



**Transport**  
Roads & Maritime  
Services

# **COMMUNITY INVOLVEMENT PLAN**

**Richmond Bridge and approaches congestion study**

July 2012

RMS 12.192

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# 1. About this plan

The Richmond Bridge and its approach roads are congested during morning and afternoon peak traffic periods.

In April 2011 the Federal Department of Infrastructure and Transport allocated \$2 million to carry out planning and investigation work into alleviating traffic congestion on Richmond Bridge and adjoining approach roads between Richmond and North Richmond areas.

Tapping into local knowledge of how traffic operates in the area, as well as conducting future planning exercises within the context of stakeholder and community views, values and vision for Richmond is critical to this process. A crucial part of the study is to understand the perspectives of the community and stakeholder groups in this area. Consultation activities will be to address:

- values and vision for the future planning and development of Richmond and its environs
- short-term solutions to improve traffic flow at Richmond Bridge and adjoining approach roads for the Richmond / North Richmond areas.
- long-term strategies for Richmond Bridge and adjoining approach roads for the Richmond / North Richmond areas. This will include investigating the structural suitability of the existing Richmond Bridge for an upgrade and a strategic concept design of the road corridor.

The congestion study is fully funded by the Federal Government.

This community involvement plan provides the framework for consultation for the project. The contact details for the project team are located in Section 6 of the document. Comments or suggestions on this plan are welcomed and can be sent to the project team. The plan is a 'living document' that will be updated as required.

## 1.2 Consultation principles

Roads and Maritime Services (RMS) as a matter of policy recognises the importance of community involvement in its activities and decision-making and is committed to upholding its responsibilities in an open, consultative and inclusive manner. The project team for the Richmond Bridge and approaches congestion study share this commitment.

The project team has adopted the following consultation principles for the plan. Further information on the application of the consultation principles can be found in Section 4.2 of this document.

Accessibility	Provide a project team that is highly accessible for the duration of the study
Transparency	Record, publish, and make information publicly available
Equitable participation and fair process	Allow the comments and input of all community members and stakeholders to be considered equitably in the decision making processes
Continuous improvement	Build mechanisms to review, evaluate and improve the community involvement program

## 1.2 How to use this Community Involvement Plan

This plan provides information on the project, the community involved, the consultation methodology proposed and issues already raised. These can be found as per below.

<b>For information on...</b>	<b>Go to...</b>
The local area, community and stakeholders	Section 2
Issues already raised and traffic modelling study	Section 3
How the consultation will be undertaken (methodology)	Section 4
Consultation tools	Section 5
Communication protocols	Section 6
Evaluation of community participation	Section 7

## **2. The study area, community and stakeholders**

### **2.1 The study area**

Richmond is located at eastern end of the Bells Line of Road corridor, about 65km to the north-west of Sydney. Richmond Bridge spans across the Hawkesbury River connecting Bells Line of Road in the west to Kurrajong Road in the East.

The Bells Line of Road corridor provides a supplementary link between the Sydney Basin and the Central West Region of New South Wales. It provides a strategic east-west regional link supporting the Great Western Highway in carrying commuter traffic, and acts as an alternative route. It also has a high tourism significance with botanical gardens, bushwalking trails, lookout points and one of the most picturesque routes crossing the Blue Mountains.

The eastern end of the Bells Line of Road corridor provides access to Richmond and the rapidly growing North-West Growth Centre and M7 interchange. This section of the corridor includes the Richmond Bridge which is the only Hawkesbury River crossing serving the entire residential catchment of North Richmond, Kurmond, Kurrajong, Bilpin and beyond.

During the morning and afternoon peak hours significant levels of traffic congestion are experienced on the two lane Richmond Bridge (one lane each direction) and adjoining approach roads between North Richmond and Richmond.

### **2.2 The community**

Richmond is geographically subdivided into two by the Hawkesbury River and connected via Richmond Bridge. To the west of the bridge is North Richmond which is predominantly a residential precinct. To the east is East Richmond which is a mixture of residential, commercial and retail precincts. The RAAF base is located to the east of Richmond and is a major employer for this area. In addition, there are a number of retail units in this area.

