



**Global Value Management Pty Ltd**

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# Project Summary

## (By Category)

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## PROJECT EXAMPLES

### Overview

All workshops were undertaken with the same basic framework. The workshops were conducted in accordance with the Australian Standard, Value management AS 4183:2007 i.e. there were 5 phases – information, analysis, creativity, judgement and development.

Normally the number of participants varied between 20 and 40 people. The maximum number of participants was 107. The workshop format was a series of small group and plenary brainstorming and discussion sessions with all workshop outcomes being agreed by the whole group.

Information was recorded during the workshop on overhead transparencies, audiotapes and video. This material was used as the basis for the workshop report. An action plan was developed at each of the workshops to further the outcomes of the workshops



Typical Study scenes

The following is a summary of a selection of Value Management Studies, collated into various categories that have been undertaken by Global Value Management that demonstrates the versatility of the Value Management tool.

### **Policy Development**

<b>Title</b>	<b>Governance of the Tasmanian Racing Industry</b>
<b>Duration &amp; Date</b>	Two 1-day workshops – September 2008
<b>The Client</b>	TOTE Tasmania & Racing Services Tasmania
<b>Participants</b>	Representatives from the three codes of racing (Thoroughbreds, Harness and Greyhounds) clubs and councils; Owners, Trainers, Breeders and Jockeys associations; Racing Services Tasmania; TOTE Tasmania
<b>Background</b>	A draft governance model had been prepared on instruction from the Minister and there was a need to consult with the industry stakeholders to identify issues and improvement opportunities
<b>Objective</b>	Review the proposed Governance Model for the Tasmanian Racing Industry; identify the key issues associated with the proposal and improvement opportunities
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key Issues were agreed</li> <li>• Critical functions to be provided by the new governance model were agreed</li> <li>• A number of improvement opportunities were identified</li> </ul>

<b>Title</b>	<b>Recreational Vehicle Usage</b>
<b>Duration &amp; Date</b>	2 day workshop – April 2008
<b>The Client</b>	Department of the Environment, Parks, Heritage and the Arts
<b>Participants</b>	<p>Representatives from:</p> <ul style="list-style-type: none"> <li>• Department of Environment, Parks, Heritage and the Arts.</li> <li>• Parks and Wildlife Service, DEPHA.</li> <li>• Aboriginal Heritage Office, DEPHA.</li> <li>• Roving Land and Recreation Services.</li> <li>• 4WD Tasmania.</li> <li>• Dual Sport Motorcycle Riders Association.</li> <li>• RACT.</li> <li>• Tourism Industry Council, Anglers Alliance Tasmania.</li> <li>• Federal Chamber of Automotive Industries.</li> <li>• Department of Police and Emergency Management.</li> <li>• Department of Primary Industries and Water.</li> <li>• Department of Infrastructure, Energy and Resources.</li> <li>• Hydro Tasmania.</li> <li>• Forestry Tasmania.</li> <li>• Department of Premier and Cabinet.</li> <li>• Devil Trek Tours.</li> <li>• Local Government.</li> <li>• Cambridge Moto.</li> </ul>

	<ul style="list-style-type: none"> <li>• Tasmanian Conservation Trust.</li> <li>• Arthur-Pieman Conservation Area Advisory Committee.</li> <li>• Motorcycling Tasmania Inc.</li> <li>• Bar 20 Youth Motocross.</li> </ul>
<b>Background</b>	<p>Until the 1960's there were only a few makes of vehicles capable of traversing through rough roads and tracks. Today, there are many makes and models of recreational vehicles on the market. As well as for work purposes, these vehicles are purchased for a range of recreational uses including family camping, fishing and hunting expeditions, visiting remote areas and undertaking challenging driving.</p> <p>Managers of State owned land endeavour to work with the recreational vehicle industry, user groups and the broader community to understand the sorts of experiences sought and to look at how opportunities for these recreational pursuits can be provided in a safe and sustainable manner.</p> <p>As with any public land use, recreational vehicle use must be managed in a manner consistent with the capability of the land to sustain the use, with due consideration for the impact of recreational vehicle use on the land, the resources and other land users.</p>
<b>Objective</b>	Involve the main players to clarify and agree the major issues relating to the use of recreational vehicles on Public Land in Tasmania and to find possible answers for further development.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Agreement to establish a peak body with membership from Government and non government areas.</li> <li>• Four strategy frameworks aimed at: <ul style="list-style-type: none"> <li>A communication strategy.</li> <li>Developing a template for assessing proposed land use for RV purposes.</li> <li>An education strategy for safe and sustainable RV use.</li> <li>Developing a better understanding of RV Users' expectations.</li> </ul> </li> <li>• A number of Quick Wins were identified</li> </ul>

<b>Title</b>	<b>Integrated Tourism Strategy for the Coles Bay / Freycinet Precinct</b>
<b>Duration &amp; Date</b>	2 Day workshop held in October 2003
<b>The Client</b>	<b>Glamorgan-Spring Bay Council and the Department of Infrastructure, Energy and Resources</b>
<b>Participants</b>	<p>Representatives from</p> <ul style="list-style-type: none"> <li>• Coles Bay residents</li> <li>• Community groups</li> <li>• Elected council members</li> <li>• Council staff</li> <li>• Local commercial and business operators</li> <li>• State Government</li> </ul>

<b>Background</b>	<p>The proposed tourism development by Federal Hotels at Coles Bay highlighted the need for an integrated tourism strategy for the Freycinet Peninsula. This was included in the Partnership Agreement between Glamorgan-Spring Bay Council and the Tasmanian State Government.</p> <p>Consultants, Inspiring Place, were selected to develop the strategy and Global Value Management Pty Ltd was requested to undertake a Value Management Study to provide initial community input into the development process.</p>
<b>Objective</b>	To scope the broad direction of the Integrated Tourism Strategy for the Coles Bay Freycinet precinct by working collaboratively with relevant stakeholders, and promote community understanding of the aims of the strategy
<b>Outcome</b>	<p>The participants identified: -</p> <ul style="list-style-type: none"> <li>• Critical issues</li> <li>• Guiding principles for the Integrated Tourism Strategy and associated critical functions and issues,</li> <li>• Broad concepts regarding tourism development, town planning and infrastructure needs, and</li> <li>• A broad communication strategy</li> </ul>

<b>Title</b>	<b>Delivery of Engineering Services</b>
<b>Duration &amp; Date</b>	2 Day workshop held in July 2002
<b>Client</b>	<b>Department of Infrastructure, Energy and Resources</b>
<b>Participants</b>	<p>Representatives from</p> <ul style="list-style-type: none"> <li>• Deputy Premier's office</li> <li>• Infrastructure, Energy and Resources</li> <li>• State Development</li> <li>• Justice</li> <li>• Tasmanian Engineering Consultancies</li> <li>• Association of Consulting Engineers Australia</li> <li>• Civil Construction Federation</li> </ul>
<b>Background</b>	<p>The current Contract to provide technical and professional engineering services to Infrastructure, Energy and Resources expires in July 2003.</p> <p>The Department needs to identify the preferred model to deliver these services after the expiration of the current contract.</p> <p>It was decided to undertake a Value Management Study, involving key stakeholders and decision makers from the State Government and the Consulting Industry, to explore possible concepts for a model to replace the existing contract.</p>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To identify a preferred concept for delivery of engineering services that</li> <li>• Meets Infrastructure, Energy and Resources' needs, and</li> <li>• Acknowledges the Industry's needs</li> </ul>

<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Critical issues were identified and prioritised</li> <li>• Key attributes of the replacement model were agreed and prioritised</li> <li>• Seven possible concepts were agreed, and</li> <li>• A number of variations were identified that might be incorporated into the models.</li> </ul>
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<b>Title</b>	<b>Tasmanian Visitor Information System</b>
<b>Duration &amp; Date</b>	2 Day workshop held in September 2000
<b>Client</b>	<b>Tourism Tasmania – State Government Department responsible for facilitating tourism in Tasmania.</b>
<b>Participants</b>	15 participants representing <ul style="list-style-type: none"> <li>• Local Government</li> <li>• Industry and Commerce</li> <li>• Tourism</li> <li>• Automobile Associations</li> <li>• State Government Departments</li> </ul>
<b>Background</b>	<p>In January 2000 the Tasmanian Government announced to Local Government, tourism operators and key stakeholders its intention to implement the Tasmanian Visitor Information System (TVIS) as the means to substantially improve road signage for the benefit of tourists and other road users.</p> <p>A joint Local and State Government Committee determined that the issue of all signage (not just tourism signage) including advertising and commercial signs in or near the road reserve must be addressed to develop a definitive solution.</p> <p>The committee recommended that a Value Management Study be undertaken involving all key stakeholders to seek a consistent approach to advertising and commercial signage.</p>
<b>Objective</b>	To develop a consistent approach to advertising and commercial signage in road reserves and in other locations remote from the premises being advertised, such advertising being obviously directed at passing road traffic.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Agreement was reached on Principles, guidelines and sign categories regarding advertising and commercial signs.</li> <li>• An action plan was developed to further the project.</li> </ul>

<b>Title</b>	<b>Integrated Transportation Strategy, Tasmania (Southern Region)</b>
<b>Duration &amp; Date</b>	2 Day workshop held in December 1999
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>
<b>Participants</b>	25 departmental representatives attended

<b>Background</b>	<p>The Land Transport Planning Division identified a need to gain a better understanding of road users' concerns and priorities, and the role transportation has in achieving a desirable future for Tasmania.</p> <p>Workshops were held in each of Tasmania's three regions to gather information with the aim of consolidating the three regional perspectives into a coherent and consistent statewide framework.</p>
<b>Objective</b>	To identify what Tasmania and the Region does now, the vision for Tasmania and the Region in the future and how transport services and facilities can best contribute to the achievement of this vision.
<b>Outcome</b>	A clearer image of the environment the transport system operates in was developed, key issues were identified, important facts relating to transport and Tasmania were identified, regional functions were clarified and future directions agreed, possible solutions were canvassed and strategies were developed for incorporation in the state wide framework.

<b>Title</b>	<b>Review of the Tasmanian Taxi Industry Act 1995</b>
<b>Duration &amp; Date</b>	1 Day workshop held in September 1998
<b>Client</b>	<b>Infrastructure, Energy and Resources - Public Transport Branch</b>
<b>Participants</b>	11 departmental representatives attended
<b>Background</b>	In line with the Competition Principles Agreement signed by the Tasmanian Government at the Council of Australian Governments, and as part of the State Government's Legislation Review Program, the Taxi Industry Act 1995 and associated subordinate legislation under the Act was to be reviewed.
<b>Objective</b>	To facilitate Infrastructure, Energy and Resources formulating a position in the future regarding the Taxi Industry Act by canvassing the current range of views within the Department regarding the purpose of the current Act and the changes that should be made to the Act.
<b>Outcome</b>	Participants considered the existing Act philosophically sound. Six basic functions were identified with associated statements as to why they were important and how they might be achieved in the new Act.

<b>Title</b>	<b>Marine Recreational Fisheries Advisory Committee – Strategic Directions for Management and Use of the Trust Fund</b>
<b>Duration &amp; Date</b>	1 Day workshop held in June 1998
<b>Client</b>	<b>Primary Industries and Fisheries</b>

<b>Participants</b>	11 participants representing <ul style="list-style-type: none"> <li>• Marine Recreational Fisheries Advisory Committee and support staff</li> <li>• Wild Fisheries Management Branch</li> <li>• Tasmanian Fishing and Boating News</li> <li>• Freshwater Anglers Council of Tasmania</li> <li>• Tasmanian Conservation Trust</li> <li>• Minister’s Office</li> <li>• Primary Industry and Fisheries</li> <li>• Australian National Sport Fishing Association</li> <li>• Australian Underwater Federation.</li> </ul>
<b>Background</b>	The Minister established the Fishing Advisory Committee in 1996 to advise on recreational fishing management and use of Trust funds financed from fishing licences. The Minister was concerned that funds were under utilised and that there were no agreed guidelines, selection criteria and processes for assessing projects
<b>Objective</b>	To establish and agree strategic directions for management and use of Trust funds. In particular to identify and clarify issues; the role of the Advisory Committee; the purpose of the Trust fund; definitive areas for funding consideration; and a project assessment methodology.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Workshop participants gained a better appreciation of the Minister’s concerns,</li> <li>• The framework of a methodology for project assessment was identified,</li> <li>• Project funding assessment criteria were identified, and</li> <li>• Potential funding areas and projects were identified.</li> </ul>

<b>Title</b>	<b>Corridor Management Study Lyell Highway, Derwent Bridge to Lake Burbury</b>
<b>Duration &amp; Date</b>	2 Day workshop held in June 1997
<b>Client</b>	<b>Transport, Tasmania - Asset Management Branch</b>
<b>Participants</b>	24 departmental representatives attended
<b>Background</b>	The Department requires specific guidelines for the management of roadside areas to assist it in meeting its legislative responsibilities, especially with respect to biodiversity and threatened species within the road reserve. The Department proposes to develop management plans that must compliment and where appropriate incorporate the management plans of other adjacent land managers and agencies with responsibilities in the road corridor.
<b>Objective</b>	To develop and agree an implementation strategy to maintain biodiversity within the Lyell Highway corridor between Derwent Bridge and Lake Burbury, whilst providing the necessary infrastructure and services to meet the Department’s responsibilities to the community.

