



Project Management Plan

Construction of Pingelly Recreation & Cultural Centre

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1. INTRODUCTION

1.1 Overview

The Shire of Pingelly currently has recreation centre within close proximity to the tennis courts, oval and bowling green. The current facility caters for a number of user groups within the Shire including football, tennis, hockey and other groups requiring a large court surface for activities. These outdoor courts and facilities shall remain and be maintained by the Shire in a fully operating condition.

A need has been identified and substantiated through a Business Case for a multipurpose indoor facility situated within the Pingelly Sporting Precinct. These requirements have been developed in consultation with representatives of sporting groups, the community and other key stakeholders.

The proposed Recreation & Cultural Centre will also be used for other activities. Having a large indoor space lends itself to a wide range of non-sporting activities such as concerts, cultural activities, conferences, training, civic events, visiting services, exhibitions and graduation ceremonies. The location of the Pingelly Recreation & Cultural Centre will also be designed and used for training, workshops, recruitment and as an emergency evacuation centre by State Emergency Services.

1.2 Background

Requests from the community for a multipurpose recreation and cultural centre in Pingelly became evident when the Shire undertook consultation in developing the Strategic Community Plan 2013-2023.

In September 2013 a Focus Group was established incorporating representatives from the sporting groups that utilise the existing recreation centre. In March 2015 the University of Western Australia was engaged to develop concept plans for the new Centre in accordance with the expectations of the Focus Group.

This concept plan includes a large multipurpose room, kitchen, bar area, large verandah, cultural hall, memorabilia room, lounge/crèche, lobby and an adjacent tennis and netball clubrooms and indoor multi use sports court suitable for basketball, netball and indoor hockey. To further increase the use of the facility, retractable seating is available on the indoor court which will enable large functions and events to be held, attracting people to the region.

The development of the Recreation & Cultural Centre will provide a myriad of benefits to the Shire of Pingelly and wider community. These include social, economic and community safety benefits. The need for indoor sports in the community will be met and the facility will provide a large indoor space suitable for community, cultural and emergency service activities. The economic benefits will be generated through employment during and after construction and the multiplier effect of purchasing and consuming local products and goods and larger events.

1.3 Success Factors

The key success factors for the project are:

- Delivery of a fit for purpose multi-use indoor facility to the required standards that meets community needs;
- Project meets all legislative regulations and requirements;
- Project meets budget; and
- Facility opened by the agreed date

