
City of Casey Smart City Project Plan

24 March 2020



City of Casey Smart City Project Plan

March 2020



TELEPHONE

0432 034 967

POSTAL

PO Box 9545
Deakin, Canberra,
ACT 2600

EMAIL

hello@delosdelta.com

ADDRESS

George Turner House,
1/11 McKay Gardens,
Turner, ACT 2612

delosdelta.com

Contents

1. Background	4
2. Project Objectives & Deliverables	5
3. Project Methodology	7
4. Project Planning & Timing	8
5. Stakeholder Engagement Plan	14
6. Communications	18
6. Project Governance	24
7. Risk Management	25
8. Payment Schedule	26



1. Background



As one of the fastest growing regions in Australia, The City of Casey is committed to leveraging smart city investment to achieve their goal of ‘Australia’s most liveable City’.

A range of global trends and conditions are driving the need to invest in smart city strategy development. Global conditions including rapid urbanisation, digital disruption and scarce natural resources continue to evolve at unprecedented rates. As one of the fastest growing municipalities in Australia, the rate of development and change in the community requires a dedicated focus on creating smarter, better connected and more efficient outcomes.

In recent years, Council has identified smart city initiatives as a priority and has been investing in targeted emerging technology-based initiatives. This includes exploring digitally connected street furniture, a LoRaWAN Network and dashboard, Smart BBQs and developing opportunities for partnership and collaboration. Council is now seeking to build on this investment with a strategic Smart City approach, that will guide and coordinate future initiatives, and encourage innovation in the region. Council has identified the need for a Strategy that embraces innovation, addresses key challenges and expands opportunities in the City of Casey region.

The project plan forms the foundation of delivering the Smart City strategy, including milestones, communications and engagement approach. Community and employee engagement are critical components for a successful and meaningful strategy. This is reflected in the project plan.

2. Project Objectives & Deliverables



Objectives

Project objectives are as follows:

- To articulate a **technology enabled, community focused** future vision for the City of Casey as a Smart City
- To **increase awareness and education** of Smart City work within the City of Casey employees and community members in order to build momentum and action
- To develop the **foundation for shared accountability** focusing on partnership frameworks, capability and strategic alignment
- To **build the pipeline of smart city initiatives** with robust prioritisation and investment allocation focusing on measurable community and environmental outcomes.

Council's objectives are as follows:

People Driven

- Create an inclusive, safe and connected community
- Be a Council whose services and facilities are driven by community needs
- Become a city with an accessible and well-connected transport network
- Deliver services and infrastructure that meet the needs of the growing community
- Create a well-connected transport network to support the rapid growth in the municipality, and to increase mobility in the region

Place to Prosper

- Become a destination for arts, culture, sport and leisure that attracts visitors and brings the community together
- Develop a thriving economy with local jobs, investment and new industries
- Become a city that sustainably plans and manages growth while protecting its diverse landscape
- Create a region in which our residents and visitors can thrive, with a local economy that fosters innovation and supports local jobs
- Become a leading local authority, that leverages the strength of the region in advocacy, regional planning and investment
- Enhance our natural environment and provide access to cultural experiences and events that celebrate the diversity of our community and foster connection and wellbeing

A High Performing Organisation

- Become a leader in applying technology and innovation
- Become an efficient, effective, customer-focused Council with sufficient resources to meet priorities
- Become an efficient and effective organisation
- Focus on innovation and continuous improvement to transform service delivery for our community
- Optimise the use of technology and digital solutions and will focus on our customers to create a seamless customer experience
- Implement innovation across our communities to improve liveability, environmental management, economic growth and community wellbeing
- Increase operational efficiencies within the council and in the community as well as identify growth opportunities to accelerate the council plan

