

C O U N C I L L O R S

ATTACHMENT

9.1.1

**Karratha Education Leisure
and Training Campus
Project Management Plan**

**Special Council Meeting
Monday 1st March 2010**



Karratha Education, Leisure and Training Campus

Project Management Plan – Final Draft

KELTC_PA 0001

Version 0.5

Recommended by:

Date:

Document Approval

This Project Plan has been endorsed and approved for use by:

Department of Education

Signature

Date

Name of signatory

Position/Title

Shire of Roebourne

Signature

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Building Management and Works

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1 Introduction

1.1 Purpose of this Document

This document details the Project Execution Plan to undertake the work to construct the Karratha Education, Leisure and Training Campus.

The document will define the overall Project and establish the means by which the Project may be managed and evaluated.

Once this Project Execution Plan has been approved, any proposed amendment to the Objectives, Scope, Budget or Schedule of the Project will have to be managed according to the Project Control procedures discussed in more detail in Sections 3.4 & 4.3.

1.2 Business Requirement

Karratha Senior High School (KSHS) is a comprehensive Year 8 to 12 school. The previously announced first stage for the senior school is currently under construction on the Pilbara TAFE, Karratha Campus site and is due for completion in late 2009. This provides for a co-located senior school with facilities integrated with those of the TAFE and is integral to the overall concept for the Pilbara Education and Training.

It is planned to locate the Year 8 to 10 students in new facilities on the Pilbara TAFE, Karratha Campus TAFE site. At 32 hectares, the TAFE site has more than adequate space to situate this second stage of the secondary school.

The current site of the senior high school will be used for the recently announced replacement of Karratha Primary School. Surplus land on the site is likely to be sold and used for future residential development.

The Shire's proposed Recreation component of the Masterplan will replace a number of existing disparate and below standard community recreation facilities in Karratha and provide the community with a venue offering a range of high quality internal and external facilities that would generate a critical mass of activity and social interaction.

The Shire's proposed recreation brief includes new aquatic facilities, swimming club amenities, a 3 court indoor sports hall, squash courts, aerobics, gymnasium, children's gym, crèche, café/ kiosk, meeting rooms, function centre, administration, change rooms, commercial tenancy opportunities, 6 tennis courts, 6 covered multi-use courts, clubrooms, and four soccer pitches with capability to overlay one standard size AFL oval.

The partnership between the Shire of Roebourne and the State Government builds upon the existing Local Government operated facilities on the Pilbara TAFE site which includes the Karratha Community Library and the Walkington Theatre.

1.3 Background

The Department of Education (DoE) has determined that it will construct a new secondary school to replace the existing Karratha Senior High School on Searipple Road in Bulgarra.

The Shire of Roebourne (SoR) has determined to enhance the sport and recreation facilities in Karratha including a new multifaceted indoor recreation centre, outdoor hard courts, covered courts, swimming pool and playing fields.

The Department of Training and Workforce Development (DTWD) have consented to the construction of the new secondary school and community sporting facilities on the Karratha College TAFE site on Millstream Road.

The SoR and the DoE have agreed that joint provision and subsequently joint use and management of the proposed new high school and the new sport and recreation facilities at the TAFE site will offer advantages to both parties and the community at large.

The SoR and the DoE have agreed to engage Building Management and Works (BMW) to deliver the project.

This Project Management Plan sets out the principles, roles and responsibilities and funding strategy for the partnership arrangement between all four parties.

1.4 Business Case

1.4.1 Department of Education

Project announced in May 2008 Budget. Business Case has been completed and \$46.0m announced in May 09 budget.

1.4.2 Shire of Roebourne

Project endorsed as the Shires marquee community project in March 2009. Funding agreement signed for \$20.3m with treasury and finance in June 2009. Shire to consider its contribution and to leverage additional corporate and state funding project design phase.

No Business Case available at this stage.

1.5 Project Objectives and Scope

1.5.1 Objectives

The prime purpose of the project detailed in this document is to manage the successful delivery of the Karratha Education, Leisure and Training Campus.

1.5.2 Scope

Karratha Senior High School (KSHS) is a comprehensive Year 8 to 12 school undergoing relocation to a new site. The first stage for the senior school (years 11&12) is currently under construction on the Pilbara TAFE, Karratha Campus site and will be available for the 2010 school year. Delivery of stage 2(component of this project) is now planned to locate the Year 8,9 & 10 students alongside stage 1 in new facilities on the Pilbara TAFE, Karratha Campus TAFE site and be available for school year 2013.

The Recreation aspect of this project is a key component of the Shire of Roebourne "Karratha 2020" vision to replace a number of the existing community recreation facilities in Karratha and provide the community with a benchmark recreation venue which offers a range of high quality internal and external facilities.

The Shire's proposed Recreation/Leisure/Community complex will replace a number of existing disparate and below standard community recreation facilities in Karratha. It will provide the community with a venue offering a range of high quality internal and external facilities that should generate a critical mass of activity and social interaction.

The Shire's proposed recreation brief includes new aquatic facilities, swimming club amenities, a 3 court indoor sports hall, squash courts, aerobics, gymnasium, childrens gym, crèche, café/ kiosk, meeting rooms, function centre, administration, change rooms, commercial tenancy opportunities, 6 tennis courts, 6 covered multi-use courts, clubrooms, and four soccer pitches with capability to overlay one AFL oval.

1.6 Project Brief

Accommodation Schedules have been provided by DoE and SoR, copies are attached as appendices 1 & 2.

A Master Plan Report has been commissioned from James Christou & Partners – Architects which will help refine the client requirements.

