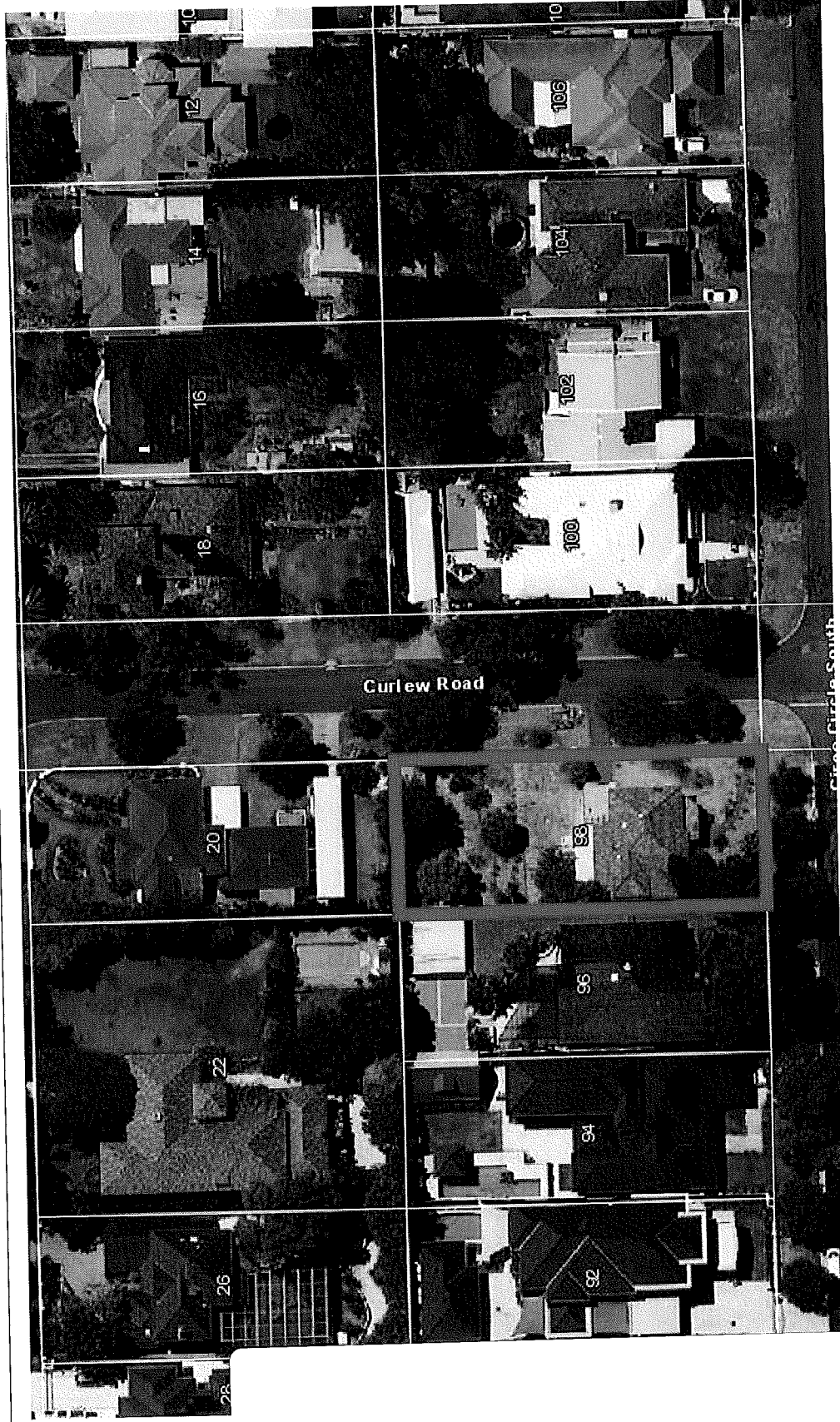


D44.11 – Attachment 1
Locality Plan



Aerial Photograph

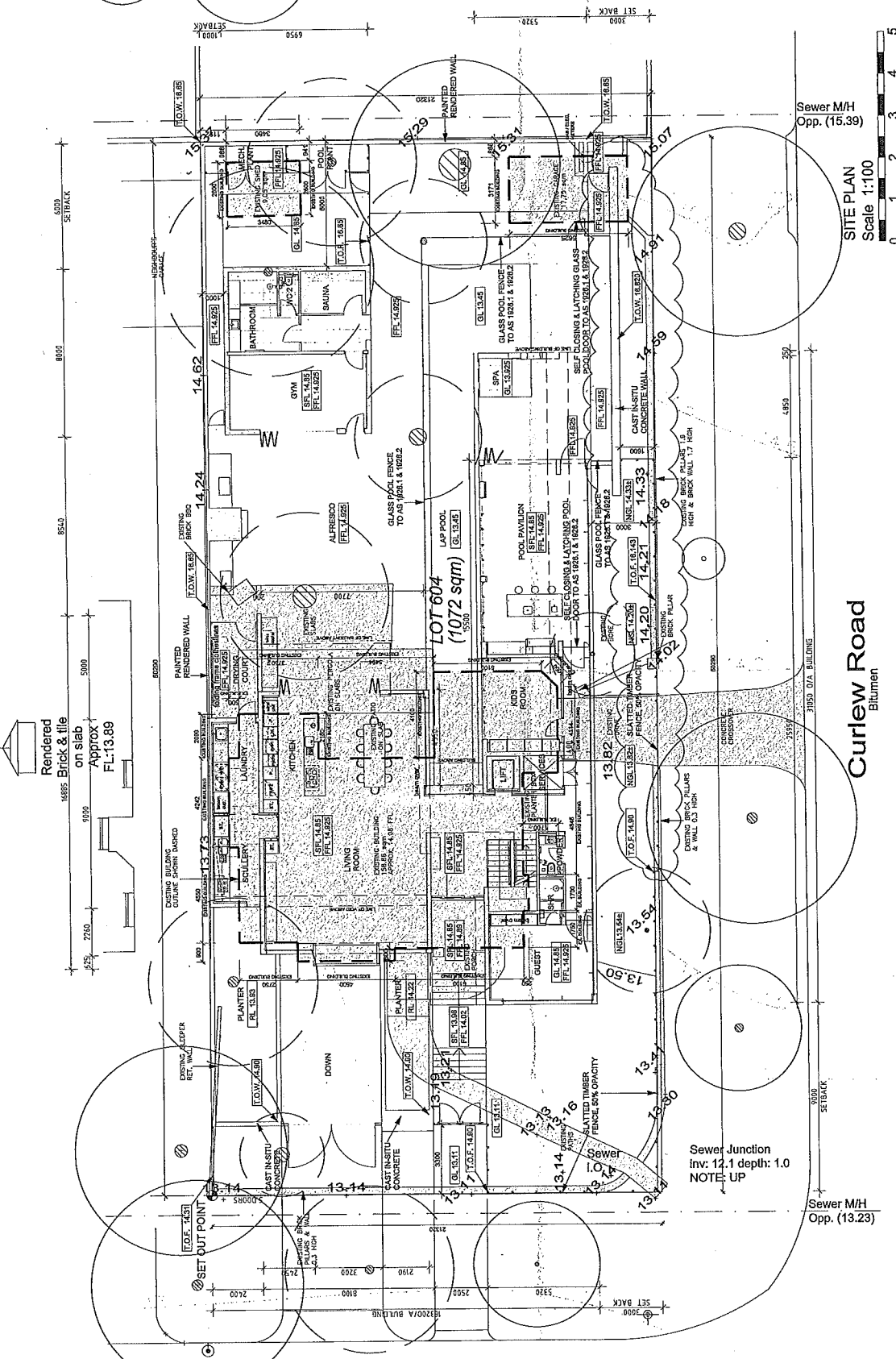
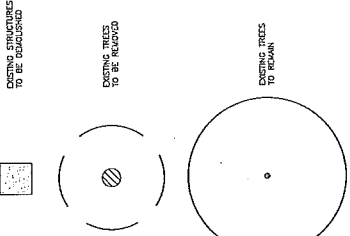
1:812



City of Nedlands

D44.11 – Attachment 2
Aerial Photograph

LEGEND



CITY OF NEDLANDS
- 1 JUN 2011
RECEIVED

SITE PLAN
Scale 1:100

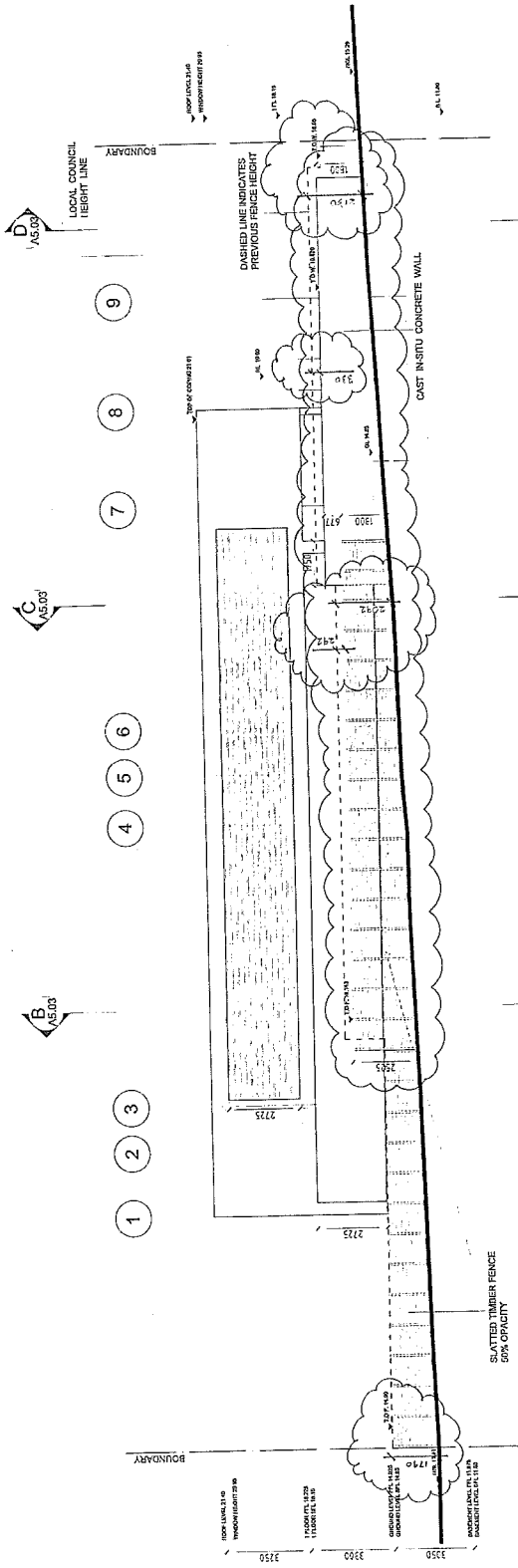
NOTE:
CLOUDED AREAS CHANGED
FROM PREVIOUS DA -
SUBMITTED ON 22.10.2010

D44.11 – Attachment 3
Site Plan:
Fence shown clouded

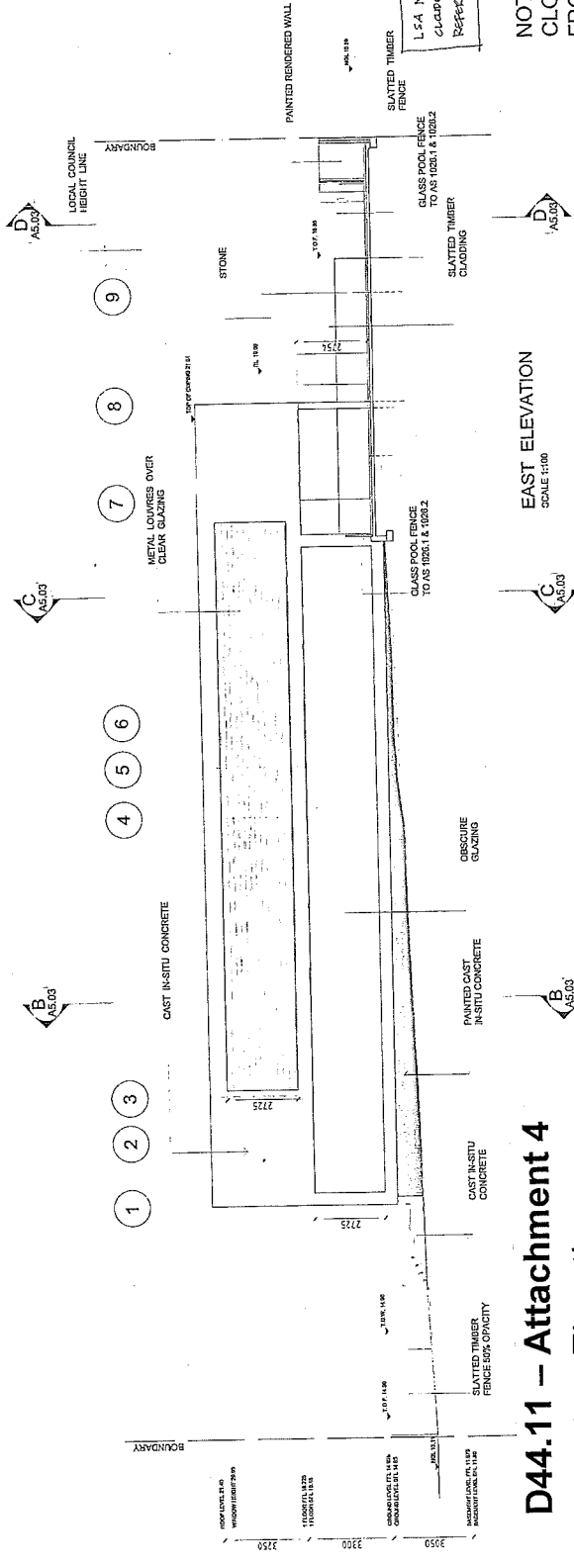
98 Circle Circle
Bitumen

	PROJECT NO: DA 02C DATE: 18.03.2011 SCALE: 1:100 SHEET: DA
	CHECKED BY: [Signature] DATE: 18.03.2011
PROJECT NAME: 98 CIRCLE CIRCLE DALKEITH WA	TITLE: SITE PLAN
CLIENT: MR & MRS DE FELICE	PROJECT: PROPOSED RESIDENCE
ARCHITECT: LAWRENCE SCANLAN ARCHITECTS 1081 EAST BRIDGE ROAD, SUITE 101, PERTH WA 6000 TEL: (08) 9437 1010 FAX: (08) 9437 1011	PROJECT NO: DA 02C DATE: 18.03.2011 SCALE: 1:100 SHEET: DA

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EAST ELEVATION FROM CURLEW ROAD
(FOR FINISHES REFER TO ELEVATION BELOW)
SCALE 1:100



EAST ELEVATION
SCALE 1:100

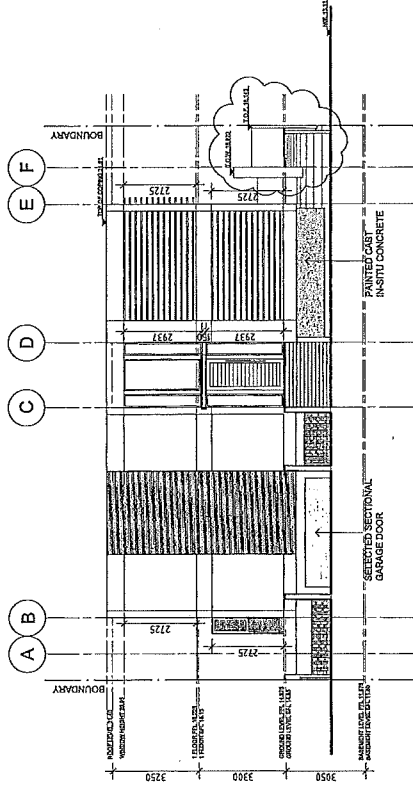
CITY OF DALKEITH
21 JUL 2011
REVISIONS

NOTE: APPROVAL NOTES IN RED
CLOURED AS REQUESTED BY COUNCIL.
REFER TO LETTER TO COUNCIL DATED 19.07.11.

