

4B. Project governance



Local Government Assurance Forum
12 November 2020

Bill Tsakalos

- Bachelor of Architecture (U of SA)
- Master of Architecture in Urban Design (Harvard)
- Druker Fellowship (Harvard)
- Graduate Australian Institute of Company Directors
- Director & Founder, Project Architecture 2000 – 2015
- Director, City Projects, City of Sydney 1996 – 2001
- Lend Lease; I M Pei & Partners, NY; Kinhill/EMTB & Raffin Maron Architects
- AIA: 2017 Chair, Sulman Award for public architecture & Chair, William E Kemp Award for educational architecture

Bill Tsakalos (continued)

- City Architect & Director Transformation: Blacktown City Council
- Board Member & Director: Monte Sant Angelo College
- Private company directorships: TDDP P/L & Egia P/L.
- Design review panels:
 - NSW State Significant Development (Aerotropolis & Redfern-Eveleigh redevelopment)
 - TfNSW

Blacktown City Council



Blacktown City Council



\$7.5 billion assets
infrastructure and land



2,140 staff (1,600 FTE)
37 business lines



5,513 ha open space
262 km of waterways



\$736 million budget
equivalent to the 64th largest
private company in Australia



\$165 million
annual works budget



\$100 million / year
land acquisition



\$2.5 billion: Council
“Transformational Projects”



Blacktown City - growth

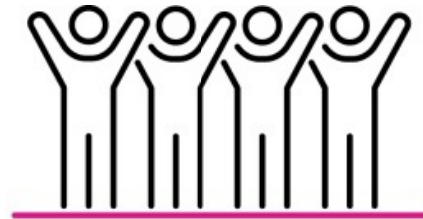
2020



400,000
population



2036



600,000
estimated population



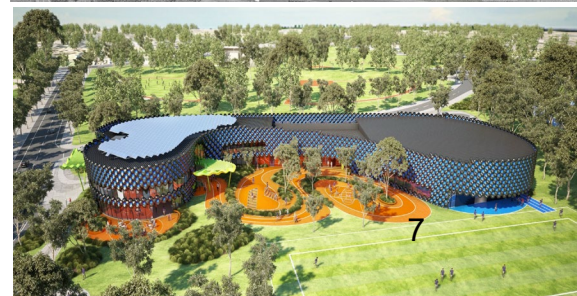
\$17.11 billion
economy



\$26.6 billion
economy

Blacktown Transformational Projects Program

- CBD University - ACU
- Warrick Lane - \$81.5m
- Health Precinct
- ICTE - \$100m
- St Bartholomew's Cemetery
- Riverstone Town Centre
- Blacktown Animal Rehoming Centre - \$27m
- Civic Offices
- BISP Masterplan



Project assurance



Assurance responsibilities

Responsibilities are carried by:

- Elected members
- Executive
- Staff

What to consider:

- Shift from core business of Council
- High value, high profile projects
- Responsibilities broaden
- Expertise demands grow
- Day-to-day job responsibilities continue on

Skillset supplementation

- Project feasibility
 - Options exploration
 - Financial assessment
- Project design
 - Managing designers
 - Providing an informed client perspective
- Project management
 - Engagement of consultants
 - Construction and tender assessment
- Project delivery
 - Contract management
 - Operational manuals and asset maintenance
 - Handover