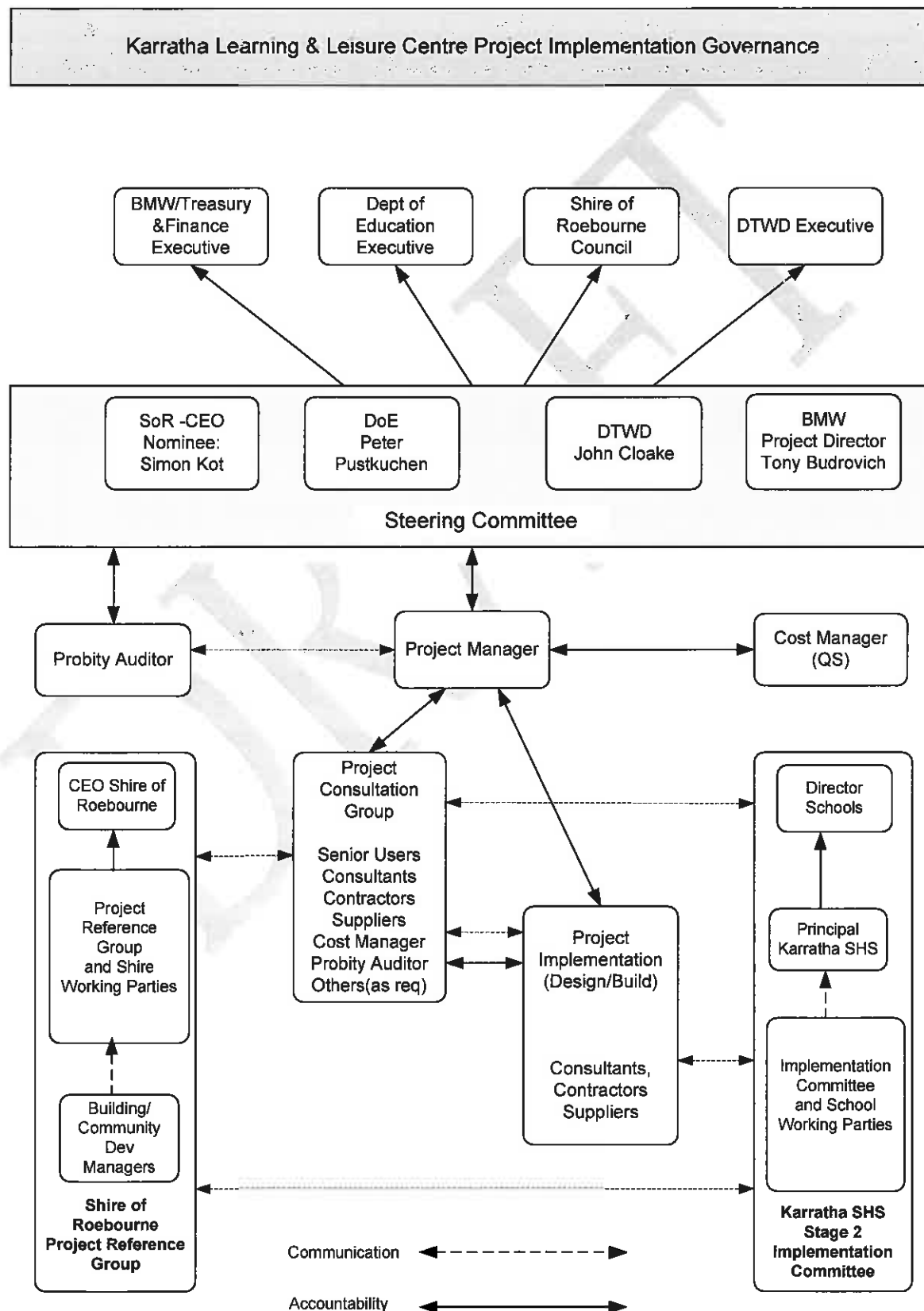
BMW is still awaiting delivery of the final Master Plan Report – expected February 2010.

BMW has developed a scoping document to deliver a detailed Functional and Technical Project Brief which will form the preliminary work prior to entering and Early Contract Involvement (ECI) construction delivery.

2 Management Plan

2.1 Project Governance

The following diagram displays the project governance structure which will provide effective management of the KELTC Project.



2.2 Project Resources

2.2.1 BMW Project Director

The Project Director will have responsibility, on behalf of BMW, for approving the overall direction of the Project, and for ensuring BMW brings the necessary degree of commitment to the Project.

The BMW Project Director in the context of project delivery will:

- ensure funding and other resources are sourced and applied;
- provide policy and strategic direction to the Project;
- attend Steering Committee meetings as a full member
- approve any changes to the project structure and resources;
- provide decisions and endorsements on issues that have been escalated to the Project Director for submission to the Steering Committee;
- review and approve the deliverables for the Project;

2.2.2 Steering Committee

The Steering Committee will act as the board of authority for all decisions and approvals associated with the project.

The Steering Committee will be responsible to:

- set broad overall Project direction;
- approve the procurement strategy (this may include select the project architect, consultant team, builder and independent quantity surveyor);
- endorse key deliverables and provide approvals at key milestones (eg. site plan and building design);
- review Project progress in the light of the overall Project; and
- address any areas of concern that arise during the Project;
- manage schedule changes and issues escalated to the Steering Committee in accordance with Section 3.6;
- ensure the business needs of the KELTC project are being met by the Project Management Team;
- monitor identified risks, and ensure any issue that impacts on project success is addressed.
- to approve any variations to the contracts issued in association with the project outside agreed delegations and within project contingency.

The Steering Committee will meet to endorse key delivery product/s, to address exceptional issues, otherwise on a quarterly basis as deemed acceptable by board members.

Initially, the Steering Committee membership will include:

DoE	Peter Pustkuchen – Joint Chair
SOR Chief Executive	Nominee : Simon Kot - Joint Chair
BMW Project Director	Tony Budrovich
DTWD	John Cloake

Meetings will be organised(as required) and chaired on a shared basis(rotational) by the two main project owners/users; Shire of Roebourne and Department of Education.

The membership may be expanded if deemed necessary by consensus agreement within the Steering Committee.

