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Geelong Convention & Exhibition Centre Project Initiation Document (PID)

Version 1.2

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Jobs,
Precincts
and Regions

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Document Control

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1 Introduction

1.1 Purpose of Document

The purpose of the Project Initiation Document (PID) is to provide an overview of the Geelong Convention and Exhibition Centre (GCEC) Project. The PID provides a definition for the project, to form the basis for its management and the assessment of overall success.

There are four primary uses of this document:

- To ensure that the project has a sound basis before the Project Board authorises full commitment to the project
- To act as a base document against which the Project Board and Project Manager can assess progress, change management issues, measurement of progress and ultimate achievement of the project objectives.

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- To ensure the obligations of the Geelong City Deal Project Agreement and Implementation Plan are assessed and captured to ensure compliance with Deal requirements.

The Project Manager for the Geelong Convention and Exhibition Centre (GCEC) Project is Kane Boardman, Manager Major Projects - Regional Investment Management, Regional Development Victoria.

1.2 Intended Audience

The intended audience for this document is the Project Board and key stakeholders.

2 Project Background

2.1 Geelong Convention and Exhibition Centre (GCEC)

The Victorian Government has been working with the City of Greater Geelong since 2009 to scope the parameters of a world class Geelong Convention and Exhibition Centre (GCEC) and to identify the preferred location for such a facility in Geelong. This led to a 2016 commitment to deliver GCEC on a Deakin University owned waterfront site.

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In March 2019, \$171 million in funding to plan and construct GCEC was announced as part of the Geelong City Deal partnership between the Victorian Government and Commonwealth.

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2.2 Geelong City Deal

The Geelong City Deal (GCD), agreed in March 2019 is a 10-year program of initiatives between the Australian, State and local government to revitalise Geelong and unlock the potential of the Barwon Region and the Great Ocean Road visitor economy. The City Deal will deliver \$370 million in government investment to Geelong and the south-west region to support the continued economic diversification, growth and visitor economy.

Geelong is the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road, worth \$2.1 billion in the tourism industry. The 243-kilometre-long Great Ocean Road begins at Torquay and winds its way through coastal townships and along magnificent limestone cliffs through to Port Campbell on the Shipwreck Coast, the home of the iconic Twelve Apostles Precinct. The road supports an extensive network of adventure tourism related activity and numerous tourism villages and destinations along the coastline. In recognition of significant growth in visitation to the Shipwreck Coast and Great Ocean Road, the GCD will improve infrastructure to provide an enhanced, safer and more connected visitor experience.

The Geelong Convention and Exhibition Centre will enhance Geelong's position as a premier business events destination and enable the city to secure large conferences and exhibitions with delegates staying in the city and wider region. The project will include a Convention and Exhibition Centre and public realm improvements around the Convention and Exhibition Centre and within the precinct. The delivery of an adjacent hotel, retail and commercial offering will also be explored as part of developing the precinct but does not form part of the City Deal Project scope.

The Geelong Convention and Exhibition Centre will incorporate a 1000+ seat plenary and at least 3700 sq. metre multi-purpose space that can be configured to incorporate an exhibition hall, breakout rooms and a banquet room. The Convention Centre and surrounding precinct will attract visitors from across the country and overseas and position Geelong as a global and national competitor for business events.

Under the GCD, the State has allocated \$141.2 million, the Commonwealth has allocated \$30 million and City of Greater Geelong has allocated \$3 million toward GCEC.

2.3 Strategic Context

Geelong is a region in transition. The long-term impact of the recent closure of the automotive industry on the heavy manufacturing and industrial sectors on the Geelong community is yet to be fully understood. It is now essential that the messaging to external stakeholders including potential investors demonstrates a city in transition, with strategies identified to support and promote future industries that will drive the continued growth of Geelong.

Despite the impacts of the past, current and anticipated changes to industry structure in Geelong, there is a strong commitment from local, state and federal government to identify and leverage investment in the region.

The 2013 Central Geelong Action Plan (CGAP) presents a 15-year action-orientated blueprint for attracting more investment and enticing more businesses and people to live, work, socialise and play in the City of Greater Geelong. The CGAP recognises that events can build Geelong's profile as a tourism destination, attract visitation and spend and build Geelong's profile to potential investors. The CGAP specifically identified the establishment of a world class Convention and Exhibition Centre on Geelong's waterfront as a priority action.

A 2017 Western Beach Master Plan (which has not been publicly released) examined the relationship between a Convention and Exhibition facility on the Deakin University site and new development

opportunities on surrounding streets and land parcels. The Master Plan recommends several initiatives by which GCEC can further activate Geelong's Western Beach Precinct including pedestrianization measures, and further development of the Western Beach foreshore with retail and tourism activities.

3 Project Definition

3.1 Project Objectives

- To manage the detailed planning and construction of a world class GCEC facility.
- To identify and bring 'on-stream' a future operator early in the detailed planning of GCEC.

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- To complete the project within the agreed timeframe and without an overall planning or construction delay.

3.2 Critical Success Factors

The following elements are necessary for the project to achieve these objectives:

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- Contractual requirements for detailed planning, design and construction that incentivise on time or ahead of time delivery of outputs.

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- Communication of the project progress and timelines to community and the meetings industry to build early support and interest in attending events at GCEC.

3.3 Project Scope

In Scope

- A detailed design for the GCEC with 3,700 sq. metre multipurpose space and minimum 1,000 plenary capacity.
- Development advice for the waterfront site that can form the basis of a future brief to a developer.
- All regulatory approvals for the GCEC.
- A comprehensive community and stakeholder engagement process.
- Securing a facility operator according to an agreed operation model.
- Construction of the GCEC.
- Public Realm improvements in the vicinity of GCEC (funded by Council contribution of \$3 million)

Out of Scope

- Negotiations and purchase or lease of the waterfront site

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4 Project Approach

Regional Development Victoria will be engaging the State's primary civic works delivery agency Development Victoria (DV) to develop, procure and deliver the project, on a fee-for-service basis. The attached draft Project Management Plan (Appendix 1) sets out the proposed detailed project management arrangements. Sections 9 and 11 of this Project Plan also provide further detail.

There will be three key stages to the work:

- Confirmation of functional brief and scope of the project, and confirmation of ongoing ownership, governance and operational responsibilities, with a hold-point for a Gateway Review at the end of this phase, likely to include assessment under the Victorian High Value High Risk policy
- Procurement, in accordance with Victorian Government procurement policies and procedures for projects valued over \$100 million,
- Delivery and commissioning, with project management by DV

5 Project Governance

5.1 Geelong City Deal Governance

A governance structure has been established for the implementation of the Geelong City Deal to support the overall success of the City Deal, to ensure that projects achieve the overall objectives. The governance structure comprises of a Leadership Group and an Implementation Committee.