<b>Outcome</b>	<ul style="list-style-type: none"><li>• Blockages to successful implementation of similar plans in the past were identified as well as key issues and stakeholders.</li><li>• Roles and responsibilities of stakeholders were identified</li><li>• The framework of a maintenance strategy and action plan for the corridor with environmental, cultural, economic and safety objectives was developed;</li><li>• An implementation strategy to further the specific outcomes from the workshop was prepared; and</li><li>• A strategy was developed to improve communications inter-agency, intra-agency and with the wider community.</li></ul>
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## Strategic Planning

<b>Title</b>	<b>Forestry Statement of Principles—Resource Scenarios</b>
<b>Duration</b>	1 day workshop—February 2011
<b>The Client</b>	National Association of Forest Industries
<b>Participants</b>	Representatives from Britton Timbers, Timber Communities Australia, Forest Industries Association of Tasmania, Forestry Tasmania, National Association of Forest Industries, Ta Ann Tasmania, McKay Timber, Porta Mouldings and Torenus Timber.
<b>Background</b>	Key stakeholders in the Forest Industry held a workshop in early January 2011 to reach agreement on their position regarding the Forestry Statement of Principles. It was decided to hold a further workshop to explore resource scenarios.
<b>Objective</b>	Develop Resource Scenarios to assist in responding to Bill Kelty's questions to the Forest Industry
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified, agreed and prioritised</li> <li>• A number of Scenario "Must Do's" were agreed — these are listed on page <b>Error! Bookmark not defined.</b> of this report</li> <li>• Two scenarios were identified for modelling — they are:– <ul style="list-style-type: none"> <li>▪ The ENGO model</li> <li>▪ Minimum Resource Supply model (based on Annexure A)</li> </ul> </li> <li>• A subgroup was formed to assess the two scenarios against the "Must Do's"</li> </ul>

<b>Title</b>	<b>The Forest Industry's Position – Forestry Statement of Principles</b>
<b>Duration</b>	1 day workshop—January 2011
<b>The Client</b>	National Association of Forest Industries
<b>Participants</b>	Representatives from ARTEC, FIAT, Britton Timbers, Private Forests Tasmania, Forestry Tasmania, NAFI, McKay Timber, Kelly's Timber, Australian Forest Contractors Association, Ta Ann Tasmania and Torenus Timber
<b>Background</b>	Key stakeholders in the Forest Industry saw the need to reach an agreement on their position regarding the Forestry Statement of Principles.
<b>Objective</b>	Agree an Industry position on the Forestry Statement of Principles
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified, agreed and prioritised</li> <li>• Ten strategic imperatives were identified</li> <li>• A strategy to present a united front was developed</li> <li>• Preliminary work was done on strategies to:–</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Develop a vision, plan and objectives</li> <li>▪ Communicate better with stakeholders</li> <li>▪ Get action on the Premier's letter</li> <li>• Follow up actions were agreed to progress the workshop outcomes</li> </ul>
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<b>Title</b>	<b>Brighton Recreation Plan</b>
<b>Duration &amp; Date</b>	2 day workshop – November 2010
<b>The Client</b>	Brighton Council
<b>Participants</b>	Participants at the workshop included representatives from Bridgewater High School, Brighton Council, Brighton Football Club, Brighton Junior Soccer Club, Old Beach Cricket Club, the Pony Club, Brighton Agricultural Society, Red Cross, Sport and Recreation Tasmania, youth representatives and YPIA
<b>Background</b>	Council decided it was time to update Brighton's Recreation Plan, which was last revised in 2003
<b>Objective</b>	Involve key stakeholders, working together, to develop a 10 year Recreation Plan for the Brighton Municipal Area
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified and prioritised</li> <li>• A list of prioritised projects, including some quick wins, were identified for implementation</li> <li>• A set of Evaluation Criteria were developed to assess proposed Recreation Projects</li> <li>• Strategies were developed to:– <ul style="list-style-type: none"> <li>• Communicate available recreational facilities in the Municipal Area</li> <li>• Consult with the community regarding proposed recreational projects</li> <li>• Make better use of single use facilities</li> <li>• Use waterways in the Municipal Area for recreational purposes</li> <li>• Improve the use of underutilised public open spaces</li> <li>• Develop the "Drop In Centre" concept</li> </ul> </li> </ul>

<b>Title</b>	<b>Brighton 2010 Strategic Plan</b>
<b>Duration &amp; Date</b>	2 day workshop – September 2010
<b>The Client</b>	Brighton Council
<b>Participants</b>	Participants at the workshop included representatives from Council Staff, Councillors, ratepayers, government departments, Brighton Heritage Association and businesses

<b>Background</b>	Brighton Council last held a strategic planning workshop in 2006. The Council decided it was time to consult with key stakeholders to determine the key focus areas and strategic priorities that would drive the Council's operations for 2010 and beyond
<b>Objective</b>	Involve key stakeholders, working together, to develop strategies to achieve the best possible outcome for the Brighton Municipal Area
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key Issues were identified and prioritised</li> <li>• Key stakeholders and their expectations were identified</li> <li>• Workshop participants agreed and prioritised the Key Focus Areas for the Brighton Municipal Area</li> <li>• Seven strategies were developed directed at the Key Focus Areas</li> </ul>

<b>Title</b>	<b>Putting Out the Fires</b>
<b>Duration &amp; Date</b>	1 day workshop – June 2010
<b>The Client</b>	Brighton Council
<b>Participants</b>	Participants at the workshop included representatives from Brighton Council, Bridgwater police, Housing Tasmania, Tasmania Fire service, Jordan River Service and the Gagebrook Community Centre
<b>Background</b>	Brighton Council was concerned about the prevalence of arson attacks on dwellings in the Brighton Municipality and decided to hold a forum to discuss this issue with relevant stakeholders
<b>Objective</b>	Involve interested parties in identifying ways to combat the arson attacks; and methods to encourage the community to take responsibility for reporting the problem
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified and prioritised</li> <li>• 11 strategies were developed to deal with the issues</li> <li>• It was agreed to hold similar workshops every 6 months</li> </ul>

<b>Title</b>	<b>Keep Alive "Brighton Alive"</b>
<b>Duration &amp; Date</b>	1 day workshop – May 2010
<b>The Client</b>	Brighton Council
<b>Participants</b>	Representatives from Red Cross, the Department of Health and Human Services, the Department of Education, Sport and Recreation, The Smith Family, the Gagebrook Community Centre, Brighton and Herdsmans Cove Primary Schools, the Southern Midlands Council, the Old Beach Community Group, Housing Tasmania, Jordan River Services, Brighton Arts Committee and Brighton Council
<b>Background</b>	Since the resignation of the Community Liaison Officer, who was the main driver for Brighton Alive, the organisation has been experiencing difficulties maintaining focus, direction and active participation by all of its members.

<b>Objective</b>	Agree the purpose of Brighton Alive, how that purpose will be achieved and how leadership and direction will be delivered
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified</li> <li>• Participants agreed a statement outlining the role of Brighton Alive</li> <li>• The role of Brighton Alive members was agreed</li> <li>• A framework for meeting format and operating processes was agreed</li> <li>• A framework of strategies and actions to take Brighton Alive forward was agreed</li> <li>• A Communication Plan for Brighton Alive, including enhancements to the website and other communication initiatives, was developed</li> </ul>

<b>Title</b>	<b>Political Campaign Strategy</b>
<b>Duration &amp; Date</b>	1/2 day workshop – November 2009
<b>The Client</b>	Confidential
<b>Participants</b>	Confidential
<b>Background</b>	The candidate had never stood for political office before and was seeking input from various parties to develop a campaign strategy
<b>Objective</b>	<p>To work with the team to develop a campaign strategy and an understanding of the current political environment with the objectives of:–</p> <ul style="list-style-type: none"> <li>• Identifying key issues relevant to the campaign strategy</li> <li>• Identifying key issues for the Franklin electorate that are relevant and important for Kate's election strategy</li> <li>• Identify skills, knowledge and experiences required by the team</li> <li>• Agree critical tasks to be undertaken</li> <li>• Develop an action plan</li> </ul>
<b>Outcomes</b>	<p>Key outcomes from the workshop were:–</p> <ul style="list-style-type: none"> <li>• Identified key focus areas</li> <li>• Developed a list of team skills</li> <li>• Identified key elements for "Branding" the candidate</li> <li>• Identified a list of People of Influence to be contacted</li> <li>• Identified a Campaign Theme and Key Messages</li> <li>• Identify key elements for the Campaign Timeline</li> <li>• Identified Target Issues for the Campaign</li> </ul>

<b>Title</b>	<b>Review of Brighton 2040 Strategy</b>
<b>Duration &amp; Date</b>	1 day workshop – July 2009
<b>The Client</b>	Brighton Council

<b>Participants</b>	Brighton Council senior staff
<b>Background</b>	The General Manager wished to review the current key focus areas from the Brighton 2040 VMS with the senior management team
<b>Objective</b>	<ul style="list-style-type: none"> <li>Review the current status of approved projects being undertaken within the Brighton 2040 vision</li> <li>Review the relevance and adequacy of the eight Key Focus Areas in the 10 Year Strategic Plan for the current and future environment within which the Council operates</li> <li>Identify and prioritise future opportunities for inclusion in the Annual Plan for 2009-10</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>The key focus areas were re-prioritised</li> <li>Selection Criteria for assessment of projects to be included in the 2009/10 Annual Plan were agreed</li> <li>21 projects for inclusion in the 2009/10 Annual Plan were agreed</li> <li>Key issues to be dealt with were identified</li> </ul>

<b>Title</b>	<b>Political Campaign Strategy</b>
<b>Duration &amp; Date</b>	½ day workshop – May 2009
<b>The Client</b>	(confidential)
<b>Participants</b>	(confidential)
<b>Background</b>	With an election imminent, the candidate decided it would be appropriate to involve key campaign team members to develop a strategy for the election campaign
<b>Objective</b>	Develop a campaign strategy and an understanding of the current political environment
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Identified key campaign strategy and electorate issues.</li> <li>Developed a List of Team Skills required.</li> <li>Identified a list of People of Influence to be contacted.</li> <li>Identified Target Issues for the Campaign.</li> <li>Identified a Campaign Theme and Key Messages.</li> </ul>

<b>Title</b>	<b>Bellerive Oval Development</b>
<b>Duration &amp; Date</b>	1/2-day workshop – January 2009
<b>The Client</b>	Tasmanian Cricket Association (TCA)
<b>Participants</b>	TCA Board members, senior TCA staff, external consultants
<b>Background</b>	A need was identified to undertake a workshop to form a plan to progress the proposed development of Bellerive Oval

<b>Objective</b>	To develop strategies for further development of Bellerive Oval
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified</li> <li>• Five key strategic priorities and action plans were developed</li> </ul>

<b>Title</b>	<b>Core Functions and Strategic Priorities</b>
<b>Duration &amp; Date</b>	1-day workshop – January 2009
<b>The Client</b>	Tasman Council
<b>Participants</b>	Participants at the workshop included representatives from elected members, staff and consultants
<b>Background</b>	The Tasman Council decided there was a need to undertake a workshop to identify core functions and priorities for the Council to provide a focus for future.
<b>Objective</b>	To identify core functions and priorities for Tasman Council
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were agreed</li> <li>• Core functions were agreed</li> <li>• Three key strategic priorities were identified. Coordinators and working groups were agreed. A number of ideas were generated for each strategy for further development together with initial action plans.</li> </ul>

<b>Title</b>	<b>Strategic Planning workshop – Local Government Division, DPAC</b>
<b>Duration &amp; Date</b>	1 day workshop – July 2008
<b>The Client</b>	Local Government Division, DPAC
<b>Participants</b>	Participants at the workshop included the staff and Director from the Local Government Division as well as representatives from the Local Government Association of Tasmania, Local Government, the Tasmania <i>Together</i> Board, the Policy Division of Premier And Cabinet, Treasury and Finance and Infrastructure, Energy and Resources.
<b>Background</b>	The Local Government Division (LGD) is required to contribute to Premier And Cabinet's Corporate Plan on an annual basis. The Division's Director wished to involve staff in the strategic planning process for the Division. She was looking for a direction that excites directs and leads to real action and ownership. The Director was seeking a shared vision that aligns with the Premier's Agenda 2008. The Value Management methodology was seen as an appropriate tool to achieve the desired outcomes.
<b>Objective</b>	Engage with staff and stakeholders to develop a strategic plan that excites, directs and leads to real action over the next twelve months to two years
<b>Outcomes</b>	The following key objectives in order of priority were identified:

	<ul style="list-style-type: none"> <li>• Promote Financial Reform Project.</li> <li>• Promote Shared Services Initiative.</li> <li>• Establish a Local Government Agency/Department in State Government to include Planning, Water and Sewerage, Building Regulations and LGD.</li> <li>• Improve ethics and governance.</li> <li>• Lead Change Management in the Local Government Sector.</li> <li>• Promote broader inclusion in Local Government.</li> <li>• Review, rationalise and refresh Key Performance Indicators.</li> <li>• Drive the strategic skills agenda for Local Government.</li> <li>• Promote the proposal for Premier And Cabinet to set up an intra and inter-agency integrated policy group – Local Government Division to push Local Government perspective.</li> </ul> <p>A number of quick wins were also identified.</p>
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<b>Title</b>	<b>Sandy Bay – Tarooma Parish, Distinctive &amp; Different</b>
<b>Duration &amp; Date</b>	1 day workshop – November 2007
<b>The Client</b>	Sandy Bay – Tarooma Parish
<b>Participants</b>	Community representatives, Parish Council and the Parish Priest
<b>Background</b>	The Parish Council identified the need to set a new direction for the Parish that was distinctive and different. There is a need for alignment; a sense of community and common purpose; to understand the vision of the parish community and its roles; and to understand what makes this community different and to build on the priority areas.
<b>Objective</b>	Engage parishioners to identify and agree an overall direction that makes this parish distinctive and different
<b>Outcomes</b>	Key issues were identified and six strategies were identified and developed in the workshop focused on:- <ul style="list-style-type: none"> <li>• A Sense of Community</li> <li>• Faith Formation</li> <li>• Youth</li> <li>• Celebration of the Liturgy</li> <li>• Social Justice</li> <li>• Communications and Marketing</li> </ul>

<b>Title</b>	<b>Building and Maintaining Community</b>
<b>Duration &amp; Date</b>	1 day workshop – May 2007
<b>The Client</b>	Kingston – Channel Catholic Parish
<b>Participants</b>	Community representatives, Parish Council and the Parish Priest
<b>Background</b>	The Pastoral Council realised it was faced with changes and problems

	<p>that must be acted on now or the Parish would be left behind.</p> <p>A meeting was held with Fr Chris Hope (Parish Priest), Mel Cooper (Pastoral Council Chairman) and John Lennon from GVM in April 2007.</p> <p>It was identified that there are issues in the following area that need to be addressed now:</p> <ul style="list-style-type: none"> <li>• Liturgy and Worship</li> <li>• Outreach</li> <li>• Social Interaction</li> <li>• Youth</li> <li>• Faith Education</li> <li>• Relationship with the new College at Kingston</li> </ul>
<b>Objective</b>	To raise the level of awareness of parishioners about issues facing the Parish and identify strategies to build and maintain the Parish Community
<b>Outcomes</b>	<p>Strategies were developed to address:</p> <ul style="list-style-type: none"> <li>• Developing a Prayerful Parish.</li> <li>• Involving others in Parish life.</li> <li>• Developing an active youth community.</li> <li>• Greater involvement in the new college.</li> </ul> <p>Participants agreed that the Parish Council must take overall leadership of the strategies developed in the workshop.</p>

<b>Title</b>	<b>Bell Bay Pulp Mill Opportunities</b>
<b>Duration &amp; Date</b>	2 Day workshop held in August 2006
<b>The Client</b>	Burnie City Council
<b>Participants</b>	Invited participants included representatives from TAFE Tasmania, local regional businesses, the Burnie Chamber of Commerce, Gunn's Limited, Burnie City Council, Devonport City Council, Waratah-Wynyard Council, State Government, the Australian Technical College, the Cradle Coast Authority, the Tasmanian Ports Corporation and the Pulp Mill Task Force.
<b>Background</b>	<p>The construction and ongoing operation of a Pulp Mill in the Tamar Valley presents a number of threats and opportunities for the North West Region. Burnie City Council were keen to engage the local community and businesses in identifying what strategic actions should be initiated to ensure the best possible outcome for the Region.</p> <p>The Council decided to use the Value Management methodology as a way of involving a wide range of stakeholders to explore and agree essential strategies that must be put in place.</p>

<b>Objective</b>	To maximise economic and social outcomes for the Region by raising the awareness of key business and community decision makers and exploring the opportunities associated with the proposed Pulp Mill.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• It was agreed that the Pulp Mill presents a unique opportunity with ample challenges. There is a desire for a unified regional approach. However, the Region is currently unprepared.</li> <li>• Four key goals were identified. They were: <ul style="list-style-type: none"> <li>▪ Identify opportunities for the North West region for a 20 years time frame with a regional response.</li> <li>▪ Identify strategies to address training and work force issues.</li> <li>▪ Develop communication and supply networks.</li> <li>▪ Identify implications for local business – including risk and mitigation strategies.</li> </ul> </li> </ul> <p>A number of strategies were developed for each of these goals.</p>

