

High Level Project Plan
Sunshine Coast City Hall (SCCH)

Document information

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Approvers

Role	Name	Approval provided
Accountable Executive	Sunshine Coast Council	<p>As the Accountable Executive for this project I confirm that:</p> <ul style="list-style-type: none"> • All information in this PMP is accurate and correct. • The project is consistent with Sunshine Coast Council's strategic direction. • The project is realistic. • The net project benefit justifies this project being undertaken considering all factors including project risk.

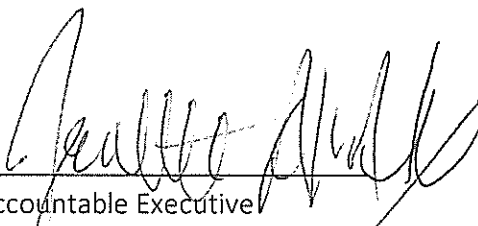
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 Accountable Executive
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1. Introduction

1.1. Purpose of PMP

The Project Management Plan (PMP) is a formal, approved document used to manage project execution. It documents the actions necessary to define, prepare, integrate and coordinate the various activities required to execute the project. The PMP defines how the project is executed, monitored and controlled, and closed. It is progressively elaborated by updates throughout the course of the project.

The PMP is also a communication vehicle for ensuring key stakeholders share an understanding of the project.

2. Project Charter

2.1. Background to Project

Following on from extensive discussions, in September 2018, SCC endorsed a building ownership strategy which will see SCC fund and own the proposed SCCH development. This in turn has resulted in the need for a proposed procurement strategy where SCC will be responsible for the engagement and management of the required design consultants to develop the necessary tender documents, prior to SCC carrying out a competitive tender process to procure a highly capable building contractor.

In addition to this delivery process SCC further endorsed amended fundamental building parameters which will see the development of a purpose 9 storey (plus basement), 9,400sqm Gross Floor Area (GFA) base building. The development fit-out of the SCCH project, which will include an integrated fit-out of the SCC tenancy will see SCC consolidate a number of departments currently located in Maroochydore, Nambour and Caloundra into the SCCH.

The lot identified for the SCCH development has been identified as Lot 6.

To date, SCC has engaged a Project Management Consultancy Team to develop a Base Building Project Brief which establishes the key design parameters of the building whilst identifying the expectations for the subsequent design phases. At present SCC is currently in the midst of finalising a detailed and thorough Workplace Strategy review, the results of which will inform the development of a supporting Accommodation Brief.

2.2. Business Objectives

The evolution of the development will be based on the following guiding principles. The project team will continue to test and report against these key framework aspects to better define the Project Brief, prior to conceptualising the design.

The Vision

The vision for the completed development shall be one which embodies the following key characteristics:

- Responsibility;
- Support;

- Integration;
- Governance & Leadership;
- Iconic Stature & Local Significance
- Value

Responsibility – A project which....

- Delivers an outcome which is reflective of council's 'Healthy, Smart & Creative' initiatives;
- Achieves the highest sustainable outcomes possible;
- Establishes a benchmark for future development, both locally and regionally;
- Creates a link to the broader Sunshine Coast community;
- Ensures inclusiveness for all people

Support - A project which....

- supports and engages with the community;
- supports local diversity and encourages further diversity;
- supports the Sunshine Coast economy;
- supports and enhances staff experience and working environment

Integration – A project which....

- Provides and encourages a link to the community;
- Actively integrates with the community night and day;
- Links to the broader development;
- integrates with other SCRC government nodes;
- Which is the catalyst to develop workplace strategy that aligns with Sunshine Coast Council values

Governance & Leadership - A project which....

- Embodies elements which demonstrate strong and competent governance;
- The community sees as being connected to the council

Iconic Stature & Local Significance - A project which....

- Is iconic, not simply locally but aspirational;
- At its core represents longevity;
- Invokes pride in the Community;
- Is identified locally as a central civic space, regionally and globally as a landmark;
- Is representative of the region and climate;
- Establishes a narrative of the journey for the region

Value - A project which....

- Is developed responsibly and demonstrates a return on the investment;
- Provides for broader economic opportunities;
- The community identifies as value for money;
- Is valued as an integral part of the community

2.3. Project Scope and Key Performance Indicators

At its core it is anticipated that the development will involve the construction of a 9 storey, 9,400m² GFA civic and administration building to house a number of Council's existing functions.

The evolution of the development will be based on the following guiding principles. The project team

will continue to test and report against these key framework aspects to better define the Project Brief, prior to conceptualising the design.

Floor Area – ~9,400m² GFA, with Council to occupy 7,200m².

Carparking – the provision of private carparking at an initial ratio of 1 carpark to 60m² of NLA.

Credentials – 5 Star Greenstar Design and As Built minimum and/or NABERS 5 Star, PCA A Grade and /or consideration of other rating tools deemed advantageous to the development

Building Uses – 600 staff through the creation of the following spaces: Workplace, Council Chambers, and Customer Contact with a directive of offices for Mayor, Councillors and CEO, including all the existing SCC leased spaces in Maroochydore

Architectural Benchmarks – further exemplars demonstrating benchmarks for civic gestures, ground plane activation, façade approaches and a bold statement, to be developed by the project team throughout the design development phase

Budget – the budget will include an integrated fit-out and the project team are to establish a target project budget as soon as practical.

At present, Sunshine Coast Council (SCC) considers there to be the following key project delivery phases:

- Strategy Delivery Development (complete)
- Project Brief Establishment
- Design Management (Client Representative)
- Construction of Base Building
- Completion of SCCH Tenancy
- SCC Transition

2.4. Assumptions and Constraints

At present, Council are intending on progressing to occupy approximately 75% of the new building floor space being approximately 7,200m² GFA of the 9,400m² NLA that will eventuate from the entire developed building.

The following Assumptions and Constraints are to be considered:

1	Greenfield Development Site	The site is being developed as part of the Maroochydore City Centre development for the Sunshine Coast and will be a serviced allotment at the time of possession for building construction purposes.
2	Procurement Strategy	Key to the opportunities and constraints of the SCCH project will be for SCC to review and settle on a defines Procurement Strategy as this will significantly impact on issues such as risk mitigation, construction commencement and overall duration and quality assurance.

2.5. Third-party Interfaces

A key third party interface will be that of community engagement. At the commencement of the design process the structure of the interface with the community will be developed.

2.6. Project Governance

All activities performed within the SCCH program of work will be carried out in compliance with SCC corporate policy and procedures where applicable with consideration required to the proposed nature of the development. These policies and procedures will be used to guide the development of the strategies, plans and approaches expressed herein.