Geelong City Deal Leadership Group

The Geelong City Deal Leadership Group comprises of the Commonwealth and Victorian Ministers with responsibility for the City Deal and includes the City of Greater Geelong Mayor.

This group oversee the implementation of the City Deal and report to the Prime Minister and Victorian Premier as required. At the time of writing, the Leadership Group consisted of:

- The Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure
- The Hon Jaclyn Symes MLC, Minister for Regional Development
- Cr Stephanie Asher, Mayor of the City of Greater Geelong

Geelong City Deal Implementation Committee

The Geelong City Deal Implementation Committee includes senior officials from relevant Commonwealth and Victorian government departments, and the City of Greater Geelong

This group leads and coordinates delivery of the City Deal and its commitments, including monitoring and reporting to the Leadership Group and to the public.

Membership of the Implementation Committee includes:

- Assistant Secretary, City Deals, Cities Division, Australian Government Department of Infrastructure, Transport, Regional Development and Communications;
- Regional Director Barwon South West, Victorian Government Department of Jobs, Precincts and Regions (Regional Development Victoria);
- Regional Director Barwon South West, Department of Environment, Land, Water and Planning (DELWP); and
- Chief Executive Officer (or delegate), City of Greater Geelong.

The GCEC Project Control Board will report to the Geelong City Deal Implementation Committee via the Regional Development Victoria Geelong City Deal Team. This is summarised in the flow chart below:

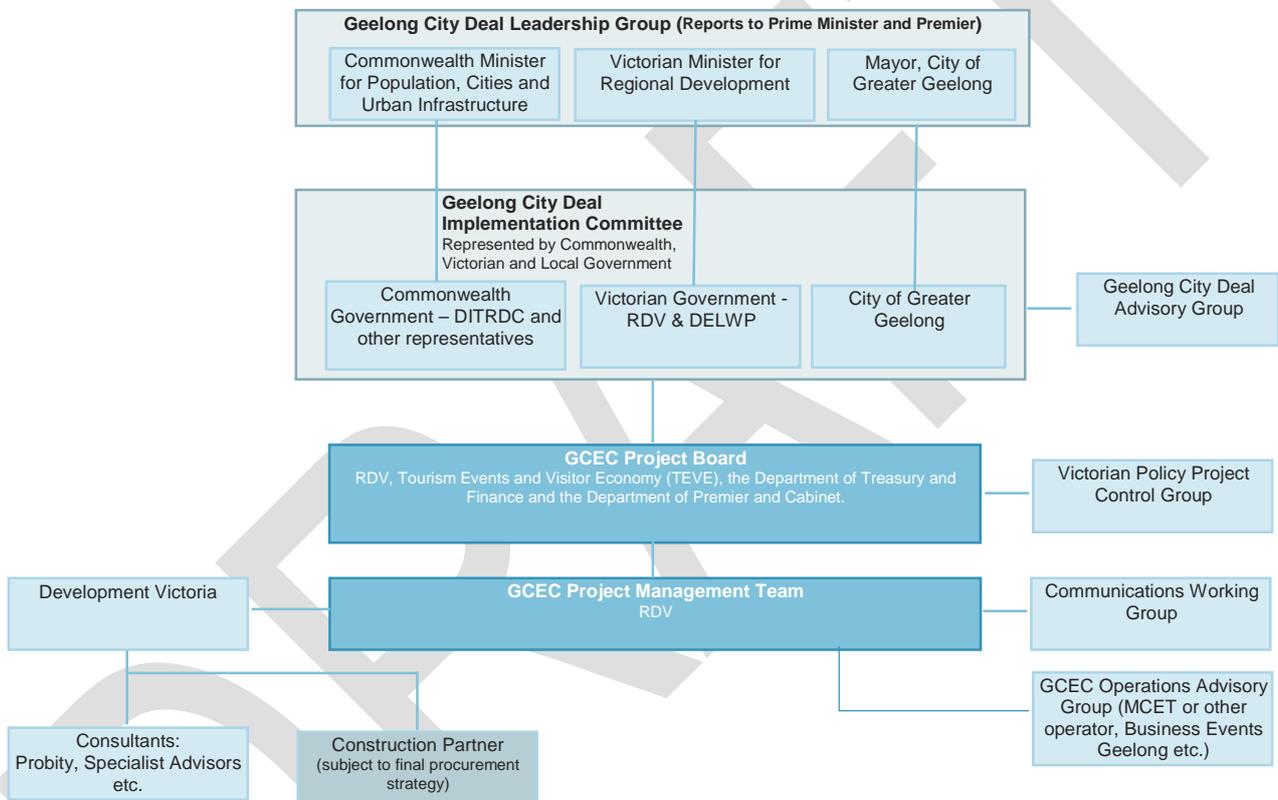
5.2 GCEC Governance - Roles and Responsibilities

Role	Person/Entity	Responsibilities
Project Manager	s 47F (RRV)	<ul style="list-style-type: none"> • Management of the Project Team ensuring that they adhere to project standards and directions • Manage and resolve project issues as they arise and escalate as required • Review, monitor and update project risks and develop risk mitigation strategies for project Board approval • Co-ordinate the change control process and any configuration management activities • Management of the project budget • Prepare and report through the Project Board using Project Highlight Reports and End Stage Reports • Create and submit Project Status Reports • Be responsible for project administration, perform the Team Manager and Project Support roles as required • Take overall responsibility for project delivery in line with agreed standards, schedule and budget • Escalate to the Project Control Board when a forecast deviation is about to occur
Project Sponsors	s 47F (RDV)	<ul style="list-style-type: none"> • Chairs Project Board meetings • Oversees the development and viability of the Business case • Establishes a firm foundation for the project during initiation and definition • Ensures that the project provides value for money and that it delivers the benefits agreed in the business case • Proposed changes to scope, cost or timelines are validated against possible effects on Business Case • Recommend further action if project tolerances are exceeded • Approves the sending of the project closure notification
Senior Supplier	Development Victoria	<ul style="list-style-type: none"> • Authority to commit resources to the project • Ensure timely and satisfactory completion of supplier products in accordance with quality outcomes • Ensure that plans are realistic and that the project can deliver within agreed budgets and timescales • Promote and maintain the focus on desired project outcome from the view of supplier management • Arbitrate on and resolve any supplier priorities or conflicts • Brief non-technical people on supplier aspects of the project • Review and approve product descriptions for supplier products

