SCOPE MANAGEMENT PLAN

PROJECT TITLE:

Shaping the Future of Gold Coast - A Volunteer Camp for Sustainable Urban Transformation

PROJECT SPONSOR/CLIENT: ALISHA SWAIN - DEPARTMENT OF URBANISM THE CITY OF GOLD COAST

PROJECT MANAGER: STEVAN BODIROZA

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DOCUMENT MANAGEMENT

DISTRIBUTION LIST

Name	Position	Signature	Date
Alisha Swain	Project Sponsor (Executive General Manager Planning and Regulation, Gold Coast City Council)	A lisha Swain	23.05.2024.
Stevan Bodiroza	Project Manager	Steven Bodircza	23.05.2024.
Neda Bodiroza	NPO Director	Neda Bodinoza	23.05.2024.
Hanah Goth	Director, International Volunteer Centre	Hanah Goth	23.05.2024.
James Smith	Professor, Griffith University - Department of Urban Architecture	JamesSm h	23.05.2024.
Jessica Heise	Local School Administration - Accommodation Provider	Je iza Heise	23.05.2024.
Jana Fritz	City Council Procurement Department - Procurement Management	Jana.Frz	23.05.2024.
Michael Jackobic	City Council Construction Team - Construction Management	Michael Jackdoic	23.05.2024.
Jackob Mali	City Council - Urban Planning Department	Jackdo Mali	23.05.2024.
Lara Falcked	City Council PR Team - Media Relations and Public Engagement	L ana F albked	23.05.2024.
Leon Mars	Police - Security Provider	Leon Mars	23.05.2024.
David East	Red Cross - Support Organisation	D avid E ast	23.05.2024.

VERSION CONTROL

Version #	Change Description	Approval Date	Author
1.0	Original Document	18.05.2024.	Stevan Bodiroza
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2.0	This update to the Scope Management Plan reflects the approval of two change requests, CR-01/2024 and CR-02/2024, by the Change Control Board on	07.06.2024.	Stevan Bodiroza
	05/06/2024. The changes are summarised below:		
	Section 1. Introduction:		
	• Section 1.2 (Project Aim): Revised to include a strategy for recruiting domestic architecture students as a contingency to ensure sufficient volunteer participation, while maintaining the priority focus on international students.		10
	• Section 1.3 (Project Benefits): Updated to highlight the enhanced community engagement and the additional layer of collaboration fostered by the inclusion of both local and international students.	20	erv
	Section 2. Scope Management Approach:		
	• Section 2.3 (Financial and Authorisation Delegations): Updated to reflect the increased budget from \$125,000 to \$155,000, accommodating the approved \$30,000 contingency fund for the construction phase.	i'S	
	• Section 2.8 (How Change is to be Managed): Modified to explicitly state that a Change Control Board (CCB) has been established for the project and to reference the section (9.2) where CCB members and roles are defined.		
	Section 4. Work Breakdown Structure:		
	• Section 1.3 (Volunteer Recruitment Package): Expanded to include tasks for developing separate recruitment materials and processes for both international and domestic volunteer architects.		
_×(• Section 3.3 (City Implementation): A new sub-section, 3.3.4 (Contingency Fund Management), was added to outline tasks for developing contingency fund guidelines and maintaining a contingency fund request log.		
5	Section 5. Requirements Management:		
0	• 5.1 Requirements Identification: Added "Domestic University Outreach" to reflect the contingency plan for recruiting domestic architecture students.		
	5.3 Requirements Matrix:		
	 R-04: The budget has been updated from \$125,000 to \$155,000. 		
	• R-12: A new requirement was added,		

stipulating that any expenditure from the		
approved by the project sponsor.		
Section 6. Roles and Responsibilities:		
 Responsibilities for managing the contingency fund and the domestic volunteer recruitment plan were added to the relevant roles (Alisha Swain, Stevan Bodiroza, Neda Bodiroza, Hanah Goth, and Jana Fritz). 		2
Section 7. Project Scope Statement:		
 Introductory Paragraph: The phrase "international architecture students" was replaced with "international and/or domestic architecture students." 		erv
• Section 7.1 (Critical Success Factors): Updated the budget amount and wording to clearly distinguish between the base project budget (\$125,000) and the contingency fund (\$30,000).	15 Po	
 Section 7.2 (Project Objectives): The objective related to hosting the volunteer work camp was updated to include both international and domestic students. 		
• Section 7.6 (Project Constraints): Updated the project budget to \$155,000 and added a sentence explicitly mentioning the allocation of the contingency fund.		
Section 8. Project Authorisations:		
 Updated to clarify authority levels for managing both international and domestic volunteers and the contingency fund. Responsibilities for overseeing the domestic volunteer recruitment strategy and managing the contingency fund were assigned to the NPO Director and the Project Manager, respectively. The Project Manager's authority to approve change requests was clarified to exclude those related to the contingency fund. 		