2.7. Project Assurance Framework

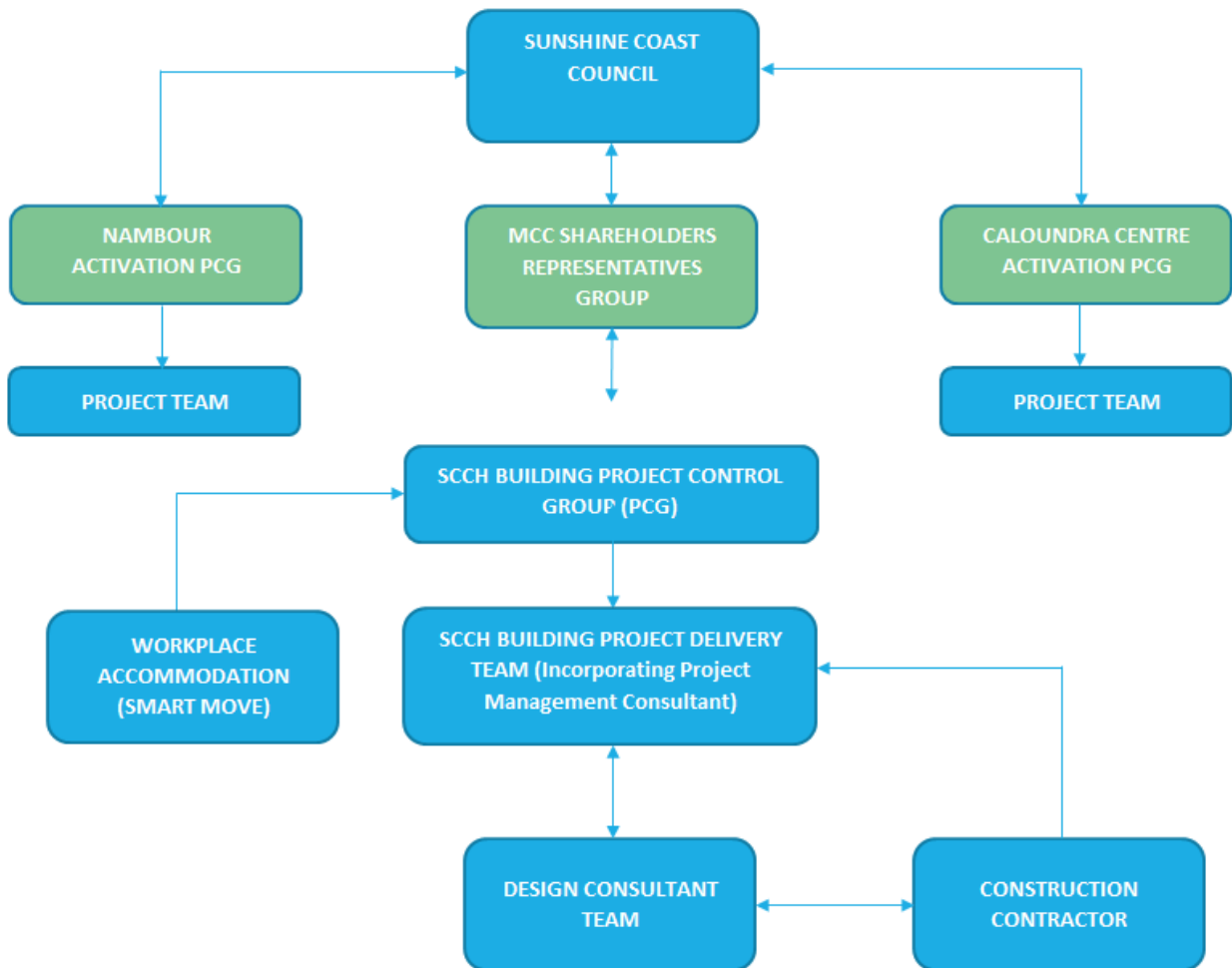
The project assurance framework shows how the project will be reviewed for value and fitness for purpose at key stages of the development of the design and throughout construction to ensure there are no unnecessary elements or gaps in the delivery of the project.

Once the Procurement Strategy has been finalized this framework will be confirmed.

3. Project Organisation

3.1. Project Organisation Structure

The project will comprise of stakeholders from within council and external to the council to enable the project to be completed with the necessary guidance and expertise to meet with opportunities and constraints related to time, cost, quality and ensuring the end result is economical for Council and fit for its intended purpose. Below is the organisational structure for the project in chart form.



3.2. Roles and Responsibilities

Sunshine Coast Council (Project Sponsor)

The primary purpose of the Accountable Executive (Project Sponsor) is to lead the SCCH Building Project and to ensure that the planned benefits of the project are delivered.

The responsibilities of the Accountable Executive are to:

- obtain Council and Maroochydore City Centre (MCC) Shareholders Representatives Group (SRG) endorsement for project funding and progression through stage-gates;
- appoint the Project Director;
- sponsor and lead the approved council project to ensure that they are executed successfully (i.e. planned benefits delivered on time, within the approved budget and to the agreed level of quality);
- ensure that key council project issues and risks are effectively managed;
- ensure that the council project is adequately resourced;
- ensure that planned council project benefits are realised; and
- encourage the use of standard problem-solving techniques on all council projects.

SCCH Building Project Control Group (PCG)

The Sunshine Coast City Hall Project Control Group (PCG) to oversee the delivery of a civic headquarters in Maroochydore City Centre for Sunshine Coast Council (known as Sunshine Coast City Hall building project).

The primary purpose of the PCG is a forum whereby key staff from SCC will meet to discuss details of the project such as how the project is tracking against program, budget and quality and aim to identify and/or address any risks or opportunities.

Key Responsibilities

The PCG is responsible for:

- Being available and participative for PCG meetings
- Providing informed decision making, within delegation, to assist in progressing the project
- Providing timely advice and feedback on project updates or queries from the Project Team
- Ensuring decisions requiring Council consideration are referred to the MCC SRG and Council for review
- Ensuring advice on project progress, risks and achievements is reported to the MCC SRG and Council

- Advocating project knowledge within the organisation, to the Board of Management and when Council Agenda Reports are tabled

The primary purpose of the SCCH project Sponsor is to lead the SCCH building project and ensure that planned benefits of the project are delivered.

The Chair is responsible for:

- Managing the discussion of the PCG to ensure structured conversations bring decisions to the fore and the PCG maintains a focus on achieving outcomes so limited time slots are maximised
- Providing updates of key information to the MCC SRG and Council at regular intervals
- Being available to respond to questions of the Mayor, Councillors, the CEO and the MCC SRG as required
- Ensure that through the development of the concept design, that the matters raised by relevant council staff are reflected and incorporated into the final internal design and layout of the office accommodation component of the SCCH project

The PCG will also ensure that the information being presented to the MCC SRG and Council has been thoroughly coordinated with the associated representatives from the Project Management Team and PCG as well as managing, addressing and reporting on the expectations and concerns presented by Public Stakeholders about the project.