Role	Person/Entity	Responsibilities
Senior User	Facility Operator (entity to be confirmed)	<ul style="list-style-type: none"> • Agree and commit required user resources • Ensure that user requirements have been clearly and completely defined • Ensure that the project delivers outcomes that meet users' requirements and satisfy the acceptance criteria • Sign-off on behalf of users that all required products have been delivered to agreed quality • Maintain a consistent user perspective • Resolve user requirements and priority conflicts
Other Stakeholders i.e. User Consultative Groups and / or Technical Reference Groups	<ul style="list-style-type: none"> • Project Control Board: • RRV • Development Victoria; • Tourism Events and Visitor Economy Victoria; • Victorian Department of Treasury and Finance; • Victorian Department of Premier and Cabinet; 	<ul style="list-style-type: none"> • State agencies meeting to review project outputs and refine briefings and other communiques to the State and Commonwealth Governments. • The Board is responsible for ensuring that the project meets its aims and objectives and the requirements of the city Deal funding Agreement. It is also responsible for ensuring that milestones are satisfactorily achieved, and stakeholders are consulted and kept informed of future changes. • The Board will review the recommendations and actions of the Project Team and be responsible for approval of key appointments. A Gateway 2 assessment is also required to be conducted under the guidance of the Project Control Board and ahead of formal State Government approval to proceed to detailed planning. • The Board will meet every four weeks and matters for review and decision will be circulated to the Board ahead of each meeting.
	Communications Working Group: <ul style="list-style-type: none"> • RRV • Development Victoria • Tourism, Events and Visitor Economy; and • Other entities as required. 	<ul style="list-style-type: none"> • Overall lead on coordination of State communications and community consultation and engagement activities for the Project, working in alignment with the overarching communication requirements under the Geelong City Deal. • Lead external communications, including project announcements and media releases. • Prepare, agree and provide key messaging and protocols as identified under guiding communications strategies for the Project and the broader Geelong City Deal • Lead the implementation of the external community and stakeholder communication and engagement strategy for the Project and liaise and engage with the consultants in completion of works. • Ensuing information, communication and engagement in the public realm is considered and aligned.

Role	Person/Entity	Responsibilities
	GCEC Operations Advisory Group <ul style="list-style-type: none"> • Business Events Geelong; and • Melbourne Convention and Exhibition Trust (or alternate operator) 	<ul style="list-style-type: none"> • Convention and exhibition management and marketing agencies provide advice on design and operational model. • It is intended that this group will meet on an as required basis to review the evolving design and operational model for GCEC.

Governance structure for GCEC implementation:



5.3 Project Reporting

This project will use a standard reporting regime of four weekly status reports to the Project Control Board, quarterly financial reconciliation, and end stage and end project reports.

Project reports will include schedule, cost, risk and issue status.

Project Status Reports (PSR)

- Additional details shall be provided on the PSR at the milestones set out in this plan. The PSR shall include:
- -Project progress to date against schedule.
- Key risks and issues including mitigation.
- Key deliverables achieved and upcoming works.
- Proposed or agreed project change.
- Project and monthly budgetary updates

At specified key milestones, the report will include details of compliance with:

- Aboriginal Procurement Commitments:
- Procurement and Employment Targets
- Report on compliance with Local Jobs First Policy Commitments
- GROW Commitments.

5.4 Document Management

A project folder has been established in SharePoint (DJPR), and all documents will be stored there, following the Project Information Management process and departmental guidelines for document and records management.

6 Project Schedule

Regional Development Victoria is unable to provide an accurate project schedule at this point because the timing of achieving the land acquisition is not yet certain. The Project Budget at 6.3 shows that project expenditure is expected to be allocated across a six-year timeframe with Commonwealth contributions being allocated to construction activities in the latter two years: 2024/25 and 2025/26.

A high-level Project Schedule will be provided to the Commonwealth within 12 months (by 15 December 2021).

6.1 Key Milestones and Deliverables

Regional Development Victoria is unable to provide an accurate list of project milestones until the timeframe and conditions for securing the land are determined.

The following template will be edited and completed once detailed planning is underway and will be submitted to the Commonwealth by 15 December 2021.

Project stage	Scheduled Start Date	Scheduled End Date	Key Deliverables
Prove	<<insert start date>>	<<insert end date>>	PID & Stage Plan Investment Logic Map Preliminary Business Case Information Architecture Report Benefits Realisation Plan Detailed Schedule Stakeholder Engagement Plan
Deliver	<<insert start date>>	<<insert end date>>	Expressions of Interest Request for Tender Contract Stage Plan Full Business Case Stage Plan (Updated) Benefits Realisation Plan
Closure	<<insert start date>>	<<insert end date>>	Project Closure report Lessons Learned report Benefits Realisation Report

6.2 Factors influencing the Plan

6.2.1 Constraints

The Project has been developed to meet the Victorian and Australian Government funding allocation of \$171.2 million under the Geelong City Deal.

The following are the constraints identified in delivering the Project:

- Delivery of capital projects will be constrained by budget allocations. Project design will be value managed to fit within the allocated budget. Baseline project timelines are subject to the timeframe and commercial conditions of securing the land and release of funding through the Geelong City Deal.
- Due to the nature of the site and the broader Geelong Waterfront Precinct, the Project covers areas with diverse conditions, land managers and complex stakeholder interests.
- The redevelopment of the waterfront site impacts Crown land but will consider any matters of heritage and archaeological significance that arise during the redevelopment and consult appropriate Traditional Owners and other interested parties in such event.

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- COVID-19 impacts affecting the recovery of demand as well as construction supply chains

6.2.2 Dependencies

The implementation of the Project is dependent on the following activities:

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- Securing the necessary Planning Approvals from the regulator (DELWP).
- Securing an operator to manage and maintain the facility.

6.2.3 Assumptions

The Project vision has been developed based on a range of project assumptions including assumptions about projected facility utilisation as follows:

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- That demand modelling prepared for the business case applies in the post COVID environment.
- That the contractor pricing and allowance limits upon which the project budget is based is adequate to cover construction of the GCEC facility during the period 2020 – 2026.

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Project Expenditure Cashflow – Interim Estimate

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In reviewing the Interim Project budget, the following should be noted:

- Total funding allocation of \$174.2 m towards the Project is as per the GCD announced funding;
- \$3m public realm improvements contribution from City of Greater Geelong will be held by and spent by the City of Greater Geelong.
- Actual spending will vary from the cost estimate provided in response to progress against critical path milestones.