<b>Title</b>	<b>Tamar Valley Region – Pulp Mill Impacts</b>
<b>Duration &amp; Date</b>	2 day workshop – November 2005
<b>The Client</b>	<b>George Town, West Tamar and Launceston City Councils</b>
<b>Participants</b>	<p>Participants included representatives from:</p> <ul style="list-style-type: none"> <li>• George Town Council.</li> <li>• West Tamar Council.</li> <li>• Launceston City Council.</li> <li>• Launceston Chamber of Commerce.</li> <li>• George Town Chamber of Commerce.</li> <li>• Northern Tasmania Development.</li> <li>• Gunns Ltd.</li> <li>• Anne Street Medical Service.</li> <li>• Civil Contractors Federation.</li> <li>• Shaw Contracting Civil Engineering.</li> <li>• Tasmania Police.</li> <li>• Economic Development.</li> <li>• Infrastructure, Energy and Resources.</li> </ul>
<b>Background</b>	<p>The impact of the development of a \$1.3-1.4 Billion Pulp Mill at Bell Bay will have ramifications for all sectors of the community and will create both opportunities and challenges to business, government and community organisations.</p> <p>George Town, West Tamar and Launceston City Councils agreed to undertake a Value Management Study. A Value Management Study provides a structured way for key players to identify and consider ramifications of the proposed Pulp Mill on the Tamar Valley region. It will provide valuable information and should assist in opening communication networks for various key organisations and stakeholders.</p>

<b>Objective</b>	To raise the level of understanding and assist the Tamar Valley councils, the community's and businesses to prepare for the impacts and opportunities associated with the Paper Pulp Mill.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• There was strong support among participants for the construction of the Pulp Mill</li> <li>• Participants agreed the need to establish a Steering Group with representatives from George Town Council, West Tamar Council, Launceston City Council, Gunns Ltd, Infrastructure, Energy &amp; Resources, Economic Development, Health, Education, Police and Northern Tasmania Development to provide a cohesive direction as the project develops and formulate strategies to deal with the impacts and opportunities arising from the Pulp Mill</li> <li>• Developed an investors and community consultation strategy</li> <li>• Agreed to the establishment of a Planning an Impact Assessment Group</li> </ul>

<b>Title</b>	<b>Brighton 2040</b>
<b>Duration &amp; Date</b>	2 day workshop held in March 2006
<b>The Client</b>	Brighton Council.
<b>Participants</b>	Invited participants included representatives from Bridgewater High School, Brighton Council staff and elected Councillors, Ratepayers, Housing Tasmania, Tasmania <i>Together</i> , STEPS, Business, Tasmania Police.
<b>Background</b>	It is a statutory requirement that council must have a strategic plan that is to be in respect of at least a five year period and be updated as required. Brighton Council's current strategic plan has the effective dates of 2000 – 2005 and has changed little in substance since its inception in 1993. It was determined to follow the successful forward planning process used by the Albury-Wodonga Development Corporation to update this strategic plan.
<b>Objective</b>	To involve key stakeholders working together to develop a view of future scenarios, the preferred future and strategies to achieve the best possible outcomes for the Brighton Municipal Area.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Key issues facing the Municipal Area were agreed, particularly relating to education, family culture and business development.</li> <li>• Emerging themes included the need for the Council to provide leadership in the change process and be an advocate and facilitator.</li> <li>• Ten key strategies were developed for implementation.</li> </ul>

<b>Title</b>	<b>Maydena Moving Ahead</b>
<b>Duration &amp; Date</b>	2 day workshop – August 2005
<b>The Client</b>	<b>Derwent Valley Council</b>

<b>Participants</b>	<p>Invited participants included representatives from:</p> <ul style="list-style-type: none"> <li>• Maydena Community.</li> <li>• Maydena Primary School.</li> <li>• Maydena Community Development Association.</li> <li>• Derwent Valley Council.</li> <li>• Economic Development.</li> <li>• Infrastructure, Energy and Resources.</li> <li>• Tourism, Parks, Heritage and the Arts (Parks and Wildlife Service).</li> <li>• Premier and Cabinet.</li> <li>• Derwent Valley Railway Preservation Society Inc.</li> <li>• Forestry Tasmania.</li> <li>• Norske Skog.</li> <li>• Tasmania’s South Regional Tourism Association.</li> </ul>
<b>Background</b>	<p>Maydena has gone through boom and bust cycles from the early days, when Australian Newsprint Mills was very active in the region, to the present. The Derwent Valley Council and the Maydena Community Development Association recognised the need for a plan to move Maydena ahead. This is particularly important at this time with the proposed “Maydena Hauler” eco-tourism development by Forestry Tasmania.</p> <p>It was decided that a Value Management Study was the optimal way forward in developing a plan for the future.</p>
<b>Objective</b>	<p>To develop a plan to move Maydena ahead by involving key stakeholders from the Community, Local and State Government.</p>
<b>Outcome</b>	<p>The workshop agreed to implement strategies in the following areas:</p> <ul style="list-style-type: none"> <li>• The Way Ahead. <ul style="list-style-type: none"> <li>▪ A road map structure for the future in the form of a business plan. The business plan is both a disciplined approach to planning and a marketing tool to the community, stakeholders, investors and customers.</li> </ul> </li> <li>• Positioning for the Future. <ul style="list-style-type: none"> <li>▪ To ensure that there is clarity about Brand Maydena and further to ensure that Brand Maydena integrates with over all Tasmanian branding and with key tourism and market products.</li> </ul> </li> <li>• Training, Developing and Educating Participants in Maydena Moving Ahead and Associated Projects. <ul style="list-style-type: none"> <li>▪ Specifically to identify training, development and educational opportunities that will underpin Maydena Moving Ahead.</li> </ul> </li> <li>• Informing, Communicating and Consulting with the Community and Stakeholders about Maydena Moving Ahead.</li> </ul>

<b>Title</b>	<b>Designing Albury-Wodonga’s Future</b>
<b>Duration &amp; Date</b>	2 Day workshop held in August 2004
<b>The Client</b>	<b>Albury Wodonga development Corporation</b>
<b>Participants</b>	Representatives from

	<ul style="list-style-type: none"> <li>• Albury-Wodonga Development Corporation</li> <li>• Parklands Albury Wodonga</li> <li>• UPA Aged Care</li> <li>• Weatherly-Bartram</li> <li>• Driver Business Solutions</li> <li>• Cosgraves</li> <li>• Learning Cities Council</li> <li>• Hume &amp; Melrose Animal Hospital</li> <li>• GMAHS</li> <li>• Albury City Council</li> <li>• LaTrobe University</li> <li>• Mungabareena Aboriginal Council</li> <li>• Wodonga TAFE</li> <li>• Upper Hume Community Health</li> <li>• Australian Taxation Office</li> <li>• Hume Building Society</li> <li>• Albury Chamber of Commerce</li> <li>• Westpac</li> <li>• Albury Wodonga Business</li> <li>• Albury Wodonga ACC</li> <li>• Charles Sturt University</li> </ul>
<b>Background</b>	<p>Learning City Albury-Wodonga has embarked on an informal association with the Albury-Wodonga Development Corporation (AWDC), Albury City and other groups in the region to promote good urban design, sustainability and futures concepts. As part of this activity these groups supported Learning City on a project to launch a "Festival of Ideas" which would fit within the "Festival of Learning" held each year during late August – early September (the futures project was planned for the 26/27 August).</p> <p>The aim was to launch the Festival of Ideas with an event focused on regional futures studies and strategic foresight. The aim of the event was to engage the future in order to inform our actions today and more particularly;</p> <ul style="list-style-type: none"> <li>• To introduce people to thinking about the future.</li> <li>• To enable people to begin planning for the future of Albury-Wodonga using the future as a context.</li> <li>• To introduce society generally to the concepts of foresight.</li> </ul>
<b>Objective</b>	<p>The objectives of the project was to gain deeper insights into</p> <ul style="list-style-type: none"> <li>• Urban futures</li> <li>• Regional futures – particularly for Albury-Wodonga.</li> </ul> <p>The environments in which the objectives were situated are</p> <ul style="list-style-type: none"> <li>• Social Environment</li> <li>• Built environment</li> <li>• Natural environment</li> </ul> <p>The issues to be addressed were</p> <ul style="list-style-type: none"> <li>• Social</li> <li>• Technological</li> <li>• Environmental</li> <li>• Economic</li> </ul>

	<ul style="list-style-type: none"> <li>Political</li> </ul>
<b>Outcome</b>	<p>Key insights included</p> <ul style="list-style-type: none"> <li>There was a strong commonality of views in a “perceived” divided community with common issues identified across all sectors.</li> <li>The resource environment is paramount to the future</li> <li>There is a common thread to the region’s issues</li> </ul> <p>Key issues were identified associated with</p> <ul style="list-style-type: none"> <li>Balanced scorecard</li> <li>Parochialism</li> <li>Environment</li> <li>Finance</li> <li>Vision</li> <li>Infrastructure</li> <li>External forces</li> <li>Employment</li> <li>Population, and</li> <li>Political forces</li> </ul> <p>Key initiatives were identified and actions agreed.</p>

<b>Title</b>	<b>Circular Head Municipal Area – Strategic Planning Study</b>
<b>Duration &amp; Date</b>	2 Day workshop held in October 2003
<b>The Client</b>	<b>Circular Head Council</b>
<b>Participants</b>	<p>Representatives from</p> <ul style="list-style-type: none"> <li>The community</li> <li>Community organisations</li> <li>Local businesses</li> <li>Elected councillors</li> <li>Council staff</li> <li>Selected state government agencies</li> </ul>
<b>Background</b>	<p>The Local Government Act 1993 requires Council to prepare a 5 year Strategic Plan for the Municipality. The current Council Strategic Plan includes statements of the Council’s social, environmental, economic and financial objectives, policies and programs and identifies the major strategies to be used in achieving the Council’s objectives.</p> <p>However, there is limited focus upon prioritisation or indeed responding to current demands from the broader community.</p>
<b>Objective</b>	To develop a framework to undertake a major upgrade of the current strategic plan through collaboration with all levels of the community, to cover the next five years.
<b>Outcome</b>	Participants agreed the strategies developed at the workshop, relating to infrastructure, the community, corporate and tourism, social and communications/consultation issues, had their support and were worth pursuing

<b>Title</b>	<b>FREEMASONS Tasmania – Strategic Plan 2003 - 2008</b>
<b>Duration &amp; Date</b>	1 Day workshop held in August 2003
<b>The Client</b>	<b>The Grand Lodge, FREEMASONS Tasmania</b>
<b>Participants</b>	<ul style="list-style-type: none"> <li>• 48 participants from 34 Lodges throughout Tasmania</li> </ul>
<b>Background</b>	A period of three years had elapsed since the introduction of the first Strategic Plan and the Grand Master of the Grand Lodge of Tasmania, Robert Clarke, saw that a further workshop was necessary to revisit the original plan and to update and to reflect any changes or other developments that may have occurred in the operation of the Craft over the past three years.
<b>Objective</b>	To undertake a major upgrade of the current strategic plan through collaboration with all levels of the Craft, from all areas of Tasmania
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Key issues were identified and prioritised</li> <li>• The key purposes of Freemasons Tasmania were agreed, and</li> <li>• Strategies were identified relating to enhancing public image, recruitment of new members, improving communications, fund raising, marketing Freemasonry, improving support for members within Freemasonry and improving administration</li> </ul>

<b>Title</b>	<b>Tasmanian Freight Logistics Council - Strategic Planning Study</b>
<b>Duration &amp; Date</b>	2 Day workshop held in November 2002
<b>The Client</b>	<b>Tasmanian Freight Logistics Council</b>
<b>Participants</b>	<p>Representatives from</p> <ul style="list-style-type: none"> <li>• Freight Logistics Council Board</li> <li>• Infrastructure, Energy and Resources</li> <li>• Primary Industry, Water and Environment</li> <li>• Tasmanian Stone Fruit Association</li> <li>• Transport Industry</li> <li>• Shipping Industry</li> <li>• Fishing Industry</li> </ul>
<b>Background</b>	<p>Since the Freight Logistics Council commenced business, major changes world-wide in market demand, supply capability and logistics technology have underlined even more the need to improve the efficiency and management of logistics-chains to ensure longer-term competitiveness.</p> <p>Arising from both observation and direct consultation, a range of issues confronting the Tasmanian freight logistics community have emerged that require a planned response. They need to be addressed through collective effort, led by an organisation focussed on the interests of that community as a whole.</p>

<b>Objective</b>	To work together to identify future directions and strategies for the Tasmanian Freight Logistics Council, its members and its beneficiaries (includes freight users and providers).
<b>Outcome</b>	Key issues were identified and critical functions that must be delivered by the Freight Logistics Council were agreed.  Strategies were developed to: <ul style="list-style-type: none"><li>• Improve Leadership, Communication, Awareness and Training</li><li>• Address Quality Management issues, and</li><li>• Address Infrastructure issues</li></ul>

<b>Title</b>	<b>Glamorgan-Spring Bay Council - Strategic Plan</b>
<b>Duration &amp; Date</b>	3-Day workshop held in May 2002
<b>The Client</b>	<b>Glamorgan-Spring Bay Council</b>
<b>Participants</b>	99 participants representing: - <ul style="list-style-type: none"> <li>• The local community</li> <li>• Community development groups</li> <li>• Businesses</li> <li>• Elected council members and council staff</li> <li>• State government</li> <li>• Farmers and graziers</li> <li>• Aquaculture enterprises</li> <li>• Local schools</li> <li>• Viticulture enterprises</li> <li>• Emergency services, and</li> <li>• Retirees</li> </ul>
<b>Background</b>	<p>Section 66 of the Local Government Act required Council to have a five-year strategic plan, updated as required. In preparing the proposed strategic plan or updating an existing strategic plan, the Council is required to consult with the community in its municipal area and any authorities and bodies it considers appropriate.</p> <p>Glamorgan-Spring Bay Council chose to undertake a 3-day strategic planning study using the value management methodology.</p>
<b>Objective</b>	<p>For the Community and Council to work together to develop a Strategic Plan for the Glamorgan-Spring Bay municipal area and specifically to: -</p> <ul style="list-style-type: none"> <li>• Identify key issues</li> <li>• Develop a communication strategy</li> <li>• Identify and develop key strategic actions</li> <li>• Identify any required enabling processes for strategic actions</li> <li>• Identify Research and Development needs and associated funding sources.</li> </ul>
<b>Outcome</b>	<p>Eight key strategies were developed during the workshop. They were: -</p> <ul style="list-style-type: none"> <li>• Relationships and leadership</li> <li>• Communications</li> <li>• Maximising opportunities arising from Mentoring</li> <li>• Marketing and promotion</li> <li>• Environment including sustainability, weed control, waste management, coastal reserves and heritage</li> <li>• Natural resource management</li> <li>• Economic development</li> <li>• Community development</li> </ul> <p>Participants agreed these would form the basis of the Municipality's strategic plan to be developed by a small representative group from participants at the workshop.</p>

<b>Title</b>	<b>Freemasonry Beyond 2000</b>
<b>Duration &amp; Date</b>	1 Day workshop held in May 1998
<b>Client</b>	<b>Grand Lodge of Freemasonry, Tasmania</b>
<b>Participants</b>	107 representatives of the Grand Lodge of Tasmania and 22 individual lodges from around the State.
<b>Background</b>	The Grand Master of Tasmania was concerned about the continued decline in membership and the future of the craft in Tasmania. He decided to consult with a vertical slice of the membership across both rank and region statewide. Over forty lodges were represented at the workshop.
<b>Objective</b>	To develop a strategy to address the key issues facing Freemasonry as they move into the next millennium. Specifically to develop a common understanding of problems facing Freemasonry, identify and clarify issues, identify and agree opportunities and develop an action plan to progress the opportunities identified.
<b>Outcome</b>	Ten key issues were identified and broad strategies developed to address these issues. These issues were grouped into three broad areas and became the starting point for a further one-day workshop , in November 1998, involving 25 participants where detailed strategies and action plans were developed. These actions are now being progressively implemented.