The project manager, probity manager and cost manager will attend meetings in a non-voting role as required. Other persons may be invited as deemed necessary by the Steering Committee Chair.

2.2.3 Project Management

The Project Manager will manage the project on a daily basis, and be responsible for ensuring the project meets required outcomes and is delivered on time and within budget. The initial project team will consist of:

Project Manager	Greg Harris
Project Assistant	Damian Bannister

The Project Manager will oversee and direct all of the activities of the Project Team to ensure the following activities take place:

- manage day-to-day requirements for the project;
- preparation of the Project Plan and Schedule;
- facilitation and support to CPG Team to ensure successful outcomes;
- manage the dependencies and interfaces between the Project Delivery Teams;
- manage the risks associated with the project;
- monitor progress against the schedule;
- produce Project status reports;
- reports to the Project Director and the Steering Committee as required;
- contribute as a non-voting member of the Steering Committee.

Initially progress will be reported to the Steering Committee on a monthly basis, via a Project Status Report. The Project Manager will also brief the Project Director regarding any relevant problems and issues that cannot be resolved by the Project Management and Project Delivery Teams, and that are likely to have a significant impact on the Project. The Project Director will either resolve these or bring them to the attention of the Steering Committee for resolution.

All deliverables will be filed as part of the Project's working papers.

All formal deliverables will also undergo a Quality Assurance Review which will be documented in the project deliverables register.

2.2.4 Project Consultation Group (PCG)

This group will maintain a consistent interface with the Project Management Team allowing an integrated team approach. This team will provide assistance and facilitation to achieve the deliverables required for project success. The project manager will chair regular meetings of this group. The Project Control Group is responsible for:

- Ensuring that input from both the Project Control Group and user groups in the development process is effectively achieved and, when required, that any issues of dispute between relevant parties are resolved.
- Providing a discussion forum to respond to requests for decisions or recommendations received from the Shire and Education Project and Working Group Leaders.
- Assisting the Shire of Roebourne, Department of Education and BMW Project Leaders in the development of service plans, master plans, business cases, facility plans and contract documentation.
- Receiving and endorsing project reports prepared by the Project Manager and Project Team Leaders (SoR, DoE, DTWD as required).
- Ensuring the development of equipment schedules and associated costing.
- Ensuring that the organisational and/or work practice changes from the agreed business cases are identified and achieved.
- Providing direction and guidance to user groups about objectives and strategies.
- Approve variations within delegated limits and within project contingency.

3 PROJECT STAKEHOLDERS

Stakeholder consultation will be managed as an integral part of the project plan. A pre-requisite to commencement of design work will be signed off Functional and Technical Design Briefs together with the Fixtures, Furnishings and Equipment (FF&E) requirements that will apply to the project.

3.1 Roles and Responsibilities

3.1.1 BMW

To manage all aspects of project delivery and:

- Project manage the project within agreed scope time and budget
- To respond to and report through the PCG
- To prepare a project management plan for the delivery of the project
- To invite proposals for cost planning, architectural and other professional services as approved by the PCG
- To engage and manage the project architect and design team
- To engage and manage the project quantity surveyor
- To invite tenders for the construction of the project
- To engage and manage the construction contractor
- To actively superintend the project construction program on behalf of the PCG
- To develop a communications strategy for approval by the PCG and provide an adequate and appropriate information flow between the DTWD, DoE, SoR and the Karratha community

3.1.2 DoE Representatives

To attend the PCG meetings.

- To deliver project funding in accordance with the agreed cost share schedule and make timely payments to a nominated BMW account for disbursements by BMW to contractors.
- To represent the needs of the Department of Education and the staff members and students of the school.
- To ensure decisions and approvals offered at PCG meetings have been duly authorised by the Director General of the Department of Education or nominee.
- To ensure the built asset achieves target education outcomes.

3.1.3 SoR Representatives

To attend the PCG meetings

- To deliver project funding in accordance with the agreed cost share schedule and make timely payments to a nominated BMW account for disbursements by BMW to contractors.
- To ensure the built asset achieves target outcomes meeting the needs of the Karratha community.
- To establish an internal Project Reference Group (PRG) to guide the project from a Shire of Roebourne perspective.
- To ensure decisions and approvals offered at PCG meetings affecting the Shire have been duly authorised by the full council of the Shire of Roebourne.
- To ensure that such approvals are provided in a timely manner in accordance with the project management plan, with the following project milestones requiring specific resolution:
 - Architect and consultant team appointment;
 - Project management plan;
 - Quantity surveyor appointment;
 - Project cost share arrangement;
 - Concept plan approval;
 - Schematic plan approval;
 - Detailed design approval;
 - Contract documentation approval; and
 - Contract variations exceeding the project contingency allowance.
- To develop a Facility Management Plan for the future use and operation and maintenance of the Karratha Education, Leisure and Training Campus inclusive of the joint share facilities and to offer this management plan as a guide to inform the design process.
- The commitments of the SoR, its roles and responsibilities under this Project Plan are entirely subject to the statutory duties of the SoR, including (but not limited to) the Local Government Act 1995.

3.1.4 DTWD Representative

- To attend the PCG meetings
- To represent the needs of the Department of Training and Workforce Development and the staff members and students of the TAFE operation on site
- To ensure the built asset aligns and meets DTWD requirements.

3.2 Other Stakeholders

A Communications Plan will be prepared which lists the full range of internal and external stakeholders and provides a detailed framework to guide the communication process during the implementation phase of the project. Stakeholders will be added/deleted from this plan as required to meet project needs.

3.3 Scope Changes

As the Project progresses, it may be necessary for a request to be made for a change in the Project Scope, or a revision to the Project Budget. All change requests must be submitted to the BMW Project Director via the Project Manager. The Project Director in conjunction with the Project Manager, will investigate any change presented in terms of its impact on the Project workload, cost and schedule and will then either support the change or reject the change if it needs further clarification or supporting documentation. The Project Director will then submit supported scope change for the attention of the Steering Committee. The Steering Committee will then either approve or reject the scope change. All approved changes to Scope will be included in the Project Schedule and Budget, and an updated copy of each of these will be issued to all persons involved in the Project and sub projects.

