Manager Economic Development & Strategy Manager Development Assessment Project Manager / City Planning Program Leader Logan Plan 2025 Project Coordinator | Meetings | Recommendations for Councillor feedback, direction and endorsement Project decisions related to aspects of project plan |
| Logan Plan 2025 Reference Group | Manager Economic Development & Strategy Manager Development Assessment Other Branch Managers (where required) Project Manager / City Planning Program Leader Logan Plan 2025 Project Coordinator Operational leads | Meetings | Recommendations for Board Operational decisions Technical decisions Project updates |
| Logan Plan 2025 Technical Working Groups | Various Technical Working Groups | Meetings | Specific technical discussions |

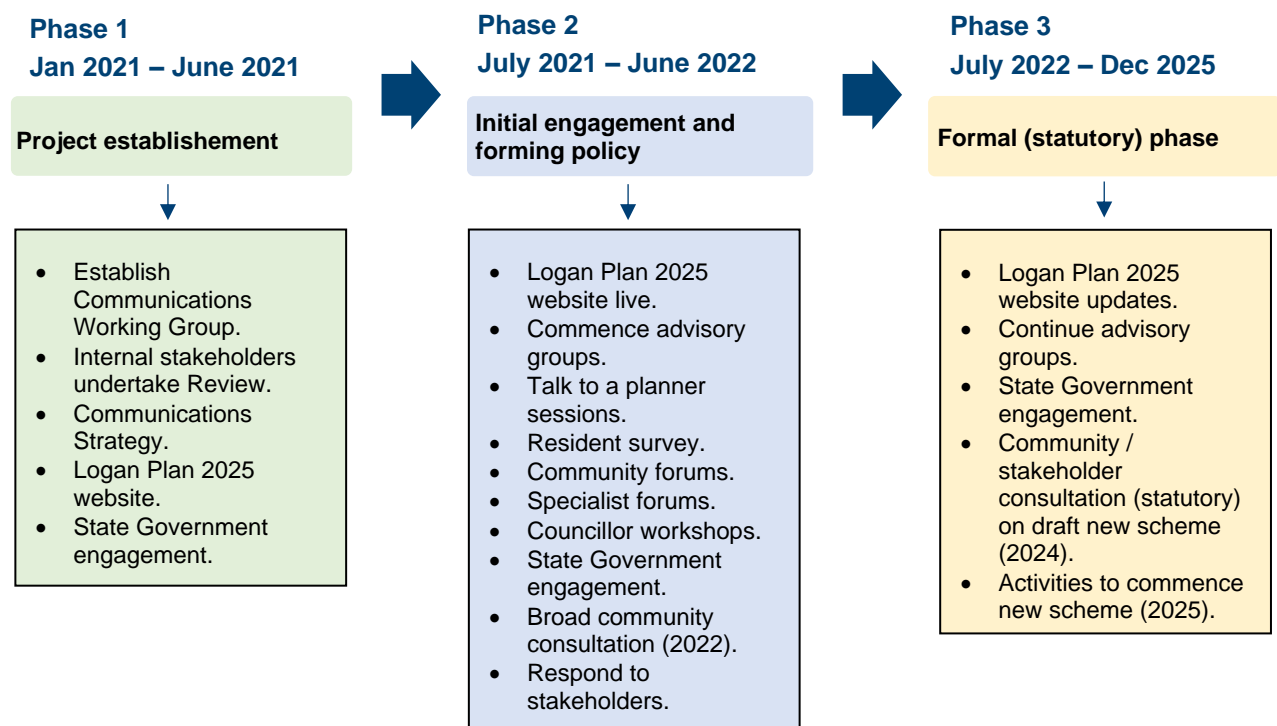
Project variations

In principle, changes to the project are to be managed by the Project Manager and Project Owner. However, if the variation has the potential to significantly affect the cost, schedule or core deliverables the project change will be escalated to the Logan Plan 2025 Reference Group for their review and decision or endorsement to escalate to the Logan Plan 2025 Board. A Logan Plan 2025 change management register will be established to track project changes and to record information about options, decisions and all other matters related to project variations.

Logan Plan 2025 Project Communication and Engagement

Stakeholder communication and engagement will be undertaken in accordance with the Logan Plan 2025 Communications Strategy (Strategy). Corresponding implementation plans will be prepared for relevant and specific phases and sub-phases of the project. Underpinning the Strategy are core principles and legislative requirements for all communication and engagement activities with the key objective that the Logan community and all other stakeholders will be able to contribute to the preparation of Logan Plan 2025 in a meaningful way. Figure 3 highlights the potential communication and engagement activities for each phase of the project.

Figure 3: Logan Plan 2025 project phases



Several communication tools and engagement activities were established in phase 1 to commence in the early stages of phase 2. It is intended that these tools and activities will be maintained and enhanced over the entire project and include a dedicated Logan Plan 2025 project website and several advisory groups. For the provision of general project information, to increase community knowledge of planning and to make available an area for stakeholders to provide feedback, a dedicated Logan Plan 2025 website has been established. As the project progresses, it is intended that different types of multi-media tools will be made available to display complex planning concepts in a user-friendly way also allowing users to interact with information. It is also proposed to have advisory groups with representatives from Council, other Government, community, industry and business.

The Strategy also identifies opportunities for varying levels of engagement in phase 2 of the project. The associated activities go beyond the requirements legislated under the Queensland Planning Framework, ensuring that all stakeholders are involved in the preliminary shaping of Logan's future planning policy. These activities range from community information sessions through to forums on specific planning and development topics. In the first half of 2022 it is proposed to seek feedback from the community by way of broad consultation, specifically on the proposed strategic policy directions for Logan Plan 2025.