## Organisational Development

<b>Title</b>	<b>Future Directions – Planning &amp; Design Section</b>
<b>Duration &amp; Date</b>	2x ½ day workshops – September 2010
<b>The Client</b>	Department of Infrastructure, Energy & Resources
<b>Participants</b>	Participants at the workshop included staff from P&D, the Director Traffic & Infrastructure and the General Manager Roads & Traffic
<b>Background</b>	Senior management wished to involve staff in identifying the role of the P&D section and how functions will be delivered
<b>Objective</b>	To involve key stakeholders (Executive Management and staff) in clarifying the purpose of the Planning and Design (P&D) Section and how the agreed functions of the Section will be delivered <ul style="list-style-type: none"> <li>• Agree and prioritise key issues</li> <li>• Agree key functions</li> <li>• Develop action plans to deal with the key issues and deliver the key functions</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Identified and prioritised key issues</li> <li>• The agreed Purpose Statement for Planning &amp; Design (P&amp;D) is to <i>“Identify and scope projects that deliver defined transport outcomes”</i></li> <li>• Need Senior Management sign-off on the proposed Purpose Statement for P&amp;D, as it has implications for the functions the section will deliver</li> <li>• Assuming Senior Management agreement to the proposed change in direction of the section, a further workshop is needed to agree an implementation strategy</li> <li>• Need to clarify and agree relationship frameworks with other parts of the Agency such as ISD and Operations Branch</li> <li>• P&amp;D need more community engagement skills and processes</li> </ul>

<b>Title</b>	<b>Outside Workforce Operations</b>
<b>Duration</b>	1 day workshop – December 2009
<b>The Client</b>	Brighton Council
<b>Participants</b>	The outside Management Team and representatives from the Senior Management Team
<b>Background</b>	The Council's General Manager identified the need to consult with the management team from the outside workforce to address resourcing issues.
<b>Objective</b>	Agree key functions for the outside workforce and how they will be delivered

<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues for the external workforce operations were identified</li> <li>• A revised focus for the work effort of the external workforce management group was agreed—in particular, more emphasis was placed on management functions</li> <li>• The skill gaps were identified in the external workforce</li> <li>• Four casual labourers have been on hire for the last 12 months—to be reviewed</li> <li>• Current plant on hire needs to be reviewed to identify whether or not it is appropriate for the Council to purchase plant rather than hiring</li> </ul>
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<b>Title</b>	<b>Activate08 – Investing in Our People</b>
<b>Duration &amp; Date</b>	2 day workshop – February 2008
<b>The Client</b>	MyState Financial Credit Union
<b>Participants</b>	Representatives from MyState Financial Business Units around Tasmania
<b>Background</b>	<p>As a result of the issues raised in the Hewitt Survey and the Organisation Development Team Report, the Chief Executive Officer and the Executive agreed to the implementation of a range of projects as part of the “Activate08 – Investing in our people” initiative.</p> <p>This initiative is being detailed at the Regional Meetings that commenced mid February 2008. As a part of Activate08, a Value Management Study workshop was organised to investigate and assess the following issues:</p> <ul style="list-style-type: none"> <li>• Values and Behaviours.</li> <li>• Training and Development.</li> <li>• Policy and Procedure.</li> <li>• Communication.</li> <li>• Role Clarity and Accountability.</li> </ul>
<b>Objective</b>	<p>Engage all levels of myState Financial to explore current cultural challenges in the organisation and to identify the way forward with a specific focus on the areas of:</p> <ul style="list-style-type: none"> <li>• Values and Behaviours.</li> <li>• Communication.</li> <li>• Policy and Procedure.</li> <li>• Training and Development.</li> <li>• Role Clarity and Accountability.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Five project proposals developed relating to: <ul style="list-style-type: none"> <li>A Training and Development plan.</li> <li>A process to achieve Role Clarity and Accountability.</li> <li>A robust two way Communications process.</li> <li>A process to determine, develop, promulgate, up date and audit Policies and Procedures.</li> <li>A process to engage myState stakeholders and reinforce the myState Values and Behaviours.</li> </ul> </li> </ul>

**SECTION 4**      **PROJECT EXAMPLES – CATEGORY: ORGANISATIONAL DEVELOPMENT**

	<ul style="list-style-type: none"><li>• In addition a number of Quick Wins were identified</li></ul>
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<b>Title</b>	<b>Rail Management Unit &amp; Pacific National – Partnering workshop</b>
<b>Duration &amp; Date</b>	1 day workshop – October 2007
<b>The Client</b>	Rail Management Unit, Department of Infrastructure, Energy & Resources
<b>Participants</b>	Representatives from Infrastructure, Energy and Resources (Rail Management Unit) and Pacific National.
<b>Background</b>	<p>Pacific National are the contractor for the Rail Management and Maintenance Deed (RMMMD) and the Rail Management Unit (RMU), Infrastructure, Energy and Resources, are the contract administrators.</p> <p>Discussions were held by the management teams from the RMU and Pacific National Tasmania (PNT). It was agreed that a Partnering workshop would assist in enhancing working relationships between the two parties, which would subsequently have flow on benefits for the contract and the parties to the contract.</p>
<b>Objective</b>	To establish a framework and processes for a working relationship, for the parties to the contract, that is consistent with their contractual obligations
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• A Project Mission and Charter were developed and adopted.</li> <li>• A Performance Evaluation Matrix was developed and adopted.</li> <li>• An Issue Resolution Matrix and procedures were developed and adopted.</li> <li>• Key Issues were agreed.</li> </ul>

<b>Title</b>	<b>Rail Management Unit – Role and Strategies</b>
<b>Duration &amp; Date</b>	1 day workshop – August 2007
<b>The Client</b>	Rail Management Unit - Department of Infrastructure, Energy & Resources
<b>Participants</b>	Rail Management Unit staff and Deputy Secretary Infrastructure
<b>Background</b>	<p>Now that the initial phase of the Rail Management and Maintenance Deed has passed, the Rail Management Unit is looking at continuous improvement of its systems and ways to facilitate an improved management of the Deed between Pacific National and the Rail Management Unit.</p> <p>The RMU Management Team identified a need for a sharing of understanding about the Unit, the environment it is operating in, its business processes and the key issues currently facing the group as well as developing key strategies for the future.</p>
<b>Objective</b>	Explore and develop a shared understanding of RMU's role and priority strategies
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Participants agreed the priority tasks for the RMU.</li> <li>• Critical issues were identified.</li> <li>• Key stakeholders, perceived expectations and needs were identified.</li> </ul>

	<ul style="list-style-type: none"> <li>• An approach for resolution of issues was proposed.</li> <li>• Strategies were developed to: <ul style="list-style-type: none"> <li>▪ Canvass key stakeholders to validate and modify, as necessary, the priority tasks.</li> <li>▪ Establish the skill sets required in the RMU and existing gaps.</li> <li>▪ Build staff knowledge, skills and expertise.</li> <li>▪ Deal with non-payment issues, including mitigation actions and contingency plans.</li> <li>▪ Address track safety issues.</li> <li>▪ Deliver CAPEX programs.</li> <li>▪ Improve working relationships with PN.</li> <li>▪ Improve communications in the RMU .</li> </ul> </li> </ul>
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<b>Title</b>	<b>Management and Operational Structure, Masonic Club of Tasmania</b>
<b>Duration &amp; Date</b>	1 Day workshop held in May 2000
<b>Client</b>	<b>Masonic Club of Tasmania Inc</b>
<b>Participants</b>	<p>25 participants representing</p> <ul style="list-style-type: none"> <li>• Masonic Club of Tasmania Incorporated committee</li> <li>• Members</li> <li>• Management and staff</li> <li>• Estcourt Catering</li> <li>• The Grand Lodge of Tasmania</li> <li>• British Residents in Tasmania Society</li> <li>• Naval Military and Air Force Club</li> <li>• Victoria League</li> <li>• Hobart Sub-Branch of the Returned Services League</li> </ul>
<b>Background</b>	<p>In recent years the club, with increasing expenses and reducing trade and membership, has become less viable. Development of heritage accommodation at the club was completed in December 1999.</p> <p>Accommodation has further diversified the activities of the club and difficulties have been identified with managing and operating the current diverse range of portfolios with a limited number of staff.</p> <p>The retirement of the current Secretary/Manager in December 2000 has provided a window of opportunity to review and restructure the management and operations of the club.</p>
<b>Objective</b>	To agree an appropriate controlling body and an operational structure for the Masonic Club of Tasmania Incorporated.
<b>Outcome</b>	Key issues were identified and it was agreed that the current Committee structure should be abolished and replaced by a Board with specific portfolios, which were identified. It was further agreed that a Chief Executive Officer be appointed who is responsible for the day to day operations of the Club and accountable to the Board. A position description was developed. In addition an operational framework to manage the club on a day-to-day basis was developed. This framework will require further development.

<b>Title</b>	<b>Review of Boral Quarry Operations (Tasmania)</b>
<b>Duration &amp; Date</b>	2 Day workshop held in September 1998
<b>Client</b>	<b>Boral Resources (Tasmania) Ltd</b>
<b>Participants</b>	31 participants representing <ul style="list-style-type: none"> <li>• Boral Resources (Tasmania) Ltd management and staff</li> <li>• Launceston City Council</li> <li>• K P M G</li> <li>• Shaw Contracting</li> <li>• Civil Construction Corporation</li> <li>• Infrastructure, Energy and Resources</li> <li>• Orica Australia</li> <li>• Bryce Watson and consultants.</li> </ul>
<b>Background</b>	There had been a significant change in market demand for quarry materials in the period leading up to the workshop. In fact there was a significant over capacity to supply the statewide demand. The Company executive decided it was time to review the quarry operations to identify opportunities and realistic options for the operations.
<b>Objective</b>	The desired outcome from the workshop was a positive sustained and timely return on investment from the quarry operations through better management of staff, plant and product range to best meet customer needs. In particular, to identify key issues; alternative operating options; appropriate plant and equipment holdings; opportunities to share resources; appropriate stock holdings; better ways to manage fixed and mobile plant holdings; and customer needs.
<b>Outcome</b>	Key issues were identified and four framework strategies – campaign crushing, resource sharing, win/win relationships with customers and value added services – developed. Quarry rationalisation was explored and action plans were developed to progress the workshop outcomes.

<b>Title</b>	<b>Brighton Council Organisation Structure</b>
<b>Duration &amp; Date</b>	2 Day workshop held in May 1996
<b>Client</b>	<b>Brighton Council</b>
<b>Participants</b>	22 participants representing <ul style="list-style-type: none"> <li>• Brighton Council elected members and staff</li> <li>• Old Beach Progress Association</li> <li>• Boral Resources</li> <li>• Local Government Association of Tasmania</li> <li>• Rate payers</li> </ul>
<b>Background</b>	Council's structure needed to be reviewed to best serve the Community interests and to meet the requirements of the new Government Legislation, "Application of National Competition Policy to Local Government".
<b>Objective</b>	To review the existing organisational structure of the Council and to develop a new structure that provides the community with the most cost effective quality service and enables Council to comply with the principles of the National Competition Policy

**SECTION 4****PROJECT EXAMPLES – CATEGORY: ORGANISATIONAL DEVELOPMENT**

<b>Outcome</b>	<ul style="list-style-type: none"><li>• A new structure with Organisational Charts was developed</li><li>• Agreed for a need to create and define the position of Deputy General Manager</li><li>• Regulatory and Service Delivery functions were separated into 2 streams and roles and responsibilities defined</li><li>• Role and responsibilities of elected members were clearly defined</li></ul>
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## Concept Scoping

<b>Title</b>	<b>Maydena Adventure Hub</b>
<b>Duration &amp; Date</b>	2 day workshop – August 2008
<b>The Client</b>	Forestry Tasmania
<b>Participants</b>	Representatives from Aardvark Adventures, Derwent Valley Council, Derwent Valley Railways, Eco Forestry, Forestry Tasmania, Hydro Tasmania, Jude Franks Consulting Pty Ltd, Ken Orr’s Tasmania, Maydena Community Association, OAMPS Insurance Brokers, Orrsome Adventure Tours, South West Adventure Base, Tasmanian Laser Skirmish, Tasmanian Prestige Tours, Tasmanian Redline Coaches, Tasmanian Wilderness Experiences, Tassie Trails, Tourism Tasmania and Trail Ride Tasmania
<b>Background</b>	<p>Forestry Tasmania (FT) is developing its fourth tourism project at Maydena with a view to opening in the first quarter of 2009.</p> <p>The FT component will involve the establishment of a ticketing office in Maydena, the supply of transport from the office to Abbots Peak on the Maydena Range and the construction of a summit building known as the Eagles Eyrie.</p> <p>In order for potential activity partners to gain a better understanding of the project a workshop was arranged for the 4th and 5th of August at 79 Melville Street, Hobart.</p>
<b>Objective</b>	Develop a business relationship model for the Maydena Adventure Hub in collaboration with potential tourism providers
<b>Outcomes</b>	<p>The workshop participants agreed the following:</p> <ul style="list-style-type: none"> <li>• The concept is an exciting and viable prospect that will benefit tourists and the community.</li> <li>• A road map to progress the project.</li> <li>• The membership of the working group to refine the business management model.</li> <li>• A communications strategy.</li> <li>• An infrastructure development plan for the Hub.</li> <li>• A number of potential activities and experiences in the area.</li> <li>• The target date for opening the Hub as the first quarter of 2009.</li> </ul>

<b>Title</b>	<b>Brighton Community Services</b>
<b>Duration &amp; Date</b>	1 day workshop – April 2007
<b>The Client</b>	Bridgewater/Gagebrook Urban Renewal Project (BURP) and the Jordan River Services (JRS)
<b>Participants</b>	representatives from the BURP, Jordan River Services, Bright Start, the Tasmanian Association of Community Houses, TasCOSS, the Family Support Program, Brighton Council, Housing Tasmania, the Adult Community Learning Services, Pete’s Community Shed, the

	Department of Health and Human Services and the Department of Education
<b>Background</b>	An opportunity was identified to enhance the community services currently delivered by the Bridgewater/Gagebrook Urban Renewal Project (BURP) and the Jordan River Services (JRS). It was agreed to undertake a workshop using the Value Management methodology.
<b>Objective</b>	To validate the concept of a merger of Jordan River Services and Bridgewater/Gagebrook Urban Renewal Project Boards with the focus of providing services to the Brighton Municipal Area.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• A joint communique was prepared on the outcomes of the workshop for public release.</li> <li>• Outcomes desired by external stakeholders were identified.</li> <li>• There was a clear message from stakeholders (external to BURP and JRS) that it was their preferred outcome that there was a “one stop shop” for community service provision in the Brighton.</li> <li>• There is no intention of closing BURP unless a merger can be negotiated with JRS.</li> <li>• A plan to progress the merger discussions was identified and agreed.</li> </ul> <p>In addition, the workshop participants agreed the following:</p> <ul style="list-style-type: none"> <li>• workshop participants want the best possible service provision outcome for the community - to address community needs.</li> <li>• funding is currently provided to two Neighbourhood Houses in the Brighton Municipal Area.</li> <li>• There is considerable merit in the merger proposal/concept.</li> <li>• The preferred position of this group is that no staff member from either organisation would lose their job in a merged organisation. There is no intention that any job should be lost as a result of a merger - subject to ongoing funding.</li> <li>• If BURP and JRS merge, the Border of the new organisation needs to represent the whole of the Brighton Municipal Area (within the Neighbourhood House Strategic Framework).</li> </ul>