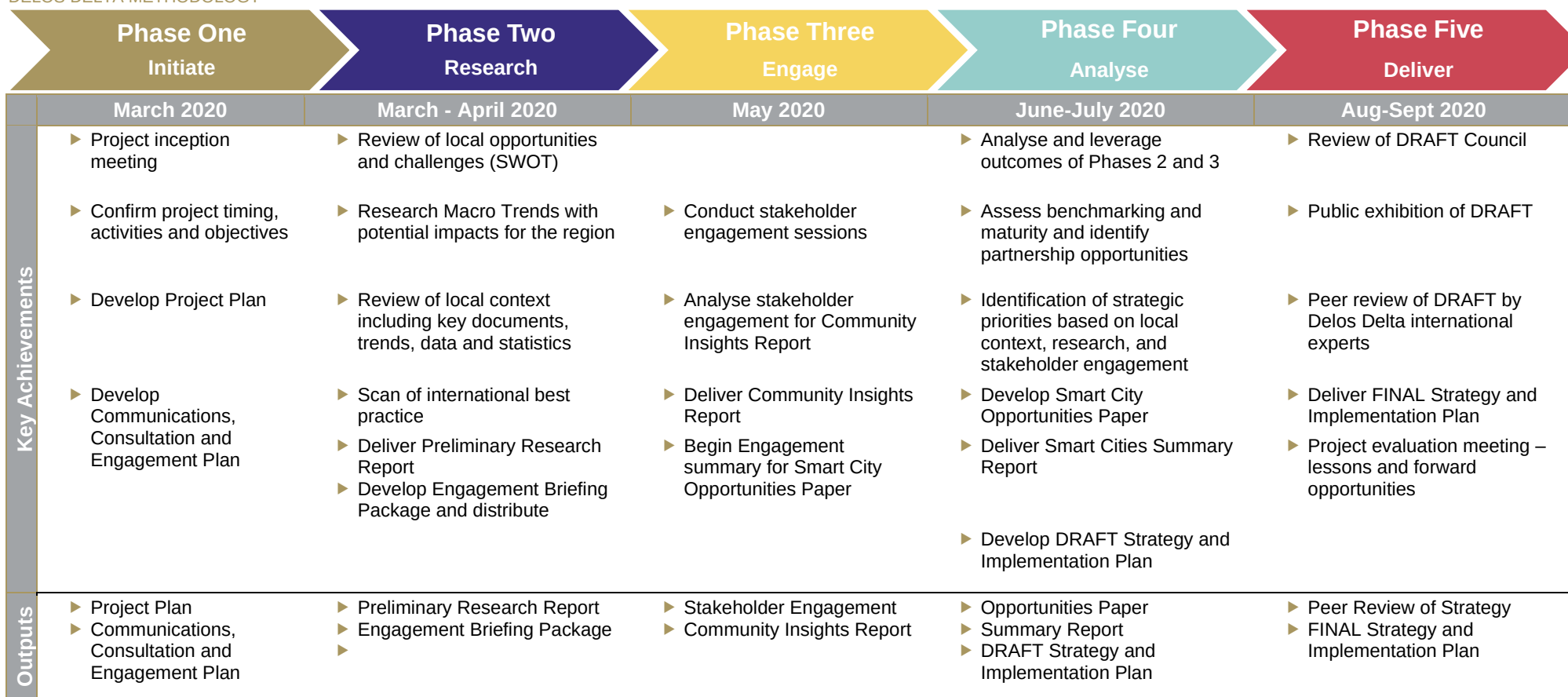
Deliverables

1. Project Plan including:
 - a. Project management methodology
 - b. Key milestones and timing
2. Communications, Consultation and Engagement Plan
3. Preliminary Research Report including:
 - a. Review of local context (trends and documents)
 - b. Macro trend analysis
 - c. Initial SWOT analysis
4. Engagement Briefing Package
5. Stakeholder Engagement including:
 - a. Online surveys for Staff and Community/Stakeholders
 - b. Community, key stakeholder and Council workshops
6. Community Insights Report/Infographic
7. Smart Cities Opportunities Paper including:
 - a. Engagement Summary and analysis
 - b. Benchmarking and Maturity assessment
 - c. Partnerships and collaboration opportunities
 - d. Drawing on preliminary research and above findings outline recommendations and opportunities for the Strategy
8. Smart Cities Summary Report/Presentation
9. DRAFT Smart City Strategy
10. DRAFT Implementation Plan
11. Peer Review of DRAFT
12. FINAL Smart City Strategy and Implementation Plan