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1. Introduction

1.1 Background

The "Shaping the Future of Gold Coast" project stems from a recognised need to revitalise public spaces in the Gold Coast area while providing valuable practical experience to emerging architects. The project is a collaborative effort between a local non-profit organisation, the Gold Coast City Council, a state volunteering hub, and an international volunteer centre. It aims to establish an annual architectonic volunteer work camp, bringing together architecture students from around the world to design and implement innovative projects for public spaces. This initiative responds to the growing need for sustainable development in urban areas, particularly in a rapidly developing city like the Gold Coast.

1.2 Project Aim

The project aims to deliver a two-week annual architectonic volunteer work camp, bringing together 20-25 architecture students to develop detailed architectural designs for a designated public space project. The project will prioritize the recruitment of international architecture students but will also include a strategy for recruiting domestic students from Australian universities as a contingency to ensure sufficient volunteer participation. The designs will be aligned with an annually chosen theme reflecting the specific needs and aspirations of the local community. Following design approval, the City of Gold Coast will oversee the implementation of the chosen design through proper procurement and construction processes.

1.3 Project Benefits

This project brings numerous benefits to both the City of Gold Coast and the broader community:

- Enhanced Urban Spaces: Revitalised and improved public spaces contribute to the Gold Coast's liveability, aesthetic appeal, and attractiveness for both residents and visitors. The project will lead to the development of a public space that embodies sustainable design principles, thereby contributing to the city's long-term environmental objectives.
- **Sustainable Development:** The project promotes sustainable practices in urban development, contributing to the city's commitment to environmental sustainability and green infrastructure.
- **Increased Community Engagement:** By involving local stakeholders and residents, the project aims to foster a stronger connection between the community and the enhanced space, encouraging active participation and ownership. This is further strengthened by the inclusion of domestic architecture students in the volunteer cohort, enhancing local engagement.
- Educational Development: Providing valuable hands-on experience to emerging architecture students, fostering their skills in design, planning, and sustainable practices. This benefit is extended to both international and domestic students, broadening the educational impact of the project.

Youth Engagement: Inspires younger generations to become active participants in shaping their city's future and promoting urban design as a relevant and viable career path.

- International Collaboration: Fosters valuable international collaboration through the participation of architecture students from across the globe, creating a unique cross-cultural exchange of ideas and experience. The inclusion of domestic students adds a further layer of collaboration, enabling the exchange of ideas and knowledge between Australian and international students.
- **Positive Media Coverage:** The project is expected to generate positive media coverage highlighting the city's commitment to innovation and urban development, boosting community

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pride and attracting further investment.

This project represents a significant opportunity to create positive change in the Gold Coast community. By clearly defining the scope and effectively managing the project, we can ensure that the project delivers its intended benefits and leaves a lasting legacy for the city.

2. Scope Management Approach

The Scope Management Plan is a critical document that ensures the project stays within its defined boundaries and meets its objectives. Below is a summary of how the scope management plan is to be defined and who will be responsible for various aspects:

2.1 Significance of Scope Management

Scope management is essential to ensure that the project delivers what it promises within the agreed constraints of time, budget, and resources. It helps in defining and controlling what is included and excluded from the project, thereby preventing scope creep and ensuring stakeholder satisfaction.

2.2 Authority to Accept and Approve the Project Scope

The authority to accept and approve the project scope lies with the Project Sponsor, Alisha Swain, Executive General Manager of Planning and Regulation at the City of Gold Coast. This includes reviewing and approving the scope statement, deliverables, and any changes to the project scope.