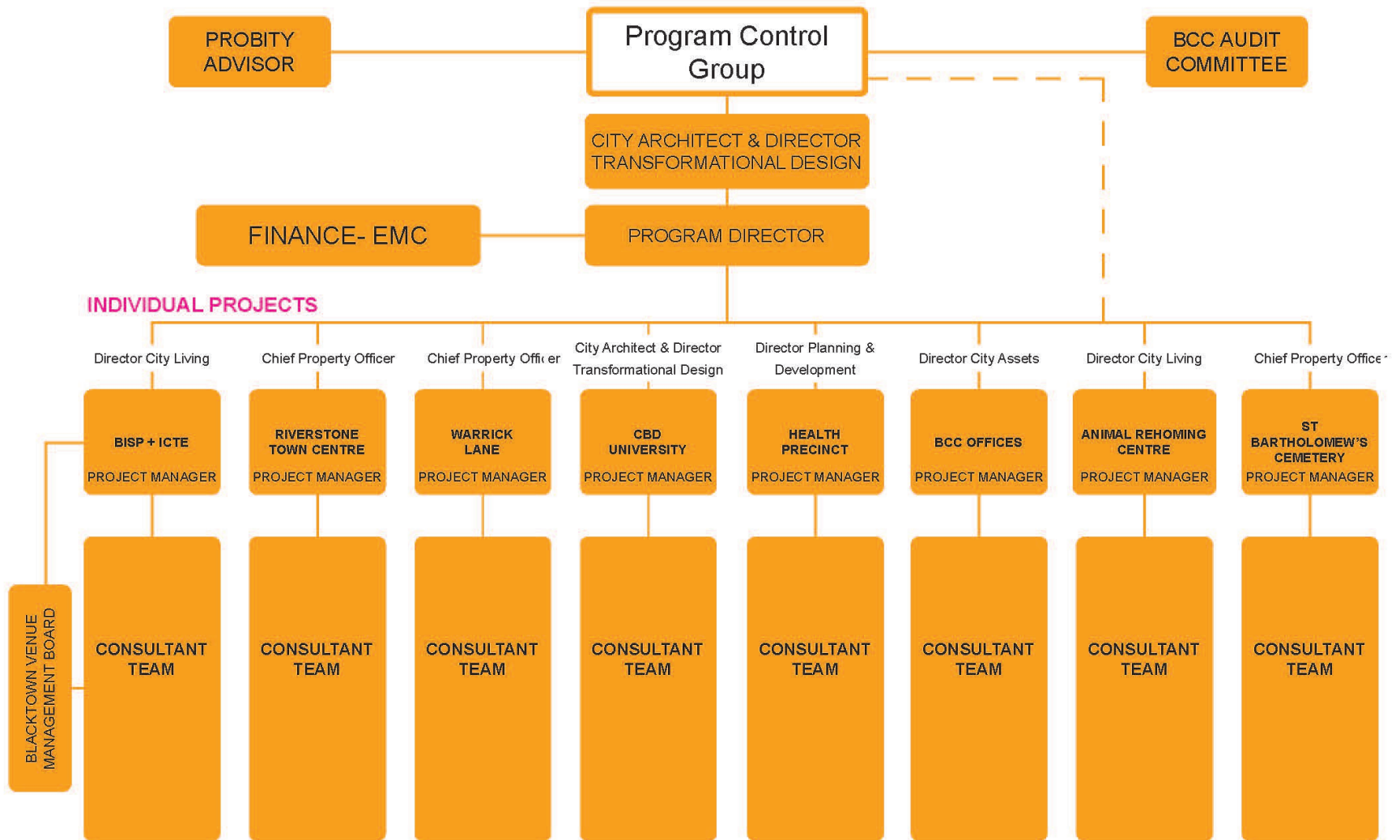
Governance framework

- Local Government Act
- Office of Local Government
- Elected members
- Executive

Framework to manage:

- Risk
- Cost
- Program
- Fit – from start to finish

Organisational structure



Reporting regimes

- Public
 - Exhibition and consultation : scope / budget / public response
 - Quarterly reviews
 - Annual report
- Council
 - Endorsement to project in principle
 - Report on progress
 - Report on EOI / Tenders
 - Monthly updates on whole program
 - Report on significant change in scope
- Office of Local Government – Capital Expenditure Review
- Audit & Risk Committee – quarterly
- (Executive) Program Control Group – monthly
- Project Control Group – monthly

Reporting examples



Project Control Group

Transformational Projects
BISP – International Centre of Training Excellence (ICTE)
PCG Agenda
Meeting No 38

22/10/2020 2:00pm
Microsoft Teams Meeting or Committee Room 1 for on-site attendees

1. NOTES AND RECOMMENDATIONS	3
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Attendees:

Name	Position, Organisation	Contact Details
PCG Members		
Dr. Neil Gibson (Chair)	Project Director, ICTE	Neil.Gibson@blacktown.nsw.gov.au
Vanessa Parkes	Director, City Living	vanessa.parkes@blacktown.nsw.gov.au
Bill Tsakalos	City Architect & Director of Transformational Design, BCC	bill.tsakalos@blacktown.nsw.gov.au
Kevin Jones	Manager, Key Venues Blacktown	kevin.jones@blacktown.nsw.gov.au
Wayne Rogers	Director Corporate Services, BCC	wayne.rogers@blacktown.nsw.gov.au
Robert Grieve	Executive Manager Communication & Marketing, BCC	robert.grieve@blacktown.nsw.gov.au
Rudi Svarc (as required)	Director City Assets, BCC	rudi.svarc@blacktown.nsw.gov.au
PCG Invitees		
Tony Bleasdale	Mayor, BCC	tony.bleasdale@blacktown.nsw.gov.au
Kerry Robinson	Chief Executive Officer, BCC	kerry.robinson@blacktown.nsw.gov.au
Brad Harris	Program Director Transformational Projects, BCC	brad.harris@blacktown.nsw.gov.au
Adam Stent	Sr. Project Manager, BCC	adam.stent@blacktown.nsw.gov.au
Steven Harris	Chief Financial Officer, BCC	Steven.Harris@blacktown.nsw.gov.au
Khrystyne Savage	Project Accountant, BCC	Khrystyne.Savage@blacktown.nsw.gov.au
Stephen Bali	ICTE Honorary Ambassador	blacktown@parliament.nsw.gov.au
Grant Bambach	Project Director, Savills	gbambach@savills.com.au
Neil Gardner	Project Director, Savills	ngardner@savills.com.au
Bryce Alley	Manager Blacktown International Sportspark Sydney	bryce.alley@blacktown.nsw.gov.au
Additional Invitees:		
<ul style="list-style-type: none"> ICTE Consultant Team invited, as and when required. 		