3. Project Methodology



DELOS DELTA METHODOLOGY



4. Project Planning & Timing



PROPOSED PROJECT SCHEDULE

Phase	Date	Activity	Purpose	Responsibility	Milestone
1. Initiate	25 Feb	Inception meeting	Review brief and confirm contractor methodology	All	Confirmation of contractor methodology
	03 March	Document sharing	Provide Delos Delta with relevant internal documents and background information	CoC	Key documents shared with Delos Delta
	16 Mar	Steerco Meeting 1	Kick off and approve project plan	CoC	
	19 Mar	Project Plan	Undertake project, planning as agreed in inception meeting	DD	Project Plan
	19 Mar	Engagement and high-level comms plan	Outline effort and accountability of comms and engagement	DD	Communications, Consultation and Engagement Plan
	26 Mar	Comms plan delivery	Provide material for consistent and informative comms throughout the project including media release, social media posts, event post and survey. Will also include comms messages, brand voice and others.	DD	Launch Package
	2 April	Survey DRAFT	Provide Council with DRAFT Surveys to review and approve through Steering Committee	DD	DRAFT Engagement Surveys
2. Research	6 April	Research	Undertake research of local context, macro trends and challenges and opportunities	DD	Preliminary Research Report
3. Engage	16 April	Survey Finalisation	approve for public release	DD	FINAL Engagement Surveys
	16 April	Briefing design	Develop briefing package to inform stakeholders and spread smart city awareness prior to engagement	DD	Engagement Briefing Package

Phase	Date	Activity	Purpose	Responsibility	Milestone
	21 Apr	ELT meeting	Phase one: research findings and engagement approach	CoC	
	22 April	Release Smart City Surveys	Release Smart City surveys for staff and public contribution to the Strategy prior to face-to-face engagement	CoC/DD	Launch Smart City Surveys
	22 April	Release Engagement Briefing Package	Release Engagement Briefing Package to build broad community awareness and knowledge including media release with survey and social media posts	CoC	Launch Engagement Briefing Package
	22 April	Release target segment comms	Engage the target segments for engagement		
	5 May	ELT meeting	workshop with Delos Delta (consultants for the strategy development)	CoC	
	5 May	Steerco Meeting 2	Workshop with DD	DD/CoC	
	6 May	Council Action Plan Survey	Embed 2-3 questions into the Council Action Plan	CoC	Questions for survey
	5-6 & 13-14 May	Stakeholder engagement	Undertake stakeholder engagement in accordance with engagement methodology and Communications, Consultation and Engagement Plan. Focus on target segments	DD/CoC	Document stakeholder engagement findings
	25 May	SCAC	Workshop and update		
	26 May	Consultation Closed			
	29 May	Insights reporting	Develop an internal document summarising outcomes of Stakeholder engagement	DD	Community Insights report

Phase	Date	Activity	Purpose	Responsibility	Milestone
	28/29 May TBC	Workshop key strategic elements (Smart City Conference)	Face-to-face workshop of Smart City Opportunities Strategy based on insights and research with key internal stakeholders	DD/CoC	Strategy/ Opportunities Workshop
4. Analyse	8 June	Opportunities analysis	Identification strategic outcomes based on SWOT, research, and stakeholder engagement. Assessment of Smart City Benchmarking and Maturity and Partnership Opportunities	DD	DRAFT Smart City Opportunities Paper
	11 June	Review Opportunities	Review and feedback provided by Council	CoC	DRAFT Smart City opportunities Paper Feedback
	15 June	Finalise Opportunities	Deliver Final Smart City Opportunities Report based on Council feedback	DD	FINAL Smart City Opportunities Paper
	23 Jun	ELT meeting	update and feedback on community insights and opportunities report.		
	26 June	Summarise	Summarise key findings of analysis to share internally (and externally if applicable)	DD	Smart City Summary Report
	3 July	DRAFT Strategy	Develop DRAFT 1 Smart City Strategy	DD	DRAFT 1 Strategy
	7 July	Steerco Meeting 3	Update and key decisions	CoC	
	7 July	DRAFT Strategy Review	Project team (Laura, Marion, Eddi and Leticia) provide feedback on DRAFT 1	CoC	DRAFT 1 Strategy Feedback
	13 July	DRAFT Strategy	Revise DRAFT Strategy based on DRAFT 1 Feedback	DD	DRAFT 2 Strategy