Over the years, the steady residential growth in North Richmond and Kurrajong has put additional traffic pressure on Richmond Bridge. During the critical peak period, intersections on both sides of the Bridge experience traffic congestion. The two-lane Bells Line of Road on the bridge is also approaching close to capacity.

According to the Bureau of Transport Statistics (BTS) in 2006 about 15,600 people lived in the Richmond area and of that, about 5,800 people travelled from Richmond to work. About 16% of people did not travel to work or worked from home on census day. The census data showed that

around 70% of work trips from Richmond were made by motorists in a private vehicle, with 5% of those as car passengers. Approximately 6% of workers travelled by public transport and 9% walked. Of 6% public transport users only 0.3% trips were made by bus and over 5% used the train.

### 2.3 Key stakeholders

A range of agencies, organisations and groups will have an interest in the project. Eight stakeholder groups have been identified for the project, as presented in Table 2.1. They include:

Table 2.1 Key stakeholders

<p><b>Government Stakeholders</b></p>	<ul style="list-style-type: none"> <li>▪ Hawkesbury Council, including the General Manager, Mayor and Councillors</li> <li>▪ Hawkesbury Visitor Information Centre (under the auspices of Council)</li> <li>▪ State MP: Hawkesbury Ray Williams (Lib)</li> <li>▪ State MP: Londonderry Bart Bassett (Lib)</li> <li>▪ Federal MP: Macquarie Louise Markus (Lib)</li> <li>▪ Roads and Maritime Services RMS (Maritime)</li> <li>▪ Transport for NSW</li> <li>▪ Heritage Council of NSW</li> <li>▪ NSW Department of Planning and Infrastructure (DoPI)</li> <li>▪ Department of Environment, Climate Change and Water (DECCW)</li> <li>▪ Department of Infrastructure and Transport</li> <li>▪ NSW National Parks and Wildlife Association</li> <li>▪ The Hawkesbury-Nepean Catchment Management Authority</li> <li>▪ Sydney Catchment Authority</li> <li>▪ RAAF Base</li> </ul>
<p><b>Business</b></p>	<ul style="list-style-type: none"> <li>▪ Hawkesbury City Business Advisory Centre</li> <li>▪ Hawkesbury City Chamber of Commerce</li> <li>▪ Windsor Business Group</li> <li>▪ Rotary Club of Kurrajong-North Richmond.</li> <li>▪ Rotary Club of Richmond.</li> </ul>
<p><b>Aboriginal Groups</b></p>	<ul style="list-style-type: none"> <li>▪ Darug Land Observations (DLO)</li> <li>▪ Darug Aboriginal Cultural Heritage Assessments (DASCHA)</li> <li>▪ Darug Tribal Aboriginal Corporation (DTAC)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Darug Aboriginal Land Care (DALC)</li> <li>▪ Deerubbin LALAC (DLALC)</li> <li>▪ Darug Custodian Aboriginal Corporation (DCAC)</li> <li>▪ Gunjeewong Cultural Heritage Aboriginal Corporation (GCHAC)</li> <li>▪ Yarrawalk</li> </ul>
<b>Community Action Groups</b>	<ul style="list-style-type: none"> <li>▪ North Richmond Community Group</li> <li>▪ Kurrajong Community Forum</li> <li>▪ Kurrajong Heights Action Group</li> <li>▪ North Richmond Districts Community Action Association</li> <li>▪ Richmond Branch - Country Women's Association of NSW</li> <li>▪ Richmond Community Services Inc</li> <li>▪ North Richmond Youth Project</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>▪ Richmond North Public School</li> <li>▪ Richmond Public School</li> <li>▪ Richmond High School</li> <li>▪ UWS, Richmond campus</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>▪ Australian Trucking Association</li> <li>▪ Hawkesbury Valley Bus Service</li> <li>▪ Hawkesbury Area Taxi Service</li> <li>▪ Westbus</li> <li>▪ Community transport</li> </ul>
<b>Emergency Services</b>	<ul style="list-style-type: none"> <li>▪ Richmond Fire Brigade</li> <li>▪ Hawkesbury City State Emergency Services</li> <li>▪ Hawkesbury Rural Fire Control</li> <li>▪ Hawkesbury Rural Fire Service – Communications Group</li> <li>▪ NSW Rural Fire Service – Kurrajong and East Kurrajong Brigades</li> <li>▪ Richmond Ambulance Service</li> <li>▪ Windsor Police Station</li> </ul>
<b>Historical Societies</b>	<ul style="list-style-type: none"> <li>▪ Hawkesbury Historical Society</li> <li>▪ National Trust of Australia (Hawkesbury Branch)</li> <li>▪ North Richmond - Hawkesbury Historical Society</li> </ul>