Program Control Group



Transformational program PCG

Agenda

Meeting # 50
9.30AM Wednesday 30 September
2020 MS Teams meeting

Members	Kerry Robinson Glennys James Vanessa Parkes Wayne Rogers Rudi Svarc Bill Tsakalos	Chief Executive Officer (CEO) Director Planning & Development (DPD) Director City Living (DCL) Director Corporate Services (DCS) Director City Assets (DCA) City Architect & Director Transformational Design (CADTD)
Guests (invited)	Tony Bleasdale Peter Coulton Eldon Davison Robert Grieve Brad Harris Kevin Jones Mary Macken Kristy Watts	Mayor Commercial Manager, Transformational Projects RPS (for BCC Office Accommodation Office report) (RPS) Executive Manager Communications and Marketing (MCM) Program Director, Sydney Projects (PD) Manager Key Venues (MKV) Executive Corporate Counsel (CC) Executive Manager People & Culture (EMPC)
Presenters	Neil Gibson Jey Mahendra Donna Savage	Project Director, ICTE (PDICTE) Chief Property Officer (CFO) Project Director & Liaison (PDL)

Administration

- **Opening**
 - Welcome and introductions
 - Apologies
- **Confirmation of minutes of previous meeting**
Outstanding matters/actions from previous meetings are included within the relevant project report.
- **Work Health & Safety**
Members and guests to provide advice of any immediate or significant WHS matters.
General WHS matters are included within the relevant project report.

Reports

1.	BCC Offices.....	2
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10.	General and other business	46

Next meeting 9.30 AM on Wednesday 28 October 2020 via MS Teams

Council monthly reporting

BLACKTOWN CITY COUNCIL

CONFIDENTIAL
REPORTS FROM FINANCE & RESOURCES COMMITTEE
ORDINARY MEETING 28 OCTOBER 2020

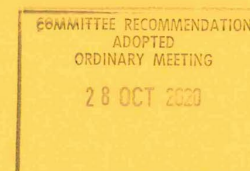
FR3.3A

CT400023 - Confidential - Transformational Projects Program - monthly update no.20 - as at 30 September 2020 F17/1394

Confidential Reason Section 10A(2)(d) – *It is recommended that this matter be Confidential under Section 10A(2)(d) of the Local Government Act, 1993, as amended as it relates to commercial information of a confidential nature that would, if disclosed: (i) prejudice the commercial position of the person who supplied it, or (ii) confer a commercial advantage on a competitor of the council, or (iii) reveal a trade secret.*

RECOMMENDATION

Council note the attached Transformational Projects Program monthly update no.20 - as at 30 September 2020.



REFERRED TO: Bill Tsakalos
FOR TO: Attention
DATE: 3/11/2020

FR3.3A CT400023 - Confidential - Transformational Projects Program - monthly update no.20 - as at 30 September 2020

Director: Bill Tsakalos, City Architect & Director Transformational Design
Responsible Manager: Bill Tsakalos, City Architect & Director Transformational Design
File: F17/1394

Confidential Reason Section 10A(2)(d) – It is recommended that this matter be Confidential under Section 10A(2)(d) of the Local Government Act, 1993, as amended as it relates to commercial information of a confidential nature that would, if disclosed: (i) prejudice the commercial position of the person who supplied it, or (ii) confer a commercial advantage on a competitor of the council, or (iii) reveal a trade secret.