Phase	Date	Activity	Purpose	Responsibility	Milestone
	16 July	DRAFT Strategy Review	Project team provide feedback on DRAFT 2	CoC	DRAFT 2 Strategy Feedback
	20 July	DRAFT Strategy	Revise DRAFT Smart City Strategy based on DRAFT 2 Feedback and develop Implementation Plan	DD	DRAFT 3 Strategy
	23 July	Graphic Design Concept	Graphic design team develop document concept of key pages	DD	Strategy Concept
	23 July	SteerCo Meeting 4	Review DRAFT strategy	CoC	
	27-28 July	Strategy Consultation	Review of smart city strategy and implementation plan with key stakeholders (SCAC, , key stakeholders)	DD/CoC	DRAFT 3 Strategy Feedback
	27 July	SCAC	Strategy and implementation update		
	28 July	ELT Meeting	update and feedback on draft strategy and implementation plan		
	29 July	DRAFT Strategy Review	Project team provide consolidated feedback on DRAFT 3 and design concept	CoC	DRAFT 3 Strategy Feedback
5. Deliver	6 Aug	Designed Strategy	Deliver DRAFT 4 as fully graphic designed Strategy	DD	DRAFT Strategy 4 – Graphic Designed
	11 Aug	Designed Strategy Review	Project team provide feedback on DRAFT 4	CoC	DRAFT Strategy 4 Feedback

Phase	Date	Activity	Purpose	Responsibility	Milestone
	14 Aug	Designed Strategy	Revise DRAFT Smart City Strategy based on DRAFT 4 Feedback	DD	DRAFT Strategy 5
	17 Aug	Designed Strategy Review	Project team and key internal stakeholders provide feedback on DRAFT 5	CoC	DRAFT Strategy 5 Feedback
	17 Aug	Steerco Meeting 5	Run through draft strategy for initial feedback and launch planning	CoC	
	19 Aug	DRAFT Designed Strategy FINAL	Revise DRAFT Smart City Strategy based on DRAFT 5 Feedback	DD	FINAL DRAFT Smart City Strategy
	24 Aug - 18 Sep	Public Review	Review and feedback provided by: ► Council ► Public Exhibition ► Global Peer Review	CoC/DD	DRAFT Strategy Document
	1 Sep	ELT Meeting	Update on launch of strategy and employee/community engagement		
	1 Sep	Steerco Meeting 5	Finalisation of strategy feedback and launch actions	CoC	
	23 Sep	Public Review	Project team provide consolidated feedback on DRAFT Smart City Strategy	CoC	DRAFT Smart City Strategy Feedback
	28 Sept	FINAL Smart City Strategy and Implementation Plan	Submit for adoption by Council	DD	FINAL Smart City Strategy and Implementation Plan
	28 Sep	SCAC	Final report		
	30 Sept	Project Close	Handover the finalised Smart City Strategy and Key Actions Document		
	6 Oct	Steerco Meeting 6	Launch		

Phase	Date	Activity	Purpose	Responsibility	Milestone
	3 Nov	Steerco Meeting 7	Review and governance		

5. Stakeholder Engagement Plan



Meaningful, genuine engagement with stakeholders is critical for the future development of smart city outcomes that meet the needs and expectations of the community and Council. Smart city initiatives and innovation are change requiring understanding, buy-in, and collaboration.