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- The State Government of Victoria will be responsible for meeting any actual budget deficits.
- The State acknowledges that all operating costs remain the responsibility of the Victorian Government.
- Allowances and escalations (as well as design and project management) have been itemised separately for the planning and construction phases of the project.
- Use of allowances to meet any escalated costs is anticipated and will be reported to the Project Control Board for endorsement and noting.
- Any budget **changes** over and above the use of the specified allowances and escalation provisions will be reported to the Project Control Board for approval.

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7 Stakeholder Engagement Approach and Communication Plan

7.1 Stakeholder Analysis

There is a broad range of stakeholders who will be interested in and impacted by the Project – under the GCD and associated projects. Individual projects will have specific stakeholders and issues that may remain confidential. Given the diverse nature of project, various stakeholders will hold different views and perspectives. Their relationship and interest to the Project and the identified engagement methods are outlined below

1.2.1 Project Partners

Stakeholder	Interest	Engagement Method
Wadawurrung Aboriginal Corporation	Traditional Owner rights are respected and reflected in the design, employment and commercial and tourism opportunities. Opportunity to share culture with visitors and local community engagement is appropriate and benefits are shared	Traditional Owner rights are respected and reflected in the design of the facility, employment, and convention and exhibition event opportunities Opportunity to share culture with visitors and local community engagement is appropriate and benefits are shared. Wadawurrung will be consulted via the Communications Working Group and the Project Management Team.
Melbourne Convention and Exhibition Trust (MCET)	Potential Facility Operator. Even if MCET does not operate the facility their remit may be expanded to include a role in the procurement of business events for the GCEC facility.	Participation in the GCEC Operations Advisory Group
Business Events Geelong	Convention Bureau for the Geelong region with responsibility for marketing and securing business to all business event venues (including GCEC) in the region.	Participation in the GCEC Operations Advisory Group

1.2.2 GCEC External Stakeholders

Stakeholder	Interest	Engagement Method
Landowners		
Deakin University	Appropriate design outcomes Planning and approvals Ongoing communication	From RDV and DV with endorsement from Project Control Board
Adjacent landowners	Economic development Traffic and transport Impacts on immediate local area	Written and face to face engagement via RDV and support agencies
Tourism sector		
Potential convention and exhibition delegates	GCEC facility features and availability to book event attendance.	Media, broad engagement via MCET, Business Events Geelong and Visit Victoria
Local tourism businesses and services including hospitality, accommodation and transport.	Economic development, business continuity, infrastructure development, urban design, construction impacts, safety, parking	Updates and media, broad engagement, community consultation forums via RRV/DV and support agencies
Community stakeholders		
Residents and ratepayers	Economic development, business continuity, urban design, construction impacts, safety, access and parking	Updates and media, broad engagement, community consultation forums via RRV/DV and support agencies
Geelong Authority		Targeted engagement and updates from RDV.
Commercial		
City of Greater Geelong.	Economic growth, business continuity	Updates and media, broad engagement via RRV/DV with support agencies.
G21 Alliance		
Geelong Accommodation Providers and Traders	Business opportunity and competitive tension with new accommodation and meeting facilities	Targeted engagement and updates from RDV and support agencies including Business Events Geelong.
Media and Digital		
Followers of individual social media accounts spanning Internal Project Stakeholders (Facebook, Twitter, Instagram, LinkedIn)	Key messages, milestones, design images, engagement sessions, dates, link to digital engagement platform/project information	Updates and media, broad engagement via Governance members with support agencies
Local television and print media	Activities, updates, newsworthy articles, shovel/sod turning, Ministerial visits, economic development, community concerns/benefits	

1.2.3 GCEC Internal Stakeholders

Stakeholder	Interest	Engagement Method
Elected Officials – Australian Government		
Hon. Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure	Federal oversight, highlighting benefits delivered as a result of Geelong City Deal funding, ensuring delivery under the GCD Project Agreement, media opportunities	Briefings/updates/ministerial opportunities via Australian Government Department of Infrastructure, Transport, Regional Development and Communications with support agencies
Senator the Hon Sarah Henderson	Liberal Senator for Victoria, former Federal Member for Corangamite	Briefings/updates via the Office of Minister Tudge
Hon. Richard Marles, MP, Federal Member for Corio	Local Federal Member	Briefings/updates via the Office of Minister Tudge
Australian Government Agencies		
Department of Infrastructure, Transport, Regional Development and Communications	Commitments outlined in the SCMP and under GCD, reputation, brand and key messages, project timelines, safety and community benefit	Briefings/updates via GCD Implementation Committee Communications Group and the PSC with support agencies
Elected Officials – Victoria		
Hon. Daniel Andrews MP Victorian Premier	Election commitments, reputation, brand and key messages, project timelines, safety and community benefit, environment	Briefings/updates via DPC/PSC and with support agencies or groups
Hon. Jaclyn Symes MP Minister for Regional Development	Regional development and growth, community benefit, ensuring delivery under the GCD Project Agreement	Briefings/updates via RRV
Hon. Martin Pakula Minister for Tourism, Sport and Major Events	Tourism development, events and visitor economy	Briefing/updates via RRV and support agencies
Hon. Richard Wynn MP Minister for Planning	Appropriate planning and approvals	Briefings/updates via RRV/DV
Richard Riordan MP State Member for Polwarth	Regional development and growth, community benefit	Briefings/updates via DV/RRV

Stakeholder	Interest	Engagement Method
Hon. Jaala Pulford (ALP) Upper House Member Western Region	Regional development and growth, community benefit	Briefings/updates via DV/RRV
Beverley McArthur (Liberal) Upper House Member Western Region	Regional development and growth, community benefit	Briefings/updates via DV/RRV
Hon. Gayle Tierney (ALP) Upper House Member Western Region	Regional development and growth, community benefit	Briefings/updates via DV/RRV
Stuart James Grimley (Derryn Hinch Justice Party Upper House Member Western Region	Regional development and growth, community benefit	Briefings/updates via DV/RRV
Andy Meddick (Animal Justice Party) Upper House Member Western Region	Regional development and growth, community benefit	Briefings/updates via DV/RRV
Victorian Government Agencies		
Department of Premier and Cabinet	Election commitments	Briefings/updates via DPC as PSC rep and GCD Leadership Group
Department of Treasury and Finance	Funding and governance	Briefings/updates via DTF as PSC rep
Visit Victoria	Appropriate design outcomes, operational support/marketing, Economic development, planning and approvals, community benefit and tourism sustainability	Workshops, meetings with Project Management Team
Department of Environment Land Water and Planning	Planning and approvals	Workshops, meetings with Project Management Team
Office of Victorian Government Architect	Design and project planning	Workshops, meetings with Project Management Team

8 Project Signage

8.1 Sign requirements

All GCEC project signage and hoardings will comply with the *City Deal Creative Style Guide – Signage October 2020* (Style Guide). Signs will be placed at an appropriate, easily visible and unobstructed location on site. All signs will include the logos of Geelong City Deal partners contributing funding to the project and words indicating that it is part of the Geelong City Deal. Signage will acknowledge funding through the City Deal.