Members of the SCCH Building PCG are:

- Chief Executive Officer
- Program Director
- Business Performance Group Executive;
- Business Performance Branch Managers;
- Project Director; and
- Others as required

Project Management Team

The primary purpose of the Project Management Team is to manage the day to day duties for the delivery of the project in line with the Project Management Plan and Council's Baseline Development Parameters and to ensure that the project objectives and planned benefits are delivered. A Project Director will lead the Project Management Team

The responsibilities of the Project Management Team are to:

- assist with scoping the project;
- update the Project Management Plan as required during the course of the project;
- lead execution of the project;

- deliver the project objectives within agreed timeframe, budget and level of quality;
- ensure that the project delivers the solutions required to realise the planned benefits;
- manage the development, integration and co-ordination of the Workplace Accommodation Strategy (Smart Move) into the SCCH Building design and construction project;
- ensure effective engagement with all project stakeholders;
- manage project issues and risks;
- manage project resourcing;
- manage project financials;
- deliver timely, accurate and insightful project reports to the PCG for presentation to the SRG and Council;
- ensure that standard project methodology and problem-solving techniques are used on the project; and
- ensure effective closedown of the project and handover to Council.

Members of the Project Management Team will be procured by direction and appointment of council at the appropriate times during the course of the project.

Council and Public Stakeholder Communication

Responsibility of the Project Management Team is to manage SCC communications both internally and externally including address of:

- Initiating engagement of stakeholders and developing an appropriate forum for regular discussion.
- Coordination of design reviews and progress reporting with SCC staff and interested community parties.

The Project Management Team will be made up of members to be defined by SCC.

The RACI Matrix applies key roles of involvement to each of the tasks identified in the work breakdown structure. It identifies each of the parties involved in the delivery of the project and recognizes whether they're role is one of Responsibility, Accountability, Consultative or Informed.

For clarity, the following definitions of each role are:

- **Responsibility** - Those who do the work to achieve the task or produce the deliverable. There can be more than one person responsible for any given task or deliverable.
- **Accountability** - The one ultimately answerable for the correct and thorough completion of the deliverable or task. There must be only one accountable specified for each task or deliverable.
- **Consulted** - Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication.

- **Informed** - Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication.

It is possible that someone might be both Accountable and Responsible for a task or deliverable.

The RACI Matrix is *Attachment 1*.

4. Scope Management

Scope Management begins with a clearly stated, communicated and documented project description and set of project objectives and project deliverables. Scope Management is considered to be the most important project critical success factor. The failure to properly manage scope may result in cost overruns and schedule slippage.

Managing scope includes a continuous review of project plans and activities as compared to the definition contained within the Scope Document. When scope changes surface, the process to manage these occurrences must be rigorously followed to ensure the history of the project is accurate and the implications and possible impacts on the project are appropriately recognised and recorded for future reference.

4.1. Scope

The project Brief defines the scope of the project and defines the parameters governing the outcomes of the project.

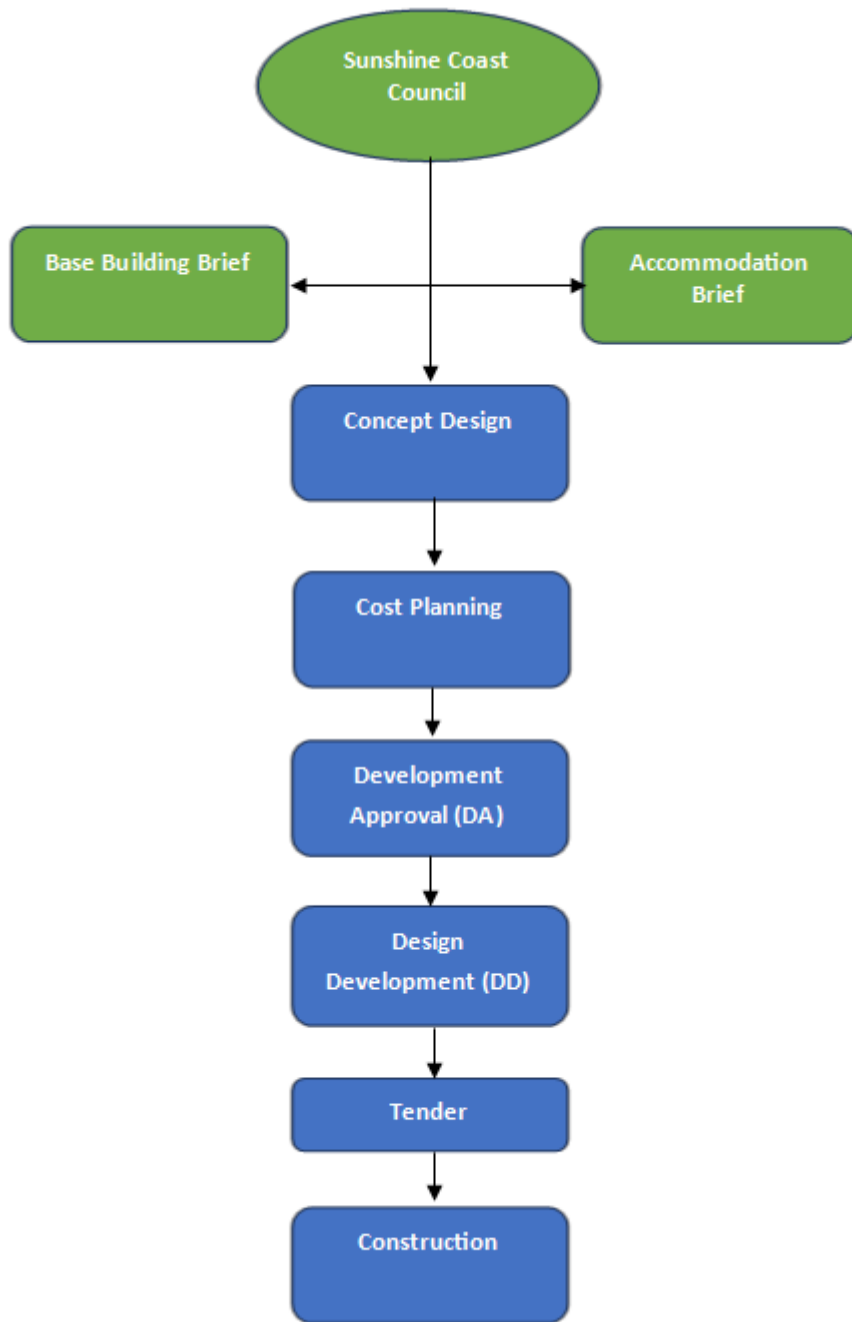
The Draft Project Brief is included as *Attachment 2*.