## **3. Previous consultation activities**

### **3.1 Issues raised in related projects**

Over the past few years the RMS has been consulting the community in regard to the two major projects in the local vicinity; the Windsor Bridge replacement project and the Bells Line of Road Long Term Strategic Plan. Consultation for these projects has engaged the same community who will be involved in this Richmond Bridge and approaches congestion study. From the consultation activities on related projects the RMS has developed some understanding of the community's perception of local traffic issues. The concerns listed below will be factored into the study process including the concept design of options. They include:

- Traffic congestion
- Delay travel times
- Efficiency of local intersections
- Motorist safety, particularly rear-end collisions
- Aboriginal and non-Aboriginal heritage
- Pedestrian/cyclist safety
- Noise and vibration
- Increased air pollution from vehicles
- Amenity
- Flood immunity
- Impact to businesses
- Socio-economic impact
- Retaining a local township look
- Impacts on the local community – two shopping centres within this corridor
- Potential removal of parking spaces, especially in front of shops
- No bus bays at North Richmond
- Getting pedestrians and cyclists safely across the road
- Further development to occur at North Richmond

### **3.2 Traffic modelling study**

Roads and Maritime Services (RMS) contracted Hyder Consulting Pty Ltd to develop a road based traffic model to identify network capacity issues that affect the performance of Richmond Bridge and the adjoining approach roads. The aim of the Traffic Analysis Report was to evaluate the performance of Richmond Bridge and the section of Bells Line of Road / Kurrajong Road between Grose Vale Road, North Richmond and East Market Street in Richmond.

The study was guided by a steering group of representatives from RMS, Transport for NSW, Federal Department of Infrastructure and Transport and Hawkesbury City Council. To date three steering group workshops were undertaken. The results of this study will inform the public consultations about a range of traffic improvement measures that can be implemented in the short term.

In 2011, Richmond Bridge carried approximately 26,200 vehicles per day. This included approximately 1500 heavy vehicles (more than 5% of the total traffic). Peak hour traffic volumes on Richmond Bridge were in order of 1400 to 1500 vehicles in each direction. The traffic analysis suggests that though Richmond Bridge is close to traffic saturation levels, however it is not the main cause for traffic congestion. Traffic congestion at the adjoining intersections during peak traffic is the prime contributors to the current congestion on the bridge and its road approaches. The traffic modelling has identified network operational issues at the following three key intersections:

1. Bells Line of Road/Grose Vale Rod (traffic light controlled)
2. Kurrajong Road/Yarramundi Lane / Old Kurrajong Road (sign control)
3. Kurrajong Road/Bosworth Street (traffic light controlled)

The traffic modelling investigations considered 10 preliminary short-term improvement options. In consultation with the steering group, eight options have been shortlisted for further consideration.

The short-term options include improvements to road and intersections to maintain an acceptable level of traffic operation. These improvements include widening intersections and providing additional facilities for turning movements, banning on-street parking during peak periods. The identified improvement options at the three key intersections would improve major east-west movement of traffic on this section of Bells Line of Road and Kurrajong Road.

A copy of the traffic analysis report will be uploaded onto the project website once it is complete.

### **3.3 Road corridor reservation study**

SMEC Pty Ltd was awarded a contract in January 2012 to carry out a strategic options study to reserve a road corridor to meet the traffic demand between Richmond and North Richmond. The study is at its preliminary stage and has identified the constraints and the traffic needs for the corridor.