If updates are made to the Style Guide these changes will be reflected in any new or replacement GCEC signs or hoardings that are erected.

As the Commonwealth is making the second largest contribution of funds to the GCEC project, in accordance with the Style Guide, signs will display the State Government logo at top left with the Commonwealth and local government logos to the right as shown in the example on the following page.

Temporary signage

Temporary signs acknowledging funding and complying with the *City Deal Creative Style Guide – Signage October 2020* will be installed at the GCEC site.

The signs will be installed within one week of commencement of construction and be maintained at the site for the duration of construction.

These will also be maintained for a minimum of 12 months beyond the opening of GCEC and will not be obscured.

Permanent signage

Permanent signage (for example, a plaque affixed to the building) will be erected at the GCEC and will comply with the *City Deal Creative Style Guide – Signage October 2020* (Style Guide).

All signage designs will be approved by both the State and Commonwealth prior to installation.

8.2 Manufacturing specifications

Signage and hoardings will be manufactured to the following specifications as stated in the Style Guide:

Material:	1.6mm Aluminium (standard for signage and longevity)
Mounting:	RTA RIB (standard RTA mount) or as appropriate
Stock:	non reflective – does not reflect light
Finishing:	Digital print with lamination – clear (for durability) Anti-graffiti coating – allows for graffiti to be removed with alcohol

8.3 Design elements and considerations

Signage and hoarding design and scale will comply with the specifications as stated in the Style Guide. It is likely that some of the signage will need to be constructed to a greater or lesser scale than 1,200 mm wide x 900 mm high. For example - signage attached to site perimeter fencing may need to be built to accommodate the height or width of a fencing panel. In each case of a custom size sign, the 4:3 ratio will be applied to the dimensions.

9 Change Management Approach

9.1 Scope Change Management

It is the responsibility of the party initiating the request to provide all necessary background and supporting information to DV to enable assessment of the change proposal. Should the change proposal require the approval of the PROJECT CONTROL BOARD or its delegated representative, supporting papers and background technical information, funding sources etc. shall be provided by the party initiating the change.

A Scope Change Management process and diagram is to be further developed.

9.2 Cost Change Management

DV will develop and maintain a Contingency Management Strategy for the Project. There are four main types of contingency that may be required to deliver the Project. These include the following:

Design development contingency:

- May be used to cover changes in the estimated cost arising from the progression of the design of the Masterplan scope.
- May be used to cover the difference between the Cost Plan and the estimated cost of the completed design for scope items that are defined in the Masterplan.
- May not be used to add new scope items not previously allowed for.

Construction contingency:

- May be used to cover builder's variations for the contracted scope.
- May be used to cover the difference between the contracted cost at the time of procurement and the final cost for the contracted scope.
- May not be used to add new scope items not previously allowed for.

Procurement contingency:

- May be used to cover changes in market conditions and inaccuracies of cost or quantity in the cost estimates.
- May be used to cover the difference between the cost estimate and the contracted cost at the time of procurement.
- May be used to cover differences between the Quantity Surveyor's assessment of risk and the Contractor's at the time of procurement.
- May not be used to add new scope items not previously allowed for, without approval of the Project Control Board.

Risk contingency:

- May be used to cover potential risk of project delay due to unforeseen circumstances.
- May be used to cover items specifically excluded from the Cost Plan, including potential requirement for specialist fire services and removal of unknown hazardous materials
- May be used to cover changes in market conditions and inaccuracies of cost or quantity in the cost estimates.
- May be used to cover the difference between the cost estimate and the contracted cost at the time of procurement.
- May be used to cover differences between the Quantity Surveyor's assessment of risk and the Contractor's at the time of procurement.

10 Benefits Realisation Approach

A Benefits Realisation Approach Plan will be provided to the Commonwealth at a later date.

11 Quality Management Approach

11.1 Consultants/Contractors Quality Assurance requirements

DV will act as Principal for all contracts.

The design consultants' and building contractors' obligation to the Principal under the respective contracts includes the responsibility to provide verifiable work procedures, which follow the guidelines of AS/NZS ISO 9001-2008.

Each contract stipulates appropriate requirements for quality management processes throughout the Project's duration, including benchmarking, peer review and value management.

DV will monitor and review the design consultants' and building contractors' quality management processes and procedures for each of the project's components. Where appropriate, DV will enlist the services of specialist consultants to conduct peer reviews and provide independent advice on quality.

11.2 Gateway Review Process

The Gateway Review Process requires that a team of external practitioners use their experience and expertise to provide the Project's Senior Responsible Officer (SRO) timely, independent and confidential advice at key decision points regarding progress and likelihood of delivery success.

It is expected that the Project will undergo Gateway Review at two points:

Post completion of the final business case including proposed scope, procurement delivery and ongoing operational arrangements, including assessment in accordance with the High Value High Risk policy

Prior to engagement with the market, to review and confirm the procurement method and documentation

11.3 Peer Reviews

The project may also from time to time engage the services of independent peer review consultants to undertake periodic reviews of design, construction or defects. These reviews are at the discretion of the project where a risk or quality concern has been identified.

11.4 Value Management Workshops

Value management workshops will be conducted as required during the design phase of each of the project components. Value management techniques will be used to ensure that they are continually delivering best value without compromise to quality. Priority where possible will be given to delivery of the scope and objectives of the draft Masterplan. Items of scope that are removed through value management may be placed on the Scope Deferral Register and prioritised for reinstatement should contingency become available.

11.5 Design Procurement Issues Register

A Design Issues Register will be established, maintained and monitored by DV in conjunction with the nominated Design Team. Typically, the register will record the following information:

- Issue
- Description
- Current Status
- Action Required
- By Whom (Action)
- By When (Action)
- Comments/Potential Impacts

The register will be used to collate information relating to substantial issues facing the Project and focus stakeholders on achieving a timely resolution. The Design Issues Register will be regularly updated by DV internally and presented to the PWG. The current version of the register will also be included in the report to the Precinct PCB.