4.2. Work Breakdown Structure

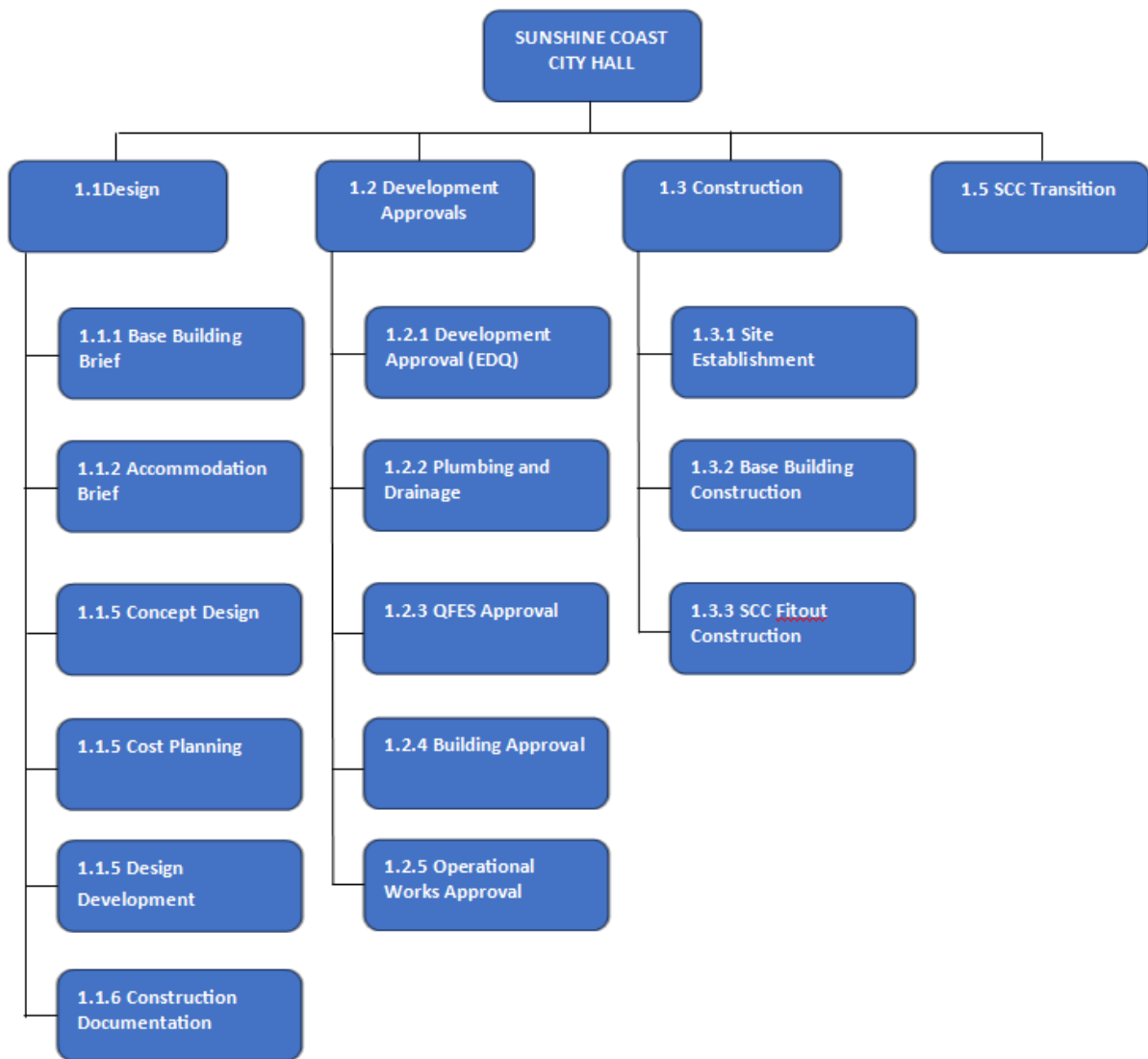
The Work Breakdown Structure subdivides the major project deliverables and project work into smaller, more manageable components. The WBS itself is "a deliverable-oriented hierarchical decomposition of the work" which must be executed to accomplish the project objectives and create the required deliverables". The decomposition is the identification of a part/whole of a task and its subtasks in the form of a tree which ends in work packages as leaves of the tree. The work breakdown structure does not necessarily identify the order of delivery or dependencies for each delivery task identified.

The below Process Chart identifies the key deliverables and responsible entities necessary to complete the project and provides context to each. The deliverables included in the below Process Chart are reflected in the Work Breakdown Structure that follows.

Process Map



Work Breakdown Structure



5. Cost Management

5.1. Cost Baseline

The establishment of the Project Cost Baseline or Budget should be considered a priority by SCC as critical framework to finalizing the Project Brief and commencing the design phases of the project.

The Project Brief has been to date developed in line with the established KPI's and other comparable high quality PCA / Greenstar commercial office projects in South East Queensland.

5.2. Cost Planning and Development

Throughout the development of the design it is expected that Cost Planning and Development will be managed through both the engagement of a highly capable Quantity Surveyor (QS).

Cost Planning will be an ongoing process throughout the design phase, developed principally by the QS however plans will be typically formalized at the completion of each of the following design phases:

- Project Brief Completion;
- Concept Design;
- Design Development;
- Pre- Construction / Tender

To ensure SCC achieve value for money and critical for transparency purposes is the engagement of an independent External Consultant Team, incorporating a highly qualified Quantity Surveyor to review and analyse costs.

5.3. Cost Control and Reporting

The Project Director is responsible for tracking and managing project expenditure. The following information will be provided to the PCG by the Project Management Team as part of the monthly Project Report:

- Updated Cost Plans and Budget Projections;
- direct project expenditure (both in the month and total project to date);
- estimate to complete the project and total project expenditure; and
- variances between budget and forecast figures.

All Council project expenditure will be approved by the Project Director to confirm that the services and charges are consistent and that expenditure is within the approved project budget.

6. Schedule Management

6.1. Schedule Baseline

The preliminary development program highlights the following key stage target timeframes:-

- Design, Approvals and Tender: October 2018 to October 2019,
- Base Building Construction: November 2019 to December 2021;
- Fitout Construction: January 2022 to June 2022
- SCC Occupation: 1 July 2022

6.2. Schedule Planning and Development

The project Schedule will be further developed as the project progresses through the design and construction phases to appropriately reflect necessary elements to complete the project.

6.3. Schedule Control and Reporting

Key base lines will be introduced into agreed critical points within the baseline schedule to be benchmarked against during the development of the project moving forward. Slippage of key items can then be tracked against their original positions and reasons why time has been gained or lost reported on in monthly reports to Council from the Project Director.

7. Risk Management

A project risk is defined as a potential threat that, should it occur, would directly or indirectly impact Council and/or the successful delivery of the project.

7.1. Risk Assessment

Risk Analysis is the process for prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact on the project.

The Risk Analysis for this project has identified single risks that have been manually classified by utilising a Probability and Impact Matrix (see Tables 1-4 below). This matrix has been utilised in the development of the Risk Management Plan for this project which is included as **Attachment 3** and will be maintained, reviewed and updated as a live register for the duration of the project.