Division is not required

Topic Transformational Projects monthly update.
Analysis This report provides council with an update on the status of each Transformational Project.
Attachment/s 1. Transformational Projects Program - monthly update no 20 - as at 30 September 2020 [CT400023.1 - 14 pages]
Report Recommendation Council note the attached Transformational Projects Program monthly update no.20 - as at 30 September 2020.

Key reasons

1. Regular reports to Council are required by the Office of Local Government's Capital Expenditure Guidelines

- a. The Capital Expenditure Guidelines outline minimum reporting requirements for any capital expenditure project to which the Guidelines apply.
- b. In Council's case these are projects with a capital cost greater than \$10 million.
- c. The Guidelines require a minimum of:
 - i. Quarterly reporting to the Council on the progress of the project.
 - ii. Quarterly reporting to the Council on the costs and budget variances regarding the project. Where costs and budget variances are reported by line item, the report should also include the impact on the total project.
 - iii. Identification of any issue that may have an adverse impact on the project (this may include monetary and non-monetary inputs and outcomes).
 - iv. Reporting capital works projects in the Annual Report.
- d. This monthly report to Council will exceed the minimum requirements.

2. Council's Delegations Register requires certain contract variations to be notified to Council

- a. Council's Delegations Register requires that variation orders for any contract (over \$250,000) where the resulting variation is over 20% must be reported to the next meeting of Council.
- b. Variations notifications are set out in part 4 of the attached confidential report.

3. All financial reporting in attachment 1 is exclusive of GST.

4. Cost allocation adjustments

- a. PMO costs historically reported as a single separate operational cost centre and funded by allocations of \$2,600,000 on 29 November 2017 (September 2017 Quarterly Review) and \$300,000 in the 2018/19 budget were journaled to individual project cost centres in January 2020. PMO costs since January 2020 are allocated to individual projects. The budget allocations are being transferred to individual projects and will be supplemented in a funding report to Council to cover future allocations.
- b. The prior year BARC costs of \$1.08m incurred during the project definition and master planning stage were reviewed and have a clear nexus to the new facility at Glendinning. These early costs of the project include architecture, design and engineering consultants, project management as well as communications and market research are categorised as capital expenditure and can be depreciated. As such the \$1.08m has been included in table 1. 'Funding summary' on page 2 of the report and reflected in the 'Committed funds', 'Expended funds' and 'Uncommitted funds' columns for the BARC project. A future adjustment to the BARC project funding will be made and reported to Council to also reflect this.

End of report



Blacktown
City Council

CONFIDENTIAL

Transformational Projects Program

Monthly update no.20 – as at 30 September 2020

1. Funding summary

Project	Anticipated project budget \$	Council approved funding \$	Committed funds \$	Expended funds \$	Uncommitted funds \$
ICTE	100,000,000	100,000,000	10,916,048	4,812,356	89,083,952
Warrick Lane	76,500,000	77,532,365 ⁽¹⁾	66,655,829	38,053,592	10,876,537
Warrick Lane – De-risking Development Lots	5,000,000	5,000,000			5,000,000
BARC	27,000,000	27,482,860 ⁽¹⁾	4,718,234 ⁽²⁾	3,385,982 ⁽²⁾	22,764,626 ⁽²⁾
Sub-total	208,500,000	210,015,225	82,290,111	46,251,930	127,725,115
CBD University (EOI & Main St)	1,951,000	2,317,010 ⁽¹⁾	2,013,692	1,994,379	303,319
CBD University (Warrick Lane)	-	-			
CBD University (Project Management costs)	400,000	400,000			
Health Precinct	SFI	967,974 ⁽¹⁾	949,851	886,138	18,123
BBSI	SFI	557,974 ⁽¹⁾	391,915	318,272	166,059
Riverstone Town Centre Masterplan	503,813	503,813	503,813	503,813	0
Riverstone Village Redevelopment	SFI	1,579,315 ⁽¹⁾	1,579,317	849,184	(2)
St Bartholomew's Cemetery – Expansion Lands	SFI	2,012,288 ⁽¹⁾	1,702,682	1,517,750	309,606
St Bartholomew's Cemetery – Stage 1A		9,523,827	2,170,547	2,104,624	7,353,280
Council Offices	SFI	5,964,801 ⁽¹⁾	4,825,762	4,619,901	1,139,039
Sub-total	2,454,813	23,827,002	14,137,579	12,774,062	9,289,425
Total		233,842,227	96,427,690	59,025,992	137,014,539

SFI = Subject to further investigation

(1) PMO operating costs have been allocated to individual projects and have been included within the Expended Funds and Council Approved Funding columns. For ICTE, PMO costs have been incurred but no budget transfer has yet been made from the Transformational Projects PMO budget.

