

Item 8.4.4

Ordinary Meeting

Thursday, 11 October 2018

commencing at 9:00am

Council Chambers, Corner Currie and Bury Streets, Nambour

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8 REPORTS DIRECT TO COUNCIL**8.4 BUSINESS PERFORMANCE****8.4.4 SUNSHINE COAST CITY HALL BUILDING - HIGH LEVEL PROJECT PLAN**

File No:	Council meetings	
Author:	Group Executive Business Performance Group	
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PURPOSE

This report provides an update on the status of the Sunshine Coast City Hall building project delivery model and seeks approval on the high level project plan.

EXECUTIVE SUMMARY

Council is in the process of delivering a new city centre within the Maroochydore Priority Development Area (PDA). This new region-making project will assist in driving significant economic and employment opportunities and will be a beacon of innovation and technological advancement.

The new Maroochydore City Centre is identified as a key region-making project for the Sunshine Coast and is recognised as such in the *Sunshine Coast Regional Economic Development Strategy 2013-2033*. Maroochydore itself is identified as the Principal Regional Activity Centre for the Sunshine Coast in the *SEQ Regional Plan 2017* (Shaping SEQ) and the preferred location for “government offices and service centers of regional significance”, second only to Brisbane as a capital city. Establishing a Sunshine Coast City Hall (SCCH) in Maroochydore therefore aligns with the intent of the SEQ Regional Plan and would be significant in terms of indicating to other levels of government and major private investors Council’s ongoing commitment to Maroochydore as the principal centre for the region.

The vision for the City Centre also aligns with Council’s own Vision for the region - *Australia’s most sustainable region: Healthy. Smart. Creative* – and Council will be establishing a presence in the City Centre to place ourselves, and our citizens, at the heart of this new opportunity.

There has been consideration of Council’s existing operating footprint within the region, including its current office locations. Council’s intent is to rationalise and consolidate Council offices located on the Sunshine Coast. A new Sunshine Coast City Hall building gives Council an opportunity to relocate out of rented accommodation in Maroochydore and to own and occupy its own building within the new Central Business District (CBD) of Maroochydore as the capital of the Sunshine Coast region. The Council’s significant investment in the CBD location signals its commitment and recognition of the importance of the Maroochydore city project to the region.

Council has also determined certain high-level parameters associated with the development of the Sunshine Coast City Hall and elements associated with Council's continuing presence in Caloundra and Nambour. Clear commitments have already been made in respect of Council's continuing presence at both locations with approximately 200 staff remaining at both Caloundra and Nambour. This will ensure that Council continues to effectively deliver services to our community across the entire Sunshine Coast Local Government Area.

Council has established that 1 July 2022 should be occupation date for Sunshine Coast City Hall Building.

OFFICER RECOMMENDATION

That Council

- (a) **receive and note the report titled "Sunshine Coast City Hall Building - High Level Project Plan" and**
- (b) **endorse the Sunshine Coast City Hall Building - High-Level Project Plan (Appendix A).**

FINANCE AND RESOURCING

Project planning is currently underway and with the resources being appointed in the coming months, detailed project plans and resource cost estimates will be provided to Council as part of future reporting. No additional budget allocations are required at this time to progress towards the next decision points of Council.

Adequate funds exist within the 2018/19 budget to fund the commencement of the design process including the engagement of the required external design consultant team. With the establishment of a project delivery team and the project office, if further funds are required they will be sought through normal budgetary processes once the procurement process is further developed.

CORPORATE PLAN

Corporate Plan Goal: *A smart economy*

Outcome: 1.2 - New capital investment in the region

Operational Activity: 1.2.4 - Partner with a developer to design the Sunshine Coast City Hall and engage in construction.

CONSULTATION

Councillor Consultation

Councillors have been consulted during recent workshops and Council meetings as listed:-

- Special Meeting 10 September 2018
- Special Meeting 17 May 2018
- Ordinary Meeting 12 October 2017
- Ordinary Meeting 14 September 2017
- Special Meeting 17 August 2017
- Special Meeting 23 February 2017

A detailed project plan, to be developed by the project team once appointed, will inform the next stages of consultation. Extensive consultation with Councillors and staff will be undertaken during the design development aspects including the appointment of the external

consultant design team, the development of the preliminary design concepts, the procurement and selection of the construction company as well as the development and approval of a detailed budget.

Internal Consultation

This report and previous reports has been written in conjunction with advice and directions received from:

- Chief Executive Officer
- Chief Strategy Officer
- Chief of Staff
- Project Director
- Group Executive Liveability and Natural Assets
- Group Executive Built Infrastructure
- Chief Legal Officer
- Manager Project Delivery
- Manager Property Management
- Manager Business Development
- Chief Financial Officer
- Head of People and Culture
- Head of Information Technology

External Consultation

The current external Project Manager, Project Urban, Bendelta Consulting and Slattery Australia has been consulted in the development of this report.

Community Engagement

During the course of the project, community engagement will be incorporated into the evolution of the design and through construction updates. As part of the development of a detailed Project plan, a community engagement plan will be developed for Council consideration. Regular Updates will be provided to community accordingly.

PROPOSAL

High Level Project Management Plan

Council has recently provided direction on the core parameters it is seeking in the context of the Sunshine Coast City Hall development concept:

- circa 9,400m² Gross Floor Area (GFA) of Building
- 9 levels excluding basement
- circa 156 car parking spaces
- 5 Star National Australian Built Environment Rating System (NABERS) rating target
- 5 star green star rating target
- Regional A grade commercial building and
- Complementary commercial/retail uses.