Table 1 - Risk Likelihood Ratings and Descriptors

RATING	DESCRIPTION
Almost Certain	The event is expected to occur once a year or more frequently
Likely	The event is expected to occur once every three years
Possible	The event is expected to occur once every ten years
Unlikely	The event is expected to occur once every thirty years
Rare	The event is expected to occur once every 100 years

Table 2 - Risk Consequence Ratings and Descriptors

RATING	DESCRIPTION
Catastrophic	More than 10 fatalities
	In excess of \$2M loss
Major	2 to 10 fatalities
	\$500,000 to \$2M loss
Moderate	1 fatality (2-10 major injuries)
	\$100,000 to \$500,000 loss
Minor	1 major injury
	\$10,000 - \$100,000 loss
Insignificant	1 or more minor injuries
	< \$10,000 loss

Table 3 Risk Analysis Matrix

	LIKELIHOOD		CONSEQUENCE		
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A - Almost Certain	Medium	High	High	Extreme	Extreme
B - Likely	Medium	Medium	High	High	Extreme
C - Possible	Low	Medium	High	High	High
D - Unlikely	Low	Low	Medium	Medium	High
E - Rare	Low	Low	Medium	Medium	High

Table 4 Risk Treatment Strategy

RATING	LEGEND
EXTREME	Improved actions, resources and strategies are required to be implemented IMMEDIATELY to reduce, transfer or control the level of risk
HIGH	Existing actions, resources or strategies must be modified AS SOON AS POSSIBLE to reduce, transfer or control the risk
MEDIUM	Take actions to reduce where benefit exceeds cost and / or continue to implement actions, resources and strategies to prevent and/or reduce the level of risk
LOW	MAINTAIN current actions, resources and strategies to prevent the escalation of the level of risk

The Risk Register is included as *Attachment 3*.

7.2. Contingency and Drawdown

Calculation of project financial contingency should be in concert with the risks identified for the project and adjusted throughout the life of the project to reflect the risk profile at any given period.

When estimating the cost of the project, there will be a level of uncertainty ranging from cost of equipment, execution strategy, unspecified scope of work, or even local work conditions. The contingency will be the amount added to an estimate to allow for any of these identified items, conditions, or events that are uncertain but will likely result in cost increase if they were to eventuate as part of the project.

Contingency is not meant to make up for the following:

- Major scope changes: contingency exists to cover growth in original scope, and sometimes minor scope growth. It is not intended to fund growth as a result of items such as a change in capacities, building sizes, or production specifications.
- Major force majeure or catastrophic events such as a flood or wild fire.
- Management reserves
- Escalation or currency exposure

Another key note is that when the contingency budget is established, it should be anticipated that it will be spent. It is not until it is near certain or even as far down the path as project completion that a project team would recognize unused contingency as savings.

Contingency amounts should be arrived at with the assistance of one or more of the following means as the project is developed:

- Estimator experience and judgment (preferred).
- Monte Carlo Simulation using probability analysis
- Parametric modeling using regression analysis

The projects initial contingency position will only be as good as the defined risks. The better the project team can define respective risk, the better chance of managing project contingency during the course of the project.

Once the contingency budget has been established, it should be mapped out to understand where in the project cycle the risk may be of concern so that the amount of contingency available at any given time during the course of the project is available to draw down on if required. This is done to evaluate the health of your contingency position each month, and determine if you have enough contingency for the remaining duration of the project.

Where there are changes made to the scope of the project, the project risks and associated contingency are to be reviewed to ensure the project contingency remains appropriate to the level of project risk as a whole.

The project Change Management Process is to be utilised to record where contingency has been drawn down. Each month this change management log will be reconciled to the contingency position and should be reflected in the corresponding cost reports.

7.3. Regulatory Compliance Schedule, Key Actions and Responsibilities

Through the development of the design, SCCH will be required to meet and obtain all the typical regulatory requirements including; Development Approval (through EDQ), Building Approval (Private Certification), Queensland Fire and Rescue Service Approval, and ultimately Final Certification.

8. Change Management

The change management process will provide for a uniform entry into the change request process and will maintain up to date records on the status of each change control item whether it be historical or current.

The purpose of the Scope Change Management Plan is to:

- Manage and control scope change during the Implementation Project.
- Ensure that the project is implemented on time and within the approved budget and scope.
- Evaluate and prioritize all changes to the project
- Provide a process for implementing change required during the course of the project.

8.1. Scope of Change

The change identification and initiation process begins with the documentation of a potential change on a Change Request form or as a direction to the Project Director. Specific change control information is provided to the Project Director for a decision as to whether it is a legitimate change. If it is considered a legitimate change, it will be delegated to the appropriate authority in the organisational structure for address. During this process, those requesting the change will be kept informed of the status.

The scope of the change requested must be documented clearly in the Change Request Form with all the necessary detail/attachments for any organisational member to be able to ascertain the full nature of the change request. It must then be entered into a change request log to enable the change request to be allocated to the correct governing body within the project governance framework so that the evaluation and ensuing authorisations or declinations of change may ensue without barriers to the decision making process. Scope Change has the greatest propensity to stall the program and upset the budget for this project.

Any project organisational team member can identify a change control item. The Project Director should conduct the initial review of any presented change control item and assign a project resource to complete analysis and then make required additions to the Change Request Log.

When documenting the Scope of the change request, the affected entity must be identified so that an appropriate allocation of resources can be made to assist and advise about whether the change is appropriate or whether an alternative may be required.

The Change Request Form is *Attachment 4*.

The Change Request Log is *Attachment 5*.

8.2. Impacts of Change

The assigned resources will assess the impact of the requested change on the implementation of the project and determine whether or not a cost/benefit analysis is needed. The Project Director will evaluate the impact of the requested change (cost, time, and benefits) and include this in the change request. The Project Management Team will prepare the appropriate Change Request document to be submitted to management for approval. Once the Change request has been approved/rejected, then finally an update to the Change Request Log will be made to close the item out.

8.3. Delegated Level of Authority to Approve/Reject

The delegated level of authority will provide authorisation or otherwise to make decisions with regard to the change requests throughout the project. These authorisations will come from appropriate levels within the organizational structure depending on the nature of the requested change.

The Project Director determines, in the first instance, if the change needs to be submitted to management for approval. The change request can be approved at the discretion of the Project Director only if the change can be accommodated within the adopted scope, quality, schedule and budget. If a higher level of approval is required, the Project Director will engage the appropriate entity within the organisational structure.

Where it is deemed necessary to engage with authorities within the project organisational team, the first step in the process is to ensure that the Project Change Request forwarded to the organisational team is complete and has the detail required to enable a full assessment without requests for further information from the organisational authority. The Project Director will deliver the change request to the identified project organisational authority for immediate attention. The project organisational authority will inform the Project Director of the decision and the Project Director will in turn arrange for appropriate action resulting from the decision.

8.4. Documentation and Process for Implementation

Where project changes are approved, the Project Director will schedule changes in the project plan and assign resources to complete the approved change. The Project Director then updates appropriate budget and cost tracking tools with the changes. The assigned team members will complete the approved changes as scheduled.

The change will also be entered into the Change Request Log (*Attachment 5*) for record keeping to ensure that the full extent and impacts of changes resulting are recorded and there is an ensuing trail of information that enables the project team a clear view of the history of changes made throughout the project.

9. Procurement and Contracts

9.1. Procurement Strategy

The procurement strategy for SSCH will be the vehicle that will take the building project from its early planning phases to completion and occupation by Council. The most critical item will be ensuring that there is sufficient detail included in the adopted strategy to ensure value has been achieved in a transparent way and that the outcome meets the scope and quality within budget and in line with the set programme for the project.