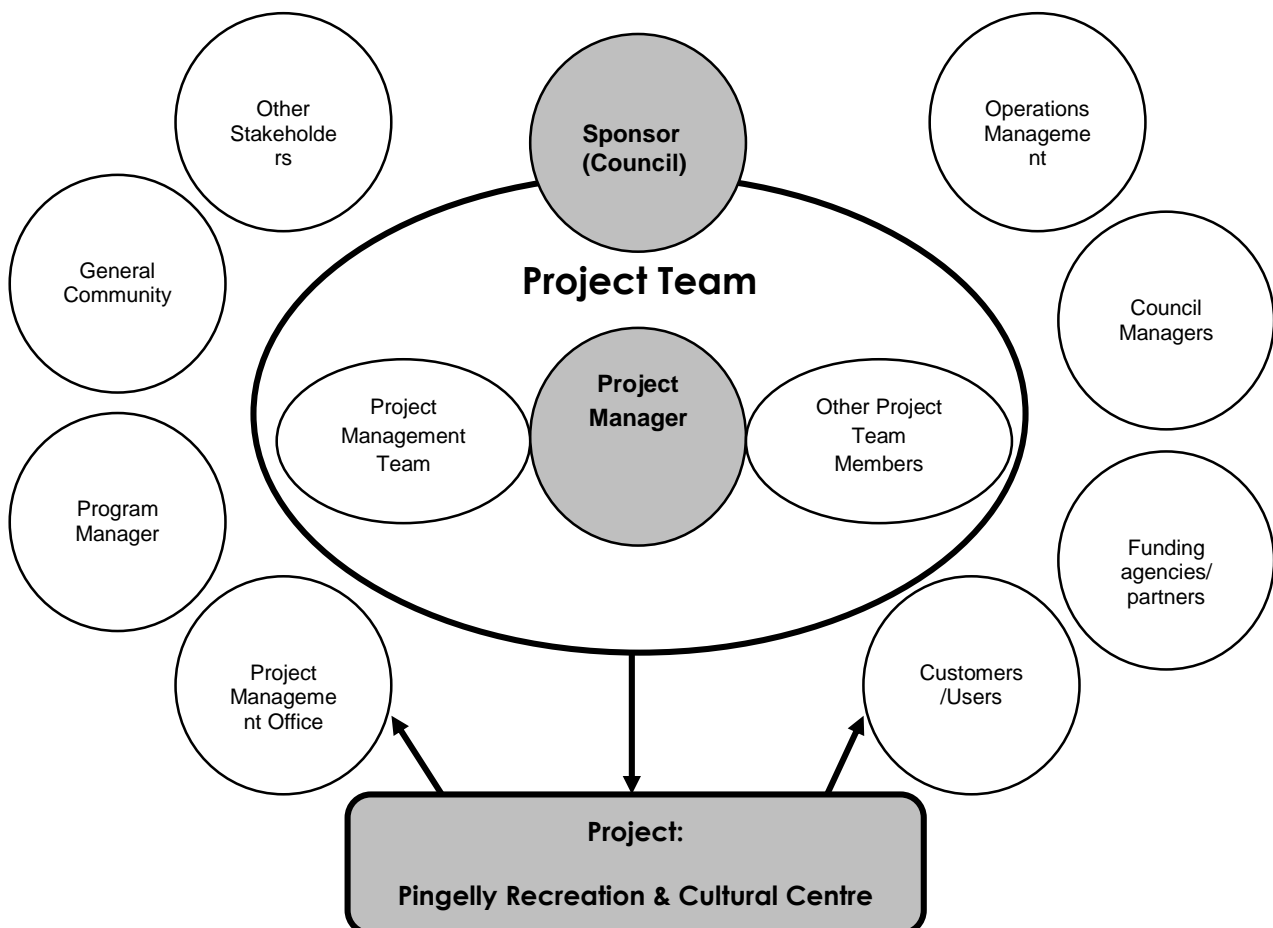
2. PROJECT MANAGEMENT APPROACH

The overall management approach will be coordinated through Shire of Pingelly. The Shire of Pingelly is the sponsor of the project. A Project Team will be established comprising the Chief Executive Officer who will be the project owner, the Project Manager who in turn will be responsible for the delivery of the project, relevant Shire staff and representatives from external organisations such as University of Western Australia.

The Project Team will be responsible for overseeing the design and construction process including the necessary procurement processes. The Project Sponsor will report to the Council as required to gain the necessary approvals in relation to finance, procurement (tender process, awarding tenders etc.) and providing regular project updates, this will be in accordance with Shire of Pingelly policies and the Local Government Act.

The project team will be supported by a project focus group which will meet as required to provide input into the design and development of the project at relevant stages.

An overview of the project governance structure is provided below.



Name of Project Group	Role
Project Team	Responsible for overseeing the delivery of the project from design through to construction. This will include at a minimum the project sponsor and project
Project Focus Group	To provide input into the design and delivery of the project as required. This may include relevant staff, community/user group representatives and/or elected member representation.
Project Owner/Sponsor	Commitment
Gavin Pollock, Chief Executive Officer, Shire of Pingelly	Attendance at Project Team meetings. Meetings with Project Manager fortnightly or as required.
Project Manager	Commitment
Craig McLennan, Project Manager, Shire of Pingelly	Responsible for day-to-day management of the project. Including frequent liaison with contractors. Attendance at Project Team meetings, weekly liaison/update meetings with Project Sponsor.
Project Team Members	
<p>Shire of Pingelly</p> <ul style="list-style-type: none"> • Barry Gibbs, Executive Manager Engineering and Development Services • Samantha Appleton, Executive Manager Corporate and Community Services • Tim Jurmann, Environmental Health and Building Services Officer • Russell Dyer, Works Supervisor <p>University of Western Australia</p> <ul style="list-style-type: none"> • Patrick Beale, Director Advanced Timber Concepts Studio • Marco Vittino, Director VittinoAshe architects • Katherine Ashe, Director VittinoAshe architects • Tobias Beale, UWA • Tara Moore, UWA • Tristan Morgan, UWA • Pip Monkton, UWA • Brett Mitchell, CUT <p>Scot Smalley Partnership Pty Ltd. Consulting Chartered Engineers</p> <ul style="list-style-type: none"> • Bill Smalley. Principal • Danielle Rosman, Structural Engineer • Astra Baker, Practice Manager. • Yasaman Doroodian, Graduate Engineer • Jaleh Norouzi, Graduate Engineer <p>LINK Engineering Consultants</p> <ul style="list-style-type: none"> • Sven de Jongh, Partner • Chris Bright, Partner • Matt Fox, Design Draughtsman • Alex Kirkwood, Design Draughtsman 	Attendance at Project Team meetings

Further information about the PRACC team

Patrick Beale: Director Advanced Timber Concepts

Patrick Beale Studied Architecture at the Architectural Association School in London, and has practiced and taught Architecture and Design in London UK, France, the Middle East, Scandinavia, The USA and Australia.