<b>Title</b>	<b>Perth Planning Study</b>
<b>Duration &amp; Date</b>	2 day workshop held in August 2000
<b>Client</b>	<b>Infrastructure, Energy and Resources - Land Transport Planning Branch, – responsible for long term planning and policy development for the State Road Network</b>
<b>Participants</b>	24 participants representing <ul style="list-style-type: none"> <li>• Local Councils elected members and staff</li> <li>• Local Perth business and residents</li> <li>• Perth Primary School</li> <li>• Local land owners</li> <li>• Consulting engineers</li> <li>• Tasmanian Small Business Council</li> <li>• Launceston Airport</li> </ul>

	<ul style="list-style-type: none"> <li>Royal Automobile Club of Tasmania</li> <li>Infrastructure, Energy and Resources</li> </ul>
<b>Background</b>	Perth is a major transport link in the north of the state. There are three road corridors through the town streets, the major railway line linking Launceston to the North West Coast passes through the town and the Launceston Airport is in close proximity to the town.
<b>Objective</b>	To gain an understanding of the future of Perth, and how Tasmania's current and future transport needs will impact on road users, Perth residents, Perth businesses and landowners.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>Participants agreed to a four-stage approach to upgrading of the road transport network in the study area ranging from the short term (5-10 years) to the long term (20-30 years). Improvements identified included a connector around Perth to the west facilitating heavy vehicle bypass of the town and improvements to the Main Street.</li> <li>It was agreed to incorporate the highway upgrade and connector requirements into the Northern Midland Council Planning Scheme.</li> <li>The participants agreed to discard a contentious route to the east of the town.</li> <li>It was agreed that Infrastructure, Energy and Resources would develop an assessment model for evaluating the socio-economic, environmental and cultural heritage impact of projects to assist in determining the net public benefit for highway upgrading.</li> </ul>

<b>Title</b>	<b>Brighton Racing and Equestrian Industry Training Centre</b>
<b>Duration &amp; Date</b>	2 Day workshop held in May 2000
<b>Client</b>	<b>Racing Services Tasmania – State Government Department responsible for overseeing the Racing Industry in Tasmania.</b>
<b>Participants</b>	<p>20 participants representing</p> <ul style="list-style-type: none"> <li>Harness Racing Tasmania</li> <li>Brighton Council</li> <li>Greyhound Racing Tasmania</li> <li>Tasmanian Pacing Club</li> <li>Racing Services Tasmania</li> <li>Harness Racing Training Centre Bendigo</li> <li>Tasmania Racing Club</li> <li>State Development</li> <li>Trainers</li> <li>Tasmanian Thoroughbred Racing Council</li> <li>Office of the Deputy Premier</li> <li>TOTE Tasmania</li> <li>TAFE Tasmania</li> </ul>
<b>Background</b>	<p>An agreement in June 1979 between the Brighton Council and the Racing Trust vested the land of the Brighton Racecourse to the Crown, which leased the land to the Racing Trust for a term of 21 years. The lease expires in April 2001.</p> <p>Brighton Council is keen to enter a partnership agreement with the Tasmanian Government and the local racecourse users to promote and develop the racing industry in its area. It believes the Racecourse can be developed as a racing centre and turned from a State "liability" to a</p>

	local "asset" through the co-operation of the State Government, TOTE Tasmania, Brighton Council the horse racing industry and residents of Brighton.
<b>Objective</b>	To identify management processes and facilities that will ensure a self-sufficient racing training and equestrian centre, within three years, located at Brighton.
<b>Outcome</b>	There was strong support for the concept from all the key stakeholders. Key issues were identified and critical success factors identified and agreed. It was agreed that Racing Services Tasmania should establish a steering committee to resolve the position of the Brighton Racecourse land, establish a Board of Management and establish formal links with State Development. Funding sources were identified as was a management structure and essential staff, facilities and infrastructure.

<b>Title</b>	<b>Economic Development through Intensive Agriculture</b>
<b>Duration &amp; Date</b>	2 Day workshop held in March 2000
<b>Client</b>	<b>Brighton Council</b>
<b>Participants</b>	27 participants representing <ul style="list-style-type: none"> <li>• Brighton, Clarence, Sorell and Southern Midlands Councils</li> <li>• State Development</li> <li>• Primary Industry, Water and Environment</li> <li>• Hobart Water</li> <li>• Simplot Australia</li> <li>• Serv-Ag</li> <li>• Roberts</li> <li>• Strathayr</li> <li>• Hemp Tasmania</li> <li>• Tasmanian Alkaloids</li> <li>• M Shield and Associates</li> <li>• Local businesses and farmers</li> </ul>
<b>Background</b>	A meeting of key stakeholders, hosted by Brighton Council in February 2000, endorsed an objective to create economic growth through the development of intensive agriculture in Southern Regional Tasmania. It was recognised that for southern Tasmania this could only be achieved through the provision of bulk irrigation water.
<b>Objective</b>	To gain a common understanding of the issues associated with the creation of economic growth through the development of intensive agriculture in Southern Regional Tasmania.
<b>Outcome</b>	There was strong support from local government, state government and farming interests for the initiative. It was advised that investors are available to invest in intensive agriculture in the region. A number of quick win and other potential projects were identified and evaluated. Key issues were identified. Key agreements were reached regarding the bulk supply of irrigation water and critical tasks were identified that are essential to the establishment of intensive agriculture in the region.

<b>Title</b>	<b>Bridgewater/Gagebrook Urban Renewal Project – Transport Services and Facilities</b>
<b>Duration &amp; Date</b>	1 Day workshop held in July 1999
<b>Client</b>	<b>Infrastructure, Energy and Resources and the Bridgewater/Gagebrook Urban Renewal Project Team</b>
<b>Participants</b>	24 participants representing <ul style="list-style-type: none"> <li>• Bridgewater/Gagebrook Urban Renewal Project</li> <li>• Tasmania Police</li> <li>• Infrastructure, Energy and Resources</li> <li>• Housing Tasmania</li> <li>• Health and Human Services</li> <li>• Metro Tasmania Pty Ltd</li> <li>• Brighton Council elected members, management and staff</li> <li>• Jordan River Service</li> <li>• Tasmanian School Bus Association.</li> </ul>
<b>Background</b>	The Bridgewater/Gagebrook Urban Renewal Project (BURP) is a joint State and Local Government initiative aimed at addressing issues confronting involved authorities and local residents. "Transport" had been revealed, through a number of forums and events organised by BURP, as one of the most frequently cited obstacles facing local residents. It was identified by BURP as a priority issue.
<b>Objective</b>	To identify ways of optimising transport services and facilities to better meet the needs of the Bridgewater and Gagebrook Community and to explore the potential role of stakeholders. In particular to identify key issues and stakeholders; service needs; other potential transport service provision options; and agree a list of specific actions that address the workshop objectives.
<b>Outcome</b>	Participants gained a much better understanding of the difficulties facing local residents.  Detailed action plans were developed to <ul style="list-style-type: none"> <li>• improve paths between the residential areas;</li> <li>• provide additional pedestrian and bicycle crossings of the Jordan River;</li> <li>• improve access to the Cove Hill Shopping and Medical Centres;</li> <li>• address security and safety at bus stops and on buses; and</li> <li>• complement existing transport services with alternative transport options.</li> </ul>

## **Project Scoping**

<b>Title</b>	<b>Ferry Main Road – Traffic Management</b>
<b>Duration &amp; Date</b>	½ day workshop – November 2010
<b>The Client</b>	Department of Infrastructure, Energy & Resources
<b>Participants</b>	Representatives from the Kettering and Bruny Island Communities, Department of Infrastructure, Energy & Resources and GHD Consulting Engineers
<b>Background</b>	Traffic Management on Ferry Main Road at Kettering has been an ongoing issue for many years. The Government has allocated funds to identify and implement a solution. Community consultation is seen as a key part of identifying a sustainable solution.
<b>Objective</b>	Establish whether the current range of solutions meet all the transport needs on Ferry Main Road
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• The identification of key issues</li> <li>• Agreement on a list of key functions that any traffic management solution must deliver</li> <li>• Identification of a number of possible solutions and assessment of these solutions against the key functions developed during the workshop</li> </ul>

<b>Title</b>	<b>Brighton Grant Application</b>
<b>Duration &amp; Date</b>	1 day workshop – May 2009
<b>The Client</b>	Brighton Council
<b>Participants</b>	Brighton Council, local Job Network Providers, Jordan River Service and the Grant Application Writer
<b>Background</b>	<p>The Australian Government is seeking proposals for innovative community, environmental and heritage projects that will create jobs and build skills for the future.</p> <p>The Jobs Fund is a \$650 million Australian Government Initiative to support and create jobs and skills development through projects that build community and social infrastructure. The Jobs Fund forms part of the Australian Government's Jobs and Training Compact and has been established to support families and communities most affected by the Global Economic Recession.</p>
<b>Objective</b>	To identify the best approach to the Federal Government for Grants under the \$650 Million Jobs Fund to create employment for residents in the Bridgewater and Gagebrook areas
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were identified</li> <li>• Critical elements of the Grant Application were agreed</li> <li>• The workshop participants agreed to submit a joint Grant</li> </ul>

	<p>Application based on the East Derwent Highway beautification project and the Brighton Landscape Strategy.</p> <ul style="list-style-type: none"> <li>• John Hall to prepare a draft Grant Application for consideration by Brighton Council and the Job Network Providers attending the workshop</li> <li>• Assumptions requiring review for the need for preventative and/or contingency plans were identified</li> </ul>
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<b>Title</b>	<b>Flagstaff Gully Link Road</b>
<b>Duration &amp; Date</b>	2- day workshop – March 2009
<b>The Client</b>	Clarence City Council
<b>Participants</b>	Representatives from Clarence City Council, JMG Engineers and Planners, Business East Inc, Hanson Construction Materials, Meehan Range Land Care, Department of Infrastructure, Energy and Resources, Risdon Vale Neighbourhood Centre, Tasmanian Fire Service, Residents and Ratio Consultants
<b>Background</b>	Clarence City Council has allocated funding to investigate the feasibility of creating a road reservation corridor for a potential extension of the existing Flagstaff Gully Link Road which will connect the Tasman Highway at Mornington to the East Derwent Highway at Risdon Vale/Geilston Bay. Such a link will provide improved traffic flow and residential amenity.
<b>Objective</b>	Involve community representatives, Aldermen and Council staff to identify options for the Flagstaff Gully Link Road and issues for investigation
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key issues were agreed</li> <li>• The purpose of the Link Road was identified and critical functions were agreed</li> <li>• A list of data required for economic analysis of the options was identified</li> <li>• Environmental issues and sensitive areas in the area of the proposals, together with a list of suggested contact persons, were identified</li> <li>• A comprehensive Community Participation Plan was developed and endorsed by the workshop</li> <li>• Five routes were identified for further investigation by the Consultant Team. These five options fell into 3 broad corridors</li> </ul>

<b>Title</b>	<b>George Town Memorial Hall and Surrounds Redevelopment</b>
<b>Duration &amp; Date</b>	2 day workshop in September 2006
<b>The Client</b>	George Town Council
<b>Participants</b>	Elected councillors and staff; local business, schools and community representatives; State Government Agencies
<b>Background</b>	The George Town Council had agreed that it would proceed with the redevelopment of the Memorial Hall complex and immediate precinct

	<p>at Regent Square and to consider integration of existing recreation uses at the existing community centre building located at Friend Street, George Town.</p> <p>The Council felt it was important to involve community representatives in developing this concept.</p>
<b>Objective</b>	Involve the community, including specific user groups, in a review of the concept development of the Memorial Hall Area including improvement opportunities, refinements and the way forward.
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>The participants agreed to the concept presented for the gardens and surrounds of the Memorial Hall, including ideas for an iconic entrance</li> <li>Issues and proposals relating to a multi purpose centre at the Memorial Hall were explored in some detail.</li> </ul> <p>The plenary evaluation of this presentation recommended the establishment of a working group to firm up the brief for the multi purpose area. This working group is to include some of the participants from this work shop and to access technical expertise as required.</p> <p>This group is to review the work from this work shop</p> <ul style="list-style-type: none"> <li>A proposal for staged implementation of the redevelopment was presented and endorsed. The proposal considered issues such as minimisation of disruption to users</li> <li>A plan to move the project forward was presented and endorsed</li> <li>A number of participants at the work shop volunteered to be involved in working groups to assist in moving the redevelopment forward</li> </ul>

<b>Title</b>	<b>Maintenance Contract Model</b>
<b>Duration &amp; Date</b>	2 day workshop – November 2005
<b>The Client</b>	The Department of Infrastructure Energy and Resources
<b>Participants</b>	Invited participants included representatives from Infrastructure, Energy and Resources, Treasury and Finance, Crown Law, Pitt and Sherry Consulting, ICN Tas and Economic Development.
<b>Background</b>	To enable a fully informed decision to be made on the most appropriate maintenance delivery model(s) for the next round of maintenance contracts Infrastructure, Energy and Resources engaged Global Value Management Pty Ltd to conduct a Value Management Study to assist it in determining the key characteristics of the new road maintenance contract(s), which will need to be developed in time to enable a smooth transition from the current contracts.
<b>Objective</b>	To consult with a wide group of maintenance practitioners to develop the preferred maintenance model characteristics that meet Infrastructure, Energy and Resources' objectives for the next round of maintenance contracts.

