

PROJECT PLAN

Comprehensive Review of the Adelaide
Park Lands Management Strategy



PROJECT PLAN

Comprehensive Review of the Adelaide Park Lands Management Strategy

	Date	Author	Description
1	19.01.2022	Park Lands Planning	Recast Project Plan for the Comprehensive Review of the APLMS
2	16.03.2022	Park Lands Planning	Update following internal review
3	25.03.2022	Park Lands Planning	Transfer to Indesign

A photograph of a curved walkway with a metal railing overlooking a river. The walkway is paved and curves to the right. The railing is made of dark metal with vertical bars. The background is filled with lush green trees and a blue sky with white clouds. The text '01_INTRODUCTION' is overlaid in white, bold, sans-serif font.

01_INTRODUCTION

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01 INTRODUCTION

THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

Kadaltilla / Adelaide Park Lands Authority

The Adelaide Park Lands Authority (the Authority) was established under section 5 of the *Adelaide Park Lands Act* (2005) (the Act) and is a Subsidiary of the Adelaide City Council under section 42 of the *Local Government Act* (1999). While the name of the Subsidiary is the Adelaide Park Lands Authority, the Authority is branded as 'Kadaltilla / Park Lands Authority' (Kadaltilla). Kadaltilla is the Kaurna word meaning 'greenspace'

Kadaltilla is governed by a Board of 10 members (the Board), with the Lord Mayor of the City of Adelaide as Presiding Member. The Board has a skills-based membership, representing knowledge and experience across:

- » Biodiversity or environmental planning or management
- » Recreation or open space planning or management
- » Cultural heritage conservation or management
- » Landscape design or park management
- » Tourism or event management
- » Indigenous culture or reconciliation
- » Financial management
- » Local government.

The Board is charged with the responsibility of delivering and reviewing the Adelaide Park Lands Management Strategy (APLMS) as defined by the Act.

Operation of the Act is guided by a set of statutory principles. These principles also provide a relevant guide for the comprehensive review of the Adelaide Park Lands Management Strategy.

Adelaide Park Lands Authority 2020 – 2025 Strategic Plan

In 2020, the Board published a Strategic Plan for Kadaltilla outlining its purpose, guiding principles, governance objectives, key actions and measures of success. The Strategic Plan is explicit regarding the opportunity to improve the existing APLMS as part of the current review.

Key Action

- » Review and improve the Adelaide Park Lands Management Strategy which includes prioritisation of projects.

Measures of Success

- » An updated Adelaide Park Lands Management Strategy in an easy-to-use format with a series of (measurable and achievable) prioritised projects.

The Strategic Plan provides further direction for the review and update of the APLMS, including

- » Conduct a landscape review to inform the next Adelaide Park Lands Management Strategy (measure of success)
- » Adelaide Park Lands Management Strategy informs Planning and Design Code and related policy for the Park Lands (measure of success)
- » Meetings with adjoining Councils to discuss Adelaide Park Lands Management Strategy and other current Park Lands usage related policy (measure of success).



01 INTRODUCTION

THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

APLMS 2105-2025

The current APLMS is a comprehensive action-level document that was informed by over 1,500 community engagement participants. It is framed by:

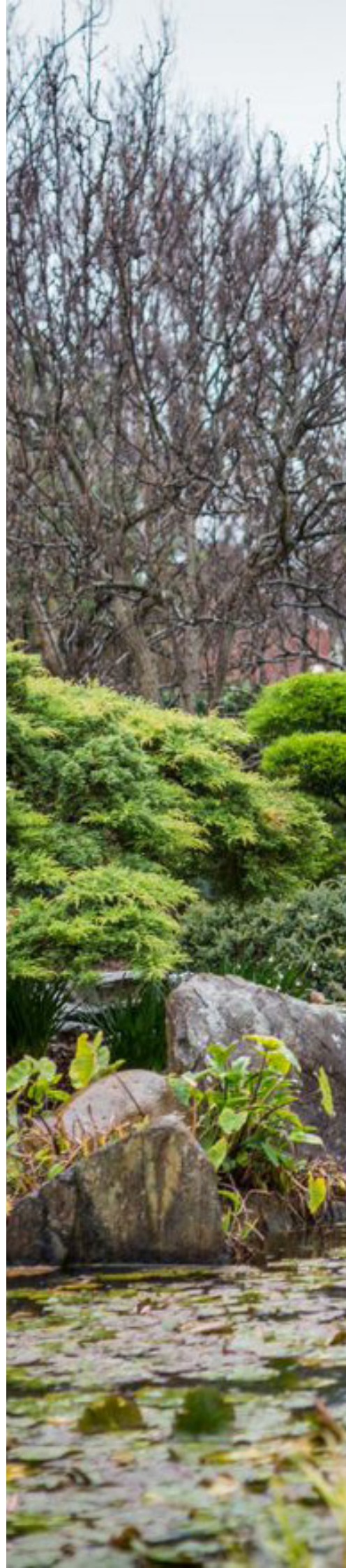
- » Seven objectives
- » Five outcomes
- » 29 Strategies and 79 Actions
- » A spatial planning approach that defines landscape types, hub types and movement types across the Park Lands
- » 19 Park Land precincts, squares and gardens with 177 prioritised actions (key moves).

An indicative review of completion undertaken in 2021 identified that 17% of the key moves have been implemented, 22% were in progress, 46% had not been commenced and 15% were recommended for review.

Kadaltilla APLMS Feedback

At its meeting on 24 February 2022, Kadaltilla discussed aspects of an updated APLMS. Key commentary included:

- » Visioning to underpin the review, is the overall vision still compelling and powerful?
- » Consider the APLMS from broad perspectives (political, economic, social, technological, legal, environmental)
- » Draw inspiration from Light's vision; not just the grid layout but the intent for the Park Lands
- » Look to global locations for examples of strategic governance of park land cities
- » Undertake a contemporary check of the plan, with specific lens on societal changes, for example: updated understanding of climate change, health and wellbeing of cities and consideration of Covid-19, better consideration of Kaurna relationship to Country and political influences
- » Identify practical step-shift changes that we need to move forward and identify a pipeline of projects, infrastructure and investment
- » Identify key areas to return to Park Lands as provided for under the Act
- » More visual approaches to communicating the plan such as use of spatial mapping and creating overlays of key contextual information. Also consider a more agile strategy presentation; interactive and electronic
- » Apply contextual criteria to establish clear priorities for the APLMS
- » There is a risk of being too granular
- » All legislative obligations should be met in the updated APLMS
- » State involvement in the process is a high priority
- » Consider the use and timing of the annual community forum as part of the project's consultation requirements.



01 INTRODUCTION

THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

City of Adelaide Strategic Plan 2020 - 2024

The City of Adelaide has a vision to be the most liveable city in the world. The Park Lands form an important part of the City's landscape, identity and liveability. As a result, the Park Lands, planning for and management of, form an important part of the City of Adelaide's Strategic Plan:

Outcome 1: Thriving Communities. Our Park Lands are the lungs of the City. Their Local and National importance will underpin how our community can access these green spaces for recreation, respite and entertainment to improve their health and wellbeing through sport and recreation, events and festivals, and connection with nature.

What we want: Increase community use of and access to the Adelaide Park Lands.

How we will do it: Leverage the Adelaide Park Lands to promote health, wellbeing, and lifestyle experiences.

Outcome 3: Dynamic City Culture. Strengthening efforts toward heritage protection and promotion, facilitating greater use of the Park Lands, and fostering our arts and creative industries.

How we will do it: Pursue world and state heritage listing for the Adelaide Park Lands and city layout.

Outcome 4: Environmental Leadership. Enhancing biodiversity in the City and Park Lands will help to mitigate some of the effects of climate change on the community and the environment. The planting of trees and other greenery increases canopy cover and reduces the urban heat island effect.

How we will do it: Enhance biodiversity in the Park Lands and connect our community to nature; and protect and conserve the heritage listed Adelaide Park Lands.

Green Adelaide Regional Landscape Plan 2021-2026

Green Adelaide is the primary State agency stakeholder for the APLMS. Green Adelaide is working towards a vision of a cooler, greener, wilder and climate-resilient Adelaide that celebrates its unique culture.