At the University of Western Australia Patrick was appointed Dean of the Faculty of Architecture Landscape and Visual Arts in 2000, a position he stepped aside from to establish the Advanced Timber Concepts Research Centre in 2005. Over the past decade Patrick has worked with various sectors of rural industries and has established a number of design projects directed towards enhancing the value of native West Australian timbers and promoting the ecological and sustainable values of building in solid and engineered timbers.

He currently directs the Advanced Timber Concepts Studio at UWA, a commercial design and research studio and a teaching entity. ATC has delivered a number of innovative projects including three prototype Modular/Flat Pack houses to rural Western Australia at costs directly competitive with Metropolitan construction rates. Patrick with Tristan Morgan, designed and delivered the South Hedland Performance shell in 2011, which has won national acclaim for innovative construction in timber and international awards for fabric architecture and engineering. Patrick has extensive knowledge of timber as a construction material and has made a particular study of native West Australian timbers in recent years.

vittinioAshe Architects

vittinioAshe is an emerging architectural practice. The idea of making is an essential part of our philosophy and understanding the processes and the people involved in the reality of making projects happen is fundamental to our working methodology. We are a studio with extensive and varied expertise at a broad range of scales. We are interested in the sensible use of resources and with consciousness of the impact that design can have on the environment. Handcrafting spaces, thoughtful detailing and sometimes personally constructing projects enriches our work.

Marco and Katherine bring to the practice many years of teaching experience and a great deal of built and unbuilt architectural, urban design projects and other creative pursuits. We attempt to work collaboratively, exploring new ideas, at times with other disciplines. Both of us have worked locally, remotely and internationally. Our focus has shifted more recently towards practice as ongoing built research whilst we continue to hold positions in architecture at the University of Western Australia and Curtin University of Technology respectively.

Scot Smalley Partnership Pty Ltd. Consulting Chartered Engineers

Bill Smalley graduated in 1968 and has successfully operated his own practice, initially as W.H. Smalley & Associates, since 1981. The practice was established after lengthy experience with Perth consultants, Bruechle Gilchrist and Evans and Fraser Consultants. Bill is respected as a sound theoretical engineer with the ability to translate his knowledge into practical and economical design.

There is a strongly shared belief within the Partnership that project success requires, amongst other factors, the active personal involvement of the Principals and effective interdisciplinary communication. The Company structure ensures that these criteria are maintained. Bill also has extensive experience in the design of timber-framed structures generally and in the design of halls & gymnasias in timber and in structural steel framing.

LINK Engineering Consultants

Sven De Jonghe and Chris Bright are two of the most respected mechanical engineers in the Perth construction industry. With a total of 30 years' experience between them, they spent six years working together at Bassett/AECOM, and then 18 months with Geoff Hesford Engineering, before forming Link Engineering Consultants. The goal of Link Engineering Consultants is to provide the best service of any mechanical services consultancy in WA.

Our differentiators are:

- Link has the perfect blend of innovation and commercial awareness which allows us to arrive at solutions which provide the best overall value to the end client
- Link removes the conservatism and over-design that occurs all too often from consultants in WA that results in a significant waste of the client's money.
- Link brings an innovative approach to design, having been involved in a number of ground breaking projects in WA over the past 15 years.

Link Engineering acknowledges that staff continuity is a highly important issue for both the architect and the client, as re-educating new staff is a waste of time and money for the client. One of the weaknesses of the larger consultancies is that the Directors appear for the first couple of months then slowly slip out the back door and introduce the graduates into the project in order to improve profitability. This won't happen with Link Engineering Consultants. Sven and Chris are partners of the firm and their very livelihood depends on keeping clients happy: they remain active and engaged on each project from start to finish