11.6 Key Issues and Key Action Registers

A key issues and key actions registers are to be prepared, maintained and monitored by DV. Typically, the register will record the following information:

1. Issue
2. Description
3. Current status
4. Action required
5. By whom (Action)
6. By when (Action)
7. Comments/Potential Impacts

The register will be used to collate the information relating to substantial issues facing the Project and focus the stakeholders on achieving a timely resolution.

The key issues register will be regularly updated by DV internally and presented to the PWG. The current version of the register will also be included in the DV Project Managers Report to the PCB.

11.7 Probity

A Probity Plan for the Project will be developed by DV for endorsement by the Project Control Board.

12 Employment Targets

12.1 Expected Overall Employment Creation

The following table shows Full Time Equivalent employment positions expected to be created during the construction phase of GCEC funded by the GCD.

The employment estimates are based on a 'job multiplier' tool developed by the Victorian Department of Treasury and Finance which provides estimates of private sector direct and indirect (supply chain) jobs created by government investment.

The tool forecasts the number of FTE direct jobs per \$M of expenditure, and FTE production-induced jobs per \$M of expenditure.

The construction phase of GCEC will create employment in two key industry sectors:

- Non-residential construction (1.2 direct FTE/\$M, 4.9 indirect FTE/\$M)
- Professional, Scientific and Technical Services (4.4 direct FTE/\$M, 3.4 indirect FTE/\$M)

The project will support:

- More than 100 direct construction industry jobs and more than 400 construction industry supply chain jobs at its peak
- More than 25 direct professional services jobs and more than 20 indirect professional services jobs at its peak

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The project will provide estimates of ongoing operational employment generated by GCEC when the project delivery arrangements are clarified.

12.2 Local Jobs First Policy Commitment

The Victorian Local Jobs First Policy applies to all projects that meet thresholds set under the Local Jobs First Act 2003. The policy must be applied by all Victorian Government Departments and agencies for any type of project with a value of \$1 million or more in regional Victoria or \$3 million or more in metropolitan Melbourne or for state-wide activities. The policy applies to GCEC.

The Objectives and Principles are provided as:

- promote employment and business growth by expanding market opportunities for local industry
- provide contractors with increased access to, and raised awareness of, local industry capability
- expose local industry to world's best practice in workplace innovation, e-commerce and use of new technologies and materials
- develop local industry's international competitiveness and flexibility in responding to changing global markets by giving local industry a fair opportunity to compete against foreign suppliers.

Steps include – registering with the ICN (if not already) and investigating the secure online platform that provides for the collection and analysis of local content and jobs data over the life of a project. The service is funded by DJPR at no cost to industry or agencies.

Local businesses, including principal contractors and local suppliers of goods and services can use the [ICN gateway](#).

12.3 GROW Employment and Procurement Targets

To maximise opportunities for addressing long-term, entrenched, place-based disadvantage in the G21 Region within the Project, the delivery agency or developer for the Project will be required to:

- become a signatory to the GROW Compact available at <https://grow.g21.com.au/get-involved/signthe-grow-compact> and consult with Give Where You Live Foundation to develop a GROW Compact Action Plan describing how the Recipient will implement GROW Principles available at <https://grow.g21.com.au/wp-content/uploads/pdf/GROW-Strategic-Plan-final-edited.pdf> (pg. 8) the Recipient's policies and procedures; and
- consult with Give Where You Live Foundation to develop a GROW Compact Action Plan describing how they will implement GROW Principles available at <https://grow.g21.com.au/wp-content/uploads/pdf/GROW-Strategic-Plan-final-edited.pdf> into their policies and procedures.

12.4 Aboriginal Procurement and Employment Targets

Under the Geelong City Deal Project Agreement, to ensure an equitable share of employment opportunities for Aboriginal Victorians under the Project, the delivery agency or developer must:

- procure at least one per cent of goods and services in connection with the Project from Aboriginal Businesses ("Aboriginal Procurement Commitments"); and

meet the following targets:

- at least 1 per cent of Project Employees are Aboriginal or Torres Strait Islander people; and
- at least 1 per cent of goods and services procured in connection with the Project are supplied by Aboriginal Businesses.
- There is an aspirational target of a minimum of 3% Aboriginal supplier target detailed in the City Deal Project Agreement. This is across the life of the project.

- The procurement process for all contractors will detail these requirements and outline what information contractors are expected to provide to assist in documenting progress against these targets.

The Wadawurrung Traditional Owners Corporation represent the Traditional Owners on whose land the GCEC will be located. The Wadawurrung Traditional Owners Corporation are represented on the Geelong City deal Advisory Group. They will also be invited to participate in intensive engagement with the Communications Working Group and/or dedicated consultant during the design and construction phases of the project.

12.5 Australian Government Building and Construction WHS Accreditation Scheme

In delivering the Project, the delivery agency or developer must ensure that only a Builder or Builders accredited under the Australian Government Building and Construction WHS Accreditation Scheme is contracted for Building Work in connection with the delivery of the Project, unless the Building Work is of a type prescribed for the purpose of s 43(4) of the Building and Construction Industry (Improving Productivity) Act 2016 (Commonwealth).

12.6 Workplace Relationship Management Plans

Workplace Relations Management Plans will be incorporated into the Request for Tender documentation within the GCEC project. The State will be responsible for:

- Ensuring that only a builder or builders accredited under the Australian Government Building and Construction WHS Accreditation Scheme is contracted, and providing the necessary assurances to the Commonwealth; and
- Ensuring that compliance with the Building Code 2016 is made a condition of tender for and performance of building work by all contractors and subcontractors and providing the necessary assurances to the Commonwealth.

13 Project Controls

Controls are a collection of methods used to ensure the project remains within the tolerances (boundaries) of time, cost and quality that was authorised by the Project Board. Project controls ensure that management can exert its authority over a project without getting directly involved on a day-to-day basis.

The Project Control Board, the Project Sponsors (who on behalf of their organisations are members of the Project Control Board), and Development Victoria (as supplier) will review the Project Plan and Implementation Plan ahead of submission to the Australian Government for approval.

The Australian Government via the GCD Leadership Group will review, provide input and finally approve the Project Plan and other delivery documents as required, and non-financial milestone deliverables under the Project Agreement for the Geelong City Deal (the Agreement).