Additionally, the design of the Sunshine Coast City Hall project will incorporate the staffing requirements include the scoping work undertaken to date as part of the workplace strategy, as well as further detailed work currently being developed to assist with our human capital provisions.

In order to deliver the project, a Project Team will be established to oversee the day to day activities of both the building design and construction project and the Workplace Transformation process. It is envisaged this team will continue post occupation of the building to ensure operational objectives are met.

A detailed project plan to be developed by the project team once appointed, will inform the next stages of consultation. The overall project governance model is also being established and key decision points will be communicated to Council in regard to engagement points as part of the detailed project planning phase. A working draft of the high-level project management plan is attached at Appendix A.

Timing

To allow sufficient time for design, statutory approvals, tendering for construction, detailed design and construction, fit out, commissioning, handover and relocation of staff, Council is currently initiating the engagement of project management resources to commence as a matter of priority.

The proposed broadly indicative timings are:

Initiating Stage / Project Management Resources

- Advertise, recruit and appoint Project Director role: Late 2018
- Establish Project Team and Project Site Office: Early 2019

Whilst the detailed procurement process is yet to be finalised, a high-level overview of the project timeframes is as follows:

Planning Stage:

- Finalisation of Base Building Brief: Dec 2018
- Design statutory approvals and Tender: Nov 2018 to Nov 2019

Execution Stage

- Base building construction: Dec 2019 to Dec 2021
- Fit Out: Jan 2022 to June 2022
- Handover / Occupation: 1 July 2022

A more defined schedule will be presented for consideration by Council as part of the detailed project planning process.

Procurement

Overview

It is intended that the Sunshine Coast City Hall project will be procured utilising a Design and Construction (D&C) methodology whereby Council will initially engage a qualified External Consultant to develop preliminary / reference design concepts which in turn, will form the basis for a competitive tender process. It is proposed that the Consultant (depending on performance) will be novated to the successful construction contractor who will be responsible for finalising the design and constructing the project in line with the parameters and reporting requirements established by Council and which would be outlined in the tender documents.

External Design Consultant Engagement

It is expected that Council will develop a scope of works then subsequently procure the required external design consultants via a competitive tender process. The selection process will be focused on companies who are able to demonstrate substantial experience in the design and development of similar projects including:-

- High quality commercial office towers and community buildings
- Developments which reflect recognised responses to the characteristics and conditions on the Sunshine Coast
- Previous experience where value for money has been achieved and
- Examples of sustainability accredited developments of a similar scale.

Following the tender process, a recommendation will be presented to Council for appointment of the External Design Consultant.

Design Process and Council Engagement

Following the engagement of the External Design Consultant, preliminary / reference design options will be prepared. The design process would include an internal stakeholder management and review process along with value engineering to optimize the cost efficiency of the final building design. This process will be overseen by the Project Team and Council will be presented with fully costed options for consideration and endorsement prior to any construction tender being released to market.

As part of the design process the Consultant will be required to develop cost plans to confirm the estimated cost of construction and operation to ensure the project costs remain in line with the project budget that is eventually endorsed by Council.

D&C Contractor Procurement

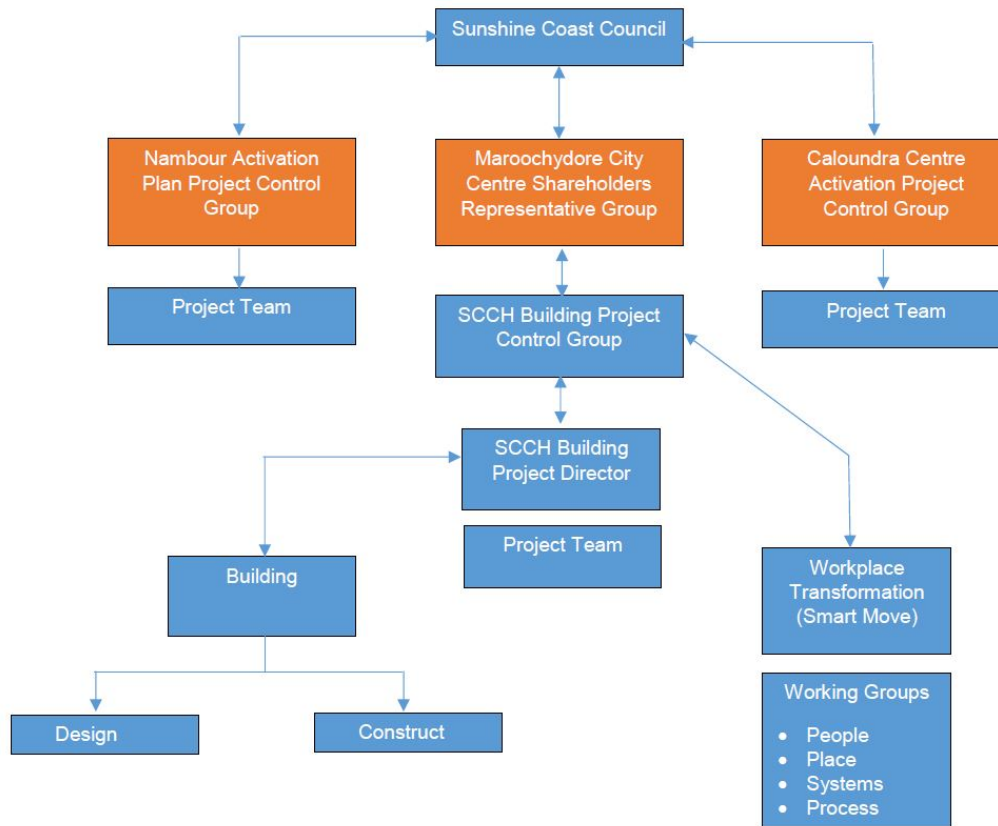
Once the design / reference tender documents are complete the Project Team will proceed to public tender. This assessment panel will include highly capable individuals who have demonstrated experience in the construction of similar projects.