In terms of building procurement, there are a number of strategies that typically contribute to value-for-money outcomes, including:

- optimising risk allocation between the parties
- using performance specifications, where appropriate, to encourage maximum innovation
- ensuring the flexibility to secure scope changes at a reasonable cost
- using incentives to reward 'better than business as usual' outcomes
- setting an appropriate contract period
- ensuring participants have the required skills and capabilities to deliver the planned project outcomes

- adopting a procurement strategy appropriate to the complexity of the project.

The impact of these strategies on the achievement of value for money will depend upon the decisions that ultimately define the nature and specific circumstances of the building project.

One further strategic aspect for SCC to consider is the eventual construction procurement contract. At present it is anticipated the project will be delivered as a form of Design and Construct (D&C) procurement project, however there are further variations on the D&C model which should be considered to establish greater control over financial risk and to provide greater clarity around value for money.

Risk Management Summary – Construction Procurement	
Time	<ul style="list-style-type: none"> • Time risk will vary depending on the endorsed D&C style of contract. Some versions allow for early engagement with a building contractor however all options need to be balanced with cost and quality risks
Cost	<ul style="list-style-type: none"> • The key risk for SCC will be cost certainty, the earlier the project is procured, typically the less certainly there will be on the final project costs; • The selected model could adopt an option for SCC to share in construction savings which enables SCC to demonstrate value for money.
Quality	<ul style="list-style-type: none"> • Quality risk like cost risk is dependent on when the project is competitively tender the project

9.2. Local Content

The procurement process will include the need to implement a process that binds the resulting building contractor to include options for local procurement from the Sunshine Coast Council business region and give consideration to the value for money when compared to other options vs. local economic benefit resulting from local buy options.

10. Quality Management

Quality management includes identifying and following quality requirements, auditing the results of quality control measurements and using practical measurements to control quality whilst making recommendations for project changes where deemed necessary to meet with expected quality of the project.

10.1. Project Review

Project reviews, whilst typically completed at the end of a project, can be more valuable if conducted throughout the project as an audit process to determine whether or not there may be some level of improvement in the management processes of the project and this allows the organisational management of the project to be reviewed before the project is complete. This gives the project team the opportunity to recognise the recommended improvements during the course of delivery of the project rather than waiting until the end of the project. On large scale projects such as the SCCH, this project review process could occur prior to tender and possibly part of the way through the building construction program.

The project review would include the following from the Project Management Team:

Phase 1: Planning the Project Quality Review and Project Audit

In the Project Planning Phase, the Project Management Team plans the project quality review and determines the audit process steps and dates. As part of this planning process it's important for the project auditor to be clear about the expectations for the project quality review or project audit. To do this, he or she will most likely hold interviews with each of the entities forming part of the Project Organisational Structure to gain clarity about the success criteria for the project quality review so as to ensure that the project quality review is able to meet their individual and collective needs. Aside from achieving this important objective, during the planning phase the project Project Management Team will also:

- Determine whether or not consistent management practices are part of the project culture, and if not, what's lacking.
- Examine the structure of the project as well as the roles and responsibilities of the Project Organisational Structure

Phase 2: Project Analysis

The Project Analysis phase is comprehensive and involves a review of the entire project. In this phase, the Project Management Team gathers information from the project organisational team to assess any issues, challenges and concerns with the project and to get to the root causes of any problems.

The focus of this phase is for the Project Management Team to identify gaps in the level of detail in the project plan as well as dependencies, milestones, resources and control. The Project Management Team will check to see:

- How well the project plan is being incorporated into the delivery of the building.
- How the project team manages the project budget.
- The overall quality of the project processes.
- The extent to which external resources such as suppliers, consultants, contractors, etc. are on track in the management of their portion of the project schedule and budget.
- How well risk is managed.
- The extent to which change has been correctly managed.

To gather this information, the Project Management Team will sit in on selected project organisational team meetings as well as review all existing project documentation and the project plan. This will help them identify the process and outcomes of these meetings and get a first-hand understanding of the process that the project is following. The project documentation may include:

- Project Organisational Structure
- Scope Statement
- Business and Stakeholder Requirements
- Project schedule plans (baseline and re-baselined)
- Budget plans (original versus actuals)
- Vendor, consultant and/or other external resource plans
- Milestone Reports
- Project Team Meeting Agendas and Minutes
- Issue Logs and action items
- Change Orders/Requests
- Change Logs
- Risk and Assessments
- Project reports
- Stakeholder reports
- Other relevant project documentation

Phase 3: Report and Recommendations

In the Report and Recommendations Phase the Project Management Team writes a detailed report with recommendations and presents it to the PCG. The report includes specific recommendations and actions for overall performance improvement of the project.

The report incorporates the findings from all of the information that was collected; both from interviews as well as project documentation. It identifies all the project's issues, concerns and challenges facing the project. And, most importantly, the report provides detailed and specific recommendations and actions for how to improve overall performance of the project.

For forensic project quality reviews; conducted at the end of the project, the report and recommendations will outline recommendations for future application and provide information to validate whether or not resources were effectively and efficiently utilized on the project as well as provide guidance on what competency and leadership requirements would be necessary for future project managers.

Project audits not only uncover problems, issues and challenges that may be preventing projects from succeeding but also contribute "Lessons Learned" that can help to improve the performance of future projects. They are highly beneficial to an organisation and typically pay back the investment many times over. Management must be prepared to act on the recommendations and demonstrate commitment and effort to turn things around.

10.2. Document Management

There exists an opportunity for Council to consider an external document control system (eg Aconex) to control both documentation and communication management.

10.3. Continuous Improvement

It is expected that there will be many improvements adopted as a result of project reviews that ensue during the course of the project. Any solutions presented during the course of the project, by members included in the organisational management of the project, will be assessed for value during the course of the project and implemented where deemed appropriate. Any changes resulting from either of these sources are to be implemented and recorded through the change management process.

10.4. WHS Management

To be assessed and agreed during the procurement process so that WHS plans and associated SWMS align with the intended works. This will need to be agreed during the design development phase of the project where specific WHS requirements will be identifiable during safety in design workshops for the specifics of this project in particular.

10.5. Environmental Management

An environmental management plan will need to be developed as part of the detailed design phase of the project to define how known environmental risks and concerns will be managed where encountered during the course of the project delivery phase.

11. Communication

The project communications management must employ processes to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.

11.1. Project Reporting Requirements

Project status reporting is one of the elements of the project controlling process and project governance. Its purpose is to ensure that the objectives of the project are being met by monitoring and measuring progress regularly to determine variances from the plan. When variances are identified, then corrective action can be taken.

The benefits of regular status reporting ensure that a minimum of the following is being achieved on the project:

- It provides an opportunity to raise issues or variances from the plan and to take corrective action before any particular situation gets beyond successful address. As a minimum, the situation requiring address will be reviewed and a decision about how to proceed will be made.
- It creates accountability for the work being done. This happens because it makes the work more visible to all of the project stakeholders identified in the Organisational Management Structure.
- It creates a visible record of the progress of the project. The Project Director or Senior Management can review this record should some of the history be needed.