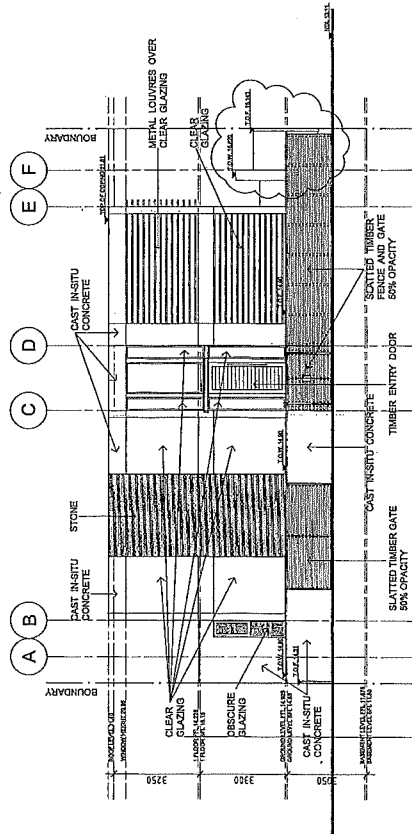
NOTE:
CLOURED AREAS CHANGED
FROM PREVIOUS DA -
SUBMITTED ON 22.10.2010

D44.11 – Attachment 4
East Elevation:
Fence shown clouded

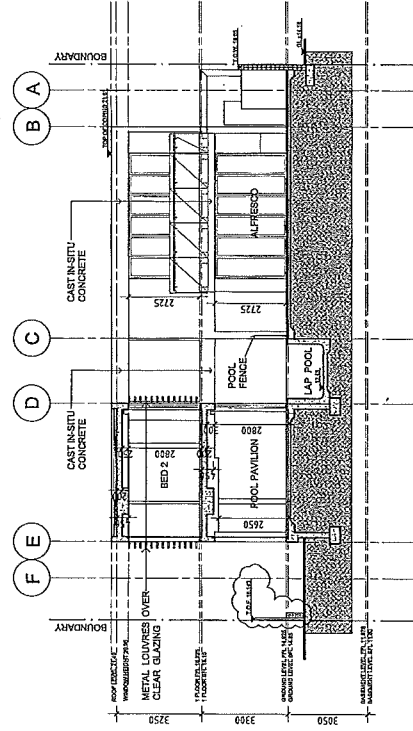
<p>PROJECT NO: 100190005 DATE: 19/02/2011 SCALE: 1:100 SHEET: 04 DRAWN: PA CHECKED: TY SCALE: RFP - PHASE 1</p>	<p>PROJECT TITLE: EAST ELEVATION</p>	<p>CLIENT: MR & MRS DE FELICE</p>	<p>PROJECT: PROPOSED RESIDENCE</p>	<p>DA 06C</p>
		<p>98 CIRCE CIRCLE DALKEITH WA</p>	<p>LAWRENCE SCANLAN ASSOCIATES PTY LTD ARCHITECTS</p>	<p>9 JUL 2011 - 12:28 PM</p>



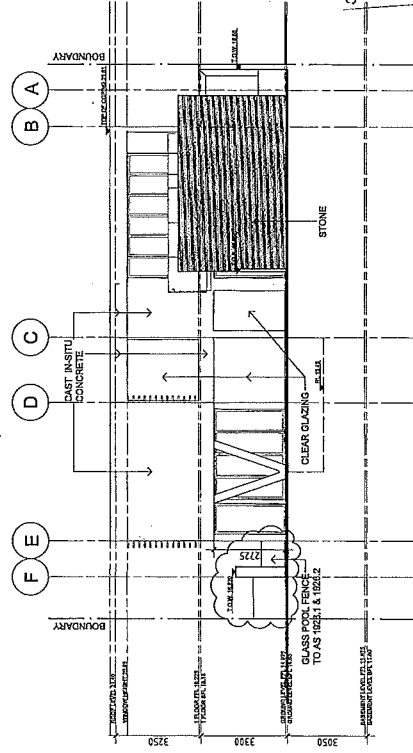
SOUTH ELEVATION
(FOR FINISHES REFER TO
ADJACENT ELEVATION)
SCALE 1:100



SOUTH ELEVATION FROM CIRCE CIRCLE
SCALE 1:100



SECTION CC
SCALE 1:100



NORTH ELEVATION
SCALE 1:100

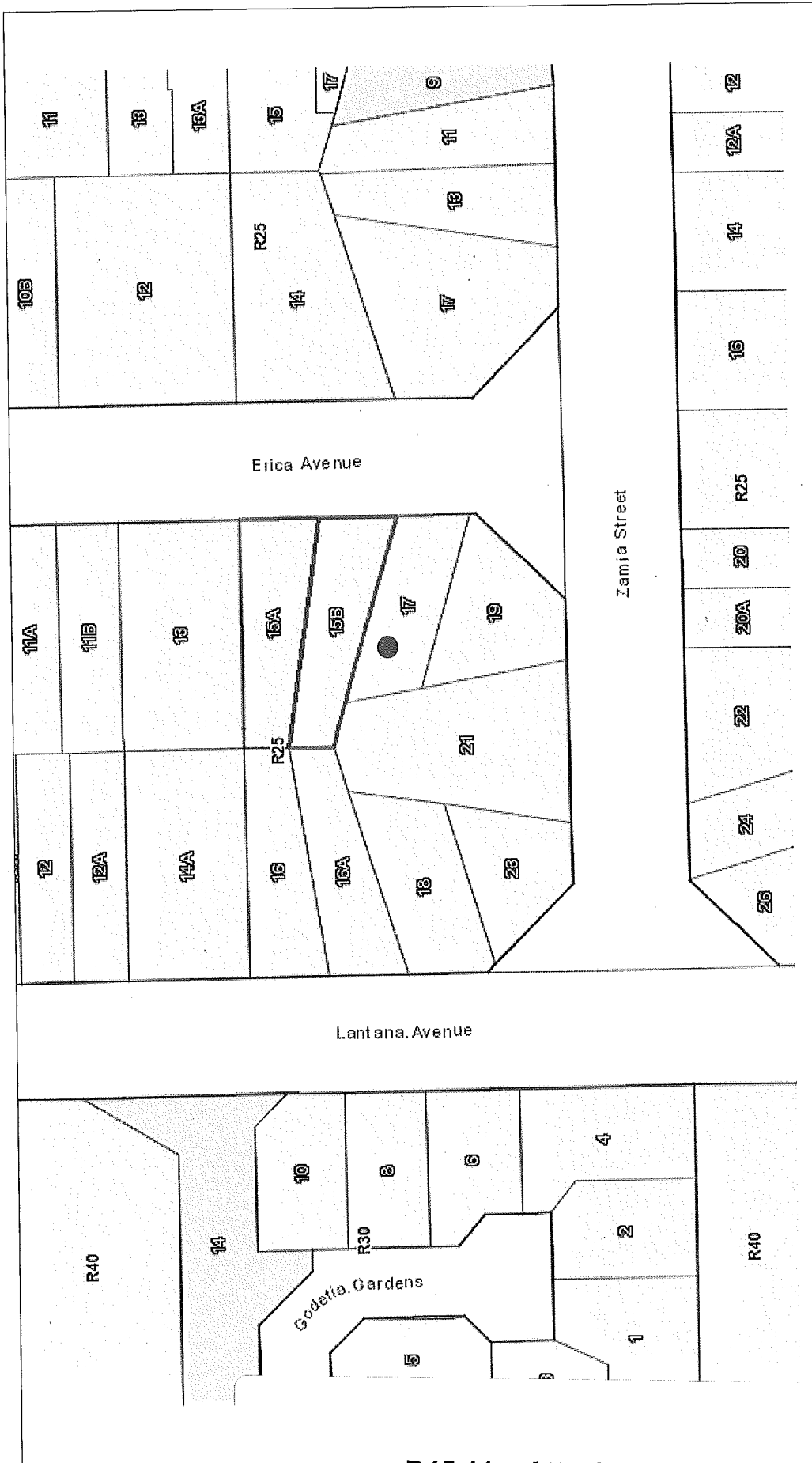
D44.11 – Attachment 5
North and South Elevations:
Fence shown clouded

NOTE:
CLOUDED AREAS CHANGED
FROM PREVIOUS DA -
SUBMITTED ON 22.10.2010

CITY OF NEELANDS
- 1 JUN 2011
RECEIVED

CLIENT MR & MRS DE FELICE	PROJECT PROPOSED RESIDENCE 98 CIRCE CIRCLE DALKEITH WA	DRAWING NO 000 006	DATE 18.03.2011	DRAWING NO DA 08c
		SCALE 1:100	DRAWN BY RA	CHECKED BY RA
THE SECTION AND ELEVATIONS: NORTH AND SOUTH ELEVATION SECTION C		PROJECT MARK 000 006		
LAWRENCE SCANLAN ARCHITECTS ARCHITECTS 10/1100 WILSON STREET, PERTH WA 6000 TEL: 08 9442 1000 FAX: 08 9442 1001		SCALE RPT STAT: 1		

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Locality Plan

1:971

● -Advertised



City of Nedlands

D45.11 – Attachment 1
Locality Plan



Attachment 2 - Aerial Photograph

D45.11 – Attachment 2
Aerial Photograph

REV	VO #	DRN	DATE	CHK
01	VO 03	CB	03.05.11	CB
02	VO 04	CB	10.05.11	CB
03	VO 05 SHIRE	CB	25.05.11	CB

SEWER CONNECTION POSITION
 APPROXIMATE ONLY
 SEWER INVERT LEVEL 22.79
 SEWER BROUGHT UP 2.20
 DEPTH TO CONNECTION 0.95

WATER

STOP VALVE	SV
HYDRANT	HY
FLUSH POINT	FP
WATER TAP	TP
WATER MARKER	VM
WATER METER	MP

DRAINAGE

SW MANHOLE	○
GRATE	▢
SIDE ENTRY PIT	▢

SEWERAGE

SEWER MANHOLE	○
INSPECT. SHAFT	IS
INSPECT. OPENING	IO
HOUSE CONNECTION	HC

POWER

CONSUMER POLE	CP
POWER POLE	PP
LIGHT POLE	LP
STAY POLE	SP
U/G CABLE BOX	CBX
CABLE M/H	⊗
CABLE DOME	⊗

TELSTRA

TELSTRA MARKER	T
TELSTRA PIT	TEL
TELSTRA M/H	⊗
OPTICAL FIBRE PIT	⊗ O.F.

GAS

GAS MARKER	G
GAS METER	GM
GAS VALVE	GV

SURVEY

PEG FOUND	PF
PEG DISTURBED	PD
PEG GONE	PG
NAIL AND PLATE	SNP
CONTROL POINT	△
DATUM	⊕

SERVICE RECORD

SERVICE	STATUS			
	LOCATED	AVAILABLE	NO SERVICE	CONFIRM
WATER	✓			
SEWERAGE	✓			
GAS		✓	✓	
TELSTRA		✓	✓	
POWER U/G	✓			✓

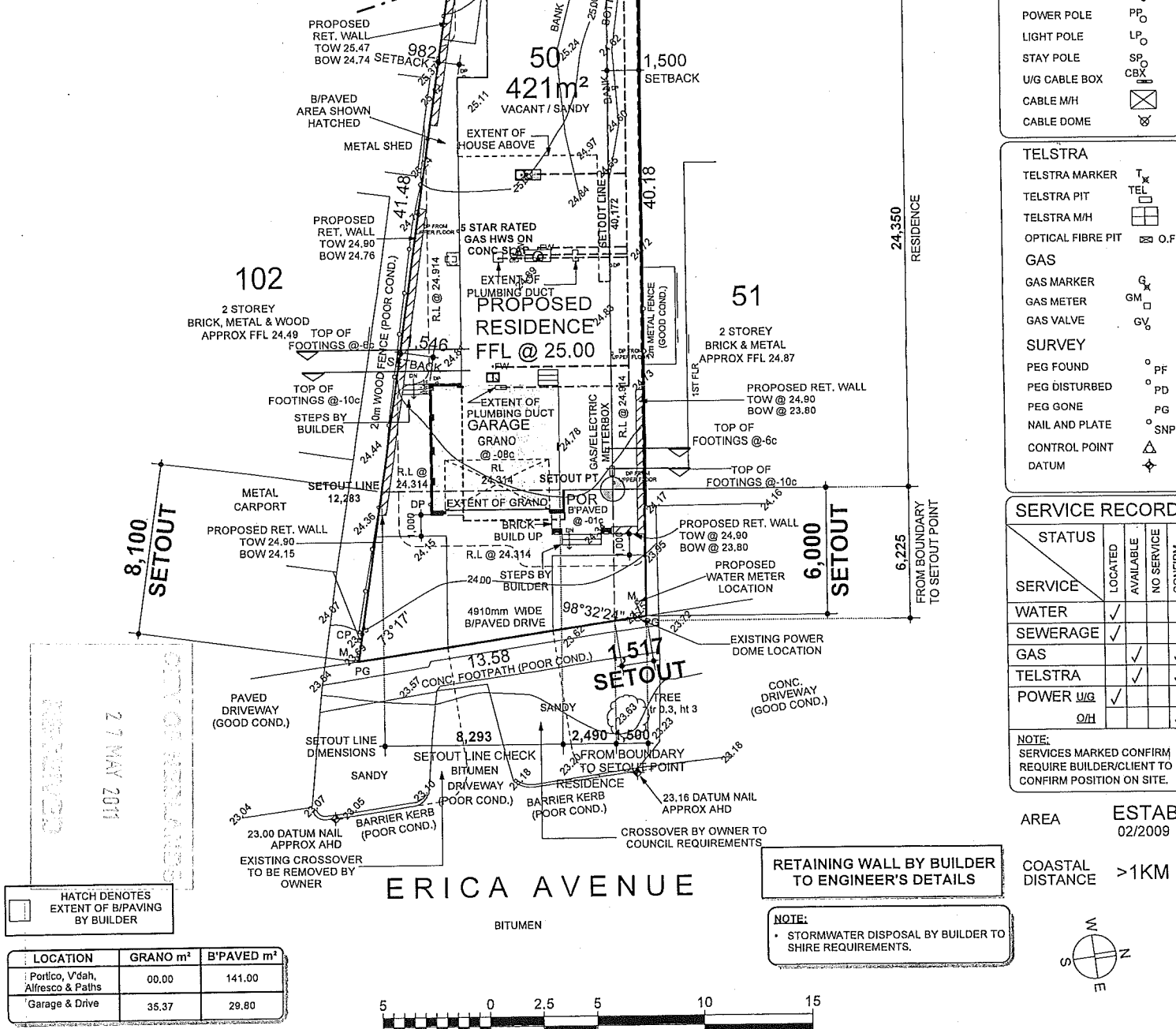
NOTE: SERVICES MARKED CONFIRM REQUIRE BUILDER/CLIENT TO CONFIRM POSITION ON SITE.