Once tender submissions have been received and reviewed, endorsement will be sought from Council on the engagement of the successful D&C contractor.

Ongoing building management and maintenance will be the subject of a separate contractual arrangement.

Project Governance

A revised project governance framework is outlined below, for Council noting.



The “Maroochydore City Centre Shareholders Representative Group” (SRG) will oversee the interests of Sunshine Coast Council and the community relating to the activities of Suncentral Maroochydore Pty Ltd (Attachment 1 SunCentral Maroochydore Pty Ltd Shareholders Representative Group Charter).

Specialised project control groups have been established for both Caloundra and Nambour precinct to determine future opportunities and ensure Council’s continuing presence at both locations. (Attachment 2 Nambour Activation Plan Project Control Group Charter and Attachment 3 Caloundra Centre Activation Project Control Group Charter).

The Sunshine Coast City Hall Project Control Group will exist to provide a more streamlined governance model. The Sunshine Coast City Hall Project Control Group (SCCH PCG) will oversee the delivery of a civic headquarters in Maroochydore City Centre for Sunshine Coast Council. The primary purpose of the SCCH PCG is a forum whereby key staff from Sunshine Coast Council will meet to discuss the details of the project such as how the project is tracking against program, budget and quality and aim to identify any risks or opportunities. As required, discipline-based expertise will be sought by the Project Control Group at various stages of the project.

With defined deliverables, a Detailed Project Plan will be developed by the Project Team, once appointed. The Project Plan will be used to manage project execution, documenting actions necessary to define, prepare, integrate and coordinate the various activities required to execute the project. The Detailed Project Plan will outline how the project is delivered, monitored, controlled and closed, and will obtain its authority through Council approval.

Legal

Council's legal services branch will provide advice on this project as required.

The project will involve a series of procurement activities ranging from consultants and project management personnel through to engagement of design and construction entities.

All procurement will be conducted by Procurement and contracting team members having regard to relevant procurement legislation and with the support of an appropriate legal advice.

Policy

This process will conform with Council's established procurement policy and process for capital projects of this nature

Risk

Risk Assessment and Risk Management Plan forms part of the Project Plan, which will be further developed with the project team when they are appointed.

Previous Council Resolution**Special Meeting 10 September 2018 (SM18/14)**

That Council:

- (a) *note the discussions held in confidential session in relation to City Hall*
- (b) *authorise the Chief Executive Officer to make public Attachment 1 to a report considered by Council on 14 September 2017, namely the Staff Relocation Impact Assessment prepared for Sunshine Coast Council by Lucid Economics dated August 2017, excluding appendices B and C on the basis that these appendices may disclose matters that relate to the commercial proprietary interests of Lucid Economics and*
- (c) *request for the Chief Executive Officer to offer for Lucid Economics to present to the Nambour and Caloundra Chambers.*

Special Meeting 17 May 2018 (SM18/4)

That Council

- (a) *receive and note the report titled "Maroochydore City Centre Update"*
- (b) *resolve that an application be made to the Minister for Local Government seeking an exemption under section 236 (1)(f) of the Local Government Regulation 2012 for the disposal of Council owned land by lease within Precincts 2, 3 & 6 of the declared Maroochydore Priority Development Area, to enable commercial direct dealings*
- (c) *resolve that a further application be made to the Minister for Local Government seeking an exemption under section 236 (1)(f) of the Local Government Regulation 2012 for the disposal of Council owned land by sale and/or lease within Precincts 4, 5 and 7 of the declared Maroochydore Priority Development Area, to enable commercial direct dealings*
- (d) *request that the Minister for Economic Development Queensland initiate the process for the proposed amendment to the Development Scheme for the declared Maroochydore Priority Development Area and delegate the relevant plan making functions in sections 58,59 and 61 of the Economic Development Act 2012 to Council in respect of the proposed amendment and*

- (e) *delegate to Chief Executive Officer to make any necessary amendments to the documentation outlined in (b), (c) and (d) above and to seek any other approvals which may be required, to enable the delivery of optimum outcomes agreed for the Maroochydore Priority Development Area.*

Ordinary Meeting 12 October 2017 (OM17/202)

That Council note the discussions held in confidential session in relation to the Smart Move project update

Ordinary Meeting 14 September 2017 (OM17/181)

That Council resolves because of the specialised nature of the services that are sought from Woods Bagot it would be impractical or disadvantageous to invite quotes or tenders in relation to The Smart Move Project.

Special Meeting 17 August 2017 (SM17/42)

That Council note the discussions held in confidential session in relation to the Smart Move project update.

Special Meeting 23 February 2017 (SM17/4)

That Council receive and note the report titled "New Council Chambers/Budget Monitoring and Financial Risk status report"

Related Documentation

Lucid Economies report

Maroochydore City Centre PDA Development Scheme and associated Precinct 3 Plan

Nambour Activation Plan Project Control Group Charter

Caloundra Centre Activation Project Control Group Charter

SunCentral Maroochydore Pty Ltd Shareholders Representative Group Charter

Critical Dates

The occupation of Sunshine Coast City Hall is planned for 1 July 2022.