(2) Historic costs of \$1.08m have been categorised as capital expenditure and have been included in these reported numbers. A future adjustment to BARC project budget and funding will be reported to Council.

2. Project status

Project	Comments
ICTE	<p>Status:</p> <ul style="list-style-type: none"> ➤ Detailed design phase continues to prepare documents for tender. ➤ Expressions of Interest (EOI) for main works was reported to Council in August and will be followed by a select tender in February 2021. ➤ EOI for academy accommodation/developer/catering interest closes on the 6 October 2020. ➤ Survey work under M7 for the Mavis St to BISP shared pathway upgrade has been completed. ➤ Discussions with Went West regarding the inclusion of a patient centred medical home within the ICTE. <p>Key issues:</p> <ul style="list-style-type: none"> ➤ Completion of major leases ahead of awarding the main works tender. ➤ Finalising clinic partner.
Warrick Lane	<p>Status:</p> <ul style="list-style-type: none"> • Waterproofing of Plaza ground floor and eastern flanking building continues. • Bulk excavation works to the Pocket Park and Main Street pavement works commenced. • Anticipated project completion is late February 2021. • Stage 3 and future lot decontamination works under negotiation as a variation to the AWE contract. • Operational planning and commissioning meetings have commenced between AWE and BCC. • Staging plans for Main Street regrading works have been reviewed to minimise disruption to Main Street retail premises. • Separation of high voltage electrical lead-in and sewer extension works for future CBD developments continues. • Public art integration has commenced on both commissions. <p>Key issues:</p> <ul style="list-style-type: none"> ➤ Nil.

3.1.1 Project breakdown by construction contract

Contracts ¹	Budget allocation ²	Contract sum ³	Amount claimed	Amount paid	Accrued value ⁴	Forecast to completion ⁴
	\$	\$	\$	\$	\$	\$
1. Hoardings – complete ⁵		188,657	188,657	188,657	188,657	188,657
2. Demolition – complete ⁵		1,737,488	1,737,488	1,737,488	1,737,488	1,737,488
3. Main Works		56,071,019	33,304,360	29,969,419	33,304,360	59,800,178 ⁸
4. Principal's Works		1,969,990	839,515	839,515	839,515	2,166,989
5. Ancillary Works (Stage 3)						4,351,970
Total	67,343,193⁷	59,967,154	36,070,020	32,735,079	36,070,020	68,245,282

¹ The number and breakdown of contract packages may vary dependent on delivery strategy.

² Includes contingency and escalation.

³ Contract sum is adjusted to include approved contract variations funded through project contingency.

⁴ Assessed by Quantity Surveyor.

⁵ Contract finalised - contract sum reflects the final assessed value of the work negotiated with the contractor.

⁶ Contract sum adjustments:

	\$
Original Contract Sum	50,530,640
St Bartholomew's works – funded separately	1,508,222
Variations funded from contingency – see schedule	4,032,157
Revised Contract sum	56,071,019

⁷ Excludes \$1,508,222 external funding for St Bartholomew's work delivered under the Warrick Lane project.

⁸ Includes \$1,508,222 external funding for St Bartholomew's work delivered under the Warrick Lane project.

3.1.3 Client cost items

Item	Budget allocation \$	Committed funds \$	Expended funds \$	Uncommitted funds \$	Forecast to completion \$
Consultant fees	5,850,451	6,079,691	4,699,938	(229,240)	6,684,997
Authority fees and levies	1,806,356	549,797	542,941	1,256,559	1,190,263
BCC internal costs	2,532,365	1,590,230	1,553,858	942,135	2,238,023
Total	10,189,172	8,219,718	6,796,737	1,969,454	10,113,283

4. Variation notification

The following variations to Transformation Project contracts require notification to Council under BCC Delegation's Policy as they exceed \$250,000 (including GST) or are higher than 20% of the contract sum. They have been reviewed and approved by EMC.

Project	Consultant	Contract amount ¹ (incl. GST) \$	Variation (incl. GST) \$	EMC approval date	Details
BARC	Sam Crawford Architect	1,571,937.34	55,000.00	7 September 2020	A variation to the contract for the existing Western Sydney Animal Rehoming Centre (WSARC) Architect - Sam Crawford Architects (SCA) to undertake some minor variations to the existing contract on an hourly basis, including varying the existing WSARC design to incorporate an additional entry to cater for a future commercial veterinary hospital operator (\$10,911.44 ex GST) and to provide a further contingency of \$39,088.56 ex GST for further minor variations (total \$50,000 ex GST, \$55,000 including GST)

¹ The contract amount includes the original contract sum and any previously approved variations.

