



maitland

city council

SOPHIA WATERS SPORTSGROUND – TN18

PROJECT MANAGEMENT PLAN

CURRENT AS AT 28 NOVEMBER 2023

PROJECT PLAN

Project: TN18 Sophia Waters Sportsground

Date: 28/11/2023

Version: 3

Approval of the Project Plan indicates an understanding of the purpose and content described in this document. By signing this document, each individual agrees work should be executed on this project and necessary resources should be committed as described herein.

Name	Signature	Title	Date

Revision History:

Version	Summary of Changes	Date
V0	Earthwork is completed by developer and not part of the project anymore.	22/11/2023
V1	Changes to align with Grant requirements	27/11/2023
V2	Added DA requirements and Project Cashflow – Appendix B	28/11/2023

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Section 1. Project Description

1.1 Project Purpose

Delivery of the new amenities building and facilities at Sophia Waters Neighbourhood Sportsground to provide safe, welcoming, inclusive sporting facilities for women and girls.

1.2 Project Description & Location

Maitland is one of the fastest growing areas in the State and as the fastest growing regional area, has been identified within the Hunter Regional Plan 2036 and the Greater Newcastle Metroplan 2036 as one of the strategic centres for the planning of the Lower Hunter providing housing, jobs, and services.

Planning for Councils future provision of outdoor sport facilities is required to meet the needs of our growing population for all genders. Existing sports fields are heavily utilized with many fields experiencing use significantly above capacity especially for female users. There is a need to balance community expectations associated with the provision of outdoor sport facilities and ongoing maintenance requirements.

Council has identified a deficit within the Maitland City Council eastern precinct of approximately 2 to 3 sports fields.

Consequences associated with not providing this infrastructure include:

- Greater demand being placed on existing over utilized sports field assets.
- Reduced social welfare and amenity through a lack of sufficient infrastructure especially for female users

Delivery of the new facility would support continuing expansion of local sports in the area including female competition. Female football participation in Maitland increased by 14 per cent in 2022, this popularity has put the spotlight on facilities and the capacity to provide safe, welcoming, and inclusive environment for all.

The sportsground will be constructed on the CNR of Suncroft St & Mayo Cres, Chisholm.

1.3 Project Objectives

- Activate the liveability of precincts through open public spaces and community infrastructure projects.
- Partner with councils and agencies to co-fund an expanded and accelerated infrastructure program.
- Deliver social infrastructure that supports emerging populations and responds to current service shortfalls for female users.
- Enhance community wellbeing and social connections to create a more inclusive and accessible environment.
- Develop flexible, multi-use and inclusive facilities that meet community needs.

1.4 Project Benefits

Project Benefits are:			
1. Provide community infrastructure that responds to growing populations and demonstrated service shortfalls.			
Benefit Owner	Benefit Type	Proposed Realisation Date	Realisation Method
Maitland Council	Non-Financial	30/09/2026	Observation post construction of sporting trends and field usage.

2. Provide infrastructure that supports emerging populations and responds to current service shortfalls for female users.			
Benefit Owner	Benefit Type	Proposed Realisation Date	Realisation Method
Maitland Council	Non-Financial	30/09/2026	Observation post construction of sporting trends and field usage.
3. Develop flexible, multi-use and inclusive facilities that meet community needs.			
Benefit Owner	Benefit Type	Proposed Realisation Date	Realisation Method
Maitland Council	Non-Financial	30/09/2026	Observation post construction of sporting trends and field usage.
4. Increased economic stimulus/activity to the broader economy.			
Benefit Owner	Benefit Type	Proposed Realisation Date	Realisation Method
NSW Treasury	Financial	30/09/2027	Expenditure reports noting received government income from taxable income within the local area.

1.5 Project Scope

A neighbourhood sportsground is proposed for sport and recreation opportunities for residents within the project area that caters for senior and junior competition with a population catchment of approximately 3,000 – 5,000 people. (A conceptual plan showing the proposal is referenced in the attachments)

Project Includes
1. Site & Ground Preparation works
2. Earth works and ground levelling works to accommodate cricket and double fields for soccer/rugby. Works including sub-soil drainage, irrigation, topsoil, and dressing
3. Field flood lighting
4. Single story amenities building
5. Parking for approx. 88 vehicles
6. Concrete pedestrians' paths linking infrastructure through the site
7. Minor landscaping treatments.
8. Partial fencing to rear/lower field sides & ends

9. Synthetic cricket wicket
10. A fully functional playground
11. Open grassed space to cater any other social activities

Project Excludes
1. Any road works not associated to this project
2. Separate entrances and exits

1.6 Deliverables

MCC has identified the delivery of the Sophia Waters Sportsground as being required to provide sport and recreation opportunities for residents within the proposed area. Following key deliverables & documentations will help council to achieve the proposed objectives.