As part of the *Landscape South Australia Act 2019*, Green Adelaide is required to prepare a five-year Regional Landscape Plan. The Regional Landscape Plan sets the strategic direction for Green Adelaide between 2021 and 2026, and is supported by a business plan that sets the operational program each financial year.

Key priority areas and measures for alignment with an updated APLMS include:

- » Tree canopy and green cover
- » Urban heat mapping
- » Fauna, flora and ecosystem health in the urban environment.

There are multiple State Agencies that own or occupy land that form part of the Adelaide Park Lands, these agencies form project stakeholders.

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THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

30 Year Plan for Greater Adelaide

The 30-Year Plan for Greater Adelaide (first prepared in 2010) describes the State's plan for how Adelaide should grow to become more liveable, competitive, and sustainable.

The Plan outlines policies, strategies, actions, and case studies to shape the urban form and function of the Adelaide CBD and Greater Adelaide.

The 2017 update of the 30 Year Plan identifies that the CBD will continue to be the primary focus of a walkable urban form, with more residents and mixed-use development, and that the Adelaide Park Lands will become the new backyard and meeting place for locals and visitors.

Adelaide City Centre

Reinforce and enhance Adelaide's reputation as a liveable and vibrant place. Enhancing our Park Lands will support the envisioned increased population and higher density living in the city by providing greater diversity in recreational, cultural and social activities. The Park Lands will also function as a key connection for walking and cycling routes.

Policy 23. Reinforce the role of the Park Lands as a major recreational, sporting, tourism, natural and open-space asset destination for the city and metropolitan Adelaide that connects the city to the suburbs.

Action 9. Deliver demonstration projects in the Park Lands that help create a liveable city, provide for a range of activities and link the city to the suburbs.

The 30 Year Plan for Greater Adelaide is scheduled for review commencing in 2022.



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THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

Government Election Policies

In the lead up to the State Election 2022, the major parties (Liberal and Labor) released policy statements regarding future initiatives and investment across a range of portfolios. Some clear statements have been made regarding the Adelaide Park Lands that should be taken into consideration in developing the APLMS.

Labor Election Policies

Labor's pre-election commitments affecting the Adelaide Park Lands, include:

- » Protect Adelaide's unique Park Lands by:
 - Restoring full protection to Helen Mayo Park
 - Investigating the creation of an uninterrupted walk, run and cycle circuit around the Park Lands
 - Bring back the Adelaide 500
 - New Adelaide Aquatic Centre.

Annual Community Forum

The Kadaltilla Charter requires an Annual Community Forum to be held by the end of October in each year at a place and time determined by resolution of the Board.

Notice of the Annual Community Forum must be given to Board Members and accessible by the public at least 21 days prior to the scheduled date.

The previous community forum was held 23 October 2021. Approximately 100 people participated in person on the day and 83 people participated in online engagement.

Key Findings

What do you love or value about the Adelaide Park Lands?

A majority of respondents valued/loved the open character and green spaces of the Park Lands.

What does or would inspire you to spend more time in the Adelaide Park Lands?

A majority of respondents were inspired by trees/vegetation, open spaces, outdoor events, and recreation or passive activities (picnicking, walking, cycling, community gardening).

What is your vision for the Adelaide Park Lands?

The most preferred places in the Park Lands were:

- » Bonython Park/Tulya Wardli (Park 27)
- » Victoria Park/Pakapakanthi (Park 16)
- » Veale Park/Walyu Yarta (Park 21)
- » G S Kingston Park/Wirrarninithi (Park 23)
- » River Torrens/Karrawirra Pari (Park 12)
- » Adelaide Oval/Tarntanya Wama (Park 26).

Kaurna Heritage

The Adelaide Plains are the traditional lands of the Kaurna people, stretching from Port Broughton down to Cape Jervis. Kaurna actively manage the land and live off the land and waterways of the region.

The main square in the heart of the city is known as Victoria Square/Tarntanyangga, reflecting the Kaurna name for the area- Tarntanyangga - which means Red kangaroo dreaming.

Similarly, the river is named River Torrens/Karrawirra Parri, reflecting the Kaurna name meaning Redgum forest. All 29 parks and significant heritage sites across the city and Park Lands have been assigned a Kaurna name.