2.3 Financial and Authorisation Delegations

Financial and authorisation delegations are assigned to the organisation's management team. Specific details of these delegations will be elaborated in Section 7 (Project Authorisations) of the Scope Management Plan. For now, it is understood that financial approvals up to \$155,000 are within the purview of the City Council.

2.4 Responsibility for Undertaking Activities within the Scope of the Project

The Project Manager, Stevan Bodiroza, is responsible for overseeing all activities within the project scope. This includes coordinating with team members, stakeholders, and ensuring that the project progresses according to the defined scope.

2.5 How the Scope is Defined

The scope is defined through a detailed Scope Statement and Requirements Management. The Scope Statement outlines the project objectives, deliverables, inclusions, exclusions, constraints, and assumptions. Requirements Management involves identifying, analysing, documenting, and managing the project's requirements to ensure they are met.

2.6 Responsibility for Verifying Project Deliverables

The verification of project deliverables is the responsibility of licensed architects and city officials who will ensure that the designs meet the necessary compliance and quality standards. This is a critical step to ensure that the project outcomes are aligned with the initial scope and objectives.

2.7 Sign Off the Final Project Deliverable

The final project deliverable will be signed off by the Project Sponsor, Alisha Swain. This includes ensuring that all project deliverables meet the defined criteria and are completed within the project constraints.

2.8 How Change is to be Managed

Change management will follow a structured process to capture, analyse, and implement any changes to the project scope. All change requests will be documented and reviewed by the Project Sponsor. A Change Control Board (CCB) has been established, and its members and roles are defined in Section 9.2 of this Scope Management Plan. The CCB will convene to review and approve major changes.

This approach ensures that all aspects of scope management are thoroughly addressed, thereby providing a clear roadmap for the project's successful execution.

3. Version Control

To ensure the integrity and accuracy of project documentation throughout the lifecycle of the Shaping the Future of Gold Coast Project at Local NPO, the following version control conventions will be adopted:

3.1 Version Numbering

- **Major Versions**: Sequential numbering (e.g., 1.0, 2.0, 3.0) indicating significant changes, milestones, or major updates.
- **Minor Versions**: Incremental numbering (e.g., 1.1, 1.2, 1.3) denoting smaller updates, revisions, or corrections.

3.2 Change Description

 A brief description of changes will accompany each version, providing a clear audit trail of modifications and updates.

3.3 Approval Date

• Each version will be marked with the approval date by the relevant authority.

3.4 Authorship

• The author responsible for changes will be recorded for each version, ensuring accountability and traceability.

4. Work Breakdown Structure

The purpose of the Work Breakdown Structure (WBS) is to provide a hierarchical decomposition of the project scope into manageable work packages. It serves us as a fundamental tool for project planning, scheduling, and control. This WBS helps ensure that all project deliverables are identified and accounted for, facilitating better resource allocation, cost estimation, and progress tracking.

For this project, "Shaping the Future of Gold Coast - A Volunteer Camp for Sustainable Urban Transformation," the WBS was developed in collaboration with key stakeholders, including those invited to the kick-off meeting and additional stakeholders identified as valuable contributors to the project's

success. This collaborative approach ensured that the WBS accurately reflects the project's scope, objectives, and the needs of all involved parties.

Key stakeholders who contributed to the WBS development include:

- 1. Alisha Swain Executive General Manager Planning and Regulation, Gold Coast City Council (Project Sponsor)
- 2. Representatives from the Department of Urbanism
- 3. City PR team members
- 4. Project management team from the local non-profit organisation
- 5. Representatives from partnering architectural universities
- 6. Local school administration (providing accommodation)
- 7. Key members from the State volunteering hub
- 8. Representatives from the International Volunteer Centre
- 9. City Procurement Department officials

The deliverables were decomposed into smaller work packages using a top-down approach. Starting with the main project phases, we identified key deliverables for each phase and then broke these down into more specific work packages and tasks. This process was iterative, with input and refinement from the stakeholders to ensure all aspects of the project were captured.