3.4 Risk Management

3.4.1 Risk Management Process

Perceptions of risk can vary due to difference in assumptions, concepts and the needs, issues and concerns of stakeholders as they relate to the risk or the issues under discussion. Stakeholders are likely to make judgements of the acceptability of a risk based on their perception of the risk. Since stakeholders can have a significant impact on the decisions made, it is important that their perceptions of risk, as well as their perceptions of benefits, be identified and documented and the underlying reasons for them understood and addressed.

To achieve this the Project Management Team will work collaboratively with the Project Control Group, Steering Committee, Consultants, Contractors and other stakeholders to jointly assess risk via ad-hoc interaction or through various workshops that will occur during the life of the project. Identified risks will be assessed in accordance with BMW risk management methods to meet the needs of the KELTCProject.

Please see the Risk Management guidelines in the Project Methodology - Section 3.6 for additional details .

Once risks have been identified they will be categorized and raised for discussion with the Project Director to ensure the correct mitigation action has been taken. If significant risks cannot be resolved within the Project Management Team they will be escalated to the Project Director, and if required to the Steering Committee for risk mitigation resolution and/or acceptance.

Risks as they arise will be discussed as part of the regular meetings between the Project Director and the Project Manager.

3.4.2 Identified Risks

Refer to KELTC Risk Register – currently being populated in preparation for initial risk workshop, available from BMW Project Management Team.

3.5 Confidentiality of Information

Information provided to the Project Management and Project Delivery Teams during the conduct of this project will be considered to be confidential and will not be disclosed outside the Project and Project Delivery Teams.

3.6 Updating this Project Execution Plan

This document will be updated if any changes to the Project Scope occur. The Project schedule will be updated as required by the Project Management Team to reflect the Project's progress.

3.7 Communication Plan

The initial communications plan is shown in the table below. This plan can be added to as the need arises.

Audience	Owner	Communication Item		Media	Duration	Frequency
SoR CEO DoE ED, Project Director Project Consultation Group	Project Manager	1.	An Issue and a Risk Register for the Project. Communicate details about significant issues and risks to Project management, teams, and stakeholders.	Electronic Mail Hard Copy at Meetings.	Life of project	As required and at programmed PCG meetings
Project Director Steering Committee	Project Manager	2.	Project Status Report for each area within the Project Communicate current status along with significant issues to Project Director Issues requiring resolution outside of Project Manager/PCG delegation	Electronic Mail.	Life of project	Monthly
Project Director Project Consultation Group	Project Manager	3.	Meeting of the Project Consultation Team Review current status, resolve new/open issues and risks, evaluate the impact of change items to the project schedule, re-negotiate commitments, and review near-term project events Tools used are: Issue register, Risk register, Project Schedule and Consultant/Contractor deliverables/reports, where required escalation to Project Director/Steering Committee	Electronic Mail Meetings.	Life of project	Fortnightly
Steering Committee	SoR/DoE	4.	Steering Committee Meetings Meeting to discuss current status, financial position, significant issues and risks; review recommendations and make appropriate decisions	Electronic Mail. Steering Committee Meetings	Life of project	Monthly
Stakeholders	Corporate Communications Manager SoR/DoE/BMW	5.	Communications Portal Discuss content of potential releases with Corporate Communications Manager & Content Manager Invites to meetings	Meetings Media Release	Life of project	Ongoing
Auditors	Project Manager	6.	Probity Auditor Independent Cost Manager Provide an audit trail for key project documents and deliverables	Files Meetings as required with the Steering Committee/PCG	Life of project	Ongoing
Consultants Contractors	Project Manager	7.	Packages of Work to complete project	Electronic Mail Formal Contracts, Documents, Agreements Project Forms/requests	Life of project	Ongoing

4 Procurement

Workshop with all stakeholders was held 22nd January at BMW, 169 Hay St. East Perth.

ECI was unanimously agreed as the appropriate delivery method for the KELTC project.

The supporting documentation is provide in document KELTPA 0002 – Project Procurement Method.

5 Project Schedule

An initial time plan has been developed for the project using an ECI procurement method. It shows the expected duration of the Project by phases. Key phases are reproduced below for information.

Task	Commence by:	Complete by:
Project Brief for Design	January 2010	June 2010
EOI for ECI	February 2010	April 2010
RFP for ECI Team	April 2010	September 2010
Documentation & Approvals	September 2010	April 2011
Tender packages and negotiate final cost	March 2011	August 2011
Mob/Construction	August 2011	November 2012
Client Occupation	January 2013	

6 Budget

6.1 Funding availability

6.1.1 DoE

- DoE has secured \$46.2m to fund the construction of the full extent of the works for the secondary school development; generally as indicated by Masterplan Option 4 for the precinct dated 4 November 2009.
- DoE will instruct BMW to deliver the entire suite of school facilities prior to the commencement of the 2012 school year.

6.1.2 SoR

- SoR has (at the time of this PMP issue) only secured part (\$20.3m) of the funding required (\$60.2m) to complete the suite of sport and recreation facilities proposed in Masterplan Option 4, for the precinct dated 4 November 2009.

- SoR will use its best endeavours to secure the balance of the funds required to construct all of the facilities for the precinct as indicated in the Masterplan at the earliest possible date.
- SoR shall to the extent of available funds commit to funding its share of the concept planning and detailed design development process for all parts of the project.
- SoR shall to the extent of available funds commit to funding those portions of the shared use facilities that will be required by DoE for the commencement of the 2013 school year.
- Following approval of the detailed design for all facilities within the precinct, SoR shall declare the extent of the project for which it has secured funding.
- BMW will then advise the ECI contractor to deliver only those component parts of the precinct for which SoR has secured funding.