Concurrent Projects

Concurrent City of Adelaide projects represent opportunities for alignment with the APLMS as follows:

- » City Plan
- » City Access Strategy
- » Community Land Management Plans.

A photograph of a curved asphalt path with a metal railing overlooking a river. The path is surrounded by lush green trees and a clear blue sky with scattered white clouds. The railing is made of dark metal with a mesh infill. The path curves to the right, leading towards a body of water. The overall scene is bright and scenic.

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02 DESCRIPTION

PROJECT DETAILS

Project Name

Comprehensive Review of the Adelaide Park Lands Management Strategy 2015-2025 (the Project).

Purpose

- » Undertake a comprehensive review of the APLMS 2015-2025 as required under the *Adelaide Park Lands Act* (2005) (the Act).
- » Identify goals, set priorities, and identify strategies with respect to the management of the Adelaide Park Lands.
- » Develop focussed, measurable and prioritised Park Land projects and outcomes.

Project Objectives

- » Create a compelling global vision for the Park Lands.
- » Undertake a contemporary review and identification of key contextual drivers, challenges and opportunities for managing the Park Lands.
- » Identification of step-change/ big moves that respond to the contemporary context.
- » Prioritisation of key projects, infrastructure and investments that can deliver the step changes.
- » Visual and spatial communication of the APLMS with a greater focus on digital formats.
- » Meaningful engagement with, and participation by, State Government, Council and Kaurana.
- » Integrate Park Land planning with State, Region and Council strategic agendas.

Outcomes

- » Delivery of an updated Adelaide Park Lands Management Strategy in an easy-to-use format with a series of (measurable and achievable) prioritised projects.
- » Effective stakeholder engagement and support for the vision and plan for the Park Lands.
- » Enhanced community awareness of the challenges and opportunities facing the Park Lands.
- » Greater integration of Park Lands in broader strategic agendas.

Key Milestones and Outputs

The key milestones and deliverables at each stage of the project are summarised as:

April 2022	1. Project Start Up <ul style="list-style-type: none"> » Agreed project plan for an updated APLMS » Engagement plan
June 2022	2. Contemporary Drivers <ul style="list-style-type: none"> » Stakeholder engagement and engagement report » Committee briefing » Stakeholder presentations to Kadaltilla » Park Lands projects tour » Strategic agenda papers
October 2022	3. Compelling Vision and Step-Changes <ul style="list-style-type: none"> » Kadaltilla vision and step-change workshop » Key project identification » Park Land tour of new priority projects » Community forum
February 2023	4. Draft APLMS <ul style="list-style-type: none"> » Draft APLMS » APLMS design proposals » APLMS format proposals
April 2023	5. Community and Stakeholder Engagement <ul style="list-style-type: none"> » Council briefing » Engagement materials » Engagement program and engagement report » Stakeholder presentations to Kadaltilla
July 2023	6. Final APLMS <ul style="list-style-type: none"> » Council briefing » Final APLMS » Council adoption of APLMS » State adoption of APLMS

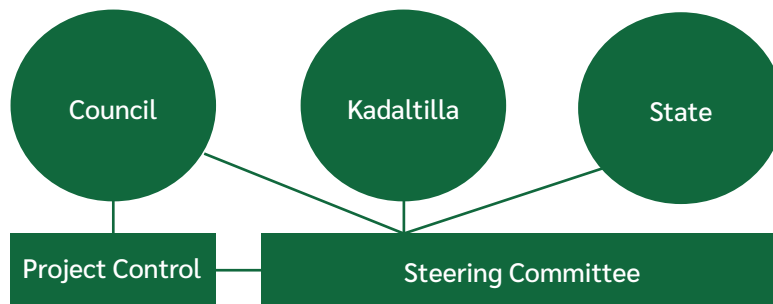
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PROJECT DETAILS

Project Governance and Delivery

Kadaltilla has overall responsibility for the comprehensive review of the APLMS. It has engaged the City of Adelaide to resource and carry out the delivery of the project. State Government (through Green Adelaide) is an important project participant, stakeholder and partner. Delivery of information and opportunities for Board input and direction will be provided through reporting to regular meetings, presentations and workshops, site visits and through the Kadaltilla portal.