AREA ESTAB. 02/2009

COASTAL DISTANCE >1KM

Sub-contractors to verify all dimensions on site.
 THIS IS ONE OF THE DRAWINGS REFERRED TO IN THE CONTRACT.
 DATED:...../...../.....

OWNER	WITNESS
OWNER	WITNESS
BUILDER	WITNESS



HATCH DENOTES EXTENT OF B/PAVED BY BUILDER

LOCATION	GRANO m²	B/PAVED m²
Pontico, V'dah, Allresco & Paths	00.00	141.00
Garage & Drive	35.37	29.80

RETAINING WALL BY BUILDER TO ENGINEER'S DETAILS

NOTE:
 • STORMWATER DISPOSAL BY BUILDER TO SHIRE REQUIREMENTS.

CLIENT	A. & J. MARSHALL	SURVEYED ON	08/02/11	LOT	50 (#15B) ERICA AVENUE
AUTHORITY	CITY OF NEDLANDS	PROCESSED BY	AC	SUBURB	MT CLAREMONT
MAP REF.	371 B 6			BUILDER	IN-VOGUE
				C/T Vol. Fol.	2711/964
				DP :	61658

SITE PLAN
1:200

D45.11 - Attachment 3
Proposed Site Plan:

LINKS Surveying
 P.O.Box 118 Willetton 6955
 Email: links@surveylink.com.au
 Ph. (08) 9354 8511 Fax. (08) 9354 8522

SCALE @ A3	JWH REF No	LINKS JOB No	REV
1: 200	24069	13 OF 16	18782001 A

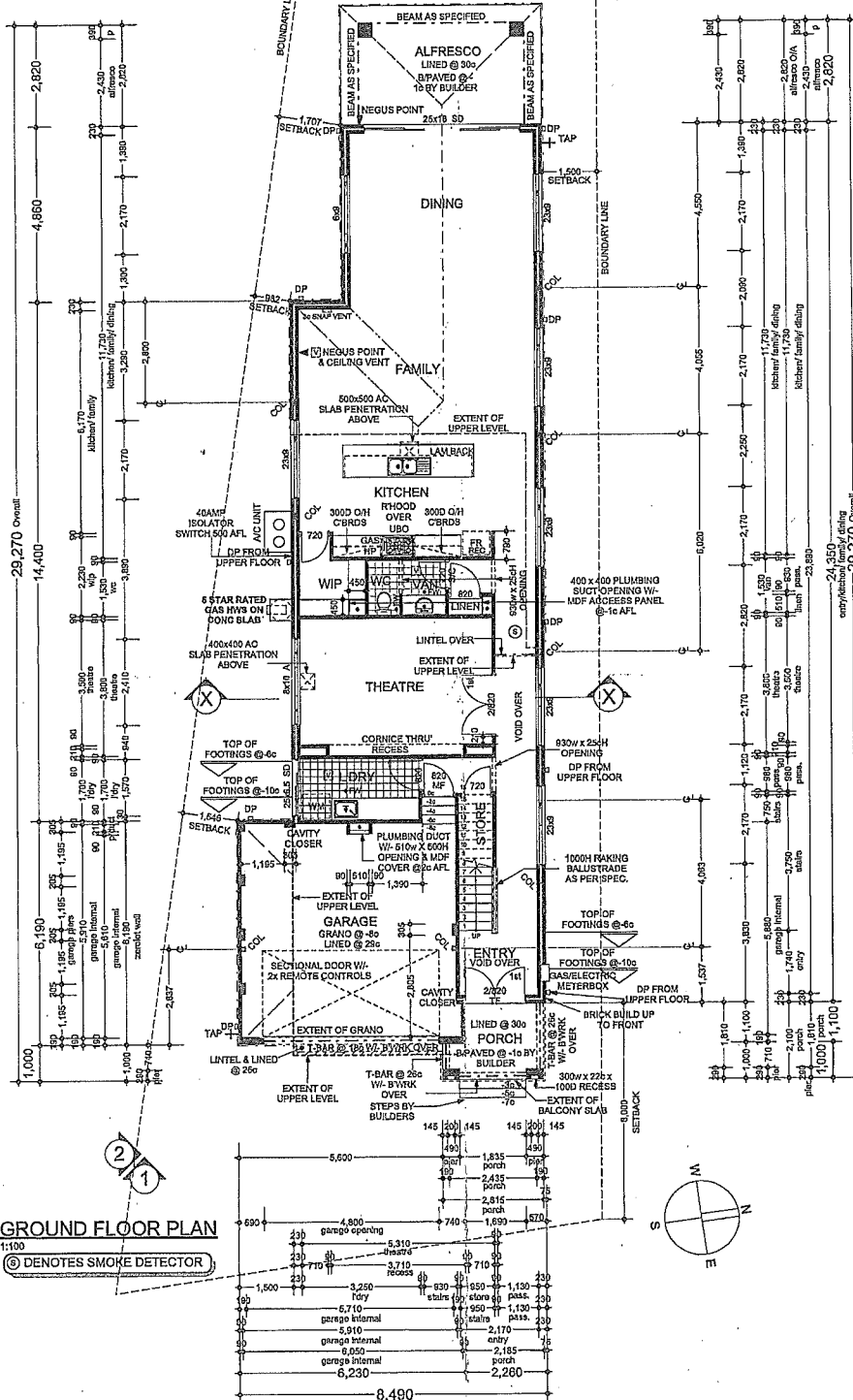
RENDER WITH 2 COATS OF PAINT.

NOTE:
 • LOCATION OF DOWN PIPES IS INDICATIVE ONLY & MAY BE CHANGED AT BUILDERS DISCRETION
 • 30c CEILINGS TO GROUND FLOOR THROUGHOUT UNLESS OTHERWISE NOTED.
 • PROVIDE 2 COATS OF WASHABLE ACRYLIC PAINT TO INTERNAL WALL.

WIND CLASSIFICATION AS PER A.S. 4055:
 N1 - FOR GROUND STOREY OF RESIDENCE
 N1 - FOR UPPER STOREY OF RESIDENCE
 NOTE: FOR RESIDENCES GREATER THAN DOUBLE STOREY REFER TO THE ENGINEERS OFFICE.

Floor Areas - All Stories			
Floor	Location	Area	Perimeter
1st Floor	UPPER FLOOR	114.02	48.38
	BALCONY	6.32	10.15
		119.34 m²	
Ground floor	GROUND FLOOR	140.09	64.12
	GARAGE	37.66	28.28
	ALFRESCO	16.34	17.73
	PORCH	6.22	9.63
		201.32 m²	
		320.66 m²	

ROOF AREA(S) ON FLAT:
 Ground Floor
 26° 38' PITCHED ROOF = 85.10m²
 Upper Floor
 28° 38' PITCHED ROOF = 139.99m²
TOTAL AREA = 225.09m²



D45.11 – Attachment 4
Ground Floor Plan

CITY OF NEDLANDS
 27 MAY 2011
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<p>65 Wiluna Drive, Chatter Park, N.Y.A. 60717 P.O. Box 55, Westland Shipping Centre, Inland, W.A. 6216</p>		<p>THE VOYAGER MODERN © COPYRIGHT 5697</p>	
<p>Sub-contraction to work at all dimensions on site. THIS IS ONE OF THE DRAWINGS REFERRED TO IN THE CONTRACT. DATED: _____</p>		<p>RENEWED COLLECTION THE VOYAGER SHIPYARD COLLECTION</p>	
<p>OWNER: _____ WITNESS: _____</p>	<p>OWNER: _____ WITNESS: _____</p>	<p>BUILDER: _____ WITNESS: _____</p>	<p>CLIENT: A. & J. MARSHALL ADDRESS: LOT 50 (#15) ERICA AVENUE MT CLAREMONT</p>
<p>SHEET NO. 1 OF 16 DATE: 24/06/99 REVISION DATE: 25.05.11</p>	<p>REV. NO. # P.N. DATE CHK</p> <p>01 CSO 03.05.11 CS</p> <p>02 VO 04 10.05.11 CS</p> <p>03 VO 05 25.05.11 CS</p>	<p>65 Wiluna Drive, Chatter Park, N.Y.A. 60717 P.O. Box 55, Westland Shipping Centre, Inland, W.A. 6216</p>	

Renowned Collection
By In-Vogue 2-Storey Designs

65 Walters Drive, Osborne Park, W.A. 6017.
Telephone: (08) 9202 9200.
Facsimile: (08) 9202 9201.
P.O. Box 55, Westfield Shopping Centre,
Innaloo, W.A. 6918.

REV	VO #	CSO	DATE	CHK
01	VO 03	CB	03.05.11	CB
02	VO 04	CB	10.05.11	CB
03	VO 05 SHIRE	CB	25.05.11	CB

Sub-contractors to verify all dimensions on site.

THIS IS ONE OF THE DRAWINGS REFERRED TO IN THE CONTRACT.
DATED: 27 MAY 2011

OWNER: ERICA AVENUE MT CLAREMONT
WITNESS: [Signature]
OWNER: A. & J. MARSHALL
WITNESS: [Signature]
BUILDER: [Signature]

RENDER WITH 2 COATS OF PAINT.

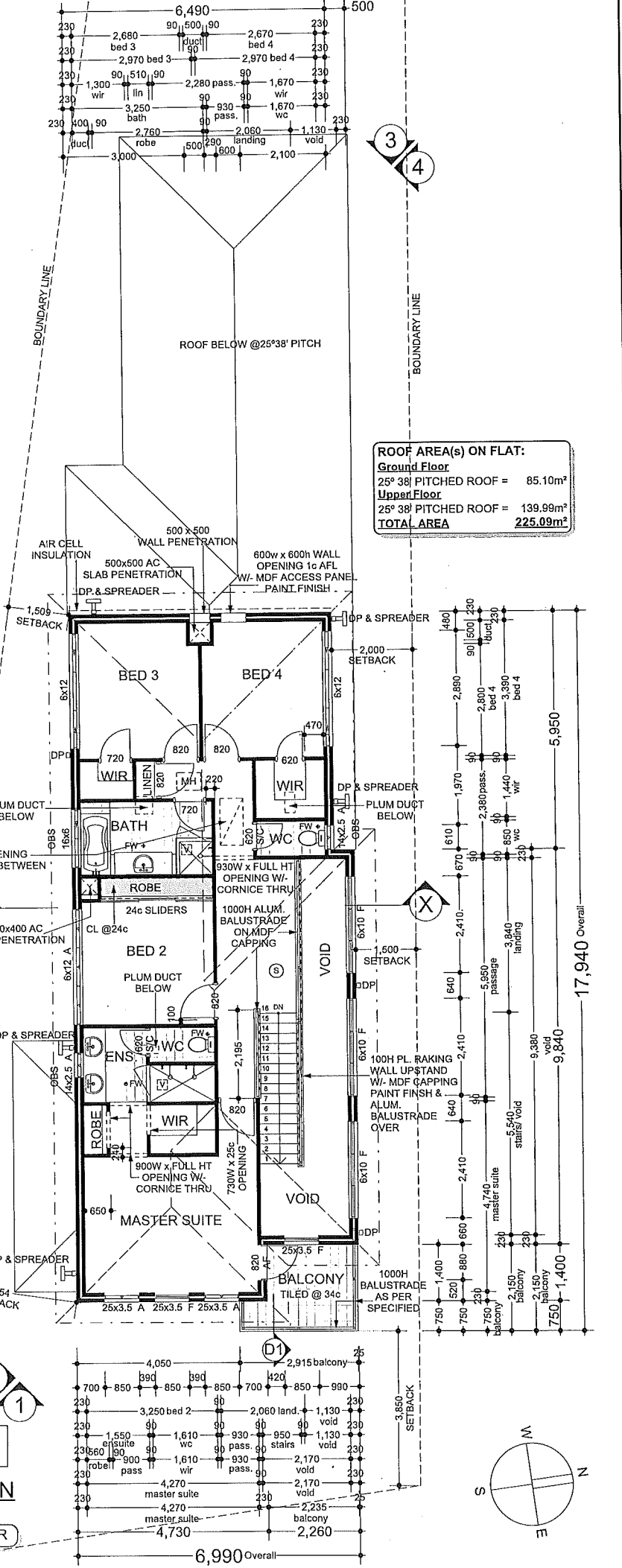
NOTE:

- LOCATION OF DOWN PIPES IS INDICATIVE ONLY & MAY BE CHANGED AT BUILDERS DISCRETION
- PROVIDE 2 COATS OF WASHABLE ACRYLIC PAINTING TO INTERNAL WALL
- PROVIDE AIR CELL INSULATION TO BED 3 & 4 WEST FACING WALLS

WIND CLASSIFICATION AS PER A.S. 4055:
N1 - FOR GROUND STOREY OF RESIDENCE
N1 - FOR UPPER STOREY OF RESIDENCE
NOTE: FOR RESIDENCES GREATER THAN DOUBLE STOREY REFER TO THE ENGINEERS OFFICE.