6.2 Funding contribution

- DoE shall fully fund those components parts of the precinct development that it would normally provide in a standalone school setting (e.g. teaching areas).
- SoR shall, subject to the availability of funding, fully fund those components parts of the precinct development that would not normally be included in a school setting (e.g. pools, squash courts, fitness centre, commercial tenancies, kids play area, meeting and function rooms, kitchen café and bar areas, clubrooms and change rooms).
- Facilities intended for joint development and use shall be funded on an agreed cost share basis.
- DoE will contribute to the shared use facilities in accordance with the standard provision model for shared use facilities which provides:
 - One senior AFL oval with goal posts and cricket wicket with buffers;
 - One full size rectangular playing field with goal posts with buffers (soccer dimensions);
 - Two cricket practice nets;
 - One indoor sports court to full regulation size specification;
 - Two covered multi-marked hard courts with acrylic surfaces ;
 - Six acrylic surfaced tennis courts;
 - Accommodation within the recreation centre for health and physical education staff ;
 - Proportional plant and equipment storage areas; and
 - Proportional service and circulation areas.
- SoR will, subject to the availability of funding, contribute to the shared use facilities as follows:

- One full size rectangular playing field with goal posts with buffers (rugby dimensions);
 - Competition level sports lighting to all grassed playing fields ;
 - Two indoor sports courts to full regulation size specification;
 - Four covered multi-marked hard courts with acrylic surfaces ;
 - Lighting to six multi-marked hard courts with acrylic surfaces;
 - Lighting to six acrylic surfaced tennis courts;
 - Proportional plant and equipment storage areas; and
 - Proportional service and circulation areas.
- Common areas and amenities used by both parties shall be funded in accordance with the proportional requirements of each party (e.g. car parking, walkways, landscaping, signage, public art works).
 - Site works, utilities and other essential site services shall be funded in accordance with the proportional requirements of each party
 - DoE shall control in its absolute discretion the expenditure of its funding contribution and shall work with the PCG/Steering Committee to ensure it manages and maintains the project budget within the approved budget limit of \$46.2 million for their entire project contribution.
 - SoR shall control in its absolute discretion the expenditure of its funding contribution and shall work with the PCG/Steering Committee to ensure it manages and maintains the project budget within the agreed limits of:

6.3 SoR Secured funding

- Up to \$2.5 million for project development to concept plan and detailed design development and contract documentation;
- Up to \$15.7 million for the construction of the indoor sports courts and administration component of the recreation centre
- Up to \$3 million for the construction of the covered multi-marked hard courts

6.4 SoR Funding Shortfall

- \$23 million for the construction of the balance of the recreation centre including squash courts, kids play space, fitness centre and commercial tenancies;
- \$4.5 million for the construction of the additional playing field, car parking
- \$2.5 million for the installation of sports field lighting and lighting to the tennis courts;
- \$9 million for the construction of the aquatic facilities.

6.5 Independent Quantity Surveyor

The independently appointed Quantity Surveyor shall prepare a cost schedule that demonstrates and reflects these principles apportioning the site, services and project costs to the individual facility components of the project so that a percentage cost share can be determined.

6.6 Cost variations

The Steering Committee shall approve the percentage cost share arrangements as detailed by the independent Quantity Surveyor as the funding strategy for the project.

The cost schedule and associated funding strategy shall be updated by the Quantity Surveyor as new information is available and presented to the PCG at each meeting.

Cost variations in an area deemed to be funded solely by one party (either DoE or SoR) shall be addressed solely by that party.

Cost variations in an area that has a shared funding arrangement shall be met by both parties in accordance with the agreed percentage.

Cost variations occasioned by variations recommended by the design team shall be approved by the PCG and shared by the parties in accordance with the principles above.

Cost variations initiated at the request of either of the parties (DoE or SoR) shall be met by the party requesting the variation.

Cost variations can be approved by the Project Manager within prescribed Steering Committee Delegation limits. (to be decided)

7 Dispute resolution

Whilst the project is proposed to be developed on a cooperative basis with major decisions being made at the Steering Committee, the funding parties shall retain independence over the allocation of their respective budgets.

Matters unable to be resolved by consensus at the Steering Committee shall be referred to the Director General of the Department of Education and the Chief Executive Officer of the Shire of Roebourne for resolution; and failing agreement at this level to the Chair of the WA Chapter of the Institute of Arbitrators and Mediators Australia.

8 Project Methodology

The scope of the project will encompass five key stages representing the lifecycle of the project:

- Project Initiation
- Project Planning
- Project Execution
- Project Control
- Project Closure

This document focuses on the governance and project management activities that need to be undertaken during the lifecycle of the project.

The scope may be modified or expanded during the course of the project by application of the Change Management process.

8.1 Project Initiation

Project initiation develops the Project Execution Plan which ensures:

- Planning to determine the level of additional funding and resources needed so that the project is successfully coordinated and communicated
- Planning to determine how the project will be run. This will be achieved through the development of a Governance Framework for the project
- Planning to determine the management and work structure required including formalising the scope and lead resources for each Theme Area
- The approach that will be taken during the project is understood

8.2 Project Planning

The key activities, encompassed in this Project Execution Plan, are:

- Appoint appropriate individuals to Project Management and Project Control Group roles.
- Establish appropriate financial controls and associated procedures, for endorsement by the Steering Committee.
- Establish appropriate reporting mechanisms in conjunction with the BMW Project Director and Steering Committee
- Establish appropriate communication processes between Project management and their respective stakeholders to ensure a 2-way approach to secure commitment and maintain momentum
- Establish appropriate issue and risk management processes
- Develop the plan for the project. The planning of each Project stage of the project will involve a review to ensure it is still appropriate for the forthcoming phase

- In parallel with Project Planning, the Project Management team will facilitate planning for the Project Delivery Teams and ensure more detailed estimates are developed
- Ensure development of a Communications Management Plan by the Project Director.