The Project Control Board will approve recommendations as they relate to key project deliverables as agreed with the Australian Government under the Agreement and approved under this PP, noting that decisions cannot be made which impact on individual member Departments. The Project Board manages the project by exception. In other words, PROJECT CONTROL BOARD having authorised a Stage Plan with the Project Manager will be kept informed by reports during the stage. The Project Board will be informed and meet if any exception situation is forecast

- **Project Initiation Document-** the Project Initiation Document (PID) is produced by the Project Manager and submitted to the Project Board for authorisation to proceed with the project.

- **Status Report**- is submitted to the Project Management Office on a regular basis throughout the project on a time-driven basis.
- **Stage Plan** - is to be produced before the start of each stage by the Project Manager for review and approval by the Project Board.
- **Tolerances**- are allowable deviations from a plan which requires no involvement from the Project Board. Tolerances may be set against timescales, costs, scope, quality, risks and benefits. Should tolerances be forecast to be exceeded the project; it is deemed to be in 'exception' and must be referred to the Project Board.
- **Exception Report and Impact Assessment**- following an exception situation, the Project Manager must produce an Exception Report warning the Project Board of a forecast deviation beyond the agreed tolerances set. The Board will meet to evaluate the exception report and decide whether the corrective action and its plan are acceptable.
- **Project Closure** - this document is to be produced by the Project Manager and submitted to the Project Board at the end of the project. This will be accompanied by follow-on action recommendations and a Lessons Learned Report.

14 Value Capture

Consistent with the requirements under the Heads of Agreement for the Geelong City Deal, the Victorian Government will report on any value creation within the project, the capacity of private sector proponents to contribute to the cost of delivering priority projects, and the application of value capture mechanisms consistent with Victoria's Value Creation and Capture Framework. Under the Heads of Agreement there will be a 50:50 split between the Commonwealth and Victoria for receipt of value capture revenue from all projects under the Geelong City Deal. The Australian and Victorian Government are in the process of negotiating an agreement on the application of value capture from the Project. Under the Project Agreement, the framework is intended for completion by the end of 2020.

15 Project Risks

The purpose of risk management is to ensure levels of risk and uncertainty are properly managed so that the project is successfully completed. It enables those involved to identify possible risks, the way they can be contained and the likely cost and consequences of countermeasures.

A risk management matrix has been created to ensure levels of risk and uncertainty are appropriately managed to enable the successful completion of relevant project stages of delivery. The risk matrix identifies probability risks, consequences, containment and countermeasures and mitigation. This is a living document and will require updating by the Delivery Agency once the delivery program for the Project is fully established and finalised.

1.3 Project Risk Register

ID	Risk	Consequence Rating (1 – 5)	Likelihood Rating (1 – 5)	Risk Rating (low, moderate significant high)
Land Acquisition				
1	Unable to reach agreed terms of lease or purchase of GCEC site. Victorian Gov't does not approve compulsory acquisition.	5	1	Moderate
2	Victorian Gov't requires land acquisition funds to come from the project budget	4	1	Low
3	Agreement is reached on a lease, but the lease term is shorter than 50 years. It becomes difficult to attract a hotel investor.	5	2	Moderate
Detailed Planning				
4	Design QS exceeds available capital works budget	5	3	Significant
5	Lack of integration of GCEC design with the requirements of other site users s 47C	5	2	Moderate
6	Prospective s 47C	5	2	Moderate
7	Regulatory approvals delay issue of tender packages.	3	2	Low
8	Lack of participation by T/O's and existing Geelong convention venues/sector	4	2	Moderate
9	Design outcome is significantly different from that in the Western Beach Masterplan.	3	2	Moderate
10	Stakeholders, community and politicians not accepting the design	4	2	Moderate
11	Ongoing COVID impacts on use forecasts and design	5	3	Significant
Capital Works Program				
12	Regulatory Approvals delay construction	5	3	Significant
13	Interface issues between private development (hotel and commercial) and public development on the site	4	3	Moderate
14	Designs and related documentation insufficient for contractors	4	2	Moderate
15	Project cost exceeds budget	4	3	Moderate/Significant
16	Construction schedule exceeds estimated time	4	3	Moderate

Program Delivery				
17	Terms of City Deal milestone payments (retrospective) unacceptable to delivery agents.	4	2	Moderate
18	Inability to meet Commonwealth and/or State targets for engagement of indigenous workforce and local businesses.	3	3	Moderate
19	Governance Approval/support delays delivery of projects.	4	2	Moderate

1.4 Project Risk Control

ID	Existing Controls	Control Rating (uncontrolled, poor, satisfactory, good)
1	Victorian Valuer General process and Deakin University Act (2009).	Satisfactory
2	Request land acquisition funds/approval from Victorian Cabinet	Satisfactory
3	Compulsory acquisition mechanism	Satisfactory
4	Project design	Good
5	Project design	Good
6	Project design	Satisfactory
7	Compliance with Regulation	Satisfactory
8	Project design	Good
9	Project design	Good
10	Project design	Poor
11	Project design/Regulation	TBC
12	Operational planning	Poor
13	Project design	Satisfactory
14	Project design	Good
15	Project design	Satisfactory
16	Program design/standards and specifications	Poor
17	Program Design	Poor
18	Program Design	Poor
19	Program Design	Poor

1.5 Project Risk Mitigation

ID	Risk Action (avoid, share or retain, reduce, transfer) Mitigation Actions	Revised consequences rating	Revised likelihood rating	Revised risk rating (low, moderate, significant high)
1	reduce/share risk with other Victorian Government agencies responsible for a decision.	4	1	Low
2	avoid by securing land acquisition funds before commencing detailed planning	4	1	Low
3	avoid by use of compulsory acquisition if a settlement can't be reached by negotiation.	3	2	Moderate
4	avoid/reduce through ongoing engagement	4	2	Moderate
5	avoid/reduce through iterative engagement	5	1	Moderate
6	avoid through iterative engagement	5	1	Moderate
7	avoid/share through early engagement with regulators	2	1	Low
8	avoid through ongoing engagement	4	2	Moderate
9	avoid through monitoring and engagement	3	1	Low
10	avoid/reduce through iterative engagement	3	1	Low
11	Retain	5	3	Significant
12	reduce/retain through early engagement with regulators	5	2	Moderate
13	avoid/reduce through collaborative design	3	3	Moderate
14	avoid through peer review of design detail	4	1	Moderate
15	avoid/reduce via detailed cost plan	3	2	Moderate
16	avoid/retain by early response to risks	3	2	Moderate
17	share/transfer by underwriting delivery cost	4	2	Moderate
18	avoid through early engagement with target workforce	3	1	Low
19	share via peer review and timely approvals	2	1	Low

15.1 Operational Phase - Risk, Control and Mitigation Analysis

The risks outlined above have been assessed for the development phase of the Project. With the feasibility of the Project established, the objectives identified, and funding secured through the Geelong City Deal, the Detailed Planning (Phase II) outputs will set out a clear delivery strategy for project implementation, including planning, procurement, detailed design and delivery. In assessing the development phase risks, including those associated with construction and execution of the outputs/assets to be delivered, a range of project risks, controls and mitigation measures have been taken into consideration, including technical information, human resources, environmental consideration, stakeholder and community management and quality management. To the extent applicable, the operational risks of the delivery phase have been included above.