Floor Areas - All Stories

Floor	Location	Area	Perimeter
1st floor	UPPER FLOOR	114.02	48.36
	BALCONY	5.32	10.13
		119.34 m²	
Ground floor	GROUND FLOOR	140.09	64.12
	GARAGE	37.66	25.28
	ALFRESCO	18.35	17.72
	PORCH	5.22	9.63
		201.32 m²	
		320.66 m²	



D45.11 - Attachment 5
Upper Floor Plan

CLIENT: A. & J. MARSHALL
ADDRESS: LOT 50 (#15) ERICA AVENUE MT CLAREMONT

THE VOYAGER

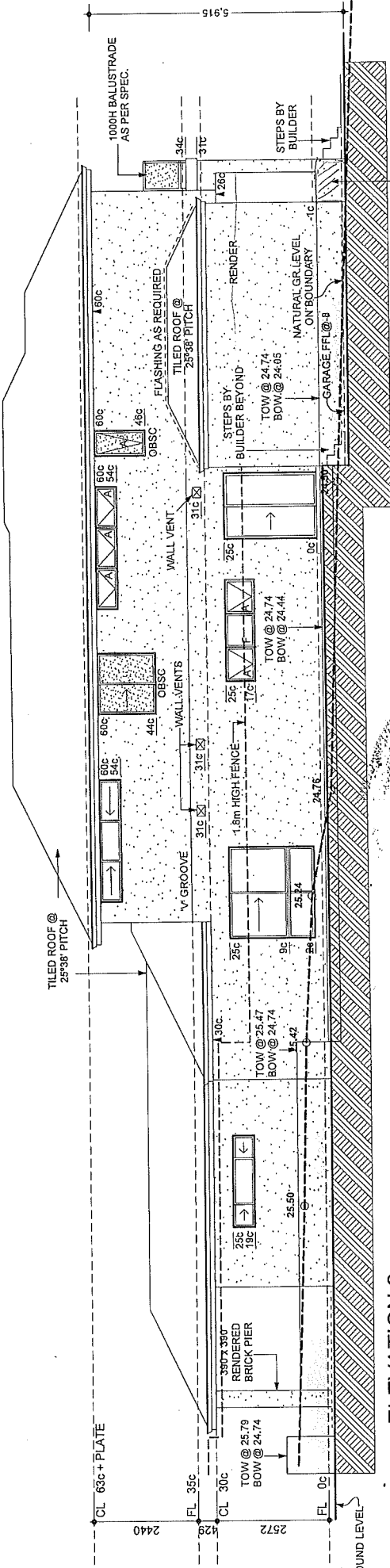
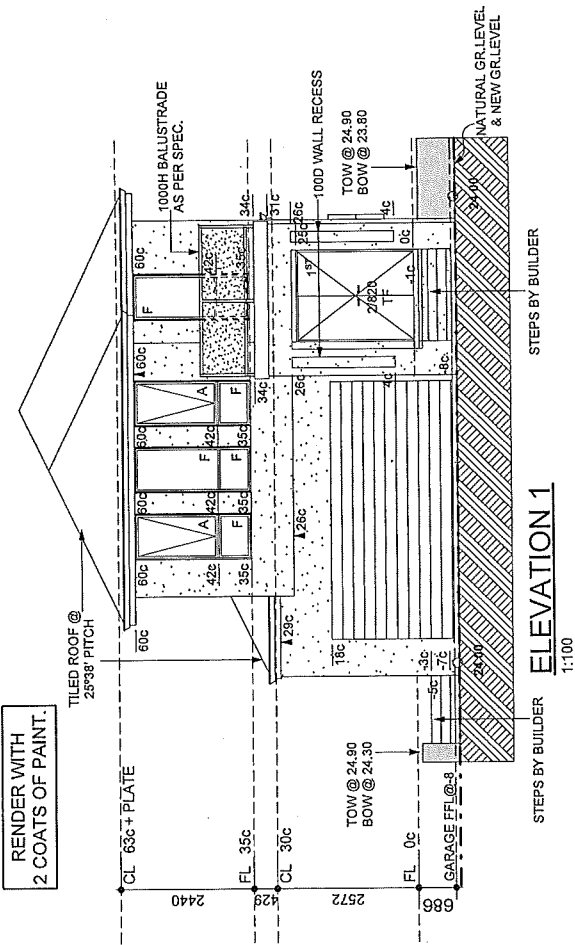
MODEL N° 5697
DATE 25.05.11

REVISION 03

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SHEET N° 2 OF 16
JOB N° 24069

D45.11 – Attachment 6

South & East Elevation Plans



RENDER WITH
2 COATS OF PAINT.

ELEVATION 1
1:100

ELEVATION 2
1:100

DATE FOR RECORDS
27 MAY 2011
RECEIVED

CLIENT:
A. & J. MARSHALL
ADDRESS:
**LOT 50 (#15)
ERICA AVENUE
MT CLAREMONT**

THIS IS ONE OF THE DRAWINGS
REFERRED TO IN THE CONTRACT.
DATED:.....
OWNER: WITNESS:
OWNER: WITNESS:
BUILDER: WITNESS:

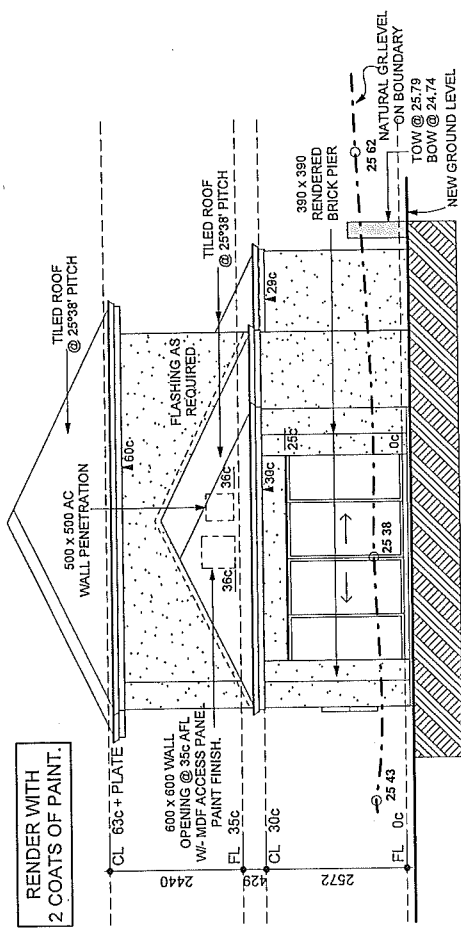
REV	VO #	DRN	DATE	CHK
01	VO 03	CSO	03.05.11	CB
02	VO 04	CB	03.05.11	CB
03	VO 05 SHIRE	CB	10.05.11	CB
	VO 05 SHIRE	CB	25.05.11	CB

RENEWED COLLECTION
By In-Vogue 2-Storey Designs

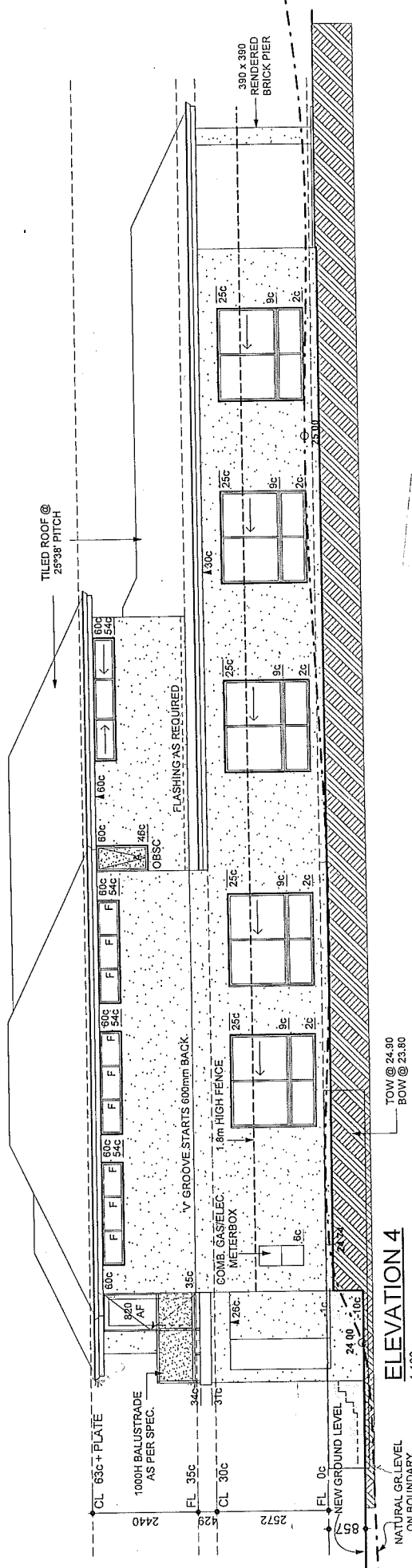
65 Wallers Drive, Osborne Park, W.A. 6017.
Telephone: (08) 9202 9200.
Facsimile: (08) 9202 9201.
P.O. Box 65, Westfield Shopping Centre,
Innaloo, W.A. 6918.

REVISION	03
DATE	25.05.11
MODEL N°	5697
© COPYRIGHT	
SHEET N°	3 OF 16
JOB N°	24069

D45.11 – Attachment 7
North & West Elevation Plans



ELEVATION 3
 1:100



ELEVATION 4
 1:100

RENEWED COLLECTION
 By In-Vogue 2-Storey Designs
 65 Walters Drive, Osborne Park, W.A. 6017.
 Telephone: (08) 9202 9200.
 Facsimile: (08) 9202 9201.
 P.O. Box 55, Westfield Shopping Centre,
 Innaloo, W.A. 6918.

REV	VO #	DRN	DATE	CHK
01	VO 03	CSO	03.05.11	CB
02	VO 04	CB	10.05.11	CB
03	VO 05 SHIRE	CB	25.05.11	CB

THIS IS ONE OF THE DRAWINGS REFERRED TO IN THE CONTRACT.
 DATED:
 OWNER: WITNESS:
 OWNER: WITNESS:
 BUILDER: WITNESS:

THE VOYAGER
 MODEL N° 5697
 © COPYRIGHT
 SHEET N° 4 OF 16
 JOB N° 24069

REVISION 03
 DATE 25.05.11

CLIENT: **A. & J. MARSHALL**
 ADDRESS: **LOT 50 (#15) ERICA AVENUE MT CLAREMONT**

27 MAY 2011
 RECEIVED

— Sub-contractors to verify all dimensions on site.

SEWER CONNECTION POSITION
 APPROXIMATE ONLY
 SEWER INVERT LEVEL 22.79
 SEWER BROUGHT UP 2.20
 DEPTH TO CONNECTION 0.95

WATER	
STOP VALVE	SV
HYDRANT	HY
FLUSH POINT	FP
WATER TAP	TP
WATER MARKER	WM
WATER METER	MP
DRAINAGE	
SW MANHOLE	○
GRATE	□
SIDE ENTRY PIT	□

SEWERAGE	
SEWER MANHOLE	○
INSPECT. SHAFT	IS
INSPECT. OPENING	IO
HOUSE CONNECTION	HC
POWER	
CONSUMER POLE	CP
POWER POLE	PP
LIGHT POLE	LP
STAY POLE	SP
U/G CABLE BOX	CB
CABLE M/H	⊗
CABLE DOME	⊗

TELSTRA	
TELSTRA MARKER	T
TELSTRA PIT	TEL
TELSTRA MIH	□
OPTICAL FIBRE PIT	⊗ O.F.
GAS	
GAS MARKER	C
GAS METER	GM
GAS VALVE	GV
SURVEY	
PEG FOUND	° PF
PEG DISTURBED	° PD
PEG GONE	° PG
NAIL AND PLATE	° SNP
CONTROL POINT	△
DATUM	◆

SERVICE RECORD				
STATUS	LOCATED	AVAILABLE	NO SERVICE	CONFIRM
WATER	✓			
SEWERAGE	✓			
GAS		✓		✓
TELSTRA		✓		✓
POWER	✓			✓
NOTE: SERVICES MARKED CONFIRM REQUIRE BUILDER/CLIENT TO CONFIRM POSITION ON SITE.				

AREA ESTAB. 02/2009

COASTAL DISTANCE >1KM



REV	VO #	DRN	DATE	CHK
		CSO	30.04.11	

Sub-contractors to verify all dimensions on site.

THIS IS ONE OF THE DRAWINGS REFERRED TO IN THE CONTRACT.

DATED:.....

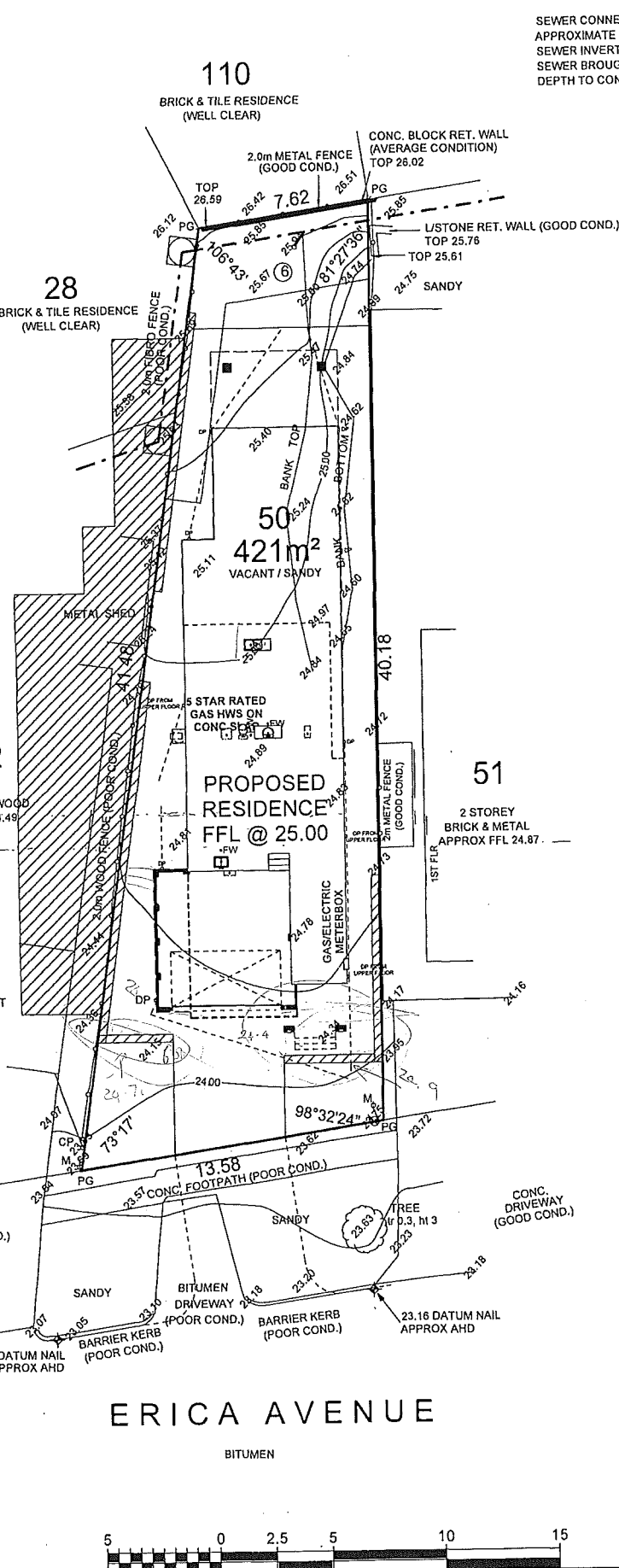
OWNER	WITNESS
OWNER	WITNESS
BUILDER	WITNESS