8.3 Project Execution

The key activities are to:

- Execute the project plan
- Manage project progress through the instruments described in the Communication Management Plan (section 2.8)
- Complete work packages for the relevant phase of the project, as per the agreed schedule (including assistance with Task identification, classification and completion reviews)
- Distribute information as per the Communication Management Plan
- Quality assure deliverables
- Develop the team approach
- Hold progress meetings, including risk, issue and dependency workshops
- Identify changes
- Manage by exception to the project plan.

8.4 Project Control

The key activities are to:

- Measure performance of the project
- Report performance
- Control any requested changes to scope
- Control quality (i.e. determine the correctness of work results)
- Monitor risk and take appropriate mitigating action
- Control the schedule
- Control costs
- Verify scope (i.e. undertake acceptance of work results)
- Ensure compliance with plans
- Update project plan, as required
- Take corrective action, as required
- Assist the divisions by undertaking SA Health Checks.

8.5 Project Closure

The key activities are to:

- Undertake an audit of key deliverables, if appropriate
- Verify products produced (i.e. To review that all work was completed correctly and satisfactorily and that various documentation is presented and complete including but not limited to operation and maintenance manuals, as constructed drawings, warranties, guarantees etc.)
- Undertake financial closure
- Identify and document lessons learned
- Update records
- Undertake end of project (or end of phase within the SA projects) performance reporting
- Undertake formal acceptance
- Archive project records
- Release resources

8.6 Risk Assessment

The following guidelines will be used by the Project Management and Project Delivery Teams to assess risks for prioritisation within the KELTC Project Risk Register.

Risk dimensions can hold varying weights on different projects. The risk ratings set in the tables below reflect the high profile and appropriate sensitivity to ensure success of the KELTC Project.

The probability and impact ratings are attributes of the Risk Management Form which is used to enter risks into the Project Risk Register.

Probability Rating Table

Rating	Descriptor	Description
1	Low	The event could occur at some time in exceptional circumstances
2	Medium	The event will probably occur in most circumstances
3	High	The event is expected to occur in most circumstances

Impact Rating Table

	Impact Descriptor	Reputation Image Community Relations	Interruption to Services / Project Duration	Business Performance Objective
1	Low	Unsubstantiated, low profile or no media attention.	0-5% of project schedule	No impact on Outcomes/KPIs - no impact on business plan/Treasury outputs.
2	Medium	Substantiated, low impact, low media profile (no front page news).	5%-10% of project schedule	Less than 10% variance in Outcomes/KPIs - no impact on business plan/Treasury outputs.
3	High	Substantiated, public embarrassment, moderate - major media profile (front page one day), investigation/inquiry with report to Minister, OAG and Treasury.	>10% of project schedule	>10% variance in Outcomes/KPIs and impedes achievement of business plan/Treasury outputs.

Risk Warning Flag

Risk Warning Flag	Risk Description
Red	The risk is rated High or Medium and there are no mitigation strategies in place for it.
Amber	The risk is rated High or Medium and there is mitigation strategies developed for it or mitigation strategies are being executed.
Green	The risk is rated High or Medium and all mitigation actions have been executed. OR The risk is rated as Low.
Blue	The risk has been removed completely or is in the past

Please note: The Risk Warning Flag will be an attribute of the SAT Project Risk Register.

9 QUALITY PLAN

9.1 Standards

Where possible and appropriate, existing BMW quality standards will be used by the Project team. This may include standards such as document naming and location conventions, IT standards and policies, and any relevant BMW standards and policies.

9.2 Quality Framework

A structured quality management process will be used to provide a quality framework for the Project. This will include:

- initial Project planning;
- ongoing Project management;
- fortnightly Project status reports;
- formal change control procedures where required;
- risk management;
- document management; and
- quality assurance reviews of all deliverables.

The first five of the above are discussed in Section 2 of this document. The last two are discussed in detail below.

9.3 Quality Assurance Process

Throughout the Project, quality assurance is built into the Plan at a number of points. This includes:

- joint reviews at appropriate points with selected BMW management and staff;
- regular meetings between the Project team and the Project Director.

In addition each formal deliverable will go through the following approval process before it is accepted;

- the draft deliverables will be reviewed by the CPG, Project Manager and the BMW Project Director;
- draft deliverables will then be passed to the Steering Committee for examination and endorsement.

The deliverables will be amended if required and will undergo a quality review before being entered in the project schedule and managed project deliverables register.

9.4 Records

The following records will be held as part of the Project's working papers:

- documents supplied by BMW;
- documents which arise from workshop and interview sessions;
- documented changes to Scope, Deliverables, dates and outcomes;
- Project Schedule;
- Project Status Reports;
- internal and external correspondence relating to the Project; and
- quality Management System forms and authorised copies.

9.5 Standards

Where possible and appropriate, existing BMW standards should be used by this Project. This may include standards such as document naming and location conventions, and any relevant standards and policies. Local government and other standards/policies described in the Project Design Brief will also be considered.