The Victorian Government will continue to monitor and re-assess these risks, controls and mitigations through the procurement process and consistently throughout the life cycle of the Project. The planning of operational and maintenance phases, involving all aspects from commissioning, handover, operations, maintenance and decommissioning, will be managed in accordance with the assessed risks and mitigation protocols yet to be determined. These measures will subsequently guide readiness of the project, handover to final owner/operator and transitioning to operations.

16 Transition to Operations

The operational strategy for the Project is outside the scope of the City Deal funding and this Project Plan, however to the extent that it is practical, recommendations have been outlined to ensure any subsequent operational planning takes into consideration economic, social and environmental outcomes of the Project to optimise the efficiency of the capital assets throughout their life.

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The operational strategy is to be developed during the detailed planning (Phase Two) of the Project. yet to be developed. s 47C

17 Project Tolerances and Escalation Path

A project discipline is evaluated by the Project Director and Project Manager as per the project tolerance protocols in the table below.

If the evaluated project discipline has a Low impact, the Project Manager is to inform the Project Director and key stakeholders of the project discipline but does not require a formal escalation process to be followed.

If the evaluated project discipline has a Medium impact, the Project Manager is to inform the Project Director and key stakeholders of the project discipline. In addition, the issue must be escalated to the Project Sponsor by the Project Director. The Project Sponsor and Project Director are to agree and to sign off the on the impact and mitigating actions.

If the evaluated project discipline has High impact, the Project Sponsor, Project Director is to be informed and the Project Manager is to follow the full formal Change Request Process for escalation. Detailed supporting documentation is required to be prepared and attached to the Change Request Form. The change request is to be reviewed and approved by the Project Control Board. Signoff can be done formally in the Project Control Board meeting.

ESCALATION RACI I= Inform; C= Consult; A= Approve	On Target Low	Monitoring Required Medium	Escalate to PROJECT CONTROL BOARD# High
<i>Project Manager / Stream Lead</i>	A	C	C
<i>Project Director</i>	I	A	C
<i>Project Sponsor</i>	I	A	C
<i>Project Control Board</i>	I	I	A

17.1 Project Tolerance Protocols

Disciplines	On Target – Low	Monitoring Required – Medium	Escalate to Project Control Board [#] - High
Finances	*Budget variation less than +/- 1% and \$50,000	Budget variance* between (+/- 1% and \$50,000) and (+/-2% and \$100,000)	*Budget variation greater than +/- 2% and \$100,000
Schedule	Schedule slip less than 10 days or 5% of total schedule**	Schedule slip is between (10 days or 5% of total schedule) and (20 days or 10% of total schedule)**	Schedule slippage greater than 20 days or 10% of total schedule**
Scope	Scope deliverables defined and agreed with stakeholders. And No changes in agreed project approach.	Some deliverables not yet agreed with all stakeholders and/or Minor change in agreed approach (i.e. deliverable and/or technology architecture/acquisition changes necessitating consequential budget and/or schedule changes, that are within the tolerances defined in this table).	Some deliverables not defined and/or Major change in agreed approach (i.e. deliverable and/or technology architecture/acquisition changes necessitating consequential budget and/or schedule changes, that are outside the tolerances defined in this table).
Risk	No new risks added to the Risk Register.	Existing risks rated as medium, high or extreme risks in the Risk Register being managed by the Project Manager against agreed mitigation strategies.	Existing and/or new medium, high or extreme risks that have not been mitigated and/or are not being resolved over time (no progress over the last 20 days).
Issues	No new issues. Issues register established.	No new issues. Existing issues are being managed by the Project manager against existing Issue Resolution Process.	Existing and/or new issues that have not been resolved or are not being resolved over time (no progress over the last 20 days).
Resources & Staffing	All required resources have been identified and confirmed for the next 6 months and a succession plan is in place.	All required resources have been identified and confirmed for the next 3 months but have not been identified or confirmed for the following 3 months and a mitigation strategy is in place.	Some required resources not available and/or confirmed for the next 3 months.

[#] The Project Director will escalate to the appropriate committee based on the impact on Project tolerance level performance.

* Budget variation is calculated to be the difference between the forecast budget (FB) and the actuals (A) as a percentage of the allocated budget (ie $100(FB - A)/FB$).

** Whichever is the smaller of the two values -schedule slippage reports delays only. Schedule slippage is calculated as the difference between the current estimated completion date and the baseline date expressed in both days and as a percentage of total project days.

Disciplines	On Target – Low	Monitoring Required – Medium	Escalate to Project Control Board# - High
<i>Benefits</i>	<p><i>Project benefits are articulated, and the required tracking and monitoring processes are in place and are being used to monitor benefits realisation.</i></p> <p><i>And/or</i></p> <p><i>Variation of <1% to any single benefits target*.</i></p>	<p><i>Project benefits are articulated, and the required tracking and monitoring processes are in place and are being used to monitor benefits realisation</i></p> <p><i>And/or</i></p> <p><i>Variation of <2.5% to any single benefits target*.</i></p>	<p><i>Project benefits are not articulated and/or the required tracking and monitoring processes are not in place or are not being used to monitor benefits realization</i></p> <p><i>And/or</i></p> <p><i>Variation of >+/- 5% to any single benefits target*.</i></p>
<i>Purchasing</i>	<p><i>All project procurement is planned and acquisitions are tracking to resource plan.</i></p>	<p><i>All project procurement is planned; some slippage in acquisitions (slippage <30 days and/or consequential schedule slippage is within tolerance) and a mitigation strategy is in place.</i></p>	<p><i>All project procurement is not planned and/or acquisitions are not tracking to plan (slippage. >30 days and/or consequential schedule slippage is out of tolerance).</i></p>

+ Percentage values to be agreed with Benefits Manager or equivalent position.