1. Project Initiation

1.1. Partnership Agreements

- 1.1.1. City Council Partnership Document
- 1.1.2. NPO Partnership Document
- 1.1.3. Architectural Universities Partnership Document
- 1.1.4. International Volunteer Centre Collaboration Agreement

1.2. Project Permits and Approvals

- 1.2.1. City Council Project Approval
- 1.2.2. Work Camp Site Permit
- 1.2.3. Construction Site Permit
- 1.2.4. School Accommodation Agreement

1.3. Volunteer Recruitment Package

- 1.3.1. Recruitment Campaign Materials
 - 1.3.1.1. International Recruitment Materials
 - 1.3.1.2. Domestic Recruitment Materials
- 1.3.2. Online Application Portal
 - 1.3.2.1. International Application Form
- 1.3.2.2. Domestic Application Form
- 1.3.3. Volunteer Selection Criteria Document
- 1.3.3.1. International Selection Criteria
- 1.3.3.2. Domestic Selection Criteria
- 1.3.4. Acceptance/Rejection Letter Templates
 - 1.3.4.1. International Acceptance/Rejection Letters
 - 1.3.4.2. Domestic Acceptance/Rejection Letters

1.4. Project Charter

- 1.4.1. Final Project Objectives Document
- 1.4.2. Stakeholder Register
- 1.4.3. High-Level Project Timeline
- 1.4.4. Initial Budget Estimate

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2. Planning Phase

2.1. Site Selection Report

- 2.1.1. Site Evaluation Criteria
- 2.1.2. Potential Sites List
- 2.1.3. Site Analysis Reports
- 2.1.4. Final Site Selection Document

2.2. Logistics Plan

- 2.2.1. Accommodation Plan
- 2.2.2. Catering Schedule
- 2.2.3. Transportation Plan
- 2.2.4. Work Camp Facilities Layout

2.3. Design Brief

- 2.3.1. Project Theme Document
- 2.3.2. Site Constraints Report
- 2.3.3. Design Requirements List
- 2.3.4. Sustainability Guidelines

2.4. Risk Management Plan

- 2.4.1. Risk Register
- 2.4.2. Risk Response Strategies
- 2.4.3. Contingency Plans

2.5. Project Schedule

- 2.5.1. Detailed Timeline
- 2.5.2. Resource Allocation Plan
- 2.5.3. Milestone List

2.6. Communication Plan

- 2.6.1. Stakeholder Communication Matrix
- 2.6.2. Reporting Templates
- 2.6.3. Meeting Schedule

3. Execution Phase

3.1. Work Camp

- 3.1.1. Orientation Package
 - 3.1.1.1. Welcome Kit
 - 3.1.1.2. Camp Rules and Guidelines
- 3.1.1.3. Schedule of Activities
- 3.1.2. Design Workshop Materials
 - 3.1.2.1. Daily Workshop Plans
 - 3.1.2.2. Design Tools and Software
 - 3.1.2.3. Reference Materials
- 3.1.3. Progress Assessment Reports
 - 3.1.3.1. Mid-camp Evaluation Forms
 - 3.1.3.2. Feedback Session Minutes
- 3.1.4. Final Design Presentations
- 3.1.4.1. Design Boards

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3.1.4.2. 3D Models

3.1.4.3. Project Documentation

3.2. Design Review and Approval

- 3.2.1. Architectural Review Report
- 3.2.2. Compliance Check Document
- 3.2.3. Final Approved Design Package

3.3. City Implementation

- 3.3.1. Procurement Documents
 - 3.3.1.1. Request for Proposals (RFP)
 - 3.3.1.2. Evaluation Criteria
 - 3.3.1.3. Contract Templates
- 3.3.2. Construction Management Plan
 - 3.3.2.1. Construction Schedule
 - 3.3.2.2. Quality Control Procedures
 - 3.3.2.3. Safety Plan
- 3.3.3. Site Inspection Reports
 - 3.3.3.1. Weekly Progress Reports
 - 3.3.3.2. Quality Assurance Checklists
 - 3.3.3.3. Final Inspection Document
- 3.3.4. Contingency Fund Management
 - 3.3.4.1. Contingency Fund Guidelines
 - 3.3.4.2. Contingency Fund Request Log

5. Closing Phase

4.1. Project Evaluation

- 4.1.1. Volunteer Feedback Report
- 4.1.2. Stakeholder Satisfaction Survey Results
- 4.1.3. Project Outcomes Assessment
- 4.1.4. Lessons Learned Document