A summary of the proposed engagement plan is below. This engagement will inform the development of the Smart City Strategy. The purpose of this engagement is to not only identify key priorities of the community and Council, but to start to build awareness, capability and buy-in of Council's smart city agenda. A detailed Stakeholder Engagement Plan is outlined below:

Engagement Roles and Responsibilities

TABLE 1. ENGAGEMENT ROLES AND RESPONSIBILITIES

Delos Delta	City of Casey
Design engagement material including presentations and questionnaires	Communicate engagement process to stakeholders
Facilitate engagement	Send engagement invitations
Record observations and discussions	Provide portal for questionnaires (Casey Conversations)
Synthesise engagement observations	Provide facility for face-to-face consultation
Create feedback loops through infographics and documents for stakeholders	Promote engagement process
	Drive enthusiasm and buy-in

Engagement Mechanisms and Groups

Delos Delta will engage in face-to-face consultation and online questionnaires with a broad cross-section of key stakeholders in the City of Casey region.

Engagement will focus on the principles and values of smart initiatives in Casey, areas of strength and opportunity, limitations in Council capacity and regulation and partnership opportunities. Staff engagement will also aim to identify current gaps in skills and processes that enhance innovation.

In addition to providing insight into the priorities of Council and Community, these engagement sessions will build general awareness and buy-in of the opportunities for smart city and innovation integration in the Casey region.

The table below outlines the suggested groups to be consulted during engagement, and the engagement mechanisms.

TABLE 1. PROPOSED ENGAGEMENT MECHANISMS AND GROUPS

Group	Who	Purpose	Activities	Outcome
General Public Sessions	▶ Community members interested in smart city initiatives, data, innovation and technology. ▶ Open to all community members	To build community buy-in, promote and encourage local landscape and understand smart city challenges and opportunities	▶ Community survey ▶ Engagement session • Brief presentation • Identify key community priorities and concerns	Smart City Opportunities are supported by community and reflects key local priorities
Executives	▶ Executive management team	To build capacity and shared accountability from within Council	▶ Staff survey ▶ ELT Workshop • Brief presentation • Workshop with executives	Build internal mandate and leadership to drive outcomes
Council staff	▶ Staff members interested in smart city initiatives, data, innovation and technology. ▶ Open to all staff members	To build general-awareness and capacity of Council Staff	▶ Staff survey ▶ Staff Workshop • Brief presentation • Workshop priorities, current projects & implementation • Capability and capacity assessment	Staff awareness, support and enthusiasm – start to build Staff capacity
Smart City Steering Committee	▶ Smart City Steering Committee members	To understand the internal climate and appetite for smart city objectives within Council	▶ Staff Survey ▶ Ongoing review of documents ▶ Roundtable discussion - Workshop internal capacity and capabilities to delivery strategy - Identify key internal priorities and concerns	Staff awareness, support and enthusiasm – ensure Strategy will be tailored to internal needs and capacity of Council

Smart City Advisory Committee	▶ Smart City Advisory Committee members	To understand local challenges and build general buy-in and investment for enabling a smart city culture in the community	▶ Community Survey ▶ Ongoing review of documents ▶ DRAFT Strategy Workshop • Brief presentation • Identify key community priorities and concerns	Participation and ownership of smart city outcomes beyond Council
Key External Stakeholders	▶ Local businesses, innovators, community groups and industry leaders	To understand local challenges and build general buy-in and investment.	▶ Community Survey ▶ Phone interviews? ▶ Smart City Roundtable • Brief presentation - Identify key community priorities and concerns	Participation and ownership of smart city outcomes in the community

Mechanisms

Face-to-face workshops/roundtables/engagement sessions

Online surveys

- a. Staff
- b. Broader Community
- c. Targeted Groups

Education:

- (1) Schools including Casey Tech and Haileybury, Doveton as well as others based on contacts from Economic Development team
- (2) Universities in the region including Federation University. Other ones potentially through networks including RMIT

» Contractors and Suppliers:

- (1) Infrastructure and maintenance contractors for the City of Casey
- (2) Smart city vendors and partners (DD to act on behalf of CoC with broader smart city networks)

Business community

- (3) INNCrowd (business start-up community)- liaise with Chris H
- (4) Bunjil Place Arts team- liaise with Kate
- (5) Smart City Advisory Committee

DRAFT Initial Engagement Schedule

The schedule below is a rough indication of session times and duration. Council are welcome to rearrange as necessary to fit regular meeting times and availability. However, we recommend holding general public sessions after hours, and holding an external stakeholder roundtable during the morning.