Project Deliverables/Documentation
<ul style="list-style-type: none"> ○ Project Plan ○ Procurement Plan ○ Communications Plan (Stakeholder Management Plan) ○ Monthly Status Reports ○ Risk Register ○ Issues Log ○ Benefit Realisation Plan
Contract(s) with Consultancy to undertake the following work: <ul style="list-style-type: none"> ○ Detail Design ○ Review of environmental factors (REF) ○ Tender & Contract Documentation (drawings & specifications)
Council project manager to undertake the following work. <ul style="list-style-type: none"> ○ Construction Management ○ As-Builts Drawings, Warranties ○ Project Closure & Review Report.

1.7 Project assumptions, constraints, and interdependencies

Funding available for delivery of the project is limited due to the imposed cap associated with the Thornton North Section 7.11 (previously known as Section 94) Contributions Plan 2008 with the cost estimate for the project already exceeds the available funding value. Further delay in project delivery will see this deficit grow as delivery costs continue to rise whilst the available funding remains stationary.

Council has prioritized delivery of various developer contribution works/projects. Delivery of neighbourhood sportsground TN18 has been identified for delivery by Council by September 2026. The realization of the successful Accelerated Infrastructure Fund grant will see delivery of the project expedited & will enable more women and girls to train and compete in sport in safe and inclusive environment.

Factors impacting the project are summarised in the table below noting how they may impact on the delivery of the project.

Project interdependencies

ASSUMPTION, CONSTRAINT, OR INTERDEPENDENCIES	IMPACT/COMMENT	WHEN (WHAT YEAR/S)
Need for infrastructure	Existing facilities are over utilized and there is a need to plan for Councils future provision of outdoor sports facilities.	2023. Now and ongoing
Funding Availability	Limitations due to capping of contributions in 2010. Increasing funding deficit over time & provision of new and upgraded amenities that will enable more women and girls' participants	2023. Now and ongoing
Land Acquisition	Land has been dedicated. (Complete)	Complete
Timing for delivery of works and other Thornton North urban release area infrastructure items	Delay in delivery of this project delays other incomplete projects in the contributions plan.	2023. Now and ongoing.

The following assumptions have been made in the preparation of the Cost Estimate:

- Allowance of the construction cost rise is adequate.
- Limited night work or restricted hours.
- Topsoil stripping assuming uniform layer 100mm thick.
- Disposal of excess excavated material has been assumed as being suitable to be retained on the site with no offsite stockpiling/disposal.
- Pavement to support up to 88 car parks.
- Footpath to field frontage and along one side only.
- Turf has been assumed to be applied to all disturbed areas, except for sports field preparation.

Section 2. Project Delivery & Milestones

2.1 Identify Work

Project TN -18 Sports field and amenities building will be delivered as a single project. Following Project delivery milestone will be tracked throughout project lifecycle.

1. Project Planning Phase
 - 1.1 Draft project plan
 - 1.2 Project plan review and update
 - 1.3 Project plan approval
2. Project Management
 - 2.1 Develop project cash-flow with monthly cash flow reports.
 - 2.2 Manage fortnightly project meetings with the stakeholders.
 - 2.3 Manage fortnightly contract meetings with the contractor.
3. Procurement
 - 3.1 Preparation of Procurement Plan(s)
 - 3.2 Action approved procurement methodology.
 - 3.3 Implement and manage the procurement process.
 - 3.4 Contract negotiations
4. Design Services
 - 4.1 Prepare architectural brief and obtain sign-off.
 - 4.2 Prepare REF design brief for consultant.
 - 4.3 Undertake development of Concepts
 - 4.4 Participate in the consultation with stakeholders.
 - 4.5 Undertake Developed/Detailed Design (including decoration scheme)
 - 4.6 Preparation of contract designs and specifications.
5. Safety in Design
 - 5.1 Prepare brief for Safety in Design Audit and obtain sign-off.
 - 5.2 Undertake Safety in Design and prepare report.
 - 5.3 Recommend design changes and obtain Sponsor approval.
 - 5.4 Undertake Design changes.
6. Civil and construction Works
 - 6.1 Contract signing and contract start up period.
 - 6.2 Prestart meeting and regular construction monitoring
 - 6.3 Construction cost management
 - 6.4 Construction completion and Issue Practical Completion
 - 6.5 Receive Code of Compliance Certificate (CCC) if Building Consent was required.
 - 6.6 Complete defects and issue Final Complete
7. Finish Phase
 - 7.1 Prepare Project Close & Review report.
 - 7.2 Develop handover action plan and Commence handover.
 - 7.3 Prepare Project Closure report & Review report.
 - 7.4 Obtain Project Close & Review report sign off.