ARIC quarterly reporting

- Council monthly updates
- Risk assessment
- Program

Risk Register for Transformational Projects Warrick Lane Project

Risk Management Matrix

Consequence	Financial Impact	Work, Health & Safety	Reputation	Likelihood				
				Almost Certain	Very Likely	Likely	Unlikely	Very Unlikely
Catastrophic	Council or Directorate Level >\$10M Typical value \$15M	Circumstances that lead to Fatalities, or permanent disability.	Formal ministerial direction. Highly critical and sustained publicity. Community and social unrest that stops the implementation of a Strategic Plan or Project.	1	3	6	10	15
Major	Council or Directorate Level \$1M to \$10M Typical value \$5M	Circumstances that lead to a sustained hospitalisation or rehabilitation.	Negative questions in Parliament. Critical but not sustained publicity and media coverage. Community and social unrest that delays the implementation of a Strategic Plan or Project.	2	5	9	14	19
Moderate	Council or Directorate Level \$100,000 to \$1M Typical value \$0.5M	Circumstances that lead to limited hospitalisation and or medical treatment with full recovery.	Single local issue that has potential to spread in the media if not managed quickly. Community and social unrest stops operations between 2 days and 1 week.	4	8	13	18	22
Minor	Council or Directorate Level \$10,000 to \$100,000. Typical value \$50,000	There is no injury other than the need for first aid at the scene.	Low level parliamentary question. Adverse local media reports. Community and social unrest stops operations for below 2 days.	7	12	17	21	24
Insignificant	Council or Directorate Level <\$10,000. Typical value \$5,000	There is no injury other than bruising or abrasion, or some counselling given to the member of the public	This issue will not damage Council in any material way, but may require some public relations work to be performed.	11	16	20	23	25

Likelihood	Definition
Almost Certain	Already happened / will occur in most circumstances during the lifetime of the project
Very Likely	Will probably occur within the lifetime of the project
Likely	May occur during the life of the project
Unlikely	May occur at some time but unlikely during the life of the project
Very Unlikely	May occur in exceptional circumstances during the life of the project

	Extreme Risk Detailed Action Plan required
	High Risk Needs Senior Management Attention
	Medium Risk Specify management responsibility
	Medium Risk Specify management responsibility
	Low Risk Manage by routine procedures

STAGES	DESCRIPTION OF WORKS
Stage 1: Demolition Phase (Mercon Group)	<ul style="list-style-type: none"> Demolition of the existing buildings on the Site
Stage 2: Main Works (AW Edwards)	<ul style="list-style-type: none"> Design and construction of a four-level basement carpark, two flanking buildings, new public plaza, pocket park and associated road works and services.
Stage 3A: REF Works	<ul style="list-style-type: none"> Extension of Warrick Lane to existing lot boundary, preparation of development lots, remediation of ex-petrol station site, landscaping along Sunnyholt Rd. Intersection works on Sunnyholt Rd / Warrick Lane (closure of right turn movement) and Sunnyholt Rd / Main Street (requiring TfNSW approval).
Stage 3B: Infrastructure services design	<ul style="list-style-type: none"> Infrastructure services design and approval (sewer / HV).
Stage 3C: Initial Subdivision	<ul style="list-style-type: none"> Initial subdivision of Warrick Lane precinct into basement carpark, plaza, pocket park, Warrick Lane and two 'super lots' either side of Warrick Lane.
Stage 4A: Infrastructure Services Adjustment Works	<ul style="list-style-type: none"> Sewer alignment under railway. HV reticulation from zone substation.
Stage 4B: Decontamination of Future Lots	<ul style="list-style-type: none"> Decontamination of future development lots (under consideration by BCC).
Stage 4C: Future Lot Subdivision	<ul style="list-style-type: none"> Subdivision of the 'super lots' into four (4) development lots.