DRAFT PHASE 1 ENGAGEMENT SCHEDULE

Week 1					
Day one			Day two		
Time	Tuesday 5 May	Hrs	Time	Wednesday 6 May	Hrs
9:30- 10:00	Project Team Briefing	0.5	10:30-10:30	External Stakeholder Roundtable	2.0
10:00-11:00	ELT	1.0	01:30-03:00	Staff	1.5
11:00-12:30	Steerco meeting	1.5	11:00-12:30	Steering Committee	1.5
14:00-15:30	Staff workshop (30) CL	1.5	14:00-15:30	Staff workshop (30) CBT	1.5
16:00-17:00	Staff workshop (I&I)	1.0	15:30-16:00	Debrief with project team	0.5
06:00-07:30	General Public (incl SCAC)	1.5			
Wed 6 May finish by 4pm					
Week 2					
Day three			Day four		
Time	Wednesday 13 May	Hrs	Time	Thursday 14 May	Hrs
10:00-10:30	Project Team Briefing	0.5	09:00-10:30	Staff workshop (30) CPI	1.5
11:00-12:30	Student workshop	1.5	11:00-12:30	Student workshop	1.5
02:00-03:30	Staff workshop (30) CS	1.5	01:30-03:00	Staff workshop (30)	1.5
06:30-07:30	General Public	1.5	03:00-04:00	Debrief	1.0

Note. Delos Delta expect to arrive at Council at 9:30, however, to mitigate potential issues with traffic and flights we propose beginning engagement sessions at 11:00.

6. Communications



Communications Protocols

All communications regarding engagement, project updates and outcomes to be communicated by the City of Casey in the first instance

Delos Delta to support City of Casey announcements and communications by sharing with their own networks.

Delos Delta will share information once approved and/or shared through official City of Casey communications channels

City of Casey to maintain connections and communications with stakeholders on behalf of Delos Delta

Delos Delta will prepare communications material for City of Casey to finesse, finalise and endorse

Communications Plan



The table below details specific timeframes and expectations for communications (and engagement) until the project close (30 September 2020). The comms schedule provides suggested timing and weeks for promotion to occur. Specific promotion dates are subject to approval by the City of Casey comms team and project group. Delos Delta will support the City of Casey's promotional efforts by sharing posts where appropriate.

Note: The below is a high-level comms schedule, as we develop the launch package and comms material Delos Delta will work with Council to develop more interesting and innovative options, eg. CEO interview, local smart city case studies, polls etc.

More detail will come with the launch comms plan on March 30.

PROPOSED COMMUNICATIONS SCHEDULE

Timing	Comms Activity	Purpose	Delos Delta Actions	Casey Actions
22 April	Media Release	First promotional mention to show community what is coming Includes local leader quote and reiterates importance of community contribution to help shape the project	Draft media release, including quotes for Council approval and release, media networks	Adjust and approve media release and relevant quotes to suit style and voice of Council. Distribute and promote media release on Council website and media networks
22 April	Website Survey Introduction	Provides the community with introduction and context of the project prior to completing the survey	Draft introduction to the public survey for use on Council website and other platforms	Adjust and approve. Publish on Casey Conversations and social media

22April	Community Survey	Critical to engagement and understanding public expectations Simple and successful way to collect priority action areas, objectives, concerns and potential collaborators from the community	Draft surveys to be provided to Council for action (alternatively a survey monkey link can be provided by Delos Delta)	Adjust and approve. Publish on Casey Conversations
22 April	Staff Survey	Completed by all staff to build awareness Very important to understanding Council capacity and opportunities	Draft surveys to be provided to Council for action (alternatively a survey monkey link can be provided by Delos Delta)	Adjust and approve. Publish using Casey Conversations, and share via direct email to Council staff.
22 April	Survey/ Project Promotion	Post on Council media or directly email sharing that the public surveys are now live Directly contact Staff and LIT that surveys are live	Draft email wording to be provided.	Adjust email and approve. Send to residents and staff, adjusting the wording where necessary. Share survey link and key project details on socials
22 April	Eventbrite Promotion and Introduction (TBC)	Copy to use as the description for the Eventbrite for the Public Engagement Sessions Easy to repeat and adapt for any other Eventbrite sessions	Draft wording to be provided for introduction to Public Engagement Session used in Eventbrite/	Adjust wording to suit different sessions and apply to the 'Details' section of the Eventbrite. Wording can be adjusted and used in promotional posts also.
22 April	Public - Engagement Invitation (TBC)	Need to share via direct emails and messaging to boost volume and understanding of attendees Also, to Key Stakeholders engagement session	Draft wording to be provided for email invite to Public Engagement Session and Key Stakeholder Session	Adjust wording and email directly Wording can be adjusted and used in promotional posts also.