The relationship is illustrated below:



As the agency engaged to deliver the comprehensive review of the APLMS, Council’s governance and delivery roles for the project can be summarised by the table below:

Council Role	Project Role
Director City Shaping (0.1FTE)	» Project Sponsor and Executive Liaison
Associate Director Park Lands, Sustainability and Policy (0.2FTE)	» Project Control » Review and authorisation of external content » Stakeholder liaison
Kadaltilla Advisor (0.5FTE)	» Project Lead » Project scheduling » Project reporting (risks, issues, budget, procurement, progress, variations etc.) » Stakeholder liaison » Procurement » Kadaltilla reports » Consultant/contractor management
Manager Park Lands and Sustainability (0.1FTE)	» Project resourcing and accountability » Budget management » Council reports and Committee briefings
Park Lands Planning team (0.5 FTE)	» Project team coordination » Council reports and Committee briefings » Stakeholder liaison » Project support





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PROJECT BREAKDOWN PROJECT ADMINISTRATION

Work Breakdown Structure

The work breakdown structure to deliver each of the milestones is summarised below.

1. Project Start Up (April 2022)

To agree the scope of work for the review, the timing and indicative program of work involved, and the desired final document/product.

1.1 Review of the APLMS against the Act

- » Assessment of the current APLMS achievements
- » Deliver APLMS review findings to Board members
- » Summary of review findings to be available on the Kadaltilla portal.

1.2 Project planning

- » Draft a project plan
- » Draft engagement plan
- » Commence Your Say project portal and general project promotion.

1.3 State and local government agreement

- » Report to Kadaltilla to confirm the project plan
- » Council to receive Kadaltilla advice
- » Letter to be written seeking State government contribution.

Deliverables

- » Agreed project plan for an updated APLMS
- » Engagement plan.

2. Contemporary Drivers (May – June 2022)

Identify key contemporary drivers to understand the contextual factors influencing the Park Lands.

2.1 Research and analysis

- » Undertake research and analysis on the contemporary drivers and contextual factors influencing an updated APLMS.
- » Undertake a site tour of APLMS achievements to allow Board member immersion in outcomes and start to inform future priorities.

2.2 Stakeholder engagement

- » Undertake internal stakeholder engagement
- » Undertake targeted external engagement (including Kaurna)
- » Workshop May 17 Council Committee
- » Invite Green Adelaide to present to May meeting of Kadaltilla.

2.3 Establish the Park Lands strategic agendas

- » Develop a concise summary of contemporary issues and opportunities
- » Report to Kadaltilla June meeting and workshop on the contemporary issues and opportunities
- » Develop lines of enquiry for key stakeholders
- » Report to Kadaltilla June meeting recommending external consultation and community forum date and location(s).

Deliverables

- » Stakeholder engagement and engagement report
- » Committee briefing
- » Stakeholder presentations to Kadaltilla
- » Park Lands projects tour
- » Strategic agenda papers.

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PROJECT BREAKDOWN PROJECT ADMINISTRATION

3. Compelling Vision and Step-Changes (July – October 2022)

Craft a succinct and compelling vision for the future of the Adelaide Park Lands and identify key step-changes in consultation with stakeholders and the community.

3.1. Craft a draft Vision

- » Workshop with, and report to, the Board on the vision and step-change opportunities (July)
- » Craft a draft vision and key projects.

3.2. Engagement materials

- » Procure an engagement specialist to prepare, carry out and report on the Community Forum
- » Prepare engagement materials in accordance with Engagement Plan.

3.3. Community forum 2022

- » Seek Kadaltilla decision on community forum date
- » Prepare a community forum
- » Hold community forum (August 2022)
- » Prepare community forum summary report.

3.4. Pipeline of priorities

- » Targeted ground-truthing of key priorities with State agencies
- » Procure high-level investigations into priority feasibility/considerations
- » Undertake a Park Lands tour highlighting the priorities and other opportunities with the Board
- » Report to Kadaltilla (October 2022).