City of Nedlands - 5 May 2011

OVERSHADOWING AREA ON 21st JUNE AT 1200 NOON

109.01m² (28.2%) OVERSHADOWING INTO NEIGHBOURS PROPERTY

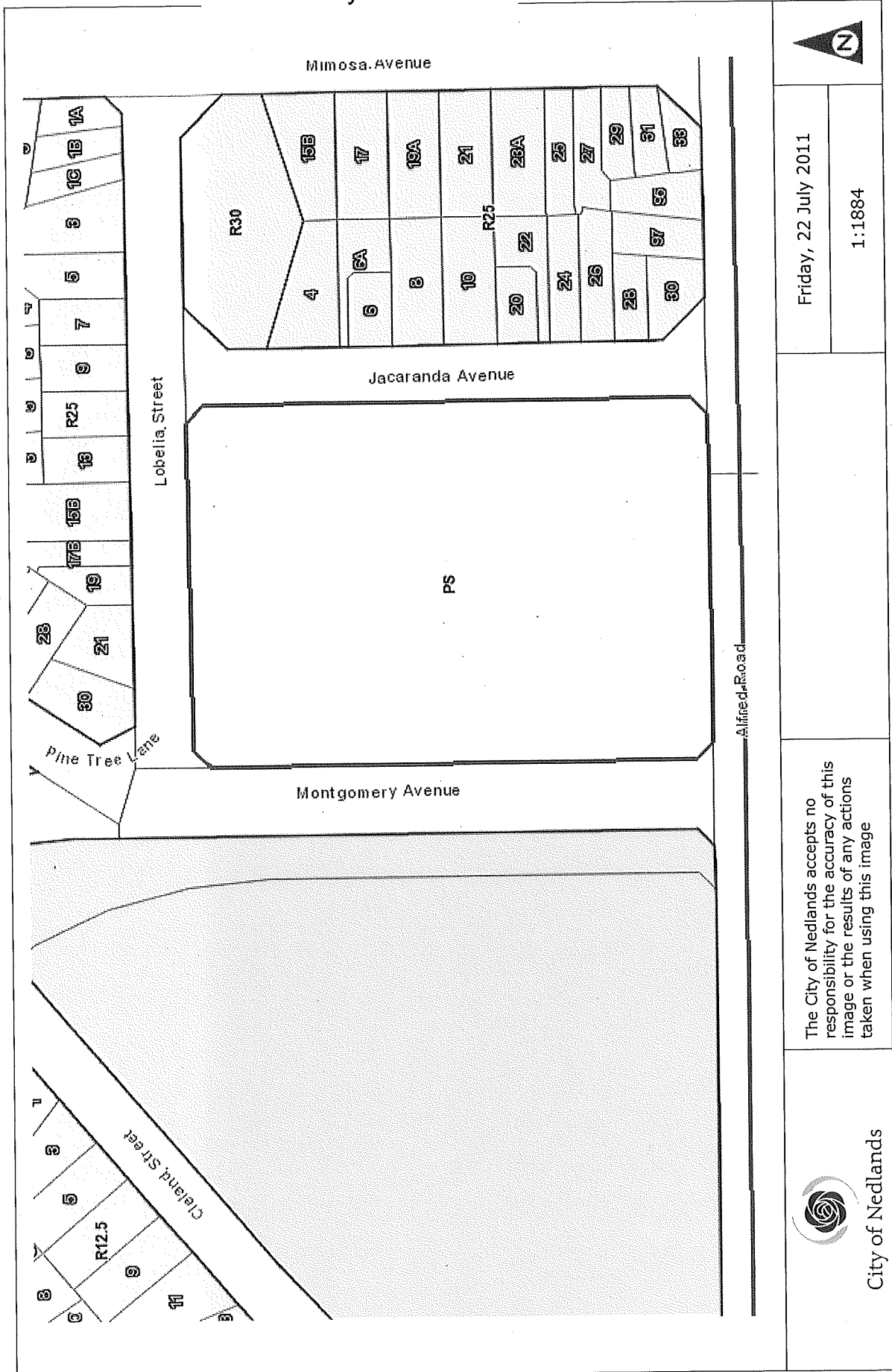
**D45.11 - Attachment 8
Overshadowing Plan**



RECEIVED
- 5 MAY 2011
CITY OF NEDLANDS

CLIENT	A. & J. MARSHALL	SURVEYED ON	08/02/11	LOT	50 (#15B) ERICA AVENUE
AUTHORITY	CITY OF NEDLANDS	PROCESSED BY	AC	SUBURB	MT CLAREMONT
MAP REF.	371 B 6	SURVEYED BY	AC	BUILDER	IN-VOGUE
				C/T Vol. Fol.	2711/964
				DP:	61658
<p>SITE OVERSHADOW PLAN 1:200</p> <p>LINKS Surveying P.O.Box 118 Willetton 6955 Email: links@surveylink.com.au Ph. (08) 9354 8511 Fax. (08) 9354 8522</p>					
SCALE @ A3	JWH REF No	LINKS JOB No	REV		
1:200	24069	14 OF 16	18782001 A		

D46.11 – Attachment 1 Locality Plan



Friday, 22 July 2011

1:1884

The City of Nedlands accepts no responsibility for the accuracy of this image or the results of any actions taken when using this image



City of Nedlands

D46.11 – Attachment 2
Extent of the Market Area

LOBELIA STREET

MAXIMUM
EXTENT OF
MARKET

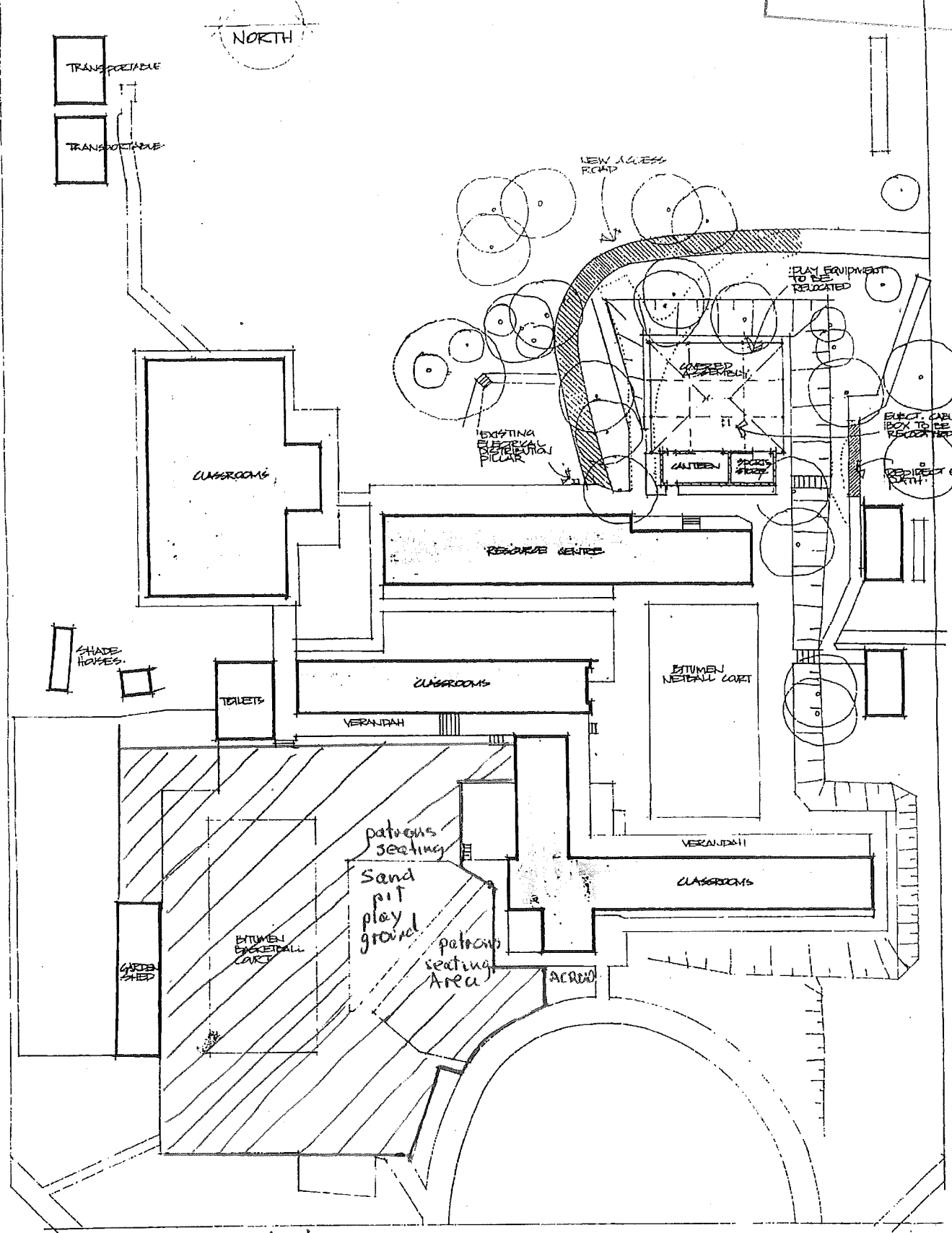
CITY OF NEDLANDS

25 MAR 2011



MONTGOMERY DRIVE

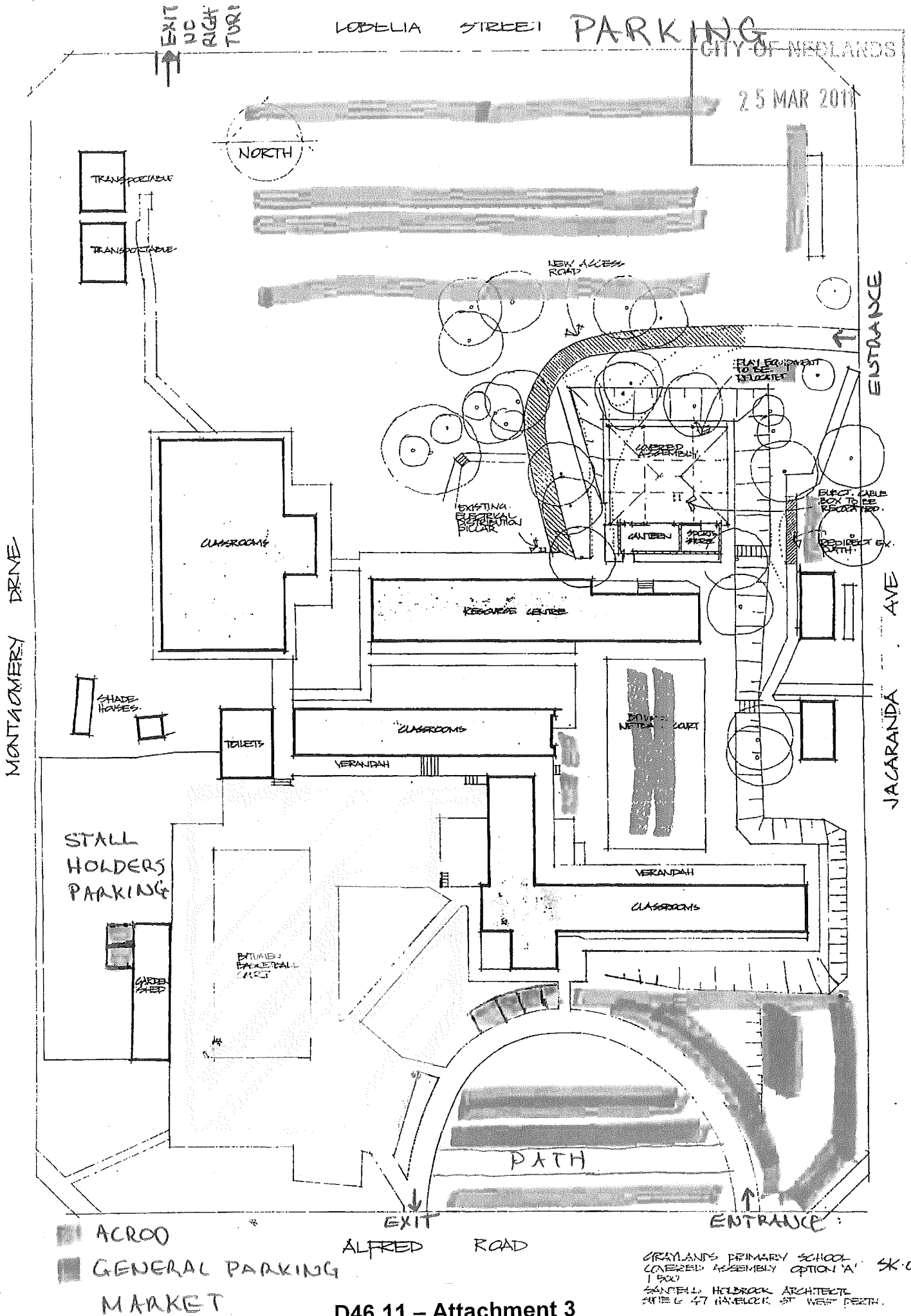
JACARANDA AVE



Maximum Extent of Market

ALFRED ROAD

GRAYLANDS PRIMARY SCHOOL
COVERED ASSEMBLY OPTION 'A'
1901
SANDRILL HOLDROCK ARCHITECTS
SUITE 6 47 GAVELDRIK ST WEST PERTH. SK-01



D46.11 – Attachment 3
 Plan of Parking Area

Hampden Broadway North Hollywood Precincts Study Project Plan 2.0

Version No: 2.0 25.07.2011

D47.11 – Attachment 1
Project Plan 2.0

Document Acceptance and Release Notice

This document is Version 2.0 25.07.2011 of the Hampden Broadway North Hollywood Precincts Study Project Plan.

This document is authorised for release once all signatures have been obtained.

PREPARED: _____ Date: ____ - ____ - ____
(for acceptance) Michael Swanepoel, Senior Strategic Planning
Officer

ACCEPTED: _____ Date: ____ - ____ - ____
(for release) Carlie Eldridge, Director Development Services

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1 Overview

1.1 Purpose of Project Plan

The Project Plan is the high-level management document for the project. It is owned, maintained and utilised by the Project Manager and Project Team to ensure the delivery of defined project outcomes.

The document will be reviewed and amended to meet changed conditions or objectives during the project's life span.