2.2 Programme of Work

A summarised schedule was included as part of the Level the Playing Field Grant Funding Application that highlighted the major project milestones associated with the grant funding. In support of the successful

application a detailed schedule has been prepared for this project. Key milestones for the project are listed in the table below

Milestone Description	Date
Execution of Funding Deed	Mar 2024
Complete Public Consultation Period	April 2024
Complete Detailed Design documentation	May 2024
DA and Council Approval	July 2024
Tender Documentation and Award Contract	Aug/Sept 2024
Works commencement	Late Sept 2024
Construction Completion	Sep 2026
Complete Project Close & Review	Oct 2026

2.3 Procurement

A Procurement Plan will be developed for the project in accordance with Councils Policies and Procedures and ensures Councils complies with legislative requirements including Councils Procurement Policy and the Local Government Act 1993.

This project is currently at the early stages of design and requires further investigation before proceeding towards next phase. Separation of design and construction components is recommended for project delivery due to below reasons.

- The project is clearly defined and any further involvement by a construction contractor in the design process for further innovation would not represent value for money.
- The site conditions and project risks are well understood and any remaining unknown issues that might arise during construction can be addressed during the construction works.
- It is considered that ample ability and capacity exists within the market to deliver this project under separate design and construction forms of contract.

The preferred procurement pathway is to deliver civil works design components of the project using Council's internal resources, which reduces some risks as they relate to industry volatility and resource availability. However, external design consultants may be used where internal resources are unavailable. External consultants would be utilised for the design of the building works. External contractors would be utilised for both the civil and building construction works as an when required.

Section 3. Quality Management and Environmental Factors

With the project cost estimate less than \$10M, the project is defined as a Tier 5 project in accordance with the NSW Government Infrastructure Investor Assurance Framework and therefore Gateway Reviews, Health Checks and Deep Dives are not required for the project.

The preparation of robust specifications with sufficient detail is required to ensure that quotes and resulting work output is suitable for project delivery. Requests for quotes and tender briefs will utilize standardized Council templates during the procurement phase of each project part to provide consistency with other Council projects whilst applying a tried and tested methodology for all procurement stages of the project. This process and day to day operations are expected to be undertaken in accordance with the Project Management Structure and Governance Plan prepared for the project.

Monthly teleconferences with the external Project Sponsor, NSW Government will be held which will be supplemented with quarterly reporting within the pre-provided by Office of Sport project progress report template to track the project and maintain accountability for delivery of the project.

3.1 Responsibilities

Project Manager: Project management; placing of orders for work and control of the budget; monthly Project Report and regular updates to the Project Team and senior management on progress.

Contract Manager: Specification and day-to-day supervision of physical works on site.

Following responsibilities will be managed by the Project team:

- Where an agreement cannot be reached this is to be referred to the Project Sponsor for a decision.
- The Project Plan will be monitored and controlled by the Project Manager in accordance with the Project Team structure.
- The Project Manager will present to the Project Review Board as required.
- Final acceptance sign-off will be by the Project Team. Handover will be detailed in the Project Closure & Review Report.

3.2 Project Reporting

The Project Manager will provide monthly project reporting to project team and project director.

3.3 Change Control

Requests for Change (variations in cost, time, or quality/ scope) will be managed via a Change Control process.

3.4 Review of Environmental Factors

A Review of Environmental Factors (REF) is required for the project. The REF is expected to address the required statutory framework and approval methodology for the works. The associated environmental assessment is expected to result in the identification of any safeguards and management measures that the project would be required to undertake in order to minimize adverse environmental impacts which could arise as a result of the proposal.