APPENDIX 1 – RISK REGISTER

		Risk Category	Impact	Potential project risk before controls				Mitigation	Project risk after controls					
	Projects	Strategic & Business (Operational)	The risk is that...	Likelihood <	Consequence <	Rank <	Change	Controls and status	Likelihood >	Consequence >	Rank >	Change*	Project Manager	Client
1	ICTE/BISP	Impacts to existing BISP operations, tenants, users, visitors.	1. Staging sequences. 2. Tenant/user backlash. 3. Amenity impacted.	Very Likely	Minor	12	No	1. Communication with BVM to ensure works are coordinated. 2. Programming to be optimised in relation to program and current operations	Very Likely	Insignificant	16	No	Savills	Bill Tsakalos
2	ICTE/BISP	Selection and implementation of sub-optimal operating model	1. Inability to procure appropriate partner for operating model. 2. Negative impact to financial revenue forecast.	Likely	Moderate	13	No	1. Study Tour investigations of other facility operating models. 2. Expert consultant advice as required. 3. Early market testing. 4. Workshop with BVM and additional stakeholders	Unlikely	Moderate	18	No	Savills	Bill Tsakalos
4	ICTE/BISP	Market/Revenue estimates in Business Case are not achieved	1. Facility fails to generate sufficient patronage and fee revenue – excess operational subsidy required and failure to justify investment. 2. Leased areas fail to attract tenants on targeted terms.	Likely	Catastrophic	6	No	1. Market/Sports group consultation – ongoing. 2. Revenue mix – different streams and terms (lease, partnership, memberships, hire charges). 3. Introduce a level community participation, not just elite to generate revenue, (whilst limiting dilution of elite objective). 4. Use partnering service agreements for high-performance and education elements to transfer demand risk to established firms whilst maintaining BVM access and control. 5. Residual risk remains until formal market testing.	Likely	Moderate	13	No	Savills	Bill Tsakalos
5	ICTE/BISP	Project cost exceeds budget	1. Additional funding required. 2. Project scope reduced.	Likely	Moderate	13	No	1. Clear communication of milestones and regular reporting. 2. Early works package to be considered	Likely	Moderate	13	No	Savills	Bill Tsakalos
6	ICTE/BISP	Insufficient funding available	1. Impact to program timeline. 2. Potential prolongation costs 3. Covid-19 Impacts capex and opex budgets.	Unlikely	Catastrophic	10	No	1. Early engagement and liaison with Council for funding approval.	Very Unlikely	Major	19	No	Savills	Bill Tsakalos
7		Inability to prove demand exists at a set price point	1. Business Case is not delivered and additional Council subsidy is required.	Very Likely	Moderate	8	No	1. Rigorous review of Business Case assumptions and Deloitte Business Case.	Likely	Moderate	13	No	Savills	Bill Tsakalos
8	ICTE/BISP	Delay Risk	1. Prolongation claims and / or acceleration costs. 2. Cash flow and budget impact.	Almost Certain	Moderate	4	No	1. Clear communication of milestones and regular reporting.	Very Likely	Moderate	8	No	Savills	Bill Tsakalos
9	ICTE/BISP	Council reporting schedule may not be flexible enough to maintain program	1. Potential program delay due to fixed meeting schedule and approval pathways.	Likely	Moderate	13	No	1. Request additional out of session meetings as required to maintain and expedite program.	Likely	Minor	17	No	Savills	Bill Tsakalos
10	ICTE/BISP	Scope of proposed works requires multiple development approval pathways to be pursued	1. Scope and timing of delivery may require revision. 2. Approval delays. 3. Staging may change. 4. Construction commencement delays. 5. Operational delays. 6. Consultant costs will increase.	Likely	Minor	17	No	1. Town planner preparing detailed reconciliation of planning pathways. 2. Legal advice sought regarding classification of proposed uses. 3. Weekly design workshops are being held to monitor progress and key issues.	Unlikely	Minor	21	No	Savills	Bill Tsakalos