1.2 Project Title

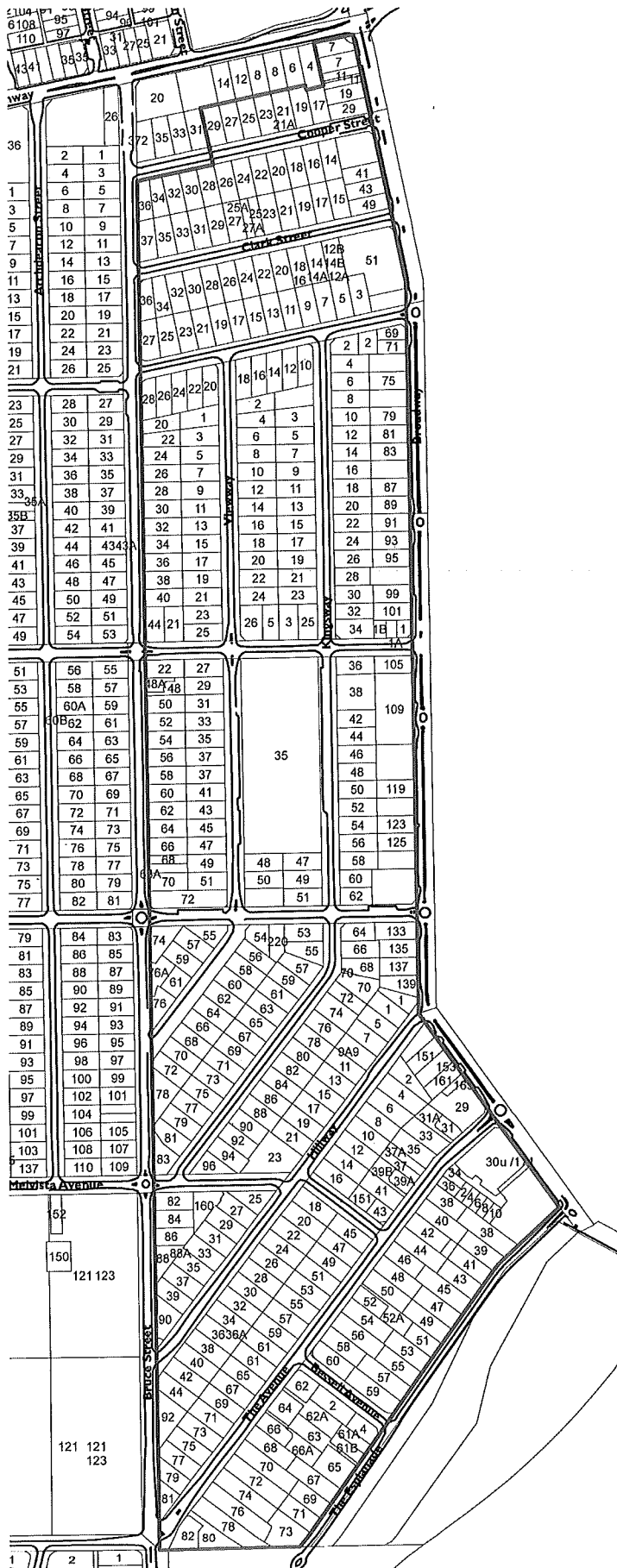
Hampden Broadway North Hollywood Precincts Study.

1.2.1 Project Area

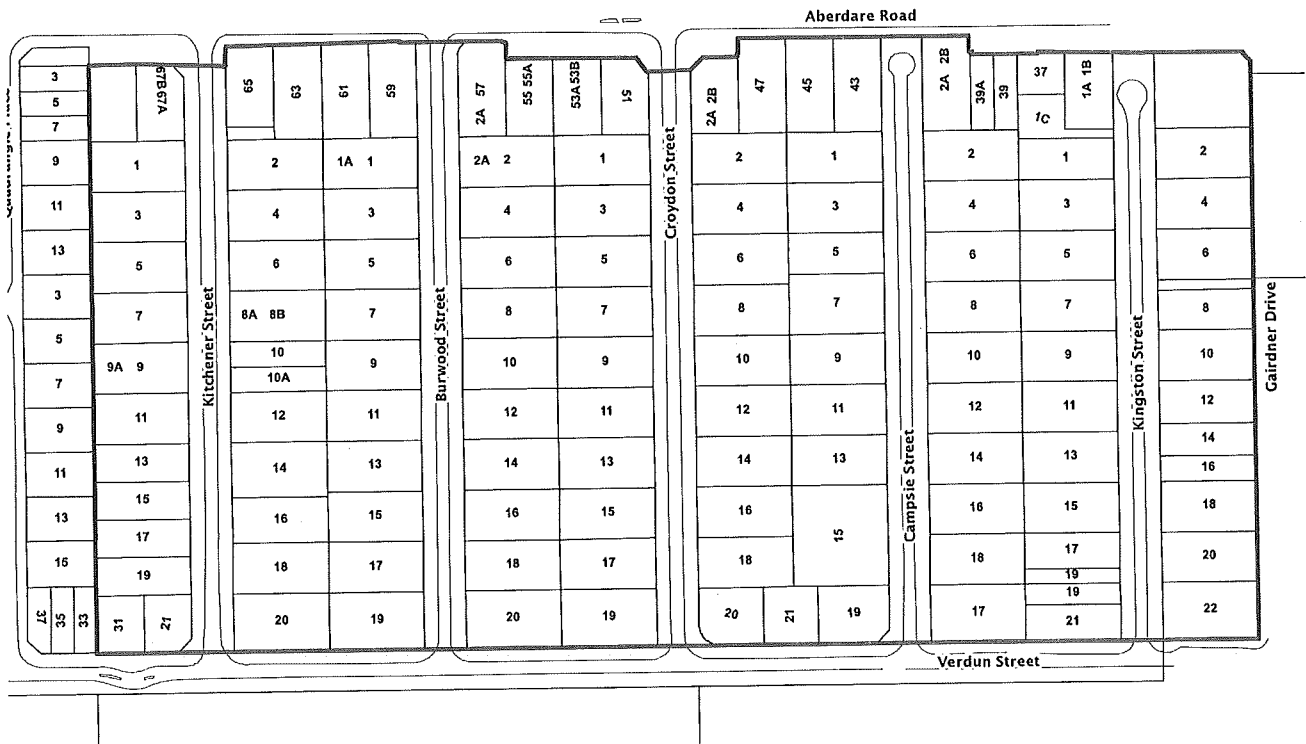
Hampden Precinct



Broadway Precinct



North Hollywood Precinct



1.3 Project Initiation

In 2008, Council adopted its Housing Diversity Strategy which identified potential areas for additional housing choice.

The Housing Diversity Strategy acknowledged that as the population continues to get older and family and household sizes reduce, the City needs to respond by facilitating a greater diversity of housing choice for people wishing to live in the area whose needs are not met by a traditional single house.

In 2010, Council adopted a project plan to initiate the Hampden Broadway Precincts Study. The project area for the study was divided into two precincts:

1. Hampden precinct: bounded by Hampden Road, Williams Road, Monash Avenue and Gordon Street.
2. Broadway precinct: bounded by Broadway, Stirling Highway, Bruce Street and The Esplanade.

Following a petition from local residents, a third precinct, North Hollywood, was added to the study:

3. North Hollywood: bounded by Verdun Street, Aberdare Road, Gairdner Drive and the Old Hollywood High School site.

1.4 Background

Project Plan 1.0

1. A 'Needs and Expectations survey' conducted in 2010 confirmed that there is a growing demand for housing choice to meet changing housing needs in the Hampden and Broadway precincts. North Hollywood was not included in this survey.
2. Initial draft concepts were tested through focus groups and interviews held in January 2011. These confirmed that whilst the concepts were heading in the right direction there further opportunities. This stage also identified that traffic and parking were likely to be an issue.
3. A 'Concepts survey' in May 2011 confirmed that, in general, the concepts are meeting community needs. However, the survey results also outlined additional work is needed to plan for traffic and parking, public spaces, and built form. The results also confirmed that the views of North Hollywood residents are highly polarised.
4. Following an internal review of the survey results it was agreed that delivering special control area provisions in the timeframe indicated as per Project plan 1.0 would not allow for the best outcome to be achieved.

Project plan 2.0

1. This Project Plan has been prepared to guide the next stages of the project.
2. To allow for more bespoke outcomes tailored for each precinct, they will be dealt with individually, but in an integrated manner.
3. Engagement with governing bodies will also assume a greater priority.

2 Objectives and Scope

2.1 Objectives

2.1.1 Strategic Objective

The strategic objectives are:

City of Nedlands Strategic Plan

KFA 3 Built Environment

- 3.2 Encourage the development of diverse residential and commercial areas to meet the future needs of the whole City.
 - 3.3 Promote urban design that creates attractive and liveable neighbourhoods.
 - 3.4 Plan and develop the sustainable provision of community infrastructure and facilities with a focus on flexible and multiple uses.
 - 3.5 Develop and implement precinct plans for key areas in the City.
 - 3.8 Facilitate appropriate development of existing residential housing to complement the surrounding residential amenity.
-

2.1.2 Project Objective

The project objectives are:

1. To create an urban form in each of the three precincts that delivers liveable housing types and facilitates quality built form outcomes.
2. To understand the traffic and parking issue, identify problem areas, priorities and solutions.
3. To create better quality places in the public realm and to ensure that their improvement is coordinated with development of private property.
4. To engage with UWA and QEII (governing bodies) and to establish a positive working relationship in regards to the redevelopment of these precincts.

2.2 Project Outcomes

The project outcomes are:

1. Well designed, liveable housing choice options in each of the three precincts.
2. A multi-faceted approach to managing traffic and parking that includes a focus on achievable actions.
3. To manage parking demand more efficiently.
4. Fun, innovative and comfortable community public spaces which are useable day and night by all age groups.
5. Being able to partner with major stakeholders to deliver solutions for each of the three precincts.

2.2.1 Target Outcomes

Target outcomes for the project have been included so as to measure the success of the outputs over a ten year timeframe.

The target outcomes for the Hampden Broadway North Hollywood Precincts Study are:

1. Increased number and type of housing choice options in each of the three precincts.
2. When surveyed, decreased percentage of people recorded as being dissatisfied with traffic and availability of parking.

3. Decreased amount of complaints received about traffic and parking availability.
4. Increased turnover of parking bays in the Hampden precinct.
5. When surveyed, increased percentage of people recorded as considering alternative modes of transport as a viable option for getting to and from each precinct.
6. Increased number of community public spaces in each of the three precincts.

These outcomes comprise performance information against which the project will be assessed, and are detailed at [Appendix A](#).

2.2.2 Outputs

The project outputs are:

1. Built Form Guidelines to be prepared for each of the three precincts.
2. A Movement Strategy to be prepared for each of the three precincts.
3. A Place Making Plan to be prepared for each of the three precincts.

2.3 Scope of Work

The scope of work for the project is limited to:

“The preparation of a set of built form guidelines, movement strategies and place making plans specific to the Hampden, Broadway and North Hollywood precincts by the project team.

- Each of the built form guidelines’ will focus on the development of private land and will be prepared in the context of liveability criteria established through interviews and research conducted by the project team.
- Each movement strategy will attempt to define and quantify the nature of the traffic and parking problem of each precinct. Parking and traffic management strategies will be multi-faceted and focus on actionable solutions.
- Each place making plan will focus on facilitating better quality public spaces for community use, in each of the three precincts.

The preparation of these outputs will involve significant engagement with major stakeholders with the intention to establish positive working relationships that potentially result in partnerships to implement solutions.

When finalised in their draft form, each of the outputs will be workshopped with Council prior to being presented to Council for consent to begin public consultation. The scope of work for this project does include the collection and analysis of feedback and reporting back to Council.”

2.4 Project Development Plan

2.4.1 Project Schedule

Key Deliverables		Target Date		
		Hampden	N Hollywood	Broadway
Phase 1	1.1 Initial draft project plan completed.	01.08.11	01.08.11	01.08.11
	1.2 Review and editing completed.	17.08.11	17.08.11	17.08.11
	1.3 Draft project plan considered by Council.	27.09.11	27.09.11	27.09.11
Phase 2	2.1 Audits completed and literature reviews completed.	31.01.12	31.01.12	03.04.12

	2.2	Review of draft concepts completed.	29.02.12	29.02.12	02.05.12
	2.3	Initial draft outputs completed.	01.05.12	01.05.12	03.07.12
	2.4	Draft outputs completed.	31.05.12	31.05.12	02.08.12
	2.5	Councillors workshop held.	05.06.12	05.06.12	07.08.12
	2.6	Draft outputs considered by Council.	24.07.12	24.07.12	25.09.12
	2.7	Advertising period completed.	31.08.12	31.08.12	02.11.12
	2.8	Review of comments completed.	28.09.12	28.09.12	30.11.12
	2.9	Final draft outputs considered by Council.	23.10.12	23.10.12	11.12.12
Phase 3	3.1	Lessons learnt	20.12.12	20.12.12	20.12.12

2.4.2 Project Schedule (Gantt Chart)

The initial detailed Project Schedule is to be included at Appendix C in the Project Plan. However, the working project plan should be maintained separately to avoid the need to continually re-release the Project Plan. (Use excel/MS Project to draft the plan)

The Project Gantt chart can be found at [Appendix B](#).

2.5 Assumptions and Constraints

2.5.1 Assumptions

ID	Assumption	Description
A1	Resource availability	Assuming that the resources allocated to the project are enough to meet the timeframes.
A2	Deadlines	Assuming that the deadlines are realistic.
A3	Technical expertise	Assuming that consultants will be needed, and are available, to assist in completing some stages of preparing the outputs.
A4	Major stakeholders	Assuming that the governing bodies are willing to engage and cooperate on this project.
A5	State government policies	Assuming that the Dept. of Planning will apply its own policies.
A6	Town planning project	Assuming that this is a town planning project not compromised by political agendas.
A7	Amalgamation	Assuming that current Council boundaries remain the same throughout the life of the project.
A8	Community support	Assuming that the additional detail in each of the outputs will garner additional support from those people who were undecided about the project.
A9	Priority project	Assuming that the project will remain a high priority.

2.5.2 Constraints

ID	Constraint	Effect
C1	State government policies	Establishes pre-determined parameters that need to be considered in the final outputs.
C2	Competing project priorities	Constrains the ability of the project team to meet timeframes.
C3	Dept. of Planning (structure)	Constrains the timely preparation of outputs.
C4	Governing bodies (bureaucracy)	Constrains communications and sourcing inputs into project.
C5	Amalgamation	Constrain resources and possibly decision-making.

2.6 Relevant Legislation, Council Policy, Local Law, Internal Policy

Title	Status	Impact
Directions 2031	Adopted	<ul style="list-style-type: none"> Stipulates 3,500 new dwellings for the City of Nedlands.
Central Metropolitan Perth Sub-Regional Strategy	Draft	<ul style="list-style-type: none"> Provides the detail for implementing Directions 2031.
Activity Centres Policy for Perth and Peel	Adopted	<ul style="list-style-type: none"> QEII and UWA identified as a specialised regional centre. An activity centre structure plan is required to be prepared for the centre. Hampden and Broadway precincts are included within the centre.
Capital City Planning Framework	Draft	<ul style="list-style-type: none"> 4-6 storey mixed use for Hampden Road and Broadway. North Hollywood precinct identified as a low density residential area.
Public Transport Plan 2031	Draft	<ul style="list-style-type: none"> Increased connectivity. Bus rapid transit to QEII/UWA in the next decade. Light rail to QEII/UWA by 2031.