In order to monitor delivery of the Project Management Plan, regular reports to Council and MCC SRG will need to be used to ensure decisions relating to the project are made in an informed and controlled manner. It will also drive the communication of key messages for the Project.

At a minimum the status report will contain the following categories:

- Status Summary – Gives high level summary project state
- Project Progress – Progress made in the last reporting period. Would include key milestones met, key deliverables completed, budget and schedule tracking.
- Planned Progress – Identify any items to be completed during next reporting period.
- Risks/Issues – Any identified risks and issues along with the mitigation method that will be utilised to deal with specific risks/issues.
- Resources – Identify the current resourcing level on the project so that all stakeholders have an appreciation for the current work level and resource requirements
- Budget – the report will identify the current project budget to complete, budget expended to

- date, planned budget to date, and explain any variances.
- Schedule – The report will identify the current project schedule to complete, the work completed to date, and explain any variances.

11.2. Management Meetings

To be determined and agreed with SCC.

11.3. Design Meetings

Timing and attendance at design meetings is to be agreed with the Project Management Team and External Design Consultant Team

11.4. Construction Meetings

Construction meetings will be held weekly from the time of site establishment through to approximately 2-3 months beyond the time of project completion to ensure that there is a good understanding for the progress of works on site to date and any challenges arising that require address.

Project consultants are expected to be present during meetings where necessary during the course of construction to ensure decision making is efficient.

These meetings are to be recorded with minutes that are distributed to the project team.

11.5. Stakeholder Analysis and Engagement

To be determined during the detailed design and approvals stage in concert with the developer.

12. Attachments

Attachment 1 – RACI Matrix

Attachment 2 – Draft Project Brief

Attachment 3 – Risk Management Plan

Attachment 4 – Project Change Form

Attachment 5 – Project Change Log

Attachment 1

RACI Matrix

SUNSHINE COAST CITY HALL

RACI MATRIX

Project Roles + Names Project Phases + Deliverables (or Activities)	Project Governance			Project Team				Key Stakeholders				
	COUNCIL	MCC Shareholders Representatives Group	Project Control Group	Project Management Team	External Design Consultants	Sunshine Coast Council (Internal Design Review)	D&C Building Contractor	Sunshine Coast Council	Sun Central	Sunshine Coast Council Residents (Communication Plan to be developed)	Retail and Commercial Tenants	Others
1.1 Design												
1.1.1 Base Building Brief	I	I	A/C	R								
1.1.2 Accommodation Brief	I	I	A/C	C				R/A				
1.1.3 Concept Design	I	I	C	A	R	C		I	I		C	
1.1.4 Cost Planning	I	I	C	A	R	C		I				
1.1.5 Design Development	I	I	C	A	R	C		I	I		C	
1.1.6 Construction Documentation	I	I	C	C		C	R/A	I	I		C	
1.2 Approvals												
1.2.1 Development Approval	I	I	C	A				I	C			
1.2.2 Plumbing and Drainage	I	I	C	I			R/A	I	I			
1.2.3 QFES Approval	I	I	C	I			R/A	I	I			
1.3.4 Building Approval	I	I	C	I			R/A	I	I			
1.4 Construction												
1.4.1 Site Establishment	I	I	C	C			R/A	I	C			
1.4.2 Base Building Construction	I	I	C	C			R/A	I	I		C	
1.4.3 SCC Fitout Construction	I	I	C	C			R/A	I	I			
1.5 Transition Period												
TBA												

Legend

R = Responsible
A = Accountable
C = Consulted
I = Informed

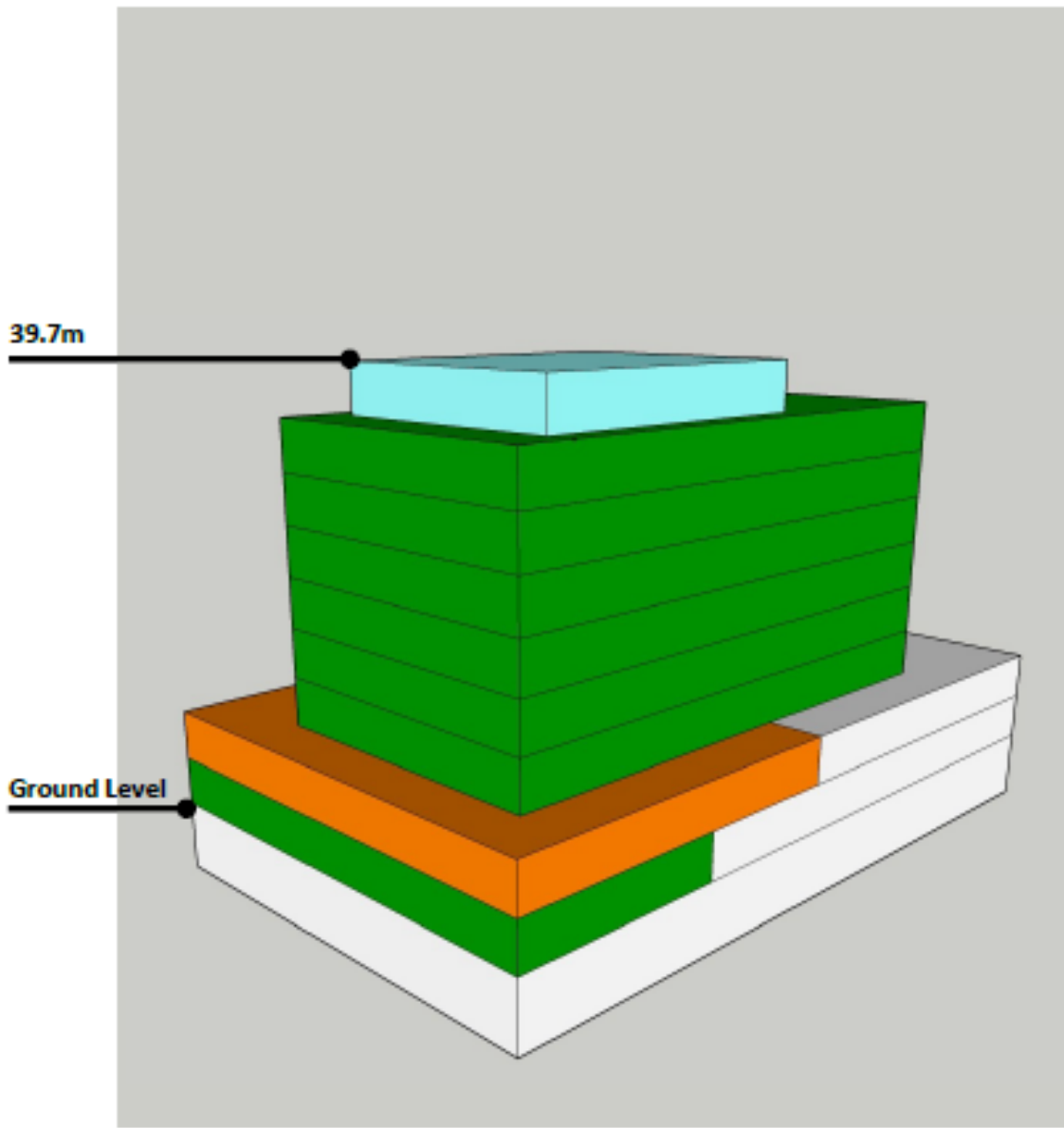
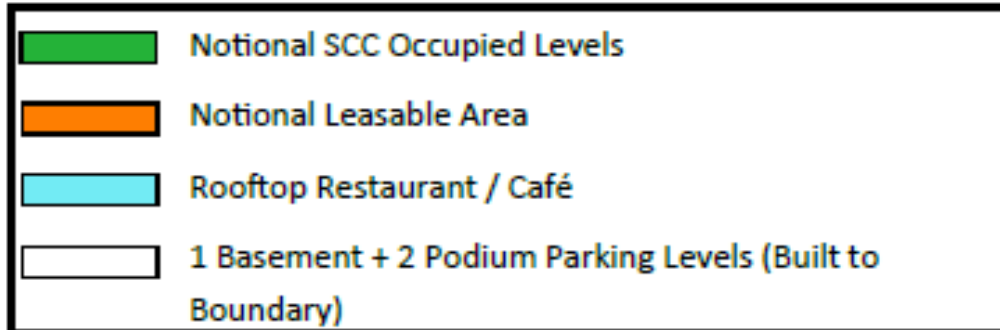
Those who do the work to achieve the task or produce the deliverable. There can be more than one person responsible for any given task or deliverable.
The one ultimately answerable for the correct and thorough completion of the deliverable or task. There **must** be only one accountable specified for each task or deliverable.
Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication.
Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication.