3. PROJECT SCOPE

<p>Objectives</p>	<p>The development of an all-weather indoor sporting and community centre that meets the needs of the Pingelly and surrounding community.</p> <p>A venue to cater for local, district and regional sporting activities and events including basketball, netball, hockey and other indoor sports.</p> <p>A safe venue to provide emergency service functions including the potential to act as a control centre and community refuge for certain incidents.</p> <p>A community venue capable of hosting events, swap meets and a space for large gatherings (conferences, seminars trade displays etc.).</p> <p>A community space to hold meetings, presentations and functions.</p>
<p>Outcomes & Deliverables</p>	<p>A sustainable and fit-for-purpose multipurpose facility comprising a multi-purpose court, associated amenities (changerooms, toilets, offices, first aid room etc.) and community meeting spaces.</p> <p>Landscaping of areas adjacent to the building.</p> <p>Fit-out of indoor multipurpose facility including seating, flooring, necessary sports (goals, nets etc.) and other equipment (office furniture, lockers etc.).</p> <p>Sealed car parking space shall be provided surrounding the entrance including disability access bays and bicycle parking.</p>
<p>Project Exclusions</p>	<p>Upgrade/maintenance of any existing sporting and recreation facilities on the site.</p>

Key Assumptions	<p>Sufficient funds are raised from external sources</p> <p>The detailed design of the facility shows that the facility can be constructed for \$8.13 million.</p>
Compliance	<p>Compliance with the following legislation and policies which include but are not limited to:</p> <p>Building Code of Australia</p> <p>Local Government Act 1995</p> <p>Planning and Development Act 2005</p> <p>Occupational Safety and Health Act 1984 (the OSH Act).</p> <p>Building Act 2011</p> <p>Relevant Australian Standards</p> <p>Environmental Protection Act 1986</p> <p>Environment Protection and Biodiversity Conservation Act 1999. Disability Discrimination Act 1992</p> <p>Shire of Pingelly's Local Planning Scheme</p> <p>Relevant Shire of Pingelly Policies and Procedures</p>
Constraints	<p>Unsuccessful external funding applications</p> <p>Tender costs being higher than budgeted funds</p> <p>Severe weather events</p>

Dependencies	<p>Funding from external sources is provided when required.</p> <p>Necessary planning and development approvals are obtained.</p> <p>Implementation of a workable and viable management structure is achieved.</p>
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4. PROJECT SCHEDULE AND MILESTONES

At this stage of the project planning process an outline of the project schedule has been developed and presented in a milestone chart. The milestone chart indicates the projects key tasks, timeframes and milestones. A detailed construction plan will need to be developed during the detailed design stage of the project. This will need to be prepared by a construction/design specialist and can be included in this project plan once complete. The following table outlines the project program and milestones.

Milestone	Estimated Start	Estimated Finish
Propose <i>(development of brief, business case, initial scoping)</i>		July 2015
Analyse <i>(options evaluation, concept design)</i>	July 2015	August 2015
Plan <i>(detailed design, project planning, handover requirements)</i>	August 2015	November 2015
Procure <i>(procurement)</i>	April 2016	June 2016
Build	October 2016	August 2017

<i>(project delivery, ends with practical completion & handover)</i>		
Review & Maintain <i>(handover of project back to asset custodian, includes management of defects period & capitalisation for capital projects)</i>	September 2017	October 2017

5. COMMUNICATIONS PLAN

The purpose of the Communications Plan is to define the communication requirements for the project and how information will be distributed to ensure project success. This section provides an overview of the communications management approach and defines the communication requirements based on roles, what/how/when the information will be communicated, who undertakes the communication, and who receives the communication.

Stakeholder / Group	Internal / External	Level of Interest of Stakeholder (H/M/L)	Level of Influence of Stakeholder on the Initiative (H/M/L)	Comments
Council Elected Members	Internal	H	H	Make policy and funding decisions and have ultimate authority over the project.
CEO and senior Council Staff	Internal	H	H	Are responsible for day-to-day management of the project and make decisions delegated from Council in relation to the project.
Project Team - Council staff	Internal	H	H	Bring level of expertise to the project in specialist areas e.g. building, recreation management, property
Additional Council staff	Internal	M	M	Provide advice as required e.g. Development Planning

Representatives of external funding bodies	External	H	H	Major stakeholder/s and may have specific grant funding requirements that need to be met.
Existing user groups	External	H	M	Able to provide advice and represent user groups needs
Potential user groups	External	M	M	Need to be informed of potential involvement.
General community	External	M	M	Need to be informed of the projects progress.

The table below summarises the key communications types, frequency, format and stakeholders.