4.2. Public Unveiling

- 4.2.1. Public Information Package
 - 4.2.1.1. Press Release
 - 4.2.1.2. Project Summary Brochure
 - 4.2.1.3. Social Media Content
- 4.2.2. Unveiling Event Plan
 - 4.2.2.1. Event Schedule
 - 4.2.2.2. Guest List
 - 4.2.2.3. Speeches and Presentations
- 4.2.3. Commemorative Items
 - 4.2.3.1. Plaque Design

4.2.3.2. Installation Plan

4.3. Final Project Report

- 4.3.1. Executive Summary
- 4.3.2. Financial Report
- 4.3.3. Impact Assessment
- 4.3.4. Future Recommendations

This WBS provides a comprehensive breakdown of the project deliverables, ensuring that all aspects of the project are accounted for. Each item is presented as a noun, describing the end product rather than the activities to create it. The numbering system allows for easy reference and tracking of deliverables throughout the project lifecycle.

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5. Requirements Management

Requirements Management Approach:

Our requirements management approach will be a collaborative and iterative process, involving the project team and key stakeholders. We will utilise a combination of techniques to ensure that all requirements are captured, understood, and addressed.

This project has both project and product requirements:

Project Requirements:

These requirements are related to the project itself and must be met to ensure successful completion and readiness for handover. They include:

- Meeting deadlines for key project milestones (e.g., completion of work camp, design approval, final project unveiling).
- Maintaining effective communication and collaboration among stakeholders.
- Ensuring compliance with City Council policies and procedures throughout all phases of the project.
- Managing the project within the allocated budget and adhering to financial controls.

Product Requirements:

These requirements are related to the architectural design for the public space, ensuring it meets the specified quality standards, including compliance with local building codes and legislation. They include:

- **Functionality:** The design must be functional and suitable for the intended purpose of the public space. This includes consideration of accessibility, safety, and community needs.
- **Aesthetics:** The design must be aesthetically pleasing and contribute positively to the surrounding environment.
- **Sustainability:** The design must incorporate sustainable principles and practices, considering factors such as energy efficiency, water conservation, and the use of environmentally friendly materials.
- **Compliance with Legislation:** The design must comply with all relevant building codes, regulations, and standards related to public spaces and accessibility.

5.1 Requirements Identification

To effectively collect all necessary requirements, the following methods will be employed:

Kick-off Meeting (AT2): We've already started this process during the project kick-off meeting.

- **Stakeholder Interviews:** Interviews with key stakeholders (e.g., City Council representatives, NPO team members, volunteer architects, community members) will be conducted to gather requirements and solicit feedback.
- **Facilitated Workshops:** Collaborative workshops with volunteers, stakeholders, and community members will be held to brainstorm ideas and identify potential needs and requirements.
- Surveys: Surveys and questionnaires will be distributed to gather feedback from a wider range of

stakeholders and community members.

- **Design Reviews:** Regular design reviews with volunteers, licensed architects, and City Council representatives will ensure the design meets all requirements.
- **Prototypes & Mock-ups:** Creating prototypes and mock-ups of the design will enable stakeholders to visualize the design and provide feedback on the design's functionality and aesthetics.
- Domestic University Outreach: Dedicated outreach efforts will be made to engage with domestic architecture universities, including attending relevant recruitment fairs, presenting the project to architecture departments, and establishing direct communication channels with faculty and student groups. This is part of the approved backup plan for volunteer recruitment.

5. 2 Requirements Analysis

The project manager and stakeholders will analyse the collected requirements to determine whether they fall into project or product categories. This will be based on the nature and focus of the requirement.

- **Project Requirements:** Requirements related to the project's execution, management, and completion (e.g., timeline, communication, budget, risk management).
- **Product Requirements:** Requirements related to the design and features of the public space (e.g., functionality, accessibility, aesthetics, sustainability, building codes).

The project manager (Stevan Bodiroza) will be accountable for ensuring that each identified requirement is fulfilled to an acceptable level. He will work closely with the project team and stakeholders to prioritize and manage the requirements.