Deliverables

- » Kadaltilla vision and step-change workshop
- » Key project identification
- » Park Land tour of new priority projects
- » Community forum.

4. Draft APLMS (October 2022 – February 2023)

Draft the APLMS and explore opportunities for digital plan production.

4.1. Draft an updated APLMS

- » Review and incorporate all requirements of the Act
- » Build the draft APLMS structure and content
- » Report to the Board on the proposed draft APLMS (February).

4.2. APLMS design development

- » Develop print and digital design brief for the APLMS
- » Undertake procurement planning
- » Procure design and digital services for the APLMS
- » Present design proposals to the Board (February).

4.3. APLMS engagement planning

- » Engage engagement consultant
- » Confirm engagement method
- » Prepare engagement materials
- » Report to Kadaltilla on proposal to engage with stakeholders and community.

Deliverables

- » Draft APLMS
- » APLMS design proposals
- » APLMS format proposals.

5. Community and Stakeholder Engagement (February – April 2023)

Engage with State and local governments and other key stakeholders, residential and business community, visitors and the public on the draft APLMS.

5.1. Stakeholder engagement

- » Undertake internal stakeholder engagement
- » Undertake targeted external engagement
- » Briefing of February Council Committee.

5.2. Engagement Program

- » Prepare engagement materials in accordance with Engagement Plan
- » Deliver engagement program
- » Invite stakeholders to present submissions to the Board (potential Special meeting)
- » Develop stakeholder and community engagement report.

Deliverables

- » Council briefing
- » Engagement materials
- » Engagement program and engagement report
- » Stakeholder presentations to Kadaltilla.

6. Final APLMS (May - June 2023)

Prepare final APLMS in a suitable format for stakeholder and community use and implementation.

6.1. APLMS production

- » Review and make any amendments to the draft APLMS based on community and stakeholder engagement
- » Design and finalise hard copy and e-format APLMS
- » Liaise with Green Adelaide on the APLMS
- » Report to the Board
- » Amend draft report as required
- » Briefing of May Council Committee
- » Seek Council approval
- » Draft correspondence for the Minister.

Deliverables

- » Council briefing
- » Final APLMS
- » Council adoption of APLMS
- » State adoption of APLMS.



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PROJECT BREAKDOWN PROJECT ADMINISTRATION

Project Budget Summary

Financial Year	Council	State
2021/22	\$50k	\$-
2022/23	\$-	\$50K*
TOTAL	\$50K	\$50K

*To be sought pending Board approval.

Procurement Plan

The project will procure external specialist skills. The following procurement summary outlines key budget items for the life of the project.

Packaged Services	Stage	Value	Method	Procurement Timing
Graphic design	Stage 1 Stage 3 Stage 5	<\$15,000	RFQ	Mar 2022
Technical investigations	Stage 2 Stage 3	<\$20,000	RFQ	Apr 2022
Engagement consultancy	Stage 3 Stage 5	<\$20,000	RFQ	June 2022
APLMS document design and digital format	Stage 4 Stage 6	<\$20,000	RFQ	Oct 2022
Drafting and authoring of APLMS	Stage 4 Stage 6	<\$10,000	RFQ	Oct 2022
Printing and stationery costs	Stage 1 Stage 3 Stage 4 Stage 5 Stage 6	<\$5,000	Panel	As required
Catering and misc		<\$5,000	Panel	As required
TOTAL		<\$95,000		

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PROJECT BREAKDOWN PROJECT ADMINISTRATION

Stakeholder Register

Key stakeholders are summarised below. A full stakeholder risk, opportunities and engagement assessment will be undertaken as part of the early stages for this project.

- » City of Adelaide Elected Members and Staff
- » Kurna Yerta Aboriginal Corporation (KYAC)
- » State Government Agencies (Lead by Green Adelaide)
- » Residents
- » Businesses
- » Educational Institutions
- » City visitors
- » Not-for profit organisations, resident and community groups
- » Neighbouring Councils
- » Cemetery Authority
- » Botanic Gardens
- » Adelaide Zoo
- » Representative bodies such as Bike Adelaide, Conservation Council etc.
- » Adelaide Park Lands Association
- » General public
- » Industry bodies (eg. property, events)
- » Business precincts.