## 4 Consultation methodology

This section provides an outline of the way that consultation will be undertaken. It first describes the broad consultation objective; and then provides details on consultation principles, methodology, timeframes and tools. It provides information on consultation management and privacy.

### 4.1 Consultation objective

The main consultation objective is:

- to ensure that the Richmond Bridge and approaches congestion study is developed through extensive consultation with local communities and stakeholders and to identify the short term improvements and to reserve a future road corridor.

### 4.2 Consultation principles

The project will be conducted using the consultation principles as outlined in Table 4-1:

Table 4-1 Consultation principles – Richmond Bridge and approaches congestion study

<b>Accessibility</b>	Provide a project team that is highly accessible for the duration of the study
<p>This will be done through:</p> <ul style="list-style-type: none"> <li>• Access to the project team via email, postal address and toll-free phone number</li> <li>• Face-to-face community information days, briefings and meetings</li> <li>• Welcoming feedback, information and other input from the community at any time during the Plan's development</li> </ul>	
<b>Transparency and public accountability</b>	Record, publish, and make information publicly available
<p>This will be done through:</p> <ul style="list-style-type: none"> <li>• Sharing of information generated through the publication of reports and studies at timely intervals</li> <li>• Sharing of community input and issues through the publication of community issues report</li> <li>• Provision of source documentation via a 'library' of information on the website</li> </ul>	

- Publication of a register of meetings with stakeholders
- Publication of meeting notes from community information sessions and stakeholder meetings (for privacy, this would not include private or landholder or otherwise confidential meetings)

**Equitable participation and fair process**

Allow the comments and input of all community members and stakeholders to be considered equitably in the decision making processes

This will be done through:

- Analysing and considering the specific needs and interests of the community and stakeholders in designing the processes for community involvement
- Providing information on how and when public input influences the planning and decision making processes
- Ensuring the timely distribution of information
- Developing display and other materials that are easy to read, well set out and enable the community to give informed input to the process
- Recording and consideration of all issues raised in the consultation processes

**Continuous improvement**

Build mechanisms to review, evaluate and improve the community involvement program

This will be done through:

- Reviewing media coverage
- Recording, considering and responding to feedback received by the RMS on the consultation process
- Encouraging innovation in consultation in the project team
- Undertaking a workshop at the completion of the Plan to capture ‘lessons learnt’ and to identify successes and areas for improvement

## 5. Consultation tools

The consultation tools and resources suggested to undertake the Richmond Bridge and approaches congestion study are provided below.

### 5.1 Stakeholder meetings

Interviews with key stakeholders are the first step in an ongoing consultation process. Understanding broader stakeholder and community views, values and vision for the future of this area is critical to the planning process.

Initial consultation with key stakeholders will be conducted to discuss the following:

- regional context of the traffic congestion study, its scope and indicative timing
- proposed consultation process and stakeholder input/feedback
- values in relation to the local environs and vision for its future
- perspective on short term treatment measures for current traffic congestion

These meetings and briefings are anticipated to include:

- Government agencies
- Business peak bodies
- Aboriginal Groups
- Community Action Groups
- Education
- Transportation
- Emergency Services
- Historical Societies

Meeting notes from stakeholder meetings will be posted on the project website. Meeting notes with community members, landholders or that are otherwise confidential in nature will not be posted on the internet. (Refer also section 6.3 on privacy).

## **5.2 Community planning workshops**

Community planning workshops provide the main mechanism that will allow the study team to tap into local knowledge of how traffic operates in the area, as well as plan for the future with an understanding of community values and vision. These open invitation workshops will be publicised in the local newspaper and by letterbox drop.

Two workshops are currently envisaged; however the process will be fine-tuned in line with community input and interest.

### **Workshop 1**

The first workshop will provide an opportunity to firstly, identify the community's values and vision for the area and secondly discuss the finding of the traffic analysis report.

In the first part of the workshop discussion amongst participants will be stimulated by questions such as the following:

- "I am Richmond in 20 years time, I am..."
- "The main differences from now are....."
- "The most important thing is ....."
- "Where we should focus first is ....."
- "What we don't want to change is ....."
- "What we should do differently now is ....."