The REF is expected to identify and address project implications associated with:

- General environmental awareness matters
- Biodiversity

- Aboriginal Heritage
- Noise and Vibration
- Non-aboriginal Heritage
- Soil & Water
- Traffic & Transport
- Waste & Contamination
- Socio-economic, property and land use considerations
- Cumulative Impacts

3.5 Environmental Planning and Assessment Act 1979 Assessment

An assessment of the potential impact of the project/development is required to be undertaken in accordance with the Environmental Planning and Assessment Act 1979. Where the project lodges a DA/CC for the works, this assessment will be undertaken as part of the development approval process. Where the provisions of the State Environmental Planning Policy (Transport & Infrastructure) are adopted, the REF will be utilised as the assessment and approval mechanism in accordance with Part 5 of the EP&A Act.

In both instances, Councils Conflicts of Interest in the Development Process Policy will be applied to prevent the overlapping of Council officers in roles which serve as the developer and development regulator.

3.6 Environmental Management Plan

A Project Environmental Management Plan (PEMP) and Construction Environmental Management Plan (CEMP) will be prepared to establish a framework and describe the safeguards and how management measures are to be implemented during construction. The PEMP and CEMP will reference the safeguards and mitigation measures established within the REF as a basis for management of the identified environmental factors.

Section 4. Budget Management and Policy Alignment

4.1 Cost & Budget

Current concept project cost estimates have established the project cost at 6.98 Million. A Cost & Budget Plan has been prepared that includes the itemized cost estimate for the project has been incorporated as an attachment. This includes cost estimates for construction works such as earthworks, field preparation, car parking and amenity building works required for project delivery.

For the initial concept plan, a deterministic application of the Delivery Agency's (Council's) internal unit cost rates which are derived from historical costs associated with delivery of the capital works program (CWP) which were developed using combined hybrid unit rates and first principle estimating methods. A uniform contingency of 15% was applied to the estimate as per current practise for costing of Councils current CWP projects at early concept stage.

The Estimate and contingencies are to be periodically reviewed as required and monitored by the Project Working Group and reported to the Capital Works Program Committee and Executive Leadership Group. To provide a greater confidence in the estimate and the current contingency values they are to be subject to a peer review and considered by the Project Working Group. This review and validation process aligns with the framework to be implemented by the Project Management Structure & Governance Plan.

4.2 Funding Availability

The co-contribution – Thornton North Contributions (sec 7.11) plan has committed to provide \$1.6m and additional funds – 2006 Maitland Citywide Contributions Plan repealed funds - \$3.40m . The remaining shortfall amount of \$2m is expected from this grant application

4.3 Anticipated work component versus financial year costings

WORKS COMPONENT	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Design and Investigation		\$0.12M			\$0.12M
Tendering		\$0.07M			\$0.07M
Construction works – Earthworks		\$0.08M	\$0.06M	\$0.01M	\$0.15M
Construction Works – Other (Incl. Field Embellishments)		\$0.05M	\$0.80M	\$1.30M	\$2.15M
Amenity building		\$0.25M	\$0.05M	\$3.30M	\$3.6M
Sub-total		\$0.57M	\$0.91M	\$4.61M	\$6.09M
Contingency (15%)					\$0.91M
Total expenditure					\$7.00M

The Cost & Budget Plan is to be implemented as part of the overall project management plan. It is strongly tied to the Project Management Structure and Governance that set out roles and responsibilities for the project as well as the Procurement Plan for the tender evaluation requirements.

Section 5. Project Stakeholders Management

5.1 Stakeholder Management

A stakeholder engagement and communications plan has been developed specifically for this project to provide strategies, develop key messages for use in communication to stakeholders for the sportsground. The Stakeholder Engagement and Communications Plan is attached.

As the project progresses, appropriate methodologies will be established and adopted for the distribution of key project messaging. Council has and will continue to communicate required messaging to various stakeholders on an as needed basis. A webpage dedicated to the Thornton North infrastructure upgrade works has been established on Councils website for core messaging and progress updates. This webpage and other consultation methods will continue to be utilized as the project progresses.

5.2 Responsibility Matrix (RACI)

Deliverables	Chief Executive Officer	Project Sponsor	Project Owner	PMO Manager	Project Manager	Consultation #1	Stakeholder #1					
Project Plan		A	R	R	P							
Project Status Reports		I	I	A	P							
Management of Change	I	A	C	R	P							
Risk Register		A	I	R	P							
Procurement Pan(s)		A	I	R	P							
Design Brief Approval		A	C	R	R	P	C					
Detail Design Approval												
Tendering Documentation				R	P							
Consent Documentation					R	P						
Construction Contract				R	R							
Contract Completion sign-off												
As-Builts & Warranties			A	R	P							
Training Manuals												

Approver	Approves the deliverable
Consulted	Involved in the development of the deliverable through knowledge and information
Informed	Receiving information on the development of the deliverable and the approval of the deliverable.
Producer	Responsible to produce the deliverable
Reviewer	Reviews and provide feedback/comments on the deliverable to ensure the deliverable meets best practise for the Council

Section 6. Health and Safety

6.1 Process

City Council as the Person Conducting a Business or Undertaking (PCBU) will ensure, as far as reasonably practicable, the health, safety and wellbeing of workers and other persons.