Req #	Requirement Description	Document Category	How Measured	Reference Source	Who has Accountability
R-01	Ensure that all agents, contractors and sub-contractors comply with the obligations outlined in the contract.	Project	Checklist of conditions to be met	AS 4122: 2010 General Conditions of Contract for Consultants Compliance	Project Manager
R-02	The design must incorporate age- appropriate and accessible features for the target user group (e.g., children for a playground, adults for a park). Features should consider different physical and	Product	Visual inspection of design elements, feedback from users and disability advocacy groups, and conformity with accessibility	Australian Standards for Playground Equipment, Inclusive Design Principles	Project Manager (with support from architects and city council)

5.3 Requirements Matrix

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R-03	The design must comply with all relevant building codes, including accessibility standards.	Product	Review against building codes and regulations	Building Code of Australia, Australian Standards	Project Manager (with support from licensed architects and city council)
R-04	The project must be completed within the allocated budget of \$155,000.	Project	Track actual project expenses against the approved budget	Project Budget, Financial Control Procedures	Project Manager
R-05	The project must be completed by 15 May 2025.	Project	Monitor progress against the project schedule and identify potential delays.	Project Schedule, Milestone Deadlines	Project Manager
R-06	Obtain at least 80% positive feedback from volunteers regarding their experience.	Project	Post-project surveys, volunteer feedback forms	Project Evaluation Framework	Project Manager
R-07	The design should include a minimum of 35% of green space within the designated area.	Product	Visual inspection of design plans and site visit during construction to verify the green space area.	Gold Coast City Council Urban Design Guidelines, Sustainable Landscaping Principles	Project Manager (with support from landscape architects and city council)
R-08	Incorporate the use of sustainable materials in the design and construction (e.g., recycled materials, locally sourced materials, timber).	Product	Review of material specifications in design documents and visual inspection of materials used during construction.	Sustainable Building Materials Guidelines, Eco- friendly Material Suppliers	Project Manager (with support from architects and city council)

R-09	Maintain effective communication and collaboration among all project stakeholders.	Project	Track communication frequency, feedback, and stakeholder engagement.	Communication Plan, Meeting Minutes	Project Manager
R-10	Achieve 80% positive feedback from community members regarding the completed public space.	Project	Post-project community surveys, feedback forms	Community Engagement Plan	Project Manager
R-11	Generate at least 10 positive media articles regarding the project.	Project	Track media coverage in local and national news outlets.	Media Relations Plan	Project Manager (with support from city PR team)
R-12	Secure approval from the project sponsor for any expenditure from the contingency fund, supported by valid justification.	Project	Documentation of justification for contingency fund usage, and sponsor approval records.	Contingency Fund Guidelines	Project Manager (with final approval from the Project Sponsor)

Table 1 – Requirements Matrix

6. Roles and Responsibilities

Name	Role	Responsibilities
Alisha Swain	Project Sponsor (Executive General Manager Planning and Regulation, Gold Coast City Council)	 Approves the project scope and budget. Provides final sign-off on project deliverables Ensures project aligns with City Council strategic objectives. Provides guidance and support to the project manager. Represents the City Council in project communications Approves change requests (in consultation with the CCB, if applicable). Approves expenditure from the contingency fund.
Stevan Bodiroza	Project Manager	 Manages the day-to-day operations of the project. Develops and maintains the project plan, including scope, schedule, and budget. Oversees the completion of all project tasks and
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		 deliverables. Communicates project updates and status to stakeholders. Manages project risks and issues. Facilitates communication and collaboration between stakeholders. Leads the change management process. Verifies project deliverables against requirements. Manages and monitors the contingency fund, providing justifications for its use to the project sponsor.
Neda Bodiroza	NPO Director	 Supports the project manager in facilitating communication with stakeholders. Provides guidance and support on matters related to community engagement. Assists in identifying and securing potential funding opportunities for the project. Represents the NPO in project communications and outreach. Develops and manages the communication plan. Assists in volunteer recruitment and management. Leads the development and implementation of the backup plan for volunteer recruitment, targeting domestic architecture universities.
Hanah Goth	Director, International Volunteer Centre	 Recruits and coordinates international volunteer architects. Liaises with universities and other organisations to identify potential volunteers. Manages the volunteer application process. Provides support to volunteers during the work camp. Ensures volunteer wellbeing and safety. Collaborates with the NPO Director on the implementation of the backup recruitment plan for domestic students.
James Smith	Professor, Griffith University - Department of Urban Architecture	 Provides expert advice on architectural design and urban planning. Mentors and supports volunteer architects during the work camp. Reviews and approves architectural designs. Supports the development of sustainable design solutions. Liaises with Griffith University to ensure student participation and learning objectives are met.
Volunteer Architects	Project Team Members	 Develop architectural designs for the public space project. Participate in design workshops and brainstorming sessions. Create 3D models and detailed drawings. Present design concepts to stakeholders.