Implementation

The next stage of deliverables (Detailed project plan) for the Sunshine Coast City Hall project will be actioned by the incoming project team, once appointed. There will be associated decision points for Council at each of the stages in the planning and execution phase. Once the team is appointed there will be a specified focus on the planning stage where Council will be engaged and consider the next steps.



High Level Project Plan Sunshine Coast City Hall (SCCH)

Document information

Project name	Sunshine Coast City Hall
Accountable Executive	Jeanette Allom-Hill
Project Director	TBA
Author	Project Urban Project Management

Document version

Version	Date	Key changes from previous version
1	27 Sep 2018	High Level Project Management Plan

Approvers

Role	Name	Approval provided
Accountable Executive	Sunshine Coast Council	As the Accountable Executive for this project I confirm that: <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.

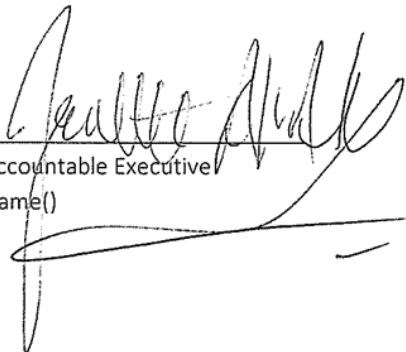
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 Accountable Executive
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1. Introduction

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 defined 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

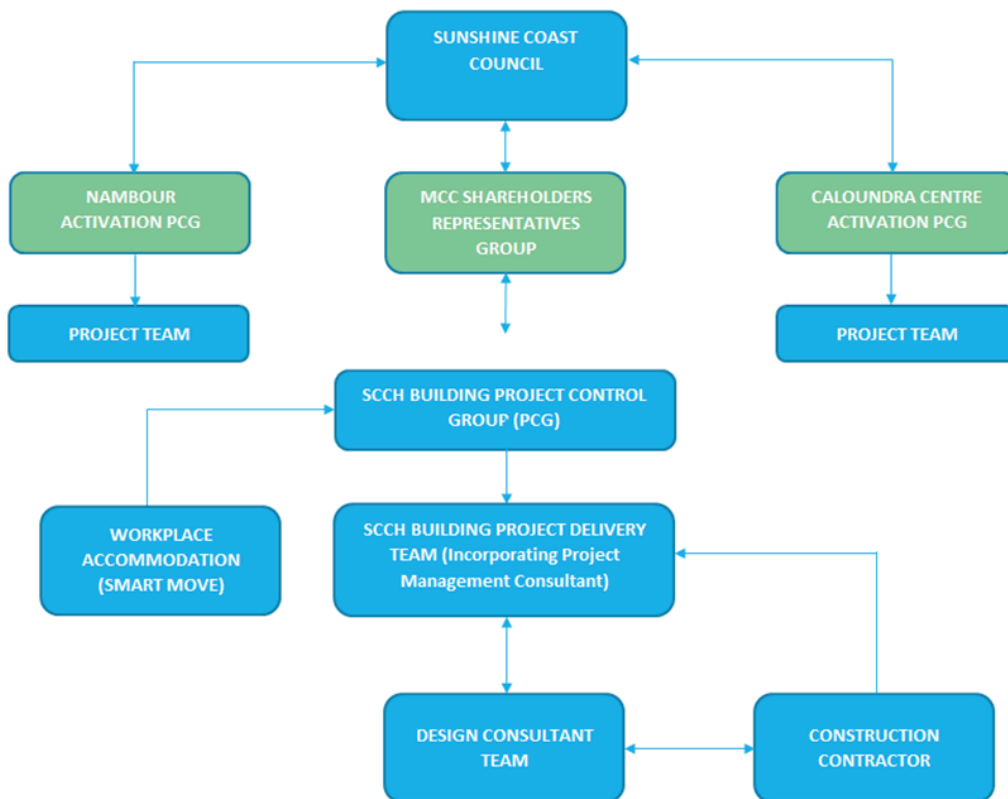
The project assurance framework shows how the project will be reviewed for value and fitness for purpose at key stages of the development of the design and throughout construction to ensure there are no unnecessary elements or gaps in the delivery of the project.

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.