10 Abbreviations

Abbreviation	Meaning
BMW	Building Management and Works - DTF
DoE	Department of Education
DTF	Department of Treasury and Finance
DTWD	Department of Training and Workforce Development
ECI	Early Contractor Involvement
EOI	Expression of Interest
PDP	Project Definition Plan
PM	Project Manager
QS	Quantity Surveyor
SoR	Shire of Roebourne
SSO	State Solicitors Office

11 Attachments

11.1 Accommodation Schedule Karratha SHS Stage2

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	ADMINISTRATION					
	Public Foyer	1	20	20		
	Student Foyer	1	15	15		
	Reception / General Office	1	30	30		
	Reprographics / Storage	1	20	20		
	Interview	1	15	15		
	Offices	1	15	15		
	Communications / PABX room	1	15	15		
	STUDENT SERVICES:					
	Offices / interview	2	15	30		
	Usable Floor Area (UFA)			160		
	Circulation etc 20%			32		
	TOTAL AREA (FECA)			192		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	LIBRARY, RESOURCE CENTRE					
	Resource Area	1	175	175		
	Control Work area	1	25	25		
	Secure store (AV, laptops etc)	1	30	30		
	Staff / student meeting room / s	2	60	120		
	Kitchenette	1	10	10		
	Cleaner's Store	1	4	4		
	Usable Floor Area (AFA)	364				
	Circulation etc 10%	36				
	TOTAL AREA (FECA)	400				
	Usable Floor Area (AFA)	364				
	Circulation etc 10%	36				
	TOTAL AREA (FECA)	400				

LEARNING COMMUNITY 1

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	TEACHING AREA					
	GLA'S	6	64	384		
	Activity / computing areas	2	25	50		
	Education Support classroom	1	64	64		
	Education Support store	1	10	10		
	General stores	2	15	30		
	Lap-top trolley stores	2	5	10		
	Male student toilets	1	32	32		
	Female student toilets	1	32	32		
	Universal Access toilet type 3	1	4x3	12		
	Cleaner's store	1	4	4		
	Usable Floor Area (AFA)			628		
	Circulation etc 10%			63		
	TOTAL AREA (FECA)			691		
	STAFF AREA (10 Staff)					
	Staff Collegiate / Planning room	1	20	20		

	Staff Study	1	40	40		
	Kitchenette	1	3	3		
	Reprographics area	1	4	4		
	Office	1	12	12		
	Store	1	5	5		
	Usable Floor Area (AFA)			84		
	Circulation etc 10%			8		
	TOTAL AREA (FECA)			92		

LEARNING COMMUNITY 2

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	TEACHING AREA				E	
	GLA'S	6	64	384		
	Activity/computing areas	2	25	50		
	General stores	2	15	30		
	Lap-top trolley stores	2	5	10		
	Male student toilets	1	32	32		
	Female student toilets	1	32	32		
	Universal Access toilet type 1	1	3 x 2.7	8		
	Cleaner's store	1	4	4		
	Usable Floor Area (AFA)			550		
	Circulation etc 10%			55		
	TOTAL AREA (FECA)			605		
	STAFF AREA (10 Staff)					
	Staff Collegiate / Planning room	1	20	20		
	Staff Study	1	40	40		
	Kitchenette	1	3	3		
	Reprographics area	1	4	4		
	Office	1	12	12		
	Store	1	5	5		
	Usable Floor Area (AFA)			84		
	Circulation etc 10%			8		
	TOTAL AREA (FECA)			92		
	SENIOR SCHOOL					
	Year 10, 11 & 12 CLASSROOMS					
	GLA's	3	64	192		
	Activity / computing area	1	25	25		
	Education Support classroom	1	64	64		
	Education Support Store	1	10	10		
	General Store	1	15	15		
	Lap-top trolley store	1	5	5		
	Universal Access toilet type 3	1	12	12		
	Usable Floor Area (AFA)			323		
	Circulation etc 10%			32		
	TOTAL AREA (FECA)			355		
	STAFF AREA (10 Staff)					
	Staff Collegiate / Planning room	1	20	20		
	Staff Study	1	40	40		
	Kitchenette	1	3	3		
	Reprographics area	1	4	4		
	Store	1	5	5		
	Male staff toilets	1	8	8		
	Female staff toilets	1	8	8		
	Universal Access toilet type 0	1	6	6		
	Usable Floor Area (AFA)			94		

	Circulation etc 10%			9		
	TOTAL AREA (FECA)			103		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	MATERIALS TECHNOLOGY STUDIO				E	
	Metalwork studio	1	120	120		
	Welding bays	1	4 x 3	12		
	Metal materials store	1	20	20		
	Model store	1	15	15		
	Tool / equipment store	1	10	10		
	Cleaner's store	1	4	4		
	Usable Floor Area (AFA)			181		
	Circulation etc 10%			18		
	TOTAL AREA (FECA)			199		
	External covered work area	1	100	100		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
9	FOOD & TEXTILES STUDIOS				E	
	Commercial (?) teaching kitchen	1	120	120		
	Preparation kitchen	1	18	18		
	Pantry and food stores	2	10	20		
	Comp textiles / human development	1	90	90		
	Laundry	1	8	8		
	Textiles store & fitting room	1	12	12		
	Planning room / café / restaurant	1	45	45		
	Bin store	1	6	6		
	Cleaner's store	1	4	4		
	Usable Floor Area (AFA)			323		
	Circulation etc 10%			32		
	TOTAL AREA (FECA)			355		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	VISUAL ART STUDIO				E	
	Drawing & painting studio	1	110	110		
	Art & Folio stores	2	15	30		
	Usable Floor Area (AFA)			140		
	Circulation etc 10%			14		
	TOTAL AREA (FECA)			154		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
	SCIENCE LABORATORIES					
	Laboratory (dedicated chemistry)	1	90	90		
	Laboratory (general)	2	90	180		
	Preparation area	1	50	50		
	Technician's area	1	12	12		
	Chem store & secure store	2	5	10		
	Cleaner's store	1	4	4		
	Usable Floor Area (AFA)			346		
	Circulation etc 10%			35		
	TOTAL AREA (FECA)			381		