3 Project Management Plan

3.1 Governance

3.1.1 Project Sponsor

The Project Sponsor has ultimate accountability and responsibility for the project. The Sponsor oversees the business management and project management issues that arise outside the formal business of the Project Team. The Sponsor also lends support, by advocacy, at senior levels, and ensures that the necessary resources (both financial and human) are available to the project.

The Sponsor is the Divisional Director: Director Development Services

3.1.2 Project Leader

The Project Leader's role is to deliver the defined project outputs. The Project Leader is responsible for decision making, advocacy and ensuring that the necessary resources are available to the project.

The Project leader is the Manager Strategic Planning.

3.1.3 Project Manager

The Project Manager is responsible for organising the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the Project Plan, resolving planning and implementation issues, and monitoring progress and budget. The Project Manager will:

- Develop and maintain the Project Plan
- Manage and monitor the project activity through detailed plans and schedules
- Report to the Project Sponsor and Exec at regular intervals
- Manage (client/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities

The Project Manager for is the Senior Strategic Planning Officer.

3.1.4 Project Team

It is proposed that the core project team will be:

- Planning Officer, Nick Bakker.
- Sustainable Planning Officer, Christie Downie.
- Trainee Planning Officer, Jason Moore.
- Senior Strategic Planning Officer, Michael Swanepoel.

3.1.5 Executive

The Executive Team at the City of Nedlands is responsible for policy and resourcing decisions essential for the delivery of project outputs and the attainment of project outcomes. It is also responsible for ensuring appropriate management of the project components outlined in this Project Plan including risk monitoring, quality and timeliness.

3.1.6 Consultants

Consultants may be needed to assist in the completion of the outputs. The following table shows whether Request For Quotations ('RFQ') are needed in each instance.

Consultant type	Need being fulfilled	RFQ
Architecture/Urban design	<ul style="list-style-type: none"> Prepare sketch concepts of proposed built form concepts. 	Yes
Transport planning	<ul style="list-style-type: none"> Complete an audit of traffic movement. 	Yes
Pedestrian counting	<ul style="list-style-type: none"> Complete an audit of pedestrian movements 	Yes
Content analysis	<ul style="list-style-type: none"> Prepare surveys. Collate and review comments received. 	Yes
Planning law	<ul style="list-style-type: none"> Review built form guidelines. 	No

3.2 Reporting Requirements

Reporting requirements:

Reported by	To whom	Reporting requirements	Frequency	Format
Project Manager	Project Sponsor	Status Report	Monthly	Written and verbal
Project Manager	Communications	Status Report	Monthly	Written and verbal
Project Manager	Executive Team	Status Report	Quarterly (Jul / Dec / Mar / Jun)	Written
Project Manager	Stakeholders	As per Communication Plan		
QA Auditor	Executive Team & Project Manager	Review Report	Annually or as per Audit Schedule	
Project Sponsor	Council	Council Report &/or Bulletin &/or Extranet &/or Workshop &/or Informal Briefing	As per Communication Plan	

4 Stakeholder Management & Communication

4.1 Stakeholder Identification and Classification

Primary Stakeholders	Have a direct interest in an outcome such as, Mayor, Councillors, key community members, groups, agencies, organisations and businesses who live/operate in the near location of a project or who will be directly affected by a project or decision (this may include “absent owners”)
Secondary Stakeholders	Have a general interest in a project or issue such as, CoN staff working on a project, people who live and work in the broader area, business owners, community groups in the CoN area and Consultants involved in a project
Tertiary Stakeholders	May also need to be considered depending on the type of community engagement and can include; State and Federal Government Agencies and organisation, surrounding Local Government authorities, Non-Government Organisations, media etc.

Primary Stakeholders	Secondary Stakeholders	Tertiary Stakeholders
<ul style="list-style-type: none"> • City of Nedlands Councillors 	<ul style="list-style-type: none"> • City of Nedlands staff 	<ul style="list-style-type: none"> • Department of Planning
<ul style="list-style-type: none"> • City of Nedlands residents and/or landowners within each precinct 	<ul style="list-style-type: none"> • City of Nedlands residents outside each precinct 	<ul style="list-style-type: none"> • City of Subiaco
<ul style="list-style-type: none"> • Local businesses operating within each precinct 	<ul style="list-style-type: none"> • City of Subiaco Councillors 	<ul style="list-style-type: none"> • QEII Hospital
	<ul style="list-style-type: none"> • City of Subiaco residents and businesses adjoining each precinct 	<ul style="list-style-type: none"> • QEII Major Stakeholders
	<ul style="list-style-type: none"> • Local Members of Parliament 	<ul style="list-style-type: none"> • University of Western Australia • Local media

4.2 Stakeholder Level of Engagement

ID	Stakeholder Type	Stakeholder Name	Inform	Consult	Involve	Collaborate
PS1	Primary	CoN Councillors	X			
PS2	Primary	CoN residents and/or landowners within precincts		X		
PS3	Primary	Local businesses within precincts		X		
SS1	Secondary	CoN staff	X			
SS2	Secondary	CoN residents outside precincts	X			
SS3	Secondary	CoS residents and businesses that adjoin precincts	X			
SS4	Secondary	Local members of parliament.	X			
TS1	Tertiary	Dept. of Planning			X	
TS2	Tertiary	City of Subiaco			X	
TS3	Tertiary	QEII Major Stakeholders			X	
TS4	Tertiary	UWA			X	
TS5	Tertiary	Local media	X			

4.3 Stakeholder Engagement Strategies

Strategy	Method	Selected (Y/N)
Inform	Fact Sheets	Y
	Websites	Y
	Open Days	N
	Correspondence	Y
	Adverts	Y
	Councillor memorandums	Y
	'Post' newsletter articles	Y
	Media releases	Y
	Public comment	Y
	Councillor memorandums	Y
Consult	Public comment	Y
	Focus groups	Y

	Surveys	Y
	Webpage updates	Y
	'Post' newsletter articles	Y
	Media releases	Y
	Letter to residents	Y
	Fact Sheets	Y
Involve	Workshop	Y
	Field Trips	N
	Deliberate polling	N
	Letter from CEO	Y
	Letter from Director	Y
	Individual meetings	Y
	Emails as events require	Y
	Individual meetings	Y
Collaborate	Advisory Committees	N
	Citizen Juries	N
	Deliberative dialogue	N

4.4 Stakeholder Action Plan

Refer to [Appendix C](#) for the Action Plan Key Message(s) Template

4.5 Submit Plan for Approval (Step 5)

Executive	Council
All Community Engagement Plans require endorsement by the Executive Management Team	Projects over \$100,000
	Projects with medium to high political sensitivity
	Projects with high complexity
	Projects that require legislative changes
All Community Engagement Plans not required to go to Council are to be provided via the extranet and/or hard copy delivery to the Mayor and Councillors	

	Approval Required Actions	Y/N
Community Engagement Plan Approval	Executive Approval	Y
	Council Approval	Y
	Information to Council	N

4.6 Related Projects & Programs

Project Manager	Project Name	Nature of relationship	Description
Manager Strategic Planning	Town Planning Scheme No.3	TPS 3 dependent on HBNH Precincts Study	Potential hold up in getting TPS3 approved.
Manager Strategic Planning	Amendment 194	Amd 194 dependent on HBNH Precincts Study	Waiting for decision on N Hollywood.
Senior Strategic Planning Officer	Local Planning Strategy	Interdependent	Both projects share staff.
Manager Community Development	Community Plan 2030	Interdependent	Both projects share data.
Sustainable Planning Officer	Bike Plan	Interdependent	Both projects share data and staff.
Director Infrastructure	Stirling Hwy Broadway Hampden Road Black Spot	Interdependent	Both projects can share data.
Manager Engineering Services	N Hollywood Traffic Treatment Options	Interdependent	Both projects can share data.
Director Infrastructure	Strategic Traffic and Parking Management	Interdependent	Both projects can share data.
Coordinator Parking	Parking Strategy	Interdependent	Both projects can share data.
Director Infrastructure	Licence Plate Recognition Technology	HBNH Precincts Study dependent on parking technology	Need to complete a parking audit.

5 Resource Management

5.1 Budget and Expenditure

5.1.1 Funding Sources – Grants

Grant Status	YES	NO	
Have you referred this project to the Grants Officer?		X	Details of Grant?
Are you aware of an applicable grant?		X	
Have you applied for a grant(s)?		X	
Do you already have a grant?		X	
Current status of grant application, if submitted	N/A		

5.1.2 Funding Sources - Budget

Grant Funding		
"In Kind" Funding (provide details)	(plus)	
CoN Budget Funding	(plus)	
Total Project Funding	(equals)	

5.1.3 Project Budget Overview

Total Project funding		100 000
Total Expenditure	(minus)	30 000
Remaining Budget		70 000

6 Risk Management Plan

The purpose of risk management is to ensure levels of risk and uncertainty are properly managed, so any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes by the Business Owner(s) is appropriately managed to ensure the project is completed successfully.

Risk Register is at Appendix D

6.1.1 Issue Identification

The following issues have been identified:

Description	Category of risk
Project does not remain a high priority for Council.	Corporate
Too many competing projects drain resources and compromise ability to meet timeframes.	Business
Enough resources have been allocated to the project to meet the timeframes.	Business
Project team loses members and resourcing.	Project
Consultants may not be available.	Project
Consultants may be cost restrictive.	Project
Project becomes politically sensitive.	Corporate
Amalgamation reduces resources available to project and nature of project.	Corporate
Existing silo mentality of major stakeholders limits engagement.	Project
Adversarial approach with major stakeholders has not worked well in the past.	Project
Department of Planning does not want to collaborate on project.	Project
Department of Planning staff turnover and restructuring limits engagement and consistent decision making.	Project
Department of Planning internal communications limits consistent decision making.	Project
Limited information about how UWA and QEII operate and their primary contacts.	Project
UWA staff turnover and restructuring makes it difficult to engage and limits decision making.	Project
City of Subiaco planning staff is keen to engage.	Project

6.1.2 Risk Analysis

Risk likelihood

Risk likelihood will be measured according to the following scale:

Likelihood rating	Category	Explanation
1	Vary rare	1:10,000
2	Unlikely	1:1000
3	May happen	1:100
4	Very likely	1:10
5	Will happen	1:1

Risk consequence

The three major consequences related to this project are time, cost and quality. Each consequence has been factored into the consequence table.

Consequence rating	Category	Explanation
1	Negligible	<ul style="list-style-type: none"> Adds an additional fortnight to timeline for completion. Adds an additional 1% to project budget. Reduction in quality of final outputs is not reduced.
2	Low	<ul style="list-style-type: none"> Adds an additional month to timeline for completion. Adds an additional 5% to project budget. Reduction in quality of final outputs is unnoticeable.
3	Medium	<ul style="list-style-type: none"> Adds an additional six weeks to timeline for completion. Adds an additional 10% to project budget. Reduction in quality is minor.
4	High	<ul style="list-style-type: none"> Adds an additional three months to timeline for completion. Adds an additional 25% to project budget. Reduction in quality of final outputs is noticeable.
5	Very high	<ul style="list-style-type: none"> Adds an additional six months to timeline for completion. Adds an additional 50% to project budget. Reduction in quality of final outputs is obvious.

6.1.3 Risk Evaluation

For the purposes of evaluating risk, a risk rating of 8 and above requires treatment.

ID	Risk	Likelihood	Consequence	Risk Rating [8]	Treatment	Person responsible
001	Project does not remain a high priority for Council.	1	5	5	Accept	N/A
002	Too many competing projects drain resources and compromise ability to meet timeframes.	3	4	12	Mitigate	Project Leader
003	Enough resources have not been allocated to the project to meet the timeframes.	3	3	9	Mitigate	Project Leader
004	Project team loses members and resourcing.	3	3	9	Mitigate	Project Leader
005	Consultants may not be available.	2	4	8	Mitigate	Project Manager
006	Consultants may be cost restrictive.	3	3	9	Mitigate	Project Manager
007	Project becomes politically sensitive.	3	4	12	Mitigate	Project Sponsor
008	Amalgamation reduces resources available to project and nature of project.	2	4	8	Mitigate	Project Leader
009	Existing silo mentality of major stakeholders limits engagement.	3	3	9	Mitigate	Project Manager
010	Adversarial approach with major stakeholders has not worked well in the past.	3	3	9	Mitigate	Project Manager
011	Department of Planning does not want to collaborate on project.	2	2	4	Accept	N/A
012	Department of Planning staff turnover and restructuring limits engagement and consistent decision making.	3	2	6	Accept	N/A
013	Department of Planning internal communications limits consistent decision making.	4	1	4	Accept	N/A
014	Limited information about how UWA and QEII operate and their primary contacts makes it difficult to engage.	4	2	8	Mitigate	Project Manager
015	UWA staff turnover and restructuring makes it difficult to engage and limits decision making.	4	2	8	Mitigate	Project Manager

6.1.4 Risk Mitigation

Risk mitigation for risks is explained in the table below.

ID	Risk	Treatment	Explanation
002	Too many competing projects drain resources and compromise ability to meet timeframes.	Mitigate	<ul style="list-style-type: none"> Establish a clear set of project priorities to provide focus. Scope change process.
003	Enough resources have not been allocated to the project to meet the timeframes.	Mitigate	<ul style="list-style-type: none"> Establish a clear set of project priorities to maximise resources. Scope change process.
004	Project team loses members and resourcing.	Mitigate	<ul style="list-style-type: none"> Prepare a response strategy.
005	Consultants may not be available.	Mitigate	<ul style="list-style-type: none"> Monitor project schedule. Where possible use consultant from WALGA approved tender list. Prepare RFQ documents upfront.
006	Consultants may be cost restrictive.	Mitigate	<ul style="list-style-type: none"> Detailed RFQ documents that limit meetings and written content.
007	Project becomes politically sensitive.	Mitigate	<ul style="list-style-type: none"> Prepare a response strategy. Stakeholder management and communication plan.
008	Amalgamation reduces resources available to project and nature of project.	Mitigate	<ul style="list-style-type: none"> Establish a clear set of project priorities to maximise resources. Scope change process.
009	Existing silo mentality of major stakeholders limits engagement.	Mitigate	<ul style="list-style-type: none"> Stakeholder management and communication plan.
010	Adversarial approach with major stakeholders has not worked well in the past.	Mitigate	<ul style="list-style-type: none"> Stakeholder management and communication plan.
014	Limited information about how UWA and QEII operate and their primary contacts makes it difficult to engage.	Mitigate	<ul style="list-style-type: none"> Stakeholder management and communication plan. Document organisation structure and contacts.
015	UWA staff turnover and restructuring makes it difficult to engage and limits decision making.	Mitigate	<ul style="list-style-type: none"> Stakeholder management and communication plan. Document organisation structure and contacts.

6.1.5 Monitoring and Review

Monitoring and review of risk is explained in the table below.