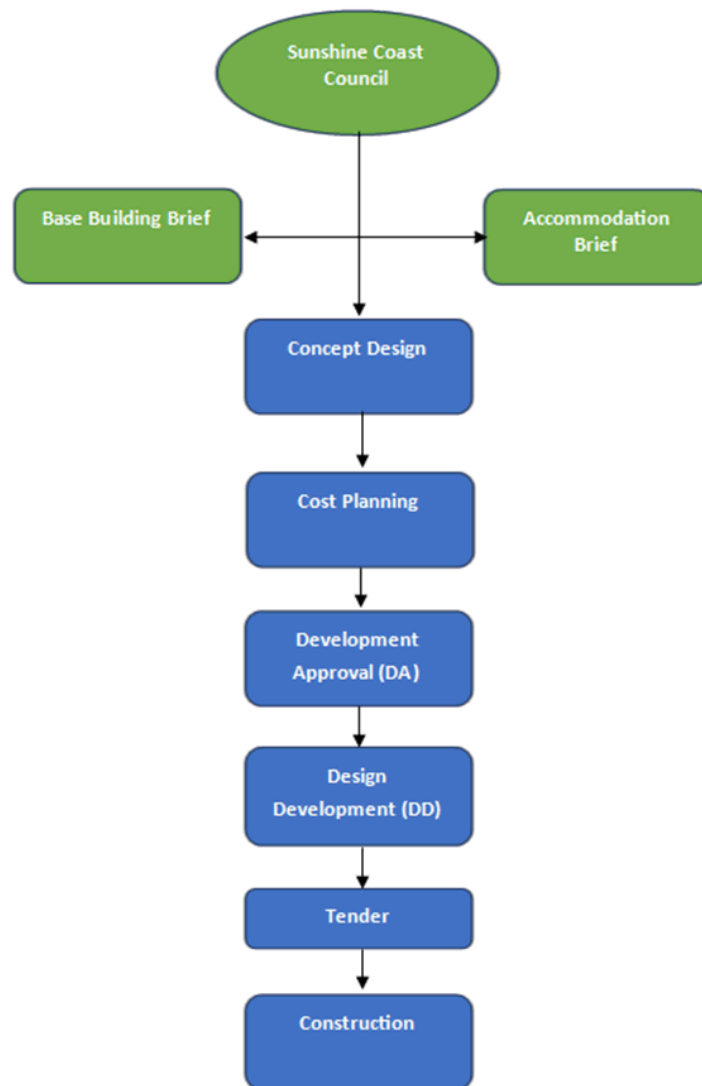
The Draft Project Brief is included as *Attachment 2*.

4.2. Work Breakdown Structure

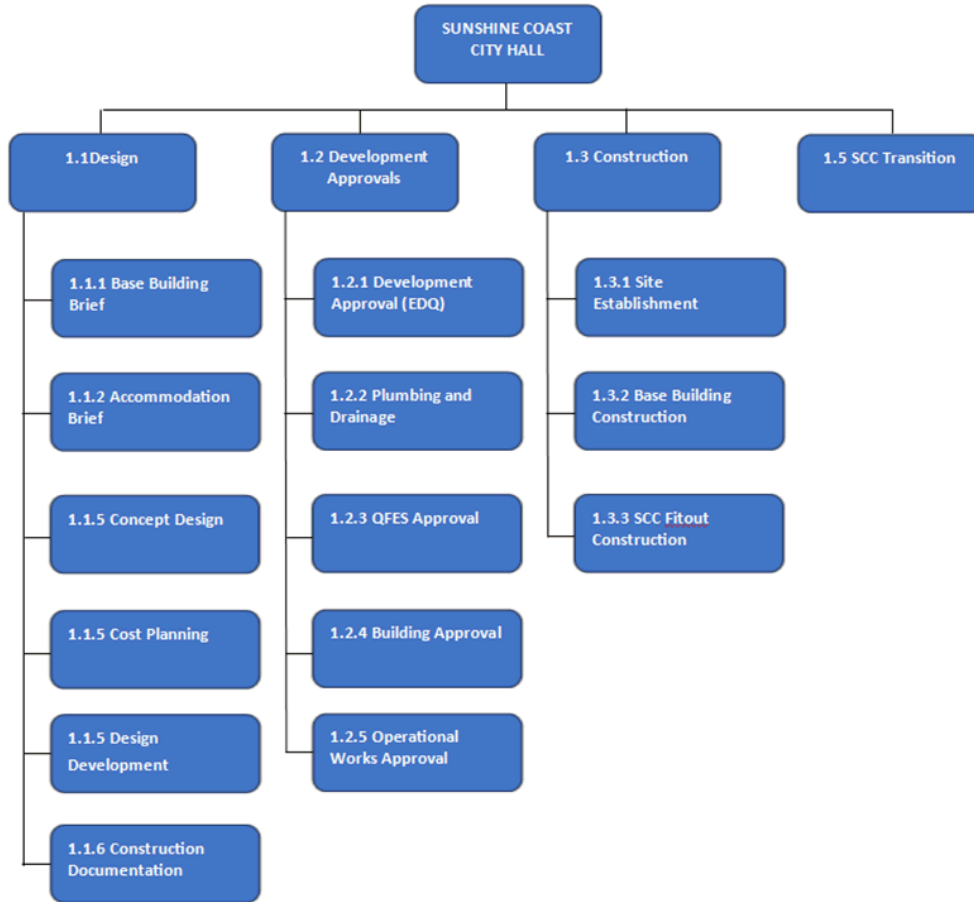
The Work Breakdown Structure subdivides the major project deliverables and project work into smaller, more manageable components. The WBS itself is "a deliverable-oriented hierarchical decomposition of the work" which must be executed to accomplish the project objectives and create the required deliverables". 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	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