Evaluation criteria for the planning of long term options can be derived from answers to these questions. The amalgamated answers and the evaluation criteria derived from this process would be considered in developing long term options.

In the second part of the workshop the key findings of the traffic analysis report will be presented for community feedback.

### **Workshop 2**

In the first part of this workshop participants will confirm the evaluation criteria derived from their input to the values and vision discussion in the first workshop.

Following this, participants will be invited to give feedback to short and long term options that the study team have identified; taking into account factors such as economic growth, ageing infrastructure, population increase, congestion and pressures on the network.

Meeting notes from the workshops will be posted on the project website.

### **5.3 Community information sessions**

An open invitation will be extended to the community to view display material and attend two community information sessions; as follows:

- The first session will coincide with the display of the preferred solution of short term traffic improvement measures.
- The second session will coincide with the invitation to comment on long term options for traffic congestion on Richmond Bridge and its approaches.

Static (unstaffed) displays of the short and long term options will be placed in motor registries, council customer service centres and/or council libraries and post offices as space permits.

All planned information sessions and static displays will be advertised by the RMS in nominated local newspapers, and on the project website. All registered stakeholders will be informed via email and other agreed media types of proposed information sessions.

### **5.4 Community updates**

Community updates will be distributed to coincide with key phases in the consultation process. These phases are anticipated to include the following:

#### Community Update 1

- Introduction of project and invitation to community planning workshop

#### Community Update 2

- Description of preferred option for short term traffic improvement measures
- Invitation to community information session to learn more and provide input to the proposed measures identified as a short term solution
- Invitation to second community planning workshop to discuss options for long term solutions

#### Community Update 3

- confirms short term traffic treatment

## Community Update 4

- confirms the corridor for long term

The community updates will be delivered by letter-box drop in the local area as well as being posted or emailed to all community members registered on the consultation database. It will also be posted on the project web page.

### **5.5 Community issues reports**

A community issues report shall be prepared at the conclusion of consultation for Stage 1 and Stage 2.

#### Stage 1: Community issues report on short term traffic improvement

This report will provide a summary of issues raised from all consultation methods including face-to-face meetings, community planning workshop, community information session, email and other correspondence. This report will be published online.

#### Stage 2: Community issues report on long term solutions

This report will follow the selection of a long term solution for traffic congestion on Richmond Bridge and its approaches. This report will provide a summary of issues raised from all consultation methods including face-to-face meetings, community planning workshop, community information session, email and other correspondence. This report will be published online.

### **5.6 Newspaper advertisements**

Advertisements will be placed in appropriate local newspapers for workshops (refer section 5.2) and community information sessions (5.3).

### **5.7 Project web site**

The project website address is .

*[http://www.rta.nsw.gov.au/roadprojects/projects/sydney\\_region/outer\\_west\\_blue\\_mtns/richmond\\_bridge/index.html](http://www.rta.nsw.gov.au/roadprojects/projects/sydney_region/outer_west_blue_mtns/richmond_bridge/index.html)*

This website will be updated as the project progresses to include:

- Community updates

- Traffic analysis report and any other technical studies required
- All community information published as part of the study
- Links to the web pages of other studies and agencies associated with this project, such as the Bells Line of Road Long Term Strategic Corridor Plan
- This Community Involvement Plan

## 6. Communication protocols

The following section outlines the processes and protocols for managing communication

### 6.1 Contact information

Feedback, information or input is welcomed from the community and stakeholders at any time during the study.

The project email address is: [Richmond\\_Bridge@rms.nsw.gov.au](mailto:Richmond_Bridge@rms.nsw.gov.au)

The project postal address is:           Siva Satchi  
  
  Project Development Manager,  
  
  Roads and Maritime Services  
  
  PO Box 973 Parramatta CBA NSW 2124

The project toll free number is 1800 633 332

The toll free number is staffed Monday to Friday, 9am to 5pm (excluding public holidays). Outside of these hours and during busy times, a recorded message will operate. A project team member will call back as soon as possible.