Communication Type	Description	Frequency	Format	Stakeholders	Deliverable	Owner
Weekly Status Report	Email summary of project status	Weekly	Email	Council, Project Team and Project Focus Group	Status Report	Project Manager
Weekly Project Team Meeting	Meeting to review action register and status	Weekly	In Person	Project Team	Updated Action Register	Project Manager
Project Monthly Review (PMR)	Present metrics and status to team and sponsor	Monthly	In Person	Council, Project Team	Status and Metric Presentation	Project Manager
Project Gate Reviews	Present closeout of project phases and kickoff next phase	As Needed	In Person	Project Team and Project Focus Group	Phase completion report and phase kickoff	Project Manager
Technical Design Review	Review of any technical designs or work associated with the project	As Needed	In Person	Project Team	Technical Design Package	Project Manager

6. COST MANAGEMENT

Cost Estimates have been prepared by Neil Butler Quantity Surveying Services and Crawford Quantity Surveying Services for the concept plan. Once the detailed design scheme is confirmed a detailed Cost Management Plan should be prepared that clearly defines how the costs will be managed throughout the project's lifecycle. It should set out the format and standards by which the project costs are measured, reported, and controlled. Working within the cost management guidelines is imperative for all project team members to ensure successful completion of the project. It should detail:

- Who is responsible for managing costs
- Identifies who has the authority to approve changes to the project or its budget
- How cost performance is quantitatively measured and reported upon
- Report formats, frequency and to whom they are presented

Project Budget	\$8,130,000
Funding Year	2015/16, 2016/17 and 2017/18
Project Estimate and Cost Breakdown	Refer below
Is this project operational/renewal/capital?	100% Capital

Item	Amount
Cultural Centre	\$5,861,095.00
External Works	\$91,751.47
External Services	\$376,030.00
Builders Preliminaries	\$632,887.65
Subtotal (construction costs)	\$6,961,764.12
Design Contingency	\$208,852.92
Contract Contingency	\$215,118.51
Building Fees	\$24,742.21
Furniture and Fittings	\$117,300.00
Professional Fees	\$376,388.89
District Allowance - Pingelly	\$225,833.33
Subtotal (other costs)	1,168,235.86
Total (ex gst)	\$8,130,000.00

7. RISK MANAGEMENT

The major risks related to the proposed facility are noted below from highest to lowest risk.

Failure to secure adequate funding for entire project

There is a risk that adequate funding may not be available to deliver this Project in its current scope. Should funding not be secured this may have a detrimental effect on the Project. The Shire has listed funds in the 2015/16, 2016/17 and 2017/18 budgets and is seeking funding from external sources.

Measure of Consequence: Moderate

3a	Moderate	\$10,000 to \$50,000	Medical treatment	Substantiated, public embarrassment, moderate impact, moderate news profile	Significant delays to major deliverables
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Likelihood: Possible

C	Possible	Should occur at some time	At least once in three years
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Principal Contractors not adhering to safety standards

There is a risk that the principal contractors may not follow required safety standards which could be detrimental to the project and other contractors. A risk register will be created by the project team and be monitored at each project team meeting. OSH guidelines will be required during the tender process.

Measure of Consequence: Major

4a	Major	\$50,000 to \$150,000	Death or extensive injuries	Substantiated, public embarrassment, high impact news profile, third party actions	Non-achievement of major deliverables
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Likelihood: Unlikely

D	Unlikely	Could occur at some time	At least once in ten years
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8. ADDITIONAL REQUIREMENTS

In addition to the above requirements the following items should be considered and addressed during the planning stage.

8.1 Quality Management

Determine how quality management will be used to ensure that the deliverables for the project meet a formally established standard of acceptance. All project deliverables should be defined in order to provide a foundation and understanding of the tasks at hand and what work must be planned. Quality management is the process by which the organisation not only completes the work, but completes the work to an acceptable standard. Without a thorough Quality Management Plan, work may be completed in a substandard or unacceptable manner. This plan should include quality roles and responsibilities, quality control, quality assurance, and quality monitoring.

8.2 Procurement

The Procurement Management Plan should be defined enough to clearly identify the necessary steps and responsibilities for procurement from the beginning to the end of a project. The project manager must ensure that the plan facilitates the successful completion of the project and does not become an overwhelming task in itself to manage. The project manager will work with the project team, contracts/purchasing department, and other key players to manage the procurement activities.

8.3 Project Closing and Evaluation

The closing process consists of those processes performed to finalise all activities to formally complete the project. This may include obtaining acceptance from the sponsor, conducting a project evaluation, document lessons learned, archive all relevant project documents and close out procurements.