11.2 Draft Accommodation Schedule Karratha Leisure Centre

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
4	ADMINISTRATION - LEISURE					
4.01	Entry Foyer	1	150	150		
4.02	Administration Area	1	70	70		
4.03	Manager's Office	1	18	18		
4.04	Reception – Counter	1	20	20		
	ADMINISTRATION - SCHOOL					
4.05	Staff Collegiate	1	16	16		
4.06	Staff Study	1	32	32		
4.07	Kitchenette	1	4	4		
4.08	Reprographics	1	4	4		
4.09	Store	1	4	4		
	Net Total			318		
	Gross Factor (20% of Net)			64		
	Gross Total			382		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
5	INDOOR COURTS – BASKETBALL, NETBALL, ETC					
5.01	2 + 1 courts (including safety)			2,100		
5.02	Storage	2	80	160		
	INDOOR COURTS - SCHOOL					
5.03	Fitness Centre	1	70	70		
5.04	Fitness Centre Store	1	10	10		
5.05	Hall Store	1	40	40		
5.06	Sports Store	1	40	40		
5.07	Cleaners	1	4	4		
	Net Total			2,424		
	Gross Factor (10% of Net)			243		
	Gross Total			2,667		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
6	OUTDOOR COURTS – BASKETBALL + NETBALL COVERED					
6.01	4 + 2 courts (including safety)				4,200	
6.02	2 Courts					
	Net Total				4,200	
	Gross Factor (10% of Net)				420	
	Gross Total				4,620	

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
7	SQUASH COURTS				E	
7.01	3 Courts	3	62.5	187.5		
	Net Total			187.5		
	Gross Factor (20% of Net)			37.5		
	Gross Total			225		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
8	GYMNASIUM – FITNESS CENTRE				E	
8.01	Gym Area	1	300	300		
8.02	Appraisal	1	16	16		
8.03	Aerobics	1	150	150		
	Net Total			466		
	Gross Factor (20% of Net)			93		
	Gross Total			559		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
9	CHILDRENS PLAY SPACE + COMMERCIAL SPACE				E	
9.01	Kids Gym	1	150	150		
9.02	Commercial Tenancies	1	300	300		
	Net Total			450		
	Gross Factor (20% of Net)			90		
	Gross Total			540		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
10	FUNCTION AND MEETING ROOM				E	
10.01	Function (Divide into 2)	1	280	280		
10.02	Kitchenette	1	30	30		
10.03	Storage	1	20	20		
10.04	Meeting & Boardroom	1	80	80		
10.05	Swim Club Room	1	100	100		
10.06	First Aid Room	1	12	12		
	Net Total			522		
	Gross Factor (20% of Net)			105		
	Gross Total			627		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
11	CRECHE					
11.01	Creche Activity	1	120	120		
11.02	Courtyard	1	30	30		
	Net Total			150		
	Gross Factor (10% of Net)			15		
	Gross Total			165		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
12	Café / KIOSK					
12.01	Café / Kiosk	1	75	75		
12.02	Storage + Cool room	1	25	25		
12.03	Seating – Indoor	1	80	80		
12.04	Seating – Outdoor	1	120		120	
	Net Total			180	120	
	Gross Factor (20% of Net)			36	24	
	Gross Total			216	144	

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
13	CHANGE ROOMS					
(i)	Dry Courts					
	- Male	1	65	65		
	- Female	1	65	65		
	- Officials	2	10	20		
	- Family	2	9	18		
(ii)	Function					
	- Male	1	20	40		
	- Female	1	20	20		
	- Family	1	9	9		
(iii)	School Change					
	- Staff	2	10	20		
	- Male – School Kids	1	40	40		
	- Female – School Kids	1	40	40		
	Net Total			337		
	Gross Factor (20% of Net)			68		
	Gross Total			405		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
14	STORAGE					
(i)	Indoor Courts	1	160	160		
(ii)	Administration	1	30	30		
(iii)	School	2	80	160		
(iv)	Pool Storage	1	50	50		
(v)	Support	1	50	50		
	Net Total			450		
	Gross Factor (10% of Net)			45		
	Gross Total			495		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
15	SCHOOL SPORT ADMINISTRATION – (See School Brief)					
	(See SECTION 4 ABOVE)					
	Net Total					
	Gross Factor (20% of Net)					
	Gross Total					

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
16	PLANT ROOM/S MECHANICAL					
		1	240	240		
	Net Total			240		
	Gross Factor (20% of Net)			48		
	Gross Total			288		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED SHADE ONLY	REV.
17	OUTDOOR POOLS					
(i)	8 Lane x 50M pool with boom	1	816		816	
(ii)	3 Lane x 25.0M Learn to Swim	1	75		75	
(iii)	Leisure Pool	1	425		425	
(iv)	Pool - Courtyard					
	Net Total				1,316	
	Gross Factor (N/A)				-	
	Gross Total				1,316	

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
18	OUTDOOR POOLS CHANGE / TOILETS					
	1 Male	1	65	65		
	1 Female	1	65	65		
	4 x Family	4	9	36		
	SCHOOL CHANGE ROOM / TOILETS					
	1 Boys	1	65	65		
	1 Girls	1	65	65		
	Staff Male	1	30	30		
	Staff Female	1	30	30		
	Net Total			356		
	Gross Factor (20% of Net)			71		
	Gross Total			427		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
19	POOL PLANT ROOM					
21.0	Plant Rooms	1	300	300		
	Net Total			300		
	Gross Factor (20% of Net)			60		
	Gross Total			360		

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
20	SPORTING FIELDS - EXTERNAL					
(i)	3 X Soccer / Hockey pitches	3	32,900			
(ii)	1 x AFL (165 x 45)	1	4,035			
(iii)	Tennis Courts	6				
(iv)	Shade Structure	1	20			
	Net Total					
	Gross Total					

No.	FACILITY	QUANTITY	AREA sqm	TOTAL AREA ENCLOSED	AREA COVERED	REV.
21	SPORTING FIELDS CLUBHOUSE					
(i)	Social Club	1	150	150		
(ii)	Kiosk / Canteen	1	120	120		
(iii)	Change Rooms	4	55	220		
(iv)	Official Room	1	10	10		
(v)	Public toilets	2	8	16		
	Net Total			516		
	Gross Factor (10% of Net)			52		
	Gross Total			568		
				TOTAL AREA ENCLOSED	AREA COVERED	
	TOTAL			7,924	6,080*	

*Note: Item 17 Shade Only not fully covered.