22 April	Staff - Engagement Invitation	Need to share via direct emails and messaging to boost volume and understanding of attendees	Draft wording to be provided for email invite to Staff Engagement Session	Adjust wording and email directly Wording can be adjusted and used in promotional posts also.
28 April	Face-to-Face Engagement Promotion	There needs to be reminders for the upcoming public and staff related engagement events These should be via social media, Council website, and direct contact through emails	Draft wording and ideas	Adjust wording to suit different sessions and send out via Council channels
4 May	Automatic Eventbrite reminder	Reminder to improve attendance for community engagement	Automatic	Adjust the automatic message sent via Eventbrite if Council wishes
5-6 & 13-14 May	Face to Face Engagement Sessions	Undertake face-to-face stakeholder engagement sessions in accordance with engagement plan. Public, Staff, Executives, LIT Committee and Councillors	Delos Delta to organise content of sessions.	Council to arrange venue, invites and other logistics.
6-20 May	Council Action Plan Survey	2-3 questions about smart city in the survey	Smart City team to work with Engagement team	
7 & 15 May	Post-Consultation Thanks	Very important to foster interest and thank those who contributed Reminder to complete surveys	Draft wording to be provided for email.	Adjust to fit session and approve for direct emailing to attendees.
20 May	Survey Reminder	Final reminder to complete surveys	Draft social post to be provided	Adjust, approve and publish on Council engagement platforms

24 May	Consultation Closes	No more promotion of engagement necessary Surveys closed	Delos Delta to collect and asses all data and information gathered during engagement.	Council to keep in touch and provide additional images and information where necessary.
30 June	Key Findings Summary	Report to be shared internally, but may be adapted/further summarised for external use To progress momentum around the project. Give community and external stakeholders a brief summary of the key findings to keep them informed	Delos Delta to provide Smart City Summary Report	Council to review, provide feedback and promote.
27-28 July	Strategy Consultation/ Workshop	Workshop of DRAFT Smart City Strategy and Implementation Plan with key stakeholders	Delos Delta to arrange content and agenda.	Council to arrange venue, invites and other logistics.
17 Aug	Project Update	To progress momentum around the project. Give community and key stakeholders heads up that Public Review is coming up	Draft social post to be provided	Adjust, approve and publish on Council engagement platforms
24 Aug	Launch Public Review of Strategy	Allow public to provide feedback on Strategy Encourage public buy-in and awareness of smart city agenda and develop community 'ownership' of smart city progress in Caser	Delos Delta to provide content for engagement platforms	Council to promote and upload to engagement platforms
31 Aug & 14 Sep	Review Reminders	Encourage public participation in feedback process	Delos Delta to provide content for engagement platforms	Adjust, approve and publish on Council engagement platforms

18 Sep	Public Review Closes	Review closed	Delos Delta to incorporate feedback into FINAL Strategy	Provide consolidated feedback for FINAL Strategy
28 Sep	FINAL Strategy	Submit for adoption by Council Gear up for public release	Delos Delta to provide FINAL Strategy and Content for public release	Submit for adoption and promote release of Strategy and upcoming actions.