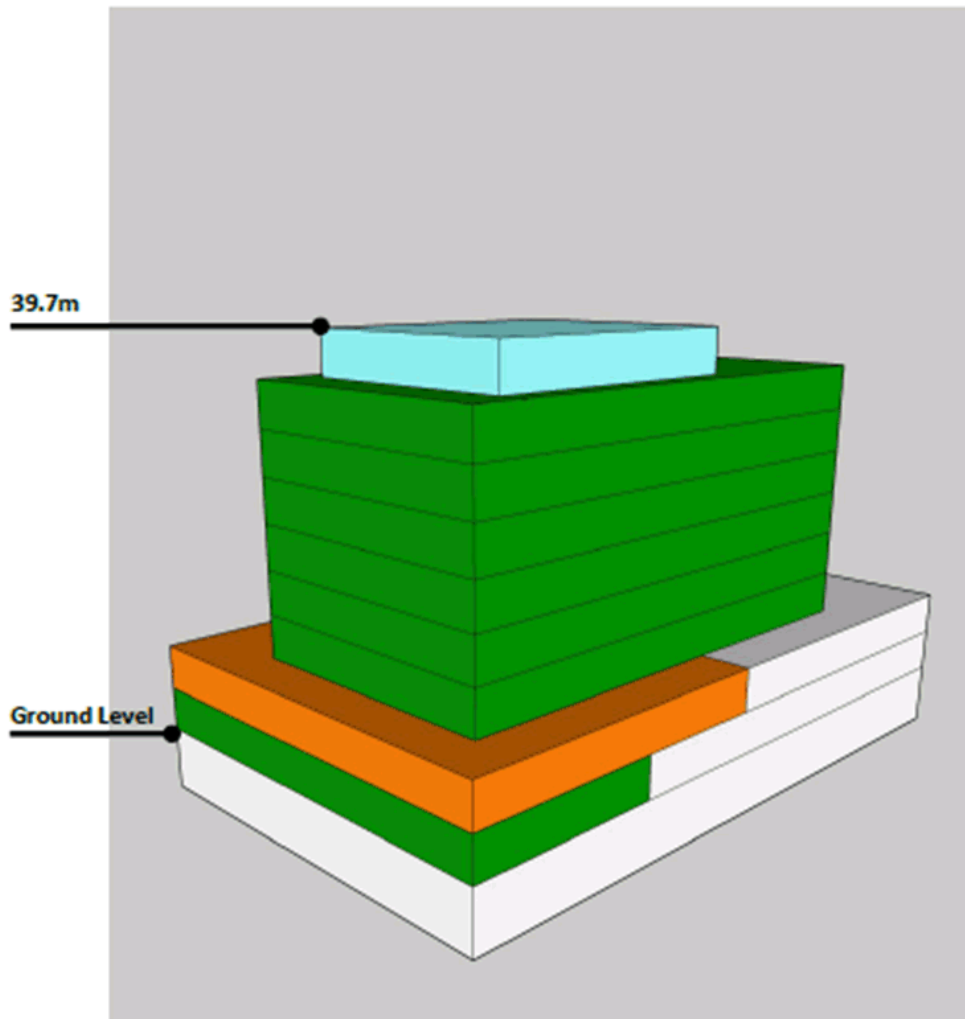
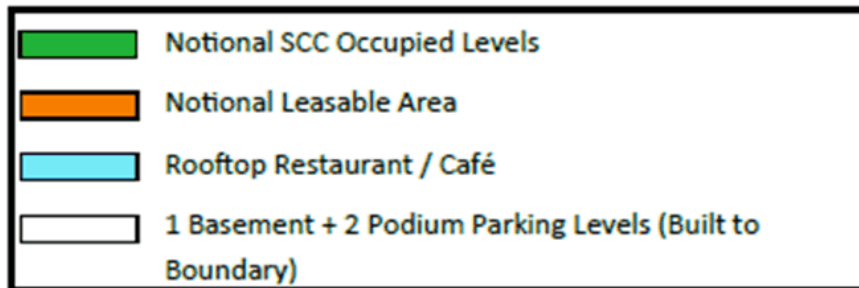
Those who do the work to achieve the task or produce the deliverable. There can be more than one person responsible for any given task or deliverable.
 The one ultimately answerable for the correct and thorough completion of the deliverable or task. There **must** be only one accountable specified for 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							
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SCCH-CR32							
SCCH-CR33							
SCCH-CR34							
SCCH-CR35							
SCCH-CR36							
SCCH-CR37							
SCCH-CR38							
SCCH-CR39							
SCCH-CR40							



Maroochydore City Centre
SunCentral Maroochydore Pty Ltd
Shareholder Representative Group

CHARTER

Purpose

The purpose of the SunCentral Maroochydore Shareholder Representative Group (SRG) is to oversee the interests of Sunshine Coast Council and its community relating to the activities of SunCentral Maroochydore Pty Ltd (the Company).

Background

SunCentral Maroochydore Pty Ltd is the Corporations Law Company established to progress the development of the Maroochydore City Centre project (the Project). The Shareholder, in respect of this Charter, is Sunshine Coast Council.

By delegation from Council, the Chief Executive Officer is Council's Shareholder Representative. The Shareholder Representative has responsibility for governance matters in relation to the Company on behalf of Council.

A Technical Reference Group (TRG) has been established with the key role of managing and administering the technical design and specification of all constructed Council-owned assets related to the Project.

Responsibilities of the SunCentral Maroochydore Shareholder Representative Group

1. Act as representative of Council in setting the strategic direction for the Project.
2. Monitor the progress (time, program, budget, risk and KPI's) of the Project.
3. Act as a representative of Council to ensure the Project is delivering on the recommendations of the Shareholder.
4. Provide advice and recommendations to the Shareholder Representative.
5. Consider advice from the Technical Reference Group.
6. Provide direction to the Technical Reference Group.
7. Coordinate the performance review of the SunCentral Maroochydore Pty Ltd Board on behalf of Council.