<b>Outcome</b>	<ul style="list-style-type: none"> <li>• It was agreed that the Asset Management task must stay within Infrastructure, Energy and Resources</li> <li>• A frame work for the procurement process, with time frames, was identified and a flow chart was developed</li> <li>• Essential characteristics of the contract model were agreed</li> <li>• A Communication and Marketing Strategy was developed, and</li> <li>• A Consultation Strategy was developed</li> </ul>
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<b>Title</b>	<b>Road Maintenance Agreement – Cape Barren Island</b>
<b>Duration &amp; Date</b>	2 day workshop – September 2005
<b>The Client</b>	The Department of Infrastructure Energy and Resources
<b>Participants</b>	<p>Invited participants included representatives from:</p> <ul style="list-style-type: none"> <li>• Cape Barren Island Aboriginal Association.</li> <li>• Premier and Cabinet.</li> <li>• Office of Aboriginal Affairs.</li> <li>• Department of Infrastructure, Energy and Resources</li> <li>• Crown Solicitor’s Office.</li> </ul>
<b>Background</b>	<p>In early 2005, the Aboriginal Lands Act 1995 was amended to enable Crown Land on Cape Barren Island to be transferred to the Aboriginal Land Council of Tasmania. As part of the supporting arrangements, the Government made a commitment to declare approximately 92 kilometres of public roads, vehicle and access tracks on the Island as State Roads. Also, as part of this commitment, the Government agreed to purchase used plant and equipment and provide ongoing funding to enable the Cape Barren Island Aboriginal Association to maintain the roads on the Island.</p> <p>The Department of Infrastructure Energy and Resources is responsible for implementing this commitment through the development of a funding and service agreement. To enable all relevant issues to be considered during the development of the agreement it was agreed to convene a workshop.</p>
<b>Objective</b>	To involve representatives from the Cape Barren Island Aboriginal Association, Aboriginal Land Council of Tasmania and Infrastructure, Energy and Resources to develop a road maintenance agreement with agreed time frames and processes that achieve on ground works at the earliest possible time
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Key Issues and critical success factors were agreed.</li> <li>• A number of quick wins were identified.</li> <li>• A framework for the agreement was agreed.</li> <li>• A communication strategy was developed.</li> <li>• A plan for moving the project forward was agreed.</li> </ul>

<b>Title</b>	<b>MRProject - CASTas</b>
<b>Duration &amp; Date</b>	1 day workshop – July 2005
<b>The Client</b>	MRProject Team

<b>Participants</b>	<p>Participants included representatives from:</p> <ul style="list-style-type: none"> <li>• Arts Tasmania (DTPHA).</li> <li>• Education.</li> <li>• Infrastructure, Energy and Resources.</li> <li>• Racing Services, Tasmania.</li> <li>• Primary Industry, Water and Environment.</li> <li>• Premier and Cabinet.</li> <li>• DTPHA.</li> <li>• Tasmanian Qualifications Authority - ICT Project.</li> <li>• Information Management Branch.</li> <li>• Inter-Agency Policy and Projects Unit - Premier and Cabinet.</li> <li>• ISB - Premier and Cabinet.</li> <li>• Marine and Safety Tasmania.</li> <li>• MRProject Team.</li> <li>• Parks and Wildlife Service.</li> <li>• Registration and Licensing Branch.</li> <li>• Service Tasmania.</li> <li>• State Library of Tasmania.</li> <li>• Tasmania Police.</li> </ul>
<b>Background</b>	<p>The Motor Registry Project (MRProject) is a Whole-of-Government project based in the Department of Infrastructure Energy and Resources (DIER). The MRProject has been funded for, and tasked with, the creation and implementation of the Contact Address System Tasmania (<i>CASTas</i>) for the Tasmanian Government.</p> <p><i>CASTas</i> will be a system to facilitate accurate communication between government and its clients (clients may be individuals or organisations). It will provide a link between a client's name and a valid address. <i>CASTas</i> will enable Agencies to compare contact information, contained within their systems and <i>CASTas</i>, to identify the most likely valid contact address for an Agency's client.</p>
<b>Objective</b>	To identify the impact of <i>CASTas</i> on clients (individuals and organisations), Business Unit and Agency
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Critical Issues were identified</li> <li>• Functions essential to the success of the project were agreed</li> </ul>

<b>Title</b>	<b>Sorell Traffic Management</b>
<b>Duration &amp; Date</b>	2 day Workshop – July 2005
<b>The Client</b>	Sorell Council

<b>Participants</b>	<p>Participants included representatives of:-</p> <ul style="list-style-type: none"> <li>• Sorell Councillors (4)</li> <li>• Sorell Council Officers (4)</li> <li>• Department of Infrastructure, Energy and Resources (3)</li> <li>• Sorell Chamber of Commerce (1)</li> <li>• Sorell Businesses (2)</li> <li>• Sorell Industrial Estate (1)</li> <li>• Tourism (2)</li> <li>• Sorell School (1)</li> <li>• Midway Point Businesses (1)</li> <li>• Port Arthur Regional Marketing (1)</li> <li>• Tasmanian Bus Association (1)</li> <li>• Southern Beaches Residents (1)</li> <li>• Midway Point Residents (1)</li> <li>• Tasmania Police (1)</li> <li>• Tasman Council (1)</li> <li>• Department of Economic Development (1)</li> </ul>
<b>Background</b>	<p>Sorell Council recognised that traffic management at Midway Point and within the town boundaries of Sorell is a significant issue for the Community and the Council. Council negotiated a joint initiative with the State Government to undertake a Value Management Study to examine the problem.</p>
<b>Objective</b>	<p>To scope traffic management concepts that deal with traffic congestion, amenity and access issues facing Sorell in the short, medium and long term.</p>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• A preferred option for an alternative route to relieve traffic congestion in Sorell was identified</li> <li>• Streetscape and amenity improvements were identified</li> <li>• Parking options were developed, and</li> <li>• Traffic flow improvements were identified for further development</li> </ul>

<b>Title</b>	<b>Motor Registry Project – Strategic Road User Reporting</b>
<b>Duration &amp; Date</b>	1 Day workshop – July 2004
<b>The Client</b>	Motor Registry Project Team, Department of Infrastructure, Energy & Resources, Tasmania
<b>Participants</b>	Invited participants included representatives from the Departments of Infrastructure, Energy & Resources and Premier and Cabinet.

<b>Background</b>	<p>In excess of 140 offline reports are generated at various intervals from the Motor Registry System.</p> <p>Data from the Motor Registry System could also be used in combination with information from other sources and DIER databases to produce a variety of reports to aid decision-making.</p> <p>The Motor Registry Project Unit decided to hold an “Ideas Workshop” using the Value Management process to clarify the scope of the Strategic Road User Reporting System business initiative.</p>
<b>Objective</b>	To gain an understanding of what the Motor Registry Project team need to consider to facilitate enhanced Strategic Road User Reporting
<b>Outcome</b>	<p>Key issues and functions for strategic road user reporting were agreed.</p> <p>Major agreements and outcomes included</p> <ul style="list-style-type: none"> <li>• There is a need to establish a forum for Road User related project team representatives (e.g. RIMS, SIPS, MRS, MRPU) to meet on a regular basis to coordinate project development with the objective of minimising duplication, overlap and lost opportunities, maximising interoperability between projects and ensuring good communications and relationships between the teams.</li> <li>• There is a need to establish standards for technology, data and information requirements to maximise interoperability and information sharing between Divisions, and Agencies.</li> <li>• The workshop was very productive, well structured and ran reasonably to schedule. Whilst there was a diversity of ideas, there were also similar ideas generated.</li> </ul>

<b>Title</b>	<b>Motor Registry System User Interface</b>
<b>Duration &amp; Date</b>	1 Day workshop – June 2004
<b>The Client</b>	Motor Registry Project Team, Department of Infrastructure, Energy & Resources, Tasmania
<b>Participants</b>	<p>Invited participants included representatives from</p> <ul style="list-style-type: none"> <li>• Department of Infrastructure, Energy and Resources,</li> <li>• Department of Police and Public Safety,</li> <li>• Department of Primary Industry, Water and Environment</li> <li>• Motor Registry Project Unit.</li> </ul>

<b>Background</b>	<p>The Business Case for the redevelopment of the Motor Registry System recommended implementation of a series of sub projects to deliver a range of new, direct and indirect benefits and outcomes to the Tasmanian government and the community. A phased implementation approach was recommended to deliver the sub projects by the end of 2006. The Motor Registry System User Interface is one of those sub-projects.</p> <p>This approach will ultimately see the Motor Registry System 'evolve' to a position where it was able to effectively and efficiently meet current and future Government requirements.</p> <p>This Value Management workshop is seen as an important and necessary step in moving forward to identify the high-level business requirements for the new user interface</p>
<b>Objective</b>	To gain an understanding of the requirements of, and expectations for, the Motor Registry System User Interface from the key users.
<b>Outcome</b>	<p>Critical issues and functions were identified.</p> <p>Other key agreements and outcomes were</p> <ul style="list-style-type: none"> <li>• There is a need to give appropriate consideration to the impacts this project may have on Finance 1 and other users such as Police and the Vehicle Information System.</li> <li>• The ideas presented at this workshop are worth pursuing.</li> <li>• The current system is reasonably good but needs upgrading to meet future needs.</li> <li>• Ideas were presented in the following categories: <ul style="list-style-type: none"> <li>➤ Customer Service.</li> <li>➤ Data Entry, Integrity and Validation.</li> <li>➤ Efficiency Improvements.</li> <li>➤ Finance and Revenue.</li> <li>➤ Improved Communications.</li> <li>➤ Occupational Health and Safety.</li> <li>➤ Remote Access.</li> <li>➤ Training.</li> </ul> </li> </ul>

<b>Title</b>	<b>Information Communications Technology Redevelopment Project</b>
<b>Duration &amp; Date</b>	1 day workshop – May 2005
<b>The Client</b>	Tasmanian Qualifications Authority
<b>Participants</b>	Participants included representatives from the Tasmanian Qualifications Authority, Tertiary and Further Education, Rosny College, Education, Science and Training, Centrelink, Premier and Cabinet, University of Tasmania, Office of Post Compulsory Education and Training, Office for Educational Review, Education, Service Tasmania, Teachers Registration Board, Claremont College and Catholic Education.

<b>Background</b>	<p>The Tasmanian Qualifications Authority was formed in January 2004. It combines the functions of a number Boards and other entities within Education and the University of Tasmania.</p> <p>In addition to the functions performed by the previous entities the Tasmanian Qualifications Authority needs to be able to provide a consolidated statement of the qualifications of a person at his or her request, as well as collect, record and distribute individual student information relating to senior secondary education, vocational education and training and higher education.</p>
<b>Objective</b>	To gain an understanding of what services the clients do, and will want, from the Tasmanian Qualifications Authority 'Qualifications Data Store', now and into the future (up to 10 years).
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Workshop participants identified who the key stakeholders and clients were, what they wanted and why they wanted that information.</li> <li>• A list of current and future needs together with importance and timing were developed by the workshop participants.</li> <li>• Critical success factors (the "Must Do" or critical functions) and key issues for the project were identified.</li> </ul> <p>It was agreed that</p> <ul style="list-style-type: none"> <li>• the Tasmanian Qualifications Authority would arrange follow-up workshops to keep key stakeholders and clients informed, and</li> <li>• Workshop participants would ensure colleagues were informed of the current progress, the deliverables and overall objective of the Information and Communications Technology Redevelopment Project.</li> </ul>

<b>Title</b>	<b>Motor Registry Project – Web Enabled Transactions</b>
<b>Duration &amp; Date</b>	1 Day workshop – May 2004
<b>The Client</b>	Motor Registry Project Team, Department of Infrastructure, Energy & Resources, Tasmania
<b>Participants</b>	<p>Invited participants included representatives from</p> <ul style="list-style-type: none"> <li>• Department of Infrastructure, Energy and Resources,</li> <li>• Department of Treasury and Finance,</li> <li>• Department of Justice,</li> <li>• Department of Primary Industry, Water and the Environment,</li> <li>• Tasmania Police,</li> <li>• Service Tasmania,</li> <li>• Department of Premier and Cabinet, and</li> <li>• IRIS Tasmania.</li> </ul>
<b>Background</b>	<p>This is one of a number of Business Initiatives that form the Motor Registry Project.</p> <p>One of the objectives of the 'alternative delivery technologies' Web Services Business Initiative is to undertake a review of the Motor Registry System and identify transactions, which have potential for Internet deployment. The emphasis of this initiative will be on</p>

	identification and review of current and potential processes, which could be transacted through web, enabled services rather than implementing process changes.
<b>Objective</b>	To assist the Motor Registry Project Unit to scope potential services for alternative delivery technologies that provide improved service delivery to the community and government.
<b>Outcome</b>	Key issues and deliverables were identified. As well, a number of ideas were identified, and categorised, for later scrutiny and development by the project team.

<b>Title</b>	<b>Motor Registry Project</b>
<b>Duration &amp; Date</b>	1 Day workshop held in January 2004
<b>The Client</b>	Motor Registry Project Team, Department of Infrastructure, Energy & Resources, Tasmania
<b>Participants</b>	<p>Invited participants included representatives from: -</p> <ul style="list-style-type: none"> <li>• Department of Tourism, Parks, Heritage and the Arts</li> <li>• Department of Police and Public Safety</li> <li>• Department of Premier and Cabinet</li> <li>• Department of Treasury and Finance</li> <li>• Department of Infrastructure, Energy and Resources</li> <li>• Department of Justice and Industrial Relations</li> <li>• Department of Primary Industry, Water and Environment</li> <li>• Southcom Pty Ltd</li> <li>• Motor Registry Project Unit</li> </ul>
<b>Background</b>	<p>The Motor Registry Project is a complex project. It has dependencies and relationships with a number of other projects across government and has the potential to have a significant impact on agencies.</p> <p>In order to clarify the expectations of the members of the Inter Agency Steering Committee and other key personnel from across government and to gain a shared understanding of the issues associated with the project, the project team arranged a value management workshop.</p>
<b>Objective</b>	To Clarify Government customers' expectations of the Motor Registry Project.

<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Key issues associated with the project were identified and prioritised.</li> <li>• The purpose and scope of the individual Business Initiative Projects were agreed and participants gained a better understanding of the project.</li> <li>• The draft list of Business Initiative Projects (BIP's) was reviewed, prioritised and the initiatives to be implemented were agreed.</li> <li>• It was considered the Motor Registry Project will be the demonstrated project for Whole of Government co-operation</li> </ul> <p><b>It became evident that the title "Motor Registry Project" did not reflect the Whole of Government nature of the project. Whilst the Motor Registry system is central and important to the project deliverables, a name change to better reflect the Whole of Government nature of the project should be considered.</b></p>
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<b>Title</b>	<b>Harness and Thoroughbred Racing Training Location Options in Southern Tasmania</b>
<b>Duration &amp; Date</b>	2 Day workshop – January 2004
<b>The Client</b>	TOTE Tasmania
<b>Participants</b>	<p>Invited participants included representatives from</p> <ul style="list-style-type: none"> <li>• Greyhound owners and trainers</li> <li>• TOTE Tasmania</li> <li>• Hobart Greyhound Racing Club</li> <li>• Tasmanian Pacing Club</li> <li>• Tasmanian Racing Owners Association</li> <li>• ATA Tas Br</li> <li>• Harness owners and trainers</li> <li>• Pitt and Sherry Consulting Engineers</li> <li>• Tasmanian Thoroughbred Racing Council</li> <li>• Cranbourne Training Complex, Victoria</li> <li>• Light Harness Tasmania</li> <li>• Tasmanian Jockeys Association</li> <li>• Glenorchy City Council</li> <li>• Harness Racing Tasmania</li> <li>• Stewards</li> <li>• Brighton Council</li> <li>• Tasmanian Racing Club</li> <li>• Thoroughbred owners and trainers</li> </ul>

<b>Background</b>	<p>The current three year agreement between TOTE Tasmania and Brighton Council, whereby the Council operates a training venue at Brighton for harness and thoroughbreds expires on the 31st of January 2004. TOTE Tasmania took a 50 year lease on the Elwick site in October 2002. The stable facilities at Elwick need major work.</p> <p>The lease with Royal Agricultural Society of Tasmania under which harness and greyhound racing is conducted at the Showground expires in June 2005 and the extending option was not exercised.</p> <p>In the south training is conducted at the Showgrounds, Elwick and Brighton. The cost of operating training facilities throughout the State is the third highest cost within TOTE Tasmania’s Racing Division budget, after stakes and owners’ benefits.</p> <p>The TOTE Tasmania Board is seeking to gather as much information as possible from stakeholders as to the requirements for a training venue that will cater for at least 50 years into the future, to facilitate a decision about future training facilities in southern Tasmania.</p>
<b>Objective</b>	<p>To explore the social, environmental and technical issues associated with the location options for harness and thoroughbred training venues for Southern Tasmania, with a time line horizon of at least fifty years</p> <ul style="list-style-type: none"> <li>• Identified options include: -</li> <li>• harness and thoroughbred training at Elwick</li> <li>• harness and thoroughbred training at Brighton</li> <li>• harness training at Brighton and thoroughbred training at Elwick</li> <li>• status quo</li> <li>• other</li> </ul>
<b>Outcome</b>	<ol style="list-style-type: none"> <li>1. Key issues were identified</li> <li>2. The essential characteristics of a world class training facility were listed including details for thoroughbreds, harness and greyhounds.</li> <li>3. Training venue selection criteria and venue options were identified and the positive and negative aspects of each option were analysed.</li> </ol> <ul style="list-style-type: none"> <li>• A Planning Team with cross industry representation was proposed to facilitate integration of the three codes and a communication strategy was outlined.</li> </ul>