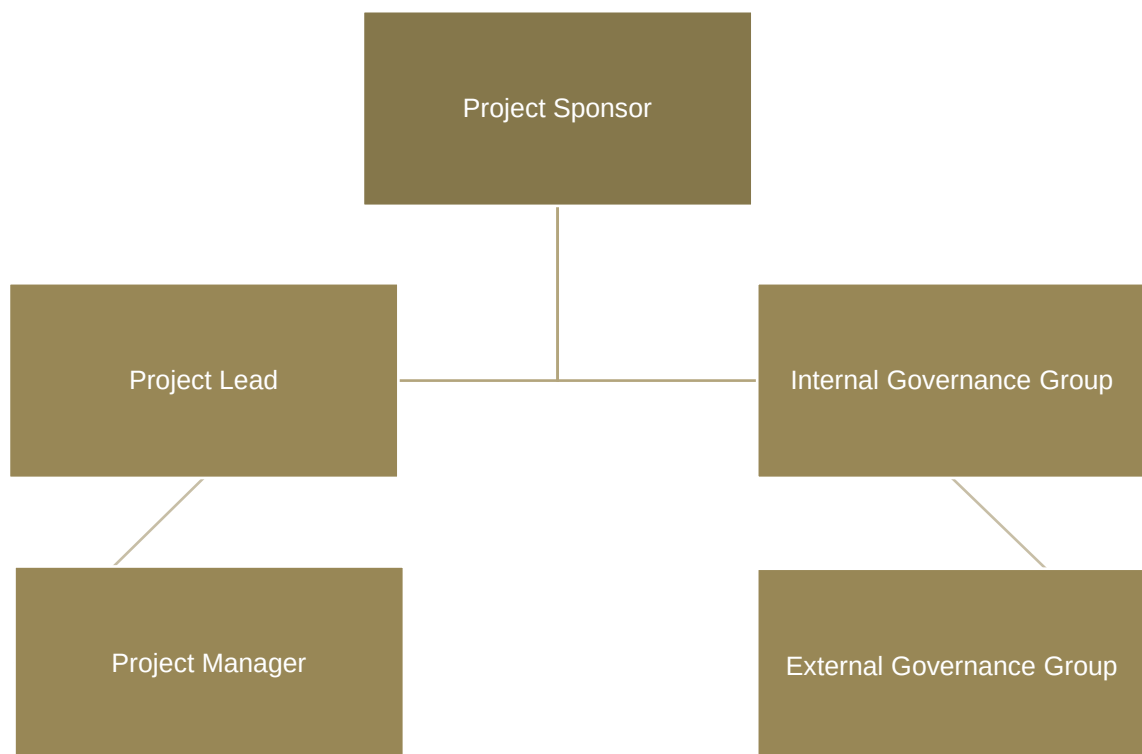
6. Project Governance



Project governance is outlined below.

SMART CITY PLAN GOVERNANCE OVERVIEW

Title	Persons
Project Sponsor	The City of Casey- Jen Bednar
Project Lead	Laura Baker (Smart City and Innovation)
Project Manager	Brook Dixon (Delos Delta)
Internal Governance Group	Smart City Steering Committee
External Governance Group	Smart City Advisory Committee



7. Risk Management



This section identifies the risks associated with the project and outlines the management mechanisms in place to deal with these risks.

RISK MANAGEMENT FOR SMART CITY OPPORTUNITIES

Risk	Impact	Likelihood	Treatment
Scope expansion	Medium	Medium	Agree project plan, and regular review
Timing delays	Medium	Medium	Scope clarity, regular governance meetings
Stakeholder buy-in	Medium	Low	Communications and engagement plan in place
Product quality	Medium	Low	QA systems in place Agreed deliverables Expert consultant engaged Stakeholder engagement
Executive engagement	Medium	Low	Regular executive reporting
Negative media	Low	Low	Regular communications Identified spokespeople

8. Payment Schedule



The table below outlines a proposed payment schedule based on the delivery of milestones for this project.

PAYMENT SCHEDULE

Instalment	Milestone	Fee (inc GST)
1	Upfront payment (10%)	\$8,222.50
2	Preliminary Research Report	\$14,052.50
3	Smart City Opportunity Paper	\$22,000.00
4	DRAFT Smart City Strategy	\$22,000.00
5	FINAL Smart City Strategy	\$15,950.00
TOTAL		\$82,225.00