Membership

- Portfolio Councillor – Region Making Projects: Mayor Mark Jamieson, Chair
- Portfolio Councillor – Corporate Strategy and Finance: Councillor Tim Dwyer
- Portfolio Councillor – Economic Development and Innovation: Councillor Stephen Robinson
- Divisional Councillor: Councillor John Connolly
- Chief Executive Officer: Michael Whittaker
- Project Director: Debra Robinson

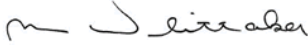
- Chief Strategy Officer: Graham Fraine
- Group Executive Built Infrastructure: Tom Jamieson
- Group Executive Liveability & Natural Assets: Warren Bunker
- Chief Financial Officer: Michael Costello

Meeting protocols and procedures

- The Chair is responsible for scheduling meetings on an as needs basis and may call special meetings, as required, and conduct meetings by tele/video conference and by flying minute.
- The Shareholder Representative is responsible for overseeing agendas and minutes, including distribution of the agenda and minutes, and maintaining a list of outstanding matters.
- A quorum is five members of the Shareholder Representative Group.
- Members of the SunCentral Maroochydore Shareholder Representative Group may nominate a Chair for a meeting if the appointed Chair is not available.
- Non SunCentral Maroochydore Shareholder Representative Group members may be invited by the Chair to attend meetings to discuss issues associated with the Project.
- All matters considered by the SunCentral Maroochydore Shareholder Representative Group are treated as commercial-in-confidence and are not to be disclosed to any party unless otherwise agreed to by the Chief Executive Officer.
- Members are responsible for the declaration and management of any conflicts of interest on items considered by the SunCentral Maroochydore Shareholder Representative Group.

Authority

The Charter of the SunCentral Maroochydore Shareholder Representative Group is authorised by the Chief Executive Officer and may be amended from time to time.

Authorised  _____ Date 8 August 2018

Michael Whittaker
 Chief Executive Officer, Sunshine Coast Council



Nambour Activation Plan Project Control Group

CHARTER

Purpose

The purpose of the Nambour Activation Plan (NAP) Project Control Group (PCG) is to oversee and guide the implementation of the Nambour Activation Plan which provides a framework for the development of a Nambour Centre Master Plan.

The NAP PCG is not a decision-making body. The decision-making body is Council with the decisions of Council being implemented in accordance with the delegations approved by the Chief Executive Officer.

Background

On 15 October 2015, Council adopted the Nambour Activation Plan.

The Nambour Activation Plan provides the framework to activate the streets and places of Nambour and enable local businesses and community to continue to energise their township, celebrate their place and promote the town as a thriving and extraordinary place to live, work and play. The plan was developed as a collaborative project by the Nambour Project Working Group which comprises members of the Nambour Alliance, and business and community sectors, and council representatives

The primary focus of the Nambour Activation Plan PCG is to investigate economic revitalisation outcomes, innovation and leadership unity in Nambour.

The Nambour Activation Plan PCG reports to the Chief Executive Officer.

The term of the Nambour Activation Plan PCG is for an initial period to 30 June 2018. At that point in time, there will be a review of the PCG to incorporate progress of the Draft Nambour Centre Master Plan (December 2017), including consideration of councillor representation on the PCG.

Responsibilities of the Nambour Activation Plan Project Control Group

- Act objectively and impartially for the greater good of Nambour (with a focus on the town centre)
- Undertake preliminary investigations into strategies for positioning Nambour as a thriving and extraordinary place through the five key placemaking locations within the town centre
- Undertake preliminary investigations into strategies that will enhance Nambour's point of difference and promote its network of cultural, recreational and heritage assets
- Provide monthly reports to the CEO in relation to the PCG's progress on the above.

Membership

- Manager Community Planning and Development: Liam Mayo (Chair)
- Divisional Councillor: Cr Greg Rogerson
- Group Executive Economic and Community Development: Greg Laverty
- Head of Economic Development: Paul Martins
- Manager Design and Placemaking Services: Jamie Franklin
- Manager Property Management: Frances Cayley
- Manager Strategic Planning: Stephen Patey

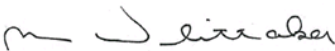
Meeting protocols and procedures

- The Chair of the Nambour Activation Plan Project Control Group is responsible for scheduling meetings on an as needs basis and may call special meetings, as required, and conduct meetings by tele/video conference and by flying minute.
- The Chair of the Nambour Activation Plan Project Control Group is responsible for overseeing agendas and minutes, including distribution of the agenda and minutes, and maintaining a list of outstanding matters.
- A quorum is 50% members of the Nambour Activation Plan Project Control Group, including the Chair.
- Members of the Nambour Activation Plan Project Control Group may nominate an Acting Chair for a meeting if the Chair is not available.
- A member of the Nambour Activation Plan Project Control Group may nominate a delegate if unable to attend a meeting.
- Non Nambour Activation Plan Project Control Group members may be invited by the Chair to attend meetings to discuss issues associated with the Nambour Action Plan.
- All matters considered by the Nambour Activation Plan Project Control Group are treated as commercial-in-confidence and are not to be disclosed to any party unless otherwise agreed by the Chief Executive Officer.
- Members are responsible for the declaration and management of any conflicts of interest on items considered by the Nambour Activation Plan Project Control Group.

Authority

The Charter of the Nambour Activation Plan Project Control Group is authorised by the Chief Executive Officer and may be amended from time to time.

Authorised



Michael Whittaker
Chief Executive Officer, Sunshine Coast Council

Date 16 May 2018



Caloundra Centre Activation Project Control Group CHARTER

Purpose

The purpose of the Caloundra Centre Activation Project Control Group (PCG) is to guide the activation of central Caloundra, particularly in relation to the future use of Council's assets and the longer term coordination of traffic, public transport and open space connections in the core area.