ID	Task Name	Duration	Start	Finish	2018	Half 2, 2018	Half 1, 2019	Half 2, 2019	Half 1, 2020	Half 2, 2020	Half 1, 2021	Half 2, 2021	Half 1, 2022	Half 2, 2022	Half 1, 2023	Half 2, 2023				
					A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
1	BISP / ICTE	598 days	Mon 3/08/20	Thu 1/12/22																
2	DESIGN & TENDER	221 days	Mon 3/08/20	Wed 16/06/21																
3	Detailed Design & Tender Preparation	100 days	Mon 3/08/20	Fri 18/12/20																
4	Compilation, Review & Finalisation of Tender Packages	17 days	Mon 21/12/20	Fri 15/01/21																
5	BCC Internal Approvals / Upload "InReach" & Gadens consolidate document	9 days	Mon 18/01/21	Fri 29/01/21																
6	Tender Period	35 days	Mon 1/02/21	Fri 19/03/21																
7	Tender Evaluation & Issue Council Report to CADTD	16 days	Mon 22/03/21	Wed 14/04/21																
8	Report to CADTD, to CEO, Issue Business Papers for Ordinary Meeting	8 days	Thu 15/04/21	Mon 26/04/21																
9	Council Meeting	0 days	Wed 28/04/21	Wed 28/04/21																
10	Tender Negotiation	34 days	Thu 29/04/21	Wed 16/06/21																
11	2 x Tender Interviews & Release revised Internal Docs	2 days	Thu 29/04/21	Fri 30/04/21																
12	Builder's Repricing & Continue Contract Negotiations	25 days	Mon 3/05/21	Fri 4/06/21																
13	2 x Final Offers received	0 days	Fri 4/06/21	Fri 4/06/21																
14	Conclude Negotiations	7 days	Mon 7/06/21	Wed 16/06/21																
15	Execute Contract	0 days	Wed 16/06/21	Wed 16/06/21																
16	CONSTRUCTION	377 days	Thu 17/06/21	Thu 1/12/22																
17	Mobilisation	10 days	Thu 17/06/21	Wed 30/06/21																
18	Construction	302 days	Thu 1/07/21	Thu 1/09/22																
19	Builder's Contingency	40 days	Fri 2/09/22	Thu 27/10/22																
20	Inclement Weather Contingency	25 days	Fri 28/10/22	Thu 1/12/22																
21	WARRICK LANE	812 days	Fri 6/04/18	Wed 23/06/21																
22	DESIGN & TENDER	592 days	Fri 6/04/18	Mon 10/08/20																
23	DA2 DESIGN - MAIN WORKS	99 days	Thu 10/05/18	Thu 27/09/18																
27	DA APPROVAL PROCESS	478 days	Mon 17/09/18	Mon 10/08/20																
33	DETAILED DESIGN	238 days	Fri 6/04/18	Fri 15/03/19																
34	Start Detail Design - 1st Consultant Meeting	0 days	Fri 6/04/18	Fri 6/04/18																
35	50% DD - BCC Review Meeting	0 days	Fri 12/10/18	Fri 12/10/18																
36	75% DD - BCC Review Meeting	0 days	Mon 14/01/19	Mon 14/01/19																
37	90% DD - BCC Review Meeting	0 days	Thu 14/02/19	Thu 14/02/19																
38	95% DD - Issued with Tender	0 days	Fri 15/03/19	Fri 15/03/19																
39	TENDER PERIOD & AWARD	185 days	Tue 2/10/18	Fri 28/06/19																
40	Demolition - Tender Open / Tender Close	87 days	Thu 18/10/18	Thu 21/02/19																
41	Demolition - Execute Contract (Mercon)	0 days	Fri 22/03/19	Fri 22/03/19																
42	Main Works - Expression of Interest (EOI)	20 days	Tue 2/10/18	Mon 29/10/18																
43	Main Works - Tender Open / Tender Close	96 days	Mon 4/02/19	Fri 21/06/19																
44	Main Works - Execute Contract (AW Edwards)	0 days	Fri 28/06/19	Fri 28/06/19																
45	CONSTRUCTION	604 days	Fri 1/02/19	Wed 23/06/21																
72	CBD UNIVERSITY	1241 days	Mon 10/09/18	Fri 21/07/23																
73	STAGE 1 - Expression of Interest (EOI)	117 days	Mon 10/09/18	Tue 26/02/19																
77	STAGE 2 - Memorandum of Understanding (MOU)	80 days	Wed 27/02/19	Mon 24/06/19																
78	MOU Negotiations	80 days	Wed 27/02/19	Mon 24/06/19																
79	STAGE 3 - Planning - Property Development Agreement	385 days	Thu 1/10/20	Thu 7/04/22																
80	Completion of Needs Analysis	103 days	Thu 1/10/20	Fri 26/02/21																
81	Development Brief	40 days	Mon 1/03/21	Tue 27/04/21																

Change management risks

- Local Government does certain things extremely well / systems built up and refined over time
- New projects bring new risks and may require new ways of doing things

Be prepared to:

- Move out of your day-to-day comfort zone
- Bring in expertise where needed
- Re-invent the wheel (your organisation may benefit)
 - Procurement processes
 - Forms of contract
 - Consultant panels
 - Standardising documents
 - Pre-qualification by EOI

Return on investment

- Nature of major project may fall outside conventional ROI thought
- Local Government must think laterally on how benefits are measured

Contemplate:

- What do you value and how do you measure it?
- How will your residents value it?
- Over what period you are seeking a return?
- What is the nature of the return?

Compare:

- University vs Warrick Lane Carpark vs Health Precinct vs ICTE vs BARC vs St Bartholomew's Cemetery....

BUILDING THE BEST