### 6.2 Consultation database

A consultation database will be set up as part of the consultation process to register contact details for ongoing updates and information; and record comments, issues and input received from the community and other stakeholders. This will be used to manage input and comments and to contact stakeholders.

To register for the consultation database for ongoing updates, email, phone or write to the project team.

### 6.3 Privacy

The RMS holds name, address and land ownership information and other personal information in databases during the planning of many of its projects. The RMS may access landowner contact information from local council databases to provide landholders with information about projects. The RMS must be satisfied that it is in the landowners' interest to receive this information before accessing their address details. The collection of landowner information by the RMS from another public sector agency is conducted in accordance with Privacy NSW Section 41 Direction 'Direction On Information

#### **6.4 Correspondence management**

All email and letter representations received through the project email and postal address from members of the community and from stakeholders will be responded to in writing by either letter or email (target within five business days of receipt).

All stakeholder input relating to the project will be collected, documented and stored in *Consultation Manager* contact database. This includes incoming and outgoing calls, emails and correspondence, submissions, responses, feedback/comments and corresponding actions.

Summaries of stakeholder contact will be provided to RMS regularly. The single point of contact for all stakeholder information and actions will be the Project Manager.

#### **6.5 Questions and complaints management**

Questions, suggestions for improvement to consultation processes and complaints raised by the community will be recorded and responded to as part of the stakeholder database. Where issues raised lead to changes to the consultation methodology, this will be updated in the Community Involvement Strategy.

A 'lessons learnt' workshop is proposed to be held at the completion of the project to formally identify areas where consultation worked well and where there are areas for improvement. This will be used to inform ongoing RMS consultation processes.

#### **6.6 Media**

Only RMS can address the media and provide statements. If any other party is contacted by the media regarding the project, they must refer all enquiries to the RMS media unit or offer to pass their contact details on to RMS.

The RMS Project Manager must be contacted immediately if a planned or unplanned local community protest arises. RMS will manage and arrange all official events.

## 7. Evaluation of community participation

Evaluation of the activities and the overall consultation program, in line with RMS Communications and Community Participation manual, includes:

- Monitoring, analysis and reporting of stakeholder contacts/enquiries, including complaints.
- Feedback forms and/or exit survey after workshops and meetings.
- Informal discussion with participants following consultation activities.

As well as considering individual comments from the above methods, effectiveness of the consultation process can be measured by considering the following:

- The number of participants over the period of the project and/or in comparison to previous similar projects.
- Whether participation increased over the period of the project.
- The level and tone of dialogue.
- Whether the process and the project was refined through participation.

To ensure the ongoing effectiveness of the community involvement plan, the consultation process should be evaluated against the consultation principles and RMS desired outcomes.

Table 7.1 Evaluation framework

<b>Accessibility</b>	Provide a project team that is highly accessible for the duration of the study
Evaluation criteria <ul style="list-style-type: none"> <li>• did a broad cross-section of the community have an opportunity to participate? Was participation offered in an adequate and timely way?</li> </ul>	
<b>Transparency</b>	Record, publish, and make information publicly available
Evaluation criteria <ul style="list-style-type: none"> <li>• was the information available and clear to all parties? Were participants told what was negotiable and non-negotiable? Was the process explained in an accessible way and information made available on request?</li> </ul>	

<b>Equitable participation and fair process</b>	Allow the comments and input of all community members and stakeholders to be considered equitably in the decision making processes
<p>Evaluation criteria</p> <ul style="list-style-type: none"> <li>• did the community understand how their feedback/comments would be integrated into the overall design considerations? Were adequate opportunities for community comment provided, was the community informed about how to provide comment and was the process equitable?</li> </ul>	
<b>Continuous improvement</b>	Build mechanisms to review, evaluate and improve the community involvement program.
<p>Evaluation criteria</p> <ul style="list-style-type: none"> <li>• evidence of recording, considering and responding to feedback received by the RMS on the consultation process.</li> <li>• evidence of undertaking a workshop at the completion of the study to capture 'lessons learnt' and to identify successes and areas for improvement.</li> </ul>	