Note:

It is possible that someone might be both Accountable and Responsible for a task or deliverable. In this instance, insert A/R in the cell.

Attachment 2

Draft Project Brief



9 Storeys
 9,400 sqm GFA
 39.7m Height
 Basement + Podium Parking (156 Spaces)

9,400 (GFA)						
Plot Ratio		3.19				
Carparking Ratio		60.1				
Development Costs /m (GFA)		TBA				
Construction \$/m2 (NLA)		TBA				
	Levels	Floor Level	GFA	GBA	Core	Cars
9 Storeys	Roofline	39700				
	8	35500	520	634	114	
	7	31300	1100	1300	200	
	6	27100	1100	1300	200	
	5	22900	1100	1300	200	
	4	18700	1100	1300	200	
	3	14500	1100	1300	200	
	2	10300	1100	1300	200	
	1	6100	1300	2900	200	38
	Ground	0	960	2900	200	48
	B1			2900	400	70
	Total		9380	17134		156

Attachment 3

Risk Register

**SUNSHINE COAST CITY HALL
RISK REGISTER**

Ref. No.	Risk Category	RISK The specific Risk	POTENTIAL CONSEQUENCES Descriptors	CURRENT CONTROLS	LIKELIHOOD	CONSEQUENCE	RISK RATING	ADDITIONAL CONTROL MEASURES	REVISED LIKELIHOOD	REVISED CONSEQUENCE	RESIDUAL RISK RATING
1	Briefing						#N/A				#N/A
2							#N/A				#N/A
3	Planning						#N/A				#N/A
4							#N/A				#N/A
5	Design						#N/A				#N/A
6							#N/A				#N/A
7	Quality						#N/A				#N/A
8							#N/A				#N/A
9	Design						#N/A				#N/A
10							#N/A				#N/A
11	Communication						#N/A				#N/A
12							#N/A				#N/A
13	Cost						#N/A				#N/A
14							#N/A				#N/A
15	Social						#N/A				#N/A
16							#N/A				#N/A
17	Probity						#N/A				#N/A
18							#N/A				#N/A
19	Schedule						#N/A				#N/A
20							#N/A				#N/A
21	Construction						#N/A				#N/A
22							#N/A				#N/A
23	Handover						#N/A				#N/A
24							#N/A				#N/A
25	Operational						#N/A				#N/A

Attachment 4

Change Request Form

SUNSHINE COAST CITY HALL
CHANGE REQUEST FORM

SUBMITTER CHANGE REQUEST - General Information	
Submitter Name	
Brief Description of Change Requested (Details to be attached)	
Reason for Change	
Date Submitted	
Date Required	
Impact on Programme (Days)	
Scope Change Description	
Scope Item Added (Describe)	
Scope Item Deleted (Describe)	
Cost Adjustment	
Cost of Item Added (\$)	\$
Cost of Item Deleted (\$)	\$
Total Cost Adjustment (\$)	\$
Quality	
Impact on Quality (Describe)	
OH&S	
Impact on OH&S	
Priority Level	
Priority (Low, Medium, High, Mandatory)	
<p>Mandatory - Change is related to scope deliverables included on the critical time path and may impact on cost and quality. Changes related to current or future OH&S concerns are immediately considered to be mandatory.</p> <p>High - Change has the potential to affect program, scope deliverables and has implications related to cost and quality.</p> <p>Medium - Additional costs expected. Not critical to program, scope or quality.</p> <p>Low - Not critical to program and does not result in additional costs or loss of quality.</p>	
Other Items Impacted by Change	
Other Items	

CHANGE CONTROL BOARD - Assessment / Decision	
Decision (Approved, Approved w/ Conditions, Rejected, More Info Required)	
Decision Date	
Decision Explanation	
Conditions (if applicable)	
Name of Assessor	
Signature of Assessor	

CHANGE MANAGER - Administration	
CR# Allocated	
CR Manager Name	
CR Manager Signature (on close out only)	
CR Allocated and decision recorded in CR Log? (Yes/No)	
Decision Received and CR Submitter Notified of Decision? (Yes/No)	
Conditions (if any) Satisfied? (Yes/No)	
Change Implemented? (Yes/No)	

Attachment 5

Change Request Log

SUNSHINE COAST CITY HALL
CHANGE REQUEST LOG

Change Request Number	Date Received	CR Submitter Name	Change Request Description	Allocated to which decision maker	Date Allocated	Decision	Status
SCCH-CR01							
SCCH-CR02							
SCCH-CR03							
SCCH-CR04							
SCCH-CR05							
SCCH-CR06							
SCCH-CR07							
SCCH-CR08							
SCCH-CR09							
SCCH-CR10							
SCCH-CR11							
SCCH-CR12							
SCCH-CR13							
SCCH-CR14							
SCCH-CR15							
SCCH-CR16							
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SCCH-CR23							
SCCH-CR24							
SCCH-CR25							
SCCH-CR26							
SCCH-CR27							
SCCH-CR28							
SCCH-CR29							
SCCH-CR30							
SCCH-CR31							
SCCH-CR32							
SCCH-CR33							
SCCH-CR34							
SCCH-CR35							
SCCH-CR36							
SCCH-CR37							
SCCH-CR38							
SCCH-CR39							
SCCH-CR40							