<b>Title</b>	<b>Rooke Mall Redevelopment</b>
<b>Duration &amp; Date</b>	2 Day workshop held in March 2002
<b>The Client</b>	<b>Devonport City Council – Devonport is located midway along the northern coast of Tasmania and is the home port for the Spirit of Tasmania, the Bass Strait Passenger Ferries operated by a Tasmanian Government Business Enterprise.</b>

<b>Participants</b>	37 participants representing <ul style="list-style-type: none"> <li>• The general public</li> <li>• Rooke Street traders and property owners</li> <li>• Fourways traders</li> <li>• South Rooke Street retailers</li> <li>• Stewart Street retailers</li> <li>• Other local businesses</li> <li>• The Devonport Chamber of Commerce and Industry</li> <li>• Council elected members and staff</li> <li>• Youth</li> <li>• Tasmania Police</li> <li>• Devonport Community and Health Services Centre</li> <li>• Devonport Commercial Promotions</li> </ul>
<b>Background</b>	Devonport City Council has adopted an initiative called "New Horizons". This is a financial and structural commitment to substantially enhance the heart and face of Devonport. It is the most important initiative undertaken by the Council in the past 10 years.  The Rooke Street Mall is a major element of this initiative.
<b>Objective</b>	To agree on a concept for the redevelopment of the Rooke Street Mall that takes account of the related development in adjacent areas
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Essential functions were agreed</li> <li>• Key stakeholders were identified</li> <li>• Critical issues were identified and prioritised</li> <li>• A theme for the Mall was agreed that gave the option of having a Mall that excludes traffic, but retains the option of shared vehicle access in the future</li> </ul>

<b>Title</b>	<b>Enhancement of the Entrance to Strahan</b>
<b>Duration &amp; Date</b>	2 Day workshop held in November 2001
<b>The Client</b>	<b>Infrastructure, Energy and Resources - Asset Management Branch – "owner" of the State Road Network, and responsible for ensuring value for money in the expenditure of funds on the network.</b>
<b>Participants</b>	13 participants representing <ul style="list-style-type: none"> <li>• Strahan Commercial and Tourism enterprises</li> <li>• Strahan residents</li> <li>• The West Coast Council elected members and staff</li> <li>• Hobart Ports Authority</li> <li>• Emergency Services</li> <li>• Transport operators</li> <li>• State Development</li> <li>• Primary Industry, Water and Environment</li> <li>• Tourism Tasmania, and</li> <li>• Infrastructure, Energy and Resources</li> </ul>
<b>Background</b>	The State Government, recognising that Strahan is one of Tasmania's premier tourist destinations, allocated \$600,000 of infrastructure funding to enhance the entrances into Strahan.
<b>Objective</b>	To explore enhancement opportunities for the access to Strahan

<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Critical road functions were agreed</li> <li>• Key stakeholders were identified</li> <li>• Critical Issues were identified, and</li> <li>• A number of short term projects, with indicative costs, to a value of \$600,000 were identified and agreed with an order of priority</li> </ul>
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<b>Title</b>	<b>Partnering Workshop - Sorell Causeway Bridge Replacement</b>
<b>Duration &amp; Date</b>	1 Day workshop held in October 2001
<b>The Client</b>	<b>Infrastructure, Energy and Resources - Road Programs Branch – responsible for procurement of road and bridge construction and maintenance services, on behalf of the Asset Management Branch, for the State Road Network</b>
<b>Participants</b>	13 participants representing <ul style="list-style-type: none"> <li>• John Holland Pty Ltd management and construction staff</li> <li>• Infrastructure, Energy and Resources</li> <li>• Pitt and Sherry Consulting Engineers, and</li> <li>• Millin EMS Pty Ltd</li> </ul>
<b>Background</b>	The Sorell Causeway Bridge is located on the Tasman Highway, a major arterial link to dormitory suburbs to the east of Hobart as well as being an important tourist link to Port Arthur and the East Coast of Tasmania. The bridge replacement project is valued at \$14 million.
<b>Objective</b>	To establish a framework and processes for a working relationship for the parties to the Sorell Causeway Bridge Replacement contract, that is consistent with their contractual obligations
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Staff from the major players in the project gained an understanding of perspectives of other parties to the contract.</li> <li>• Networking and communication between parties to the contract was enhanced.</li> <li>• A common understanding of key issues confronting the project and working relationships on the project were identified and agreed.</li> <li>• A conflict resolution process and a Performance Evaluation process and associated procedures were identified and agreed.</li> </ul>

<b>Title</b>	<b>Port of Launceston - Bell Bay Road Infrastructure</b>
<b>Duration &amp; Date</b>	2 Day workshop held in April 2001.
<b>The Client</b>	<b>Port of Launceston Pty Ltd - one of four major ports in Tasmania. It is located at the mouth of the Tamar river in the north of the state.</b>
<b>Participants</b>	23 participants representing <ul style="list-style-type: none"> <li>• George Town Council elected members and staff</li> <li>• Infrastructure, Energy and Resources</li> <li>• Bell Bay area businesses</li> <li>• Port Stevedoring companies</li> <li>• Port of Launceston Pty Ltd</li> <li>• Road maintenance contractors</li> </ul>

<b>Background</b>	<p>Through put at the Port has increased significantly over the past twelve months putting pressure on the existing road network and supporting infrastructure.</p> <p>The network in and adjacent to the port has three separate owners and there is no agreed management and communication strategy to ensure integration and coordination of management of the transport infrastructure.</p>
<b>Objective</b>	To identify appropriate road infrastructure and management processes to facilitate industrial operations in the Bell Bay area; key issues and stakeholders; location and design parameters for a B-Double weighbridge; and an alternative access to the port area.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• A Bell Bay Access Group was formed with the composition agreed; terms of reference identified; operating details identified; and an action plan for implementation detailed.</li> <li>• Similarly, a Port User Group was established. The structure, terms of reference, modus operandi and objectives were identified.</li> <li>• An alternative access to the port area and a preferred location for a B-Double weighbridge was identified.</li> <li>• An action plan was agreed to advance the workshop outcomes.</li> </ul>

<b>Title</b>	<b>Southwood Project – The Wood Centre to the Huon Highway</b>
<b>Duration &amp; Date</b>	2 Day workshop held in March 2001
<b>The Client</b>	<b>Forestry Tasmania - a government business enterprise responsible for the management, development and harvesting of native forests and plantations on Crown Land not reserved as national parks or heritage areas.</b>
<b>Participants</b>	<p>29 participants representing</p> <ul style="list-style-type: none"> <li>• Local affected residents</li> <li>• Huon Valley Council</li> <li>• Local primary School</li> <li>• Local Business</li> <li>• Huonville Business Association</li> <li>• Infrastructure, Energy and Resources</li> <li>• Forestry Tasmania</li> <li>• Technical experts (sociology and engineering)</li> </ul>
<b>Background</b>	<p>The Southwood area west of Huonville is a major source of wood resource in southern Tasmania.</p> <p>The project is highly contentious with the community split between supporting and opposing the concept. The potential for heavy vehicles to be travelling past residential areas has evoked highly emotional responses from those potentially affected.</p>
<b>Objective</b>	To identify the preferred product transport route from the Wood Centre to the Huon Highway; key issues and stakeholders; road infrastructure improvements with an implementation plan; amenity and services mitigation strategies; and a project communication strategy.

<b>Outcome</b>	<ul style="list-style-type: none"> <li>• The preferred route, supported by the majority of participants was identified.</li> <li>• The specific additional work that would progress the project was also identified.</li> <li>• Key issues were agreed.</li> <li>• Communication was identified as a key issue and a communication strategy was developed.</li> <li>• Workshop participants stated that as a result of the workshop, they were much better informed about the project.</li> </ul>
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<b>Title</b>	<b>Sorell Causeway Bridge Replacement</b>
<b>Duration &amp; Date</b>	2 Day workshop held in June 2000
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>
<b>Participants</b>	<p>34 participants representing</p> <ul style="list-style-type: none"> <li>• Sorell, Tasman and Clarence Councils</li> <li>• Midway Point residents</li> <li>• Local Businesses</li> <li>• Midway Point Yacht Club</li> <li>• South East Regional Development Association</li> <li>• Infrastructure, Energy and Resources</li> <li>• Primary Industry, Water and Environment</li> <li>• Hobart Water</li> <li>• Metro Tasmania Pty Ltd</li> <li>• Telstra</li> <li>• Consulting Engineers</li> <li>• Tourism Tasmania</li> <li>• Royal Automobile Club of Tasmania</li> <li>• Tasmania Police</li> <li>• Federal Airports Corporation - Emergency Services</li> </ul>
<b>Background</b>	<p>The Sorell Causeway and Bridge are critical elements in Tasmania's Strategic Road Network, forming a gateway from Hobart to the East Coast of Tasmania and the Tasman Peninsula.</p> <p>Whilst the bridge is currently in a safe condition, Infrastructure Energy and Resources has decided to replace the bridge for the following reasons:</p> <ul style="list-style-type: none"> <li>• deteriorating condition of the existing bridge</li> <li>• need for improvement of road user functionality to cope with increased traffic demand</li> <li>• need for provision for increased loads from heavier vehicles</li> </ul>
<b>Objective</b>	To agree, in broad terms, the scope of the project to replace the existing bridge.

<b>Outcome</b>	<ul style="list-style-type: none"> <li>• A preferred route alignment and cross-section were agreed. Critical issues were identified and essential functions were agreed.</li> <li>• Important facts relating to the bridge, essential services carried by the bridge, emergency services, environmental constraints, traffic volumes and tourist traffic, residents concerns, adjacent aquaculture business concerns, space constraints on alignment, impact on local residents and public expectations were identified.</li> <li>• An action plan to further the project was agreed.</li> </ul>
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<b>Title</b>	<b>Review of the Sealing Business Unit operations</b>
<b>Duration &amp; Date</b>	2 Day workshop held in September 1999
<b>Client</b>	<b>Civil Construction Corporation</b>
<b>Participants</b>	16 participants representing <ul style="list-style-type: none"> <li>• Civil Construction Corporation senior management, operations and the Sealing Business Unit</li> <li>• Infrastructure, Energy and Resources</li> <li>• B P Australia</li> <li>• Roadways Pty Ltd</li> <li>• Boral Construction Materials Group</li> <li>• Local businesses and farmers</li> </ul>
<b>Background</b>	The Sealing Business Unit has sustained relatively small losses over the last three years. Its share of the market has shrunk dramatically and the Unit lacks organisation. The work of the Unit is acknowledged as high quality and the Unit is competitive. However, the Unit is operating in a mature product market that returns low margins on investment and the work is capital intensive.
<b>Objective</b>	To determine the long-term (five years) viability of the Sealing Business Unit. <ul style="list-style-type: none"> <li>• Specifically to identify key issues;</li> <li>• Identify key stakeholders (why they are key, and what their relationship is with the Sealing Business Unit);</li> <li>• Gain an understanding of how the Sealing Business Unit operates and interacts with the other Business Units in Civil Construction Corporation;</li> <li>• Identify how the Sealing Business Unit contributes to Civil Construction Corporation's business strategies;</li> <li>• Identify a robust structure within which the Sealing Business Unit can operate that meets organisation, contract administration and resource management needs;</li> <li>• Identify enhancement opportunities;</li> <li>• Identify the benefits and disbenefits of keeping the Sealing Business Unit in house and agree whether or not to continue with the Sealing Business Unit in house.</li> </ul>
<b>Outcome</b>	The key issues and stakeholders were identified. Sufficient information was identified at the workshop to enable the Chief Executive Officer, who attended the workshop, to decide the most appropriate course of action.  The functions of the Business Unit and its interaction with the other Business Units were identified and strategies were identified to deal with the key issues facing the Sealing Business Unit should it remain in house.

<b>Title</b>	<b>Maidstone Park Complex</b>
<b>Duration &amp; Date</b>	2 Day workshop held in August 1999
<b>Client</b>	<b>Devonport City Council</b>
<b>Participants</b>	22 participants representing <ul style="list-style-type: none"> <li>• Devonport City Council elected members, management and staff</li> <li>• Infrastructure, Energy and Resources</li> <li>• Education</li> <li>• Spreyton Primary School</li> <li>• Maidstone Park Controlling Authority</li> <li>• Devon Netball Association Incorporated</li> <li>• Morse's Coaches</li> <li>• Beaumont Coaches</li> <li>• Bay Drive Land Owner/Developer and local residents.</li> </ul>
<b>Background</b>	In and around Maidstone Park there exists a diversity of needs. Stakeholders include the Spreyton Primary School, users of the Maidstone Park Sporting Complex, users of the Transfer Station, local residents, local businesses, parents delivering and picking up children from the primary school, buses transporting secondary students to Colleges in and around the Devonport area and traffic using Mersey Main Road.
<b>Objective</b>	To determine a strategy for overall access management for Spreyton Primary School, the Maidstone Park Complex and the Transfer Station that leads to improved safety and caters for future development, commercial needs in the immediate area and school bus interchange and parking needs.
<b>Outcome</b>	Key issues and stakeholders were identified and a preferred option identified that met all stakeholder needs at a significant cost saving to the Council.

<b>Title</b>	<b>Frankford Main Road Planning Study</b>
<b>Duration &amp; Date</b>	2 Day workshop held in June 1999
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>
<b>Participants</b>	24 departmental representatives attended
<b>Background</b>	The Department had appointed consultants to undertake a strategic assessment of the future role of Frankford Main Road in inter-regional freight movement between Devonport and Launceston.
<b>Objective</b>	To provide the Frankford Main Road Strategic Assessment Study Team with guidance on the formulation and evaluation of Role options for the future of Frankford Main Road.

<b>Outcome</b>	Key issues were identified. Four options were identified. The fourth option was discarded as not providing value for money when assessed against criteria developed at the workshop. The decision about which of the other options was preferred requires further investigation of the possibility of inter-modal transfer of freight to rail in the vicinity of Deloraine.
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<b>Title</b>	<b>Launceston Eastern Ring Road</b>
<b>Duration &amp; Date</b>	2 Day workshop held in December 1998
<b>Client</b>	<b>Infrastructure, Energy and Resources - Land Transport Planning Branch</b>
<b>Participants</b>	25 participants representing <ul style="list-style-type: none"> <li>• Infrastructure, Energy and Resources</li> <li>• Launceston City Council elected members and staff</li> <li>• Transend</li> <li>• Pitt and Sherry</li> <li>• Metro</li> <li>• Heritage Forest Committee</li> <li>• Aurora</li> <li>• Port of Launceston Authority</li> <li>• Chamber of Commerce</li> <li>• Primary Industry, Water and Environment</li> <li>• Mowbray Industry</li> <li>• R A C T</li> <li>• Business North.</li> </ul>
<b>Background</b>	Infrastructure, Energy and Resources and the Launceston City Council agreed a review of the various Transportation Studies of Launceston was appropriate to determine the optimum option for an Eastern Bypass of the City having regard for the elements now in place since the original study in 1962.
<b>Objective</b>	To review the need and function of a road corridor on the eastern side of the Launceston Central Business District, including overall feasibility, value for money and community acceptance.
<b>Outcome</b>	During the workshop it was soon very apparent that the issues currently facing Launceston were far more complex than expected when the Value Management Study was commissioned. The original concept developed in 1962 needs a major review with a focus on how road network development, land use, infrastructure and transport services changes have impacted on the original concept.  A working group was set up to further develop the options flagged during the workshop. These options are to be presented, by the working group, to a reconvened workshop in March 1999.