Phase 3 of the project includes formal (statutory) public notification anticipated in the year 2024. Although specific activities have not been identified, the Strategy outlines the proposed timeframes. At the time of preparing the Strategy, Section 18(5)(b) of the Act was the legislation prescribing the consultation period for a proposed planning scheme of 40 business days. It is however intended that this prescribed time-period will be the minimum time adopted by Council, with at least three (3) months of formal public consultation instead proposed.

Logan Plan 2025 Project Risks

The project is proposed to take five (5) years from its inception to the delivery of a new planning scheme for Logan. Although a long time-period, the project has multiple deliverables that will either be undertaken at the same time and / or are dependent on work to be completed. The project is further dependent on numerous stakeholders who may have competing interests, different expectations and other priorities. Various phases of the project will be subject to potential political and / or legislative change which could change the direction of the new planning scheme. The project therefore is a complex undertaking and carries inherent risk. A Logan Plan 2025 risk register will be established to track risk, analyse the impacts of the risk to the project and to report on risk treatment options and decisions. Table 4 outlines the identified project risks as at June 2021.

Table 4: Logan Plan 2025 project risks (as at June 2021)

| Risk | Risk level | Potential consequence | Mitigation/Management Strategy |
|---|------------|---|--|
| Other work priorities / commitments for the City Planning Program | Very High | The Program is responsible for other statutory and non-statutory work. Impacts on resource availability / timeframes for both the project and for the other core work of the Program. | Project schedule to be incorporated into broader schedule of the work for the Program. Clearly defined roles and responsibilities of all staff in the Program. Non-statutory work re-prioritised and communicated. |
| Other work priorities / commitments for other areas of Council | Very High | The project is dependent on both technical input and support services across all of Council. | Regular reporting on project deliverables through various governance groups particularly if other areas of Council are not able to complete project work. Clearly defined roles and responsibilities of all internal project stakeholders. Where critical / significant work is required the preparation of mini project plans including schedule/s of the work and sign off from relevant Director. |
| Dependency on multiple technical areas of Council | High | With various aspects of policy reliant from other areas of Council, there could be delays or other issues experienced. | Regular meetings with all technical areas of Council. Establishment of technical / topic related working groups. |
| Multiple consultancies and studies to be undertaken | High | An appropriate consultancy may not be able to undertake the work in timeframes specified. Studies or specialist services have project 'creep' and either unable to deliver on time or within budget. | Engage consultants in a timely manner to ensure timeframes can be met. Establish a procurement working group. Regular check ins / meetings with consultants to ensure project tracking. |
| Ineffective governance | High | The ability to organise and access all members at the same time. | Confirm calendar appointments and prepare terms of reference for each group. |
| External Stakeholder/s not supporting significant policy proposals. | High | Delays in the project schedule and potential changes to draft policy. | Comply with the Logan Plan 2025 Communications Strategy. Communicate and engage consistently, concisely and early. |
| Conflicting technical advice across Council | Medium | Delays in technical work. | Use of the relevant governance groups to resolve conflicts. |
| Conflicting advice from State agencies | Medium | Delays in technical work and potential changes in direction of draft policy. | Engage with State agencies early and regularly. |
| Local Government elections in 2024 | Medium | Potential changes to the direction of Logan Plan 2025 | Continual and externally visible reporting of the project by way of Council Committee meetings to ensure that all other stakeholders understand |

| | | | |
|---|--------|--|---|
| | | in terms of policy and / or project parameters. | and have buy in into the project from its inception. Record of all decisions which includes reasons for decisions, evidence / study / best practice supporting the decision. Extensive briefing/s to any new political representative/s about the project |
| State Government elections in 2024 | Medium | Potential changes to planning or other legislation / policy that impacts the technical work or the process being undertaken. | Continual engagement with State agencies. |
| Review of the <i>South East Queensland Regional Plan 2017</i> (Shaping SEQ) | Medium | A review of ShapingSEQ is anticipated to occur over the duration of the project. The review could result in change to policy or result in a new regional plan. Growth management policy is being reviewed / proposed for the Logan Plan 2025 and will be based on existing ShapingSEQ provisions such as growth targets. | Engagement with the State Regional planning team particularly when the ShapingSEQ review project commences. Dedication of staff member in Council to liaise with this team. |
| Project fatigue for staff | Medium | Delays in project schedule, retention of staff, well-being of staff. | Monitor welfare of staff and introduce various break away activities. Celebrate successes. |

Project Risk Management

Project risk/s will be recorded and tracked in a Logan Plan 2025 risk register. Table 5 below highlights the risk management responsibility for each governance group as well as their role in risk management.

Table 5: Logan Plan 2025 risk management responsibility and roles

| Risk responsibility | Role in risk management |
|---------------------------------|---|
| Logan Plan 2025 Board | Determines (where applicable) and approves major significant risk treatments. |
| Logan Plan 2025 Reference Group | Determines (where applicable) and approves high to very high risk treatments, including associated costs and / or determines if risk needs to be escalated to Logan Plan 2025 Board. |
| Project Owner | Determines categorisation of risk for high to very high risk (i.e. Major significant risk to project) for escalation to Logan Plan 2025 Reference Group. Approves low to medium risk treatments, including associated costs. |
| Project Manager | Participates in Major Risk Reviews to identify, analyse, evaluate and develop treatments for project risks and reports to the Project Owner. Manages the execution of risk treatments. Monitors risk exposure. |
| Project Coordinator | Maintains the risk register. Regularly reports on risk to the Project Manager and the Project Owner. |
| Operational Team Leaders | Identifies new and changed risks to the Project Coordinator. |
| Project Team Members | Identifies new and changed risks to the Project Coordinator. |