The following health and safety related risks were identified.

Overview of Process	Project Activity
Scoping the Work	Key areas identified at this stage of the project are: <ul style="list-style-type: none">• Fabrication works occurring off site.• Works on Site• Installation of elements (furniture, graphic applications, technology) by the contractor.• Installation and/or relocation of building services either by the contractor or other contractors engaged by the Council.• Heavy machinery operating onsite.• Sedimentation control
Pre-Qualifying the contractor(s)	Design/Contractor have experience in the delivery of this type of works.
Contractor(s) selection and negotiation of terms	Assess the health & Safety management that the contractor has in place.
Awarding the contract(s)	Include the requirement within the contract that the contractor will supply a Site-Specific Health & Safety plan.
Monitoring the contract(s)	The PM will undertake monitoring of the Contractor's Health & Safety plan over the whole course of the contract to ensure that the contractor is complying with the Health & Safety documentation supplied by the Contractor.
Post-contract review	<ul style="list-style-type: none">•The PM will undertake a review of the Contractor at the end of the contract to determine the success or otherwise of the contract.•The PM will undertake a review of the Health & Safety of the project as part of the Post Project Review

6.2 Risk Management

Major risks to the project at multiple stages of planning and development were identified as part of the grant funding application.

As part of the risk management process these risks have been reviewed and a more comprehensive Project Risk Management Plan has been developed to reflect the current stage of the project (see attached). The project risk management plan addresses risk management methodologies, standards, processes, roles & responsibilities, monitoring, reporting, and documenting procedures.

The Project Risk Management Plan includes a risk register that identifies potential risks to the project and assigns a risk rating to the initial risk before further assessing the subsequent risk rating of the recommended safeguard, control, or mitigation method.

The Risk Register and Cost Estimate are aligned to ensure appropriate contingency values are used in the preparation of estimates.

Section 7. Project Close & Review

7.1 Project Close & Review Report

A review of actual Project Delivery versus planned will be conducted after Final Account and within two months of Practical Completion. The Project Close & Review Report will provide.

- Comparison of actual versus plan for cost,
- Time schedule
- Quality specifications
- Description of Benefits, who is responsible for the benefit and timeframe for benefit realisation.

7.2 Commissioning and Handover Plan

A full handover of the project deliverables to the Project Sponsor/Activity Manager is expected to occur at practical completion, however, the Project Manager will continue to manage the project throughout the defects liability period and until all retentions monies are paid.

Handover will be summarised in the Project Closure & Review Report.

7.3 User Training, O&M manuals, and As-Built Drawings

Operations/ maintenance, user training and As-Built documentation will be submitted by the contractor prior to contract Practical Completion.

Any operations/maintenance, user training and as-built documentation will be submitted by the contractor around or after contract Practical Completion. These will then be provided to the Project Sponsor/Activity Manager.

Appendix References and Attachments

- A Roles and Responsibilities
- B. Project Schedule



Appendix A – Roles and Responsibilities

Role	Responsibility
Councillors	Approve project via the LTP.
CE	Provide Approvals as defined in the Project Plan (if approval requirements are higher than the Project Sponsor/GM).
Project Sponsor	The project sponsor is ultimately accountable for the project. The Sponsor needs to have formal organisational authority independent of the project, sufficient to overcome organisational obstacles to project success. The Sponsor ensures the overall viability of the project and owns the business case.
Activity Manager	The Activity Manager is the role in Council who will take ownership of the asset once the project has been completed. They also could be considered the subject matter expert.
Project Manager	To manage and provide direction and guidance to the project team and to manage the design, construction, and delivery of the project.
Project Team	To provide user requirements and advise on operational requirements for design and implementation. The Project Team can be made up from representatives from across the organisation depending on the requirements of the Project.
Stakeholder(s)	To provide user requirements and be available for provision of advice specific to the areas of expertise.
Design Team/Consortium	To provide all design, design documentation, construction contract documentation and administration, regulatory compliance documents and ensure the vision of Council and the Community is translated into the constructed facility.

Appendix B – Project Schedule

Refer Enclosed Document