Engagement Plan

Engagement is viewed as a risk and opportunity for the project. An engagement plan will be developed as part of the first project stage and reviewed by Kadaltilla prior to commencing contact with stakeholders and the community.

Stakeholder	Method
Kadaltilla Board	<ul style="list-style-type: none"> » Kadaltilla reports, workshops, site visits » Kadaltilla project portal
Council Members	<ul style="list-style-type: none"> » Council workshop » Council reports » Elected Member News
State Government	<ul style="list-style-type: none"> » Targeted interviews, meetings, and workshops » Presentations to Kadaltilla
Kurna	<ul style="list-style-type: none"> » Kurna Yerta Aboriginal Corporation (KYAC) » Reconciliation Committee
Other (Indicative):	
Community and commercial tenure holders	<ul style="list-style-type: none"> » Surveys » Interviews/meetings » Online, social media » Your Say
Adelaide Park Lands Association and other representative bodies	
Business precincts	
Education institutions	
Business and residential community	
Visitors	
Cemetery Authority	
Neighbouring councils	
Adelaide Botanic	
Zoo	
Botanic Gardens	

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PROJECT BREAKDOWN PROJECT ADMINISTRATION

Exclusions

- » The proposed digital format of the updated APLMS does not include investigating or procuring new software or applications and will need to consider existing platforms.
- » The APLMS priorities are unfunded unless otherwise included in Council or State budgets for delivery.
- » The APLMS does not constitute a formal review of Council asset management plans or Park Lands service standards.

Dependencies

Key project dependencies include:

- » Engagement with, and participation by, State government and the City of Adelaide in the creation of APLMS priorities.
- » Active participation by a broad range of external stakeholders representing different perspectives on the Adelaide Park Lands.
- » Timely procurement and integration of a range of technical services external to Council with an emphasis on compiling contemporary drivers for the Park Lands and investigating priorities for the final APLMS.
- » Timely delivery of information and effective management of meetings and briefings of Council, committees, Kadaltilla and State Agencies to optimise the outcome from these decision/discussion points.
- » Synthesis of input from staff knowledge and experience across a range of disciplines interacting with the Park Lands.
- » Key meeting deadlines.
- » Community forum occurs in August 2022 prior to caretaker.

Opportunities and Risks

Key Opportunities

- » **City plan integration**
Two major projects that make up the Park Lands and the urban form and function of the City are being undertaken at the same time. This provides scope for integrated engagement planning and delivery, integrated technical planning and investigations and parallel context setting and priority and policy establishment. This could increase resources value to project outcomes.
- » **Community forum**
The required Annual Community Forum can be planned to form a significant component of the APLMS community engagement program, making dual use of a required forum to deliver engagement outcomes.
- » **Elections**
The State Election has resulted in both of the major parties promoting/ releasing key policies and initiatives relating to the future of the Park Lands. This provides Kadaltilla and the APLMS process with clear statements from the government regarding the Park Lands, which the Act requires the APLMS to be consistent with.
- » **City Access Strategy**
The State and the City of Adelaide (CoA) have partnered to prepare a visionary 20-year integrated movement strategy for the City. The City Access Strategy will take an integrated approach to the planning for transport infrastructure and services to support future growth in population, jobs and visitors in the City and surrounding suburbs.

Key Risks

Key project risks are identified below. A more comprehensive risk management plan and risk and issues register will be maintained for the life of the project.

- » **The project will occur over a period of State and local government elections.** The project has taken into account caretaker periods of government and potentially new members of government.
- » **There is potential for the scope to grow or for the final product to be too detailed.** The project scope and definition will be used to focus the review.
- » **Implementation of the updated APLMS relies on a willing State Government and Council.** Both Council and the State Government are recognised as critical partners and stakeholders in the project.
- » **There is potential for limited involvement of key stakeholders.** External engagement expertise will be procured to facilitate broad perspectives.
- » **The Park Lands have heritage values.** The City of Adelaide is seeking to progress a management plan for the national heritage listing of the Adelaide Park Lands and City Layout concurrently with the APLMS review.

A risk and opportunities plan will be developed as a component of the early project stages.