<b>Title</b>	<b>Margate and Southern Port Development</b>
<b>Duration &amp; Date</b>	2 Day workshop held in November 1998
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>

<b>Participants</b>	29 participants representing <ul style="list-style-type: none"> <li>• Infrastructure, Energy and Resources</li> <li>• Forestry Tasmania</li> <li>• Hobart Ports Corporation</li> <li>• Kingborough Council elected members, management and staff</li> <li>• Kingborough/North West Bay Progress Association</li> <li>• Margate businesses</li> <li>• Hazell Brothers</li> <li>• Primary Industry, Water and Environment</li> <li>• Sinclair Knight Merz Pty Ltd</li> <li>• Huon Valley Council</li> <li>• Aquatas</li> <li>• Pitt and Sherry</li> </ul>
<b>Background</b>	Two major proposals for south of Hobart in the Kingborough and Huonville Municipalities were in the planning stage. These proposals had the potential to have a major impact on road transport movements in the Municipalities.
<b>Objective</b>	The overall purpose was to achieve agreement on a preferred freight transport network to service the proposed Southern Port at Electrona. The preferred network should accommodate the plans of stakeholders and provide for orderly development of the transport network and land usage over the next 20 to 30 years.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Key issues and stakeholders were identified and the necessary functions of the network were agreed.</li> <li>• Upgrading of the Sandfly Secondary Road was agreed as the preferred option to facilitate east west movement from the Southern Forests development to the proposed port facilities at Electrona.</li> <li>• A number of safety improvements were identified for the Channel Highway and it was agreed that there was no justification for the Margate Bypass in the near future as a result of the proposed port developments at Electrona or any of the other known proposed developments.</li> <li>• However, it was agreed that further investigation and community consultation was required to identify the bypass corridor.</li> </ul>

<b>Title</b>	<b>Traffic Monitoring Program</b>
<b>Duration &amp; Date</b>	1 Day workshop held in July 1998
<b>Client</b>	<b>Transport, Tasmania</b>
<b>Participants</b>	17 departmental representatives attended
<b>Background</b>	Historically, Transport, Tasmania undertook traffic monitoring of the State Road Network. Senior Management in the Department considered options for delivery of the monitoring program should be explored to determine which gave the best value for money.

<b>Objective</b>	To examine the range of possible mechanisms the Department can employ to deliver the Traffic Monitoring program, and recommend a preferred option after giving due consideration to all major relevant factors including <ul style="list-style-type: none"> <li>-stakeholder needs</li> <li>-program requirements</li> <li>-projected scope of work, and</li> <li>-projected technology developments.</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Key issues were identified.</li> <li>• Participants agreed the Traffic Monitoring program was far more complex than first thought. It was recognised that the current delivery mechanism is inadequate and more thought needs to be given to what data to collect.</li> <li>• Shrinking budgets and the changing role of the Department are the key drivers for change.</li> <li>• Several options were identified along with selection criteria. However, the participants agreed more work was needed to better understand user needs and the benefits and costs associated with the various options before a preferred delivery option could be decided.</li> <li>• An action plan was developed to achieve this outcome.</li> </ul>

<b>Title</b>	<b>Cooperative Management Strategy Midlands Highway, Oatlands to Conara</b>
<b>Duration &amp; Date</b>	2 Day workshop held in January 1998
<b>Client</b>	<b>Transport, Tasmania</b>
<b>Participants</b>	26 departmental representatives attended
<b>Background</b>	<p>There are a number of legislative environmental management requirements on the Department regarding the management of the state road network reservation.</p> <p>This task is made more difficult as a number of separate stakeholder operations may affect the environmental integrity of the road reservation.</p> <p>The Department decided to involve key stakeholders in a workshop to develop a management system to trial on the network. A National Protocol System had been developed by ARRB Transport Research and this was seen as a starting point for the workshop</p>
<b>Objective</b>	To agree a comprehensive approach to the management and conservation of roadside biodiversity on the Midland Highway between Oatlands and Conara.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• A framework for a Biodiversity Management System was identified consisting of two streams – Operating Protocols and Biodiversity Protocols.</li> <li>• A steering group was established to further the agreed outcomes from the workshop. In addition, basic functions of a biodiversity management system were agreed as it was to undertake a pilot project based on the Management System Framework developed at the workshop</li> </ul>

<b>Title</b>	<b>East Devonport Access Road</b>
<b>Duration &amp; Date</b>	2 Day workshop held in October 1997
<b>Client</b>	<b>Transport, Tasmania and Devonport City Council</b>
<b>Participants</b>	26 departmental and council representatives attended
<b>Background</b>	The Devonport City Council had a project proposal recommending construction of a port access road. The report also identified other lower cost options. The Council was seeking Federal Government funding through the Department.
<b>Objective</b>	To ensure the transport needs of the Port, the Mersey Yacht Club and Devonport City Council were met; that key stakeholders and issues were identified; and environmental issues were addressed.
<b>Outcome</b>	A number of engineering imperatives, actions specific to the Devonport City Council and the Devonport Port Authority and economic and funding options were identified and developed. A final option was identified with significant savings to the community. The Federal Government funded the project.

## Project Review

<b>Title</b>	<b>New Royal Project – Issues and Opportunities</b>
<b>Duration</b>	1 day workshop – July 2008
<b>The Client</b>	New Royal Project Team, Department of Health and Human Services
<b>Participants</b>	Representatives from the Building and Construction Industry Council, BurnsBridge Sweet, CDL, Civil Contractors Federation, Construction Forestry Mining and Energy Union, Department of Economic Development and Tourism, Department of Environment, Parks Heritage and Arts, Department of Health and Human Services, Department of Infrastructure energy and Resources, Department of Treasury and Finance, Engineers Australia, Hobart City Council, Housing Industry Association Tasmania, Industry Capability Network Tasmania, Economic Development, Manufacturing Industry Council, Master Builders Association Tasmania, New Royal Project, Planning Institute of Australia (Tasmanian Division), Property Council of Tasmania, Real Estate Institute of Tasmania, Royal Australian Institute of Architects, Skills Tasmania, Sullivans Cove Waterfront Authority, Tasmanian Building and Construction Industry Training Board, Tasmanian Chambers of Commerce and Industry, TasPorts, Tourism Industry Council of Tasmania and the Waterfront Business Community Inc.
<b>Background</b>	The New Royal Project is the replacement hospital for the Royal Hobart Hospital. The project team were seeking stakeholder views as to business and economic issues and opportunities associated with the project.
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Gather information and gain a shared understanding of the project and the potential economic and business impacts and opportunities it presents; and to</li> <li>• Analyse this information and establish an understanding of what could be done by the project and others to minimise the potential impacts and maximise the benefits from the identified opportunities.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Key Issues were agreed and prioritised</li> <li>• A number of opportunities were detailed</li> </ul> <p>he workshop participants also agreed the following:</p> <ul style="list-style-type: none"> <li>• Participants must make a commitment about what they will do e.g. become Project Champions.</li> <li>• Individual participants to take ownership of issues they can influence.</li> <li>• Participants to monitor the New Royal Project web site (<a href="http://www.newroyal.tas.gov.au">www.newroyal.tas.gov.au</a>).</li> <li>• Participants and the project team to ensure a two-way flow of information.</li> </ul>

<b>Title</b>	<b>Tasmanian Frequency Standards</b>
<b>Duration &amp; Date</b>	1 day workshop – May 2008
<b>The Client</b>	Transend Networks Pty Ltd
<b>Participants</b>	Representatives from Alinta, Aurora, DIER, ETAC, GUNNS, Hydro Tasmania, NEMMCO, OTTER, Roaring40s and Transend Networks
<b>Background</b>	<p>The Australian Energy Market Commission (AEMC) is undertaking a review of the Frequency Operating Standards for Tasmania (refer AEMC website (<a href="http://www.aemc.gov.au/electricity.php?r=20080424.133954">http://www.aemc.gov.au/electricity.php?r=20080424.133954</a>)).</p> <p>In Tasmania there is a technical working group which provides advice to the Tasmanian jurisdiction on <b>technical</b> matters relating to the electricity industry. This group is called the Electricity Technical Advisory Committee (ETAC) and is chaired by Peter Clark (Transend). Its members have been appointed to represent the various industry sectors (Generators, Retailers, DNSP, TNSP, etc).</p> <p>Under the auspice of ETAC it was decided to hold a workshop to produce a list of issues that Tasmanian participants may have with any proposed change to the Frequency Standards for Tasmania. The intention was not to resolve or progress the issues, but to provide the Tasmanian jurisdiction with a list of issues and to ensure that all significant Tasmanian issues are dealt with through the formal consultation process.</p>
<b>Objective</b>	The production of an issues list for the Electrical Technical Advisory Committee (ETAC) on proposed changes to Tasmanian Frequency Standards
<b>Outcomes</b>	Key Issues were identified and agreed and follow-up actions were identified.

<b>Title</b>	<b>Brighton Transport Hub</b>
<b>Duration &amp; Date</b>	1 day workshop – January 2008
<b>The Client</b>	Brighton Council
<b>Participants</b>	representatives from Asia Pacific Rail, Boral, Brighton Council, Chas Kelly Transport, Economic Development, Infrastructure, Energy and Resources, Dudley Clark Developments, Forestry Tasmania, G13 Pty Ltd, Gunns Ltd, Kuehne and Nagel, Macmahon, Pacific National, Rockefeller Developments, SRT Logistics, Tasmanian Freight Logistics Council, Tasmanian Ports Corporation, Tasman Freight Logistics, Tasmanian Chamber of Commerce and Industry and TOLL.
<b>Background</b>	<p>Brighton Council identified the need to engage key stakeholders of the proposed Transport Hub to be built at Brighton to identify key issues, concerns and expectations and to develop a shared understanding of the State Government's aims and processes in developing the Hub at Brighton.</p> <p>Participants representing a cross section of industry, government and transport operators were identified with the objective of providing valuable information to the State Department of Infrastructure, Energy and Resources to assist in the development of the project.</p>

<b>Objective</b>	Engage key stakeholders to identify key issues, concerns and expectations for the Transport Hub at Brighton
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• There was general consensus that there is an immediate need for government/stakeholder consultation.</li> <li>• A five step plan to move the Brighton Transport Hub Project forward was developed.</li> <li>• Participants identified a number of issues as critical as well as a number of associated concerns and actions</li> </ul>

<b>Title</b>	<b>Review of the Standard Specification for Contract Administration Services</b>
<b>Duration &amp; Date</b>	1 Day workshop held in February 2000
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>
<b>Participants</b>	15 departmental representatives attended
<b>Background</b>	<p>The Asset Strategy Group had been reviewing the Services Specification since May 1999 with a revised document expected to be issued in April 2000.</p> <p>The original specification was drafted when technical services were delivered in house as well as by consultants.</p> <p>With the out sourcing of technical services, it was considered appropriate to re-write the specification as an umbrella document with detailed procedures for various services held separately by the service provider.</p>
<b>Objective</b>	To review the purpose of the Contract Administration Specification and obtain input into the content of the new specification.
<b>Outcome</b>	<p>Key issues identified were the exchange of information, alignment of project and contract administration objectives, management of contract risk identification and clarification of auditing requirements and timely decision-making at all levels.</p> <p>Critical functions the contract specification must deliver were identified.</p> <p>These include provision of a framework statement that clarifies objectives, scope and outcomes; definition of roles responsibilities and accountability; identification of reference documents and standard forms; provision of guidelines for contract payments; identification of Infrastructure, Energy and Resources requirements for handling variations; identification of essential meetings; identification of reporting deliverables; definition of the handover process; an high level risk management process; and identification of critical hold points.</p>

<b>Title</b>	<b>Bass Highway, Somerset to Smithton Safety Works – Post Construction Contract Review</b>
<b>Duration &amp; Date</b>	1 Day workshop held in July 1999
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>
<b>Participants</b>	12 departmental representatives attended
<b>Background</b>	A decision to redirect funding to the safety works on the Bass highway between Somerset and Smithton at short notice provided challenges in terms of contract scoping, timing and construction. It was decided to tender with "For Tender Only" drawings with the intention of delivering "For Construction" drawings at Award of Contract.
<b>Objective</b>	To identify improvement opportunities with respect to <ul style="list-style-type: none"> <li>• procurement methodology used for technical services and construction; and</li> <li>• contract documentation</li> </ul>
<b>Outcome</b>	The methodology was designated Fast Track Semi Design and Construct. It was agreed the process could work. Four distinct stages were identified – Concept to Tender, Tender to selection of Preferred Tenderer, Selection of Preferred Tenderer to Award of Contract and Award of Contract to Completion. A management team must be established with membership changing as the project proceeds through the four stages. Membership drawn from Infrastructure, Energy and Resources, the Design Consultant, the Contract Administration Team and the Contractor's Team. Adequate staffing by all parties is essential. A risk management assessment is critical, as is an agreed process for managing variations.

## Risk Management

<b>Title</b>	<b>Brighton Council Operations</b>
<b>Duration &amp; Date</b>	Multiple ½ Day workshops – ongoing – commenced August 2004
<b>Client</b>	<b>Brighton Council</b>
<b>Background</b>	The Council decided to upgrade their Risk Management Plan and take advantage of state of the art software to facilitate monitoring and review of agreed preventative and contingency risk management strategies.
<b>Objective</b>	Development of a Risk Profile and Plan for Brighton Council Operations.
<b>Outcome</b>	The Risk Plan is being progressively upgraded using the IdeaFocus software to facilitate the Council managing ongoing monitoring and review of the prevention and contingency strategy developed.

<b>Title</b>	<b>Brighton Training Centre</b>
<b>Duration &amp; Date and Timing</b>	Multiple ½ Day workshops – ongoing – commenced March 2004
<b>Client</b>	<b>Brighton Council</b>
<b>Background</b>	<p>The Tasmanian State Government, Racing Tasmania and TOTE Tasmania have agreed that a multi purpose training centre for thoroughbreds, harness racing and greyhounds will be constructed at the Brighton Race Track.</p> <p>Brighton Council will manage the construction operations at Brighton.</p> <p>Council decided it would be prudent to undertake a risk assessment and development of a risk management strategy for this project.</p>
<b>Objective</b>	Develop a Risk Profile and Risk Management Plan for construction and commissioning of the Training Centre
<b>Outcome</b>	The Risk Plan is being progressively developed using the IdeaFocus software to facilitate the Council managing ongoing monitoring and review of the prevention and contingency strategy developed.

<b>Title</b>	<b>Abt Railway – Risk Profile and Controls</b>
<b>Duration &amp; Date</b>	1 Day workshop held in September 2002
<b>Client</b>	<b>Infrastructure, Energy and Resources</b>
<b>Participants</b>	<p>Representatives from</p> <ul style="list-style-type: none"> <li>• Federal Hotels and Resorts (Railway Operator)</li> <li>• Contractors</li> <li>• Sub-contractors</li> <li>• State Government Agencies</li> <li>• Technical Advisors</li> </ul>

<b>Background</b>	Construction of the Abt Railway was approaching completion. There was a need to identify potential risks that may delay the opening or safe operation of the railway. The Parties to the Principal Siteworks contract, Hazell bros Civil Contracting (Contractor) and Infrastructure, Energy and Resources (representing the Principal), agreed it would be appropriate to undertake a Risk Workshop to identify key project risks.
<b>Objective</b>	To identify the risks associated with the safe operation and maintenance of the Abt Railway and identify possible mitigation strategies
<b>Outcome</b>	<ul style="list-style-type: none"><li>• Critical functions of the risk strategy were agreed</li><li>• Key risk areas were identified</li><li>• Actions, including an overview of the risk area, what was to be done, by who and by when, were agreed to address key risk areas</li></ul>