The Caloundra Centre Activation PCG is not a decision-making body. The decision-making body is Council and the decisions of Council will be implemented in accordance with the delegations approved by the Chief Executive Officer.

Background

In March 2017, Council adopted the Caloundra Centre Master Plan (Master Plan). The purpose of the Master Plan is to provide an integrated approach to the future development of the Caloundra central area, providing a stimulus to both public and private investment.

While the Master Plan covers an extended area, the primary focus of the PCG is the coordination of investment around the 'government precinct' at the intersection of Omrah Avenue, Nutley Street and Otranto Avenue.

The Caloundra Centre Activation PCG reports to full Council.

The term of the Caloundra Centre Activation PCG is, initially, to 30 June 2020, after which the need for extension will be reviewed.

Other actions arising from the Master Plan will be addressed by the appropriate area of Council and are not intended to be the primary responsibility of the PCG. However, there will naturally be some relationships between other projects that need to be considered as part of the implementation of the Caloundra Centre Activation Project. Particularly important interactions exist with the Sunshine Coast Light Rail Project and the Caloundra Road Network Improvement Project.

There may also be interactions with privately led redevelopment projects occurring as a result of the review of Council's assets and/or other stimulus measures implemented as a result of the Master Plan. Consideration ought to be given to the potential for these types of projects to complement and multiply the revitalisation benefits delivered by the Caloundra Centre Activation Project.

Responsibilities of the Caloundra Centre Activation Project Control Group

- (1) Oversee and coordinate the first stage delivery of the Caloundra Centre Activation envisaged in the Caloundra Centre Master Plan, with a focus on:
 - (a) oversee the detailed planning and decision-making for Council's future needs in the Caloundra Centre;
 - (b) oversee the repurposing and refurbishing the Caloundra Administration Centre to accommodate a range of uses and activities which will contribute to the ongoing vitality of Caloundra Centre following the Smart Move;
 - (c) improving the orientation and integration of the Caloundra Events Centre with the Caloundra Administration Centre and adjoining community facilities and urban spaces;
 - (d) redeveloping Felicity Park, the Caloundra Art Gallery and Library sites, the old Council Administration Building site and other identified peripheral sites to accommodate a new town square and mixed use development comprising one or more iconic buildings;

- (e) plan for the establishment of a new transit station within close proximity to the central site and ensuring other current car parking station sites provide an appropriate and beneficial outcome for Council; and
 - (f) attraction and facilitation of other private development projects in the vicinity of the Town Square redevelopment.
- (2) Ensure that transport connections, entry statements and urban design outcomes are incorporated into the outcomes gained through the built environment.
 - (3) Ensure that decisions requiring Council consideration are referred to Council and provide informed decision making within delegations.
 - (4) Provide three monthly advice, risk identification, feedback and updates to Council and Board of Management.
 - (5) Provide advice and information for promotion and communication of project progress to internal and external stakeholders.
 - (6) Oversee any representative Industry Reference Group or Technical Working Group which shall report to the PCG.
 - (7) Recognise the opportunity for this project to promote and connect (eg. wayfinding signage) the identified "ceremony location" at Bulcock Beach with the central site.

Timeframes

The PCG aims to achieve its responsibilities and outcomes by June 2025, working to the following project specific deadlines:

- (1) Precinct master planning and development staging framework (end 2018).
- (2) Planning and delivery of repurposing and refurbishment of the Caloundra Administration Building and orientation / integration of outcomes for Caloundra Events Centre (end 2019).
- (3) Development of first stage of Caloundra Town Square (mid 2020).
- (4) Development of one or more iconic buildings adjacent to Caloundra Town Square (mid 2021).
- (5) Development of a new Transit Station (mid 2022).

Membership

- Councillor Tim Dwyer (Chair)
- Councillor Rick Baberowski
- Councillor Peter Cox
- Chief Executive Officer: Michael Whittaker
- Project Director: Debra Robinson
- Group Executive, Customer Engagement and Planning Services: James Ruprai
- Manager Strategic Planning: Stephen Patey
- Manager Communication: Belinda Warren

Meeting protocols and procedures

- The Chair of the Caloundra Centre Activation PCG is responsible for scheduling meetings quarterly or on an as needs basis, as dictated by the Chair and agreement of members.
- The Project Director is responsible for overseeing agendas and minutes, including distribution of the agenda and minutes, and maintaining a list of outstanding matters.

- A quorum is four members (at least one of which must be a Councillor) of the Caloundra Centre Activation PCG.
- Members of the Caloundra Centre Activation PCG may nominate a Chair for a meeting if the appointed Chair is not available.
- A member may nominate a delegate if unable to attend a meeting.
- Non Caloundra Centre Activation PCG members may be invited by the Chair to attend meetings to discuss issues associated with the Project.
- All matters considered by the Caloundra Centre Activation PCG are treated as commercial-in-confidence and are not to be disclosed to any party unless otherwise agreed by the Chief Executive Officer and PCG Chair.
- Members are responsible for the declaration and management of any conflicts of interest on items considered by the Caloundra Centre Activation PCG.

Authority

The Charter of the Caloundra Centre Activation Project Control Group is authorised by the Chief Executive Officer and may be amended from time to time.

Authorised



Michael Whittaker
Chief Executive Officer, Sunshine Coast Council

Date 15 August 2018