Reported by	To whom	Reporting requirements	Frequency	Format
Project Sponsor	Executive Team	<ul style="list-style-type: none"> Risk Status 	Quarterly	Written and verbal
Project Manager	Project Sponsor	<ul style="list-style-type: none"> Risk Status Risk Mitigation Risk Register 	Monthly	Written and verbal
Project Manager	Project Team	<ul style="list-style-type: none"> Risk Status Risk Mitigation Risk Register 	Weekly	Written and verbal
Project Team	Project Manager	<ul style="list-style-type: none"> New Risks 	Weekly	Verbal

Communicating of risk is explained in the table below.

Owner	Document	Frequency	Communication
Project Manager	Risk Management Plan	As events require.	<ul style="list-style-type: none"> Memorandum to Project Sponsor and Project Team. Updates included as an agenda item and minuted.
Project Manager	Risk Status	Weekly	<ul style="list-style-type: none"> Included as an agenda item for project team meetings.
Project Manager	Risk Mitigation	As events require.	<ul style="list-style-type: none"> When updated, attached to minutes of project team meetings.
Project Manager	Risk Register	As events require.	<ul style="list-style-type: none"> When updated, attached to minutes of project team meetings.

7 Evaluation

7.1 Project Review Process

The project review process is explained in the table below.

Who will arrange and manage the review(s)?	<ul style="list-style-type: none"> Project Manager, Senior Strategic Planning Officer.
Who will perform the review(s)?	<ul style="list-style-type: none"> Project Manager, Senior Strategic Planning Officer.
Which stakeholders will be included in the review process?	<ul style="list-style-type: none"> Project Sponsor Project Team
How will the stakeholders be included in the review?	<ul style="list-style-type: none"> Questionnaire
Timing of reviews, milestones, phases, project end?	<ul style="list-style-type: none"> Quarterly
Who will accept the review / closure report?	<ul style="list-style-type: none"> Project Sponsor, Director Development Services.

7.2 Project Review Evaluation

The following questions will provide the focus for project review evaluation:

1. What is working well?	2. What could be improved?	3. What isn't working well?
--------------------------	----------------------------	-----------------------------

The following topics will be included in the review:

1. Project organisation (scope, structure, resources, information management)
2. Project scheduling (milestones)
3. Project communications (reporting, project team meetings)
4. Outputs
5. Budget expenditure compliance
6. Lessons learnt

8 Project Closure

Projects can be closed because they are completed successfully, or because it is clear the proposed benefits of the project are unlikely to be attained or are unlikely to be relevant in the current organisational context.

To gain formal acceptance of project outputs, and confirm the realisation of the outcomes, the closing down of a project will be planned using the following Project Closure steps:

8.1.1 Reason for Project Closure

Reason for Project Closure	Mark box
Change in policy or priorities	
Loss of funding	
Deadline date reached	
Outputs delivered	
Other (specify)	

8.1.2 Performance against Project Outcomes

The actual performance of the project in relation to the achievements of the planned project objectives is explained in the table below.

Planned Project Objectives	Achieved	Partially achieved	Did not achieve
To create an urban form in each of the three precincts that delivers liveable housing types and facilitates quality built form outcomes.			
To understand if there is a traffic and parking problem, and if there is one, identify problem areas, priorities and solutions.			
To create better quality places in the public realm and to ensure that their improvement is coordinated with development of private property.			
To breakdown the silo mentality of governing bodies and to establish a positive working relationship.			
To create an urban form in each of the three precincts that delivers liveable housing types and facilitates quality built form outcomes.			

8.1.3 Performance against Outcome

The achievement of the project outcomes is explained in the table below.

Planned Project Outcomes	Percentage achieved			
	25%	50%	75%	100%
To create an urban form in each of the three precincts that delivers liveable housing types and facilitates quality built form outcomes.				
To understand if there is a traffic and parking problem, and if there is one, identify problem areas, priorities and solutions.				
To create better quality places in the public realm and to ensure that their improvement is coordinated with development of private property.				
To breakdown the silo mentality of governing bodies and to establish a positive working relationship.				
To create an urban form in each of the three precincts that delivers liveable housing types and facilitates quality built form outcomes.				

8.1.4 Performance against Schedule

The actual performance of the project against the project schedule is outlined in the table below.

Phase	Stage	Estimated completion	Actual completion
Phase 1	1.1 Initial draft project plan completed.	01.08.11 (All)	
	1.2 Review and editing completed.	17.08.11 (All)	
	1.3 Draft project plan considered by Council.	27.09.11 (All)	
Phase 2	2.1 Audits completed and literature reviews completed.	31.01.12 (H/NH) 03.04.12 (B)	
	2.2 Review of draft concepts completed.	29.12.12 (H/NH) 02.05.12 (B)	
	2.3 Initial draft outputs completed.	01.05.12 (H/NH) 03.07.12 (B)	
	2.4 Draft outputs completed.	31.05.12 (H/NH) 02.08.12 (B)	
	2.5 Councillors workshop held.	05.06.12 (H/NH) 07.08.12 (B)	
	2.6 Draft outputs considered by Council.	24.07.12 (H/NH) 25.09.12 (B)	
	2.7 Advertising period completed.	31.08.12 (H/NH) 02.11.12 (B)	
	2.8 Review of comments completed.	28.09.12 (H/NH) 30.11.12 (B)	

	2.9 Final draft outputs considered by Council.	23.10.12 (H/NH) 11.12.12 (B)	
Phase 3	3.1 Lessons learnt	20.12.12 (All)	

8.1.5 Performance against Budget

The actual performance of the project against the project budget is shown in the table below.

Project	Budget (\$)	Actual (\$)	Variance (\$)
HBNH Precincts Study	100 000		

8.1.6 Lessons Learnt

The lessons learnt during the project are outlined in the table below.

Qtr	ID	Lessons Learnt	Outcome
Qtr 1			
Qtr 2			
Qtr 3			
Qtr 4			

8.1.7 What worked well?

The processes that worked well are identified in the table below.

Topic	ID	Description
Project organisation		
Project scheduling		
Project communications		

Outputs		
Budget expenditure		

8.1.8 What could be improved?

The processes that could have been improved are outlined in the table below.

Topic	ID	Description
Project organisation		
Project scheduling		
Project communications		
Outputs		
Budget expenditure		

8.1.9 Recommendations

The recommendations from this project are outlined in the table below.

ID	Recommendation

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Appendix A: Target Outcomes Measurement

Target Outcome	Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
Increased number and type of housing choice options in each of the three precincts.	Well designed, liveable housing choice options in each of the three precincts.	Australian Bureau of Statistics	TBD in Built Form Guidelines	TBC in Built Form Guidelines	Built Form Codes completed in 2012	Development Services
When surveyed, decreased percentage of people recorded as being dissatisfied with traffic and availability of parking.	A multi-faceted approach to managing traffic and parking that includes a focus on achievable actions.	Australian Bureau of Statistics	TBD in Movement Strategy	TBD in Movement Strategy	Movement Strategy completed in 2012	Development Services
Decreased amount of complaints received about traffic and parking availability.	A multi-faceted approach to managing traffic and parking that includes a focus on achievable actions.	Australian Bureau of Statistics	TBD in Movement Strategy	TBD in Movement Strategy	Movement Strategy completed in 2012	Development Services
Increased turnover of parking bays in the Hampden precinct.	To manage parking demand more efficiently.	Parking audit	TBD in Movement Strategy	TBD in Movement Strategy	Movement Strategy completed in 2012	Development Services

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Target Outcome	Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
When surveyed, increased percentage of people recorded as considering alternative modes of transport as a viable option for getting to and from each precinct.	A multi-faceted approach to managing traffic and parking that includes a focus on achievable actions.	Travelsmart survey	TBD in Movement Strategy	TBD in Movement Strategy	Movement Strategy completed in 2012	Development Services
Increased the number of community public spaces in each of the three precincts.	Fun, innovative and comfortable community public spaces which are useable day and night by all age groups.	Public Spaces and Public Life audit	TBD in Place Making Plan	TBD in Place Making Plan	Place Making Plan completed in 2012	Development Services

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Appendix B: Gantt Chart of Project Timelines

The following Gantt charts summarise the project schedule. Additional detail is included as part of project planning for performance manager.

Hampden and North Hollywood Precincts																			
Phase	Deliverable	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	June 12	July 12	Aug 12	Sept 12	Oct 12	Nov 12	Dec 12	
1	Initial draft project plan completed.																		
	Review and editing completed.																		
	Draft project plan considered by Council.																		
2	Audits completed and literature reviews completed.																		
	Review of draft concepts completed.																		
	Initial draft outputs completed.																		
	Draft outputs completed.																		
	Councillors workshop held.																		
	Draft outputs considered by Council.																		

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	Advertising period completed.																										
	Review of comments completed.																										
	Final draft outputs considered by Council.																										
3	Lessons learnt																										

Broadway Precinct																												
Phase	Deliverable	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	June 12	July 12	Aug 12	Sept 12	Oct 12	Nov 12	Dec 12										
1	Initial draft project plan completed.																											
	Review and editing completed.																											
	Draft project plan considered by Council.																											
2	Audits completed and literature reviews completed.																											
	Review of draft concepts completed.																											
	Initial draft outputs completed.																											
	Draft outputs completed.																											

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Appendix C: Stakeholder Action Plan

Stakeholder Category: Inform						
Stakeholder	CoN individual Councillors	CoN residents outside precincts	CoS residents and businesses that adjoin precincts	Local media	Frequency	Owner
Communication needs	<ul style="list-style-type: none"> Milestones High-level progress 	<ul style="list-style-type: none"> Milestones High-level progress Comment on outputs 	<ul style="list-style-type: none"> Milestones High-level progress Comment on outputs 	<ul style="list-style-type: none"> Milestones High-level progress 		
Communication methods						
Councillor memorandums	XXX				Quarterly	Project Sponsor
Webpage updates		X	X		Quarterly	Project Leader
'Post' newsletter articles		XXX	X		Quarterly	Project Leader
Media releases				XXX	Key milestone	Project Sponsor
Fact Sheets		X	X		Key milestone	Project Team
Open day		X	X			
Public comment		XXX	X			

Legend:

XXX	Meets communication needs to a high degree.	X	Meets communication needs to a low degree.	Blank	Doesn't meet communication needs at all.
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Stakeholder Category: Consult

Stakeholder	CoN residents and/or landowners within precincts.	Local businesses within precincts.	Frequency	Owner
Communication needs	<ul style="list-style-type: none"> • Milestones • High-level progress • Comment on outputs 	<ul style="list-style-type: none"> • Milestones • High-level progress • Comment on outputs 		
Communication methods				
Webpage updates	X	X	Quarterly	Project Leader
'Post' newsletter articles	X	X	Quarterly	Project Leader
Media releases	X	X	Key milestone	Project Sponsor
Letter to residents	X	X	Key milestone	Project Sponsor
Fact Sheets	X	X	Key milestone	Project Team
Public comment	XXX	XXX	Key milestone	Project Sponsor
Survey	XXX	XXX	Key milestone	Project Sponsor
Focus groups	XXX	XXX	Key milestone	Project Sponsor

Legend:

XXX	Meets communication needs to a high degree.
X	Meets communication needs to a low degree.
Blank	Doesn't meet communication needs at all.

Stakeholder Category: Involve						
Stakeholder	Department of Planning	City of Subiaco	QEII Major Stakeholders	UWA	Frequency	Owner
Communication needs	<ul style="list-style-type: none"> • Milestones • High-level progress • Review of Outputs 	<ul style="list-style-type: none"> • Milestones • High-level progress • Outputs 	<ul style="list-style-type: none"> • Milestones • High-level progress • Outputs 	<ul style="list-style-type: none"> • Milestones • High-level progress • Outputs 		
Communication methods						
Letter from CEO	X	X	X	X	Quarterly	Project Leader
Letter from Director	X	X	X	X	Quarterly	Project Leader
Individual meetings	XXX	XXX	XXX	XXX	Key milestone	Project Sponsor
Workshops	XXX	XXX	XXX	XXX	Key milestone	Project Sponsor
Emails as events require	XXX	XXX	XXX	XXX	Key milestone	Project Team

Legend:

XXX	Meets communication needs to a high degree.
X	Meets communication needs to a low degree.
Blank	Doesn't meet communication needs at all.

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Appendix D: Risk Register

ID	Description of risk	Impact on project	Likelihood	Consequence	Risk rating	Change since last review	Date of review	Treatment	Person Responsible	Timeframe
001	Project does not remain a high priority for Council.	Cost, Quality and Time	1	5	5	N/A		Accept	N/A	N/A
002	Too many competing projects drain resources and compromise ability to meet timeframes.	Quality and Time	3	4	12	N/A		Mitigate 1. Establish a clear set of project priorities to provide focus. 2. Scope change process.	Project Leader	TBD
003	Enough resources have not been allocated to the project to meet the timeframes.	Quality and Time	3	3	9	N/A		Mitigate 1. Establish a clear set of project priorities to provide focus. 2. Scope change process.	Project Leader	TBD

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004	Project team loses members and resourcing.	Time	3	3	9	N/A			Mitigate 1. Prepare a response strategy.	Project Leader	TBD
005	Consultants may not be available.	Quality and Time	2	4	8	N/A			Mitigate 1. Monitor project schedule. 2. Where possible use consultant from WALGA approved tender list. 3. Prepare RFQ documents upfront.	Project Manager	TBD
006	Consultants may be cost restrictive.	Cost	3	3	9	N/A			Mitigate 1. Detailed RFQ documents that limit meetings and written content.	Project Manager	TBD
007	Project becomes politically sensitive.	Time	3	4	12	N/A			Mitigate 1. Prepare a response strategy. 2. Stakeholder management and communication plan.	Project Sponsor	TBD
008	Amalgamation reduces resources available to project and nature of project.	Time	2	4	8	N/A			Mitigate 1. Establish a clear set of project priorities to maximise resources. 2. Scope change process.	Project Leader	TBD
009	Existing silo mentality of major stakeholders limits engagement.	Quality and Time	3	3	9	N/A			Mitigate 1. Stakeholder management and communication plan.	Project Manager	TBD
010	Adversarial approach with major stakeholders has not worked well in the past.	Quality and Time	3	3	9	N/A			Mitigate 1. Stakeholder management and communication plan.	Project Manager	TBD
011	Department of Planning does not want to collaborate on project.	Impacts on viability of outputs.	2	2	4	N/A			Accept	N/A	N/A

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012	Department of Planning staff turnover and restructuring limits engagement and consistent decision making.	Quality and Time	3	2	6	N/A		Accept	N/A	N/A
013	Department of Planning internal communications limits consistent decision making.	Quality and Time	4	1	4	N/A		Accept	N/A	N/A
014	Limited information about how UWA and QEII operate and their primary contacts makes it difficult to engage.	Quality and Time	4	2	8	N/A		Mitigate 1. Stakeholder management and communication plan. 2. Document organisation structure and contacts.	Project Manager	TBD
015	UWA staff turnover and restructuring makes it difficult to engage and limits decision making.	Quality and Time	4	2	8	N/A		Mitigate 1. Stakeholder management and communication plan. 2. Document organisation structure and contacts.	Project Manager	TBD