		 Collaborate with the project manager and other stakeholders. Contribute to the development of sustainable design solutions.
Jessica Heise	Local School Administration - Accommodation Provider	 Provides accommodation facilities for volunteer architects during the work camp. Ensures the safety and wellbeing of volunteers during their stay. Facilitates communication with the project manager regarding volunteer logistics.
Jana Fritz	City Council Procurement Department - Procurement Management	 Manages the tender process for the construction phase of the project. Ensures compliance with City Council procurement policies and regulations. Monitors material costs and provides updates to the Project Manager regarding potential cost fluctuations.
Michael Jackobic	City Council Construction Team - Construction Management	 Oversees the construction phase of the project. Manages the construction crew and subcontractors. Ensures compliance with building codes and regulations. Performs regular site inspections.
Jackob Mali	City Council - Urban Planning Department	 Provides guidance on changes related to city planning and urban development. Ensures that changes comply with City Council regulations and policies.
Lara Falcked	City Council PR Team - Media Relations and Public Engagement	 Develops and implements the project communication plan. Manages media relations and public engagement for the project. Creates promotional materials and communicates with the media.
Community Members & Residents	Stakeholders	 Provide input and feedback on the design of the public space. Participate in community engagement activities.
Leon Mars	Police - Security Provider	 Ensure the safety and security of the work camp and volunteers. Liaise with the project manager and local school administration regarding security procedures. Respond to any security incidents or concerns during the work camp.
David East	 Red Cross - Support Organisation Provide portable beds or sleeping bags for volunteers, if required, to enhance their accommodation comfort. Offer first aid support during the work camp, ensuvolunteer wellbeing. Provide guidance on health and safety procedure for volunteers. 	

Note:

- This matrix is not exhaustive and may need further refinement as the project progresses.
- The roles and responsibilities of the volunteer architects and other stakeholders might be further defined as the project progresses.
- The specific responsibilities of each stakeholder are subject to change based on the needs of the project and the feedback received from stakeholders.

7. Project Scope Statement

The "Shaping the Future of Gold Coast – A Volunteer Camp for Sustainable Urban Transformation" project aims to deliver a newly designed or refurbished public space within the City of Gold Coast. This will be achieved through a collaborative effort involving international and/or domestic architecture students, local stakeholders, and the City Council. The project will encompass a two-week volunteer camp, during which students will develop the architectural designs for the proposed public space. Subsequently, the City Council will manage the construction and implementation phase of the design. The project is guided by a strong focus on community engagement, sustainability, and the professional development of future architects.

7.1 Critical Success Factors

- Effective Collaboration between Stakeholders: Ensuring strong and open communication and collaboration between the project team (volunteers, project manager, NPO, and university), City Council representatives, and the wider community is essential. This factor involves fostering a positive and productive working environment that encourages creative input, idea sharing, and conflict resolution.
- Adherence to Local Building Codes & Regulations: All project activities, from the design phase through to construction, must strictly adhere to local building codes, regulations, and accessibility standards. Failure to comply with these regulations can lead to costly delays or project abandonment.
- **Project Completion within Budget and Timeframe:** The project must be delivered within the allocated budget. The base project budget is \$125,000, with an additional \$30,000 contingency fund allocated to address potential increases in construction material costs. Adhering to the established timeframe requires meticulous project planning, risk management, and careful resource allocation.
- **Positive Community Engagement and Support:** Ensuring active and positive community engagement is paramount to project success. This includes fostering a sense of ownership in the project, effectively communicating the project's progress and goals, and addressing any concerns or issues raised by the community.
- **Implementation of the Annual Theme and Sustainability:** The architectural design must align with the chosen annual theme and integrate sustainable design principles and practices. This factor is crucial to ensuring the public space is environmentally conscious and serves its intended purpose.
- Safe and Efficient Logistical Operations during the Work Camp: The two-week work camp must be efficiently and safely managed, with adequate resources, accommodation, and support provided to the volunteer architects. This includes ensuring volunteer well-being and safety during their stay in the Gold Coast.
- Smooth Transition from Design to Implementation: A clear and effective handover process is needed to transfer project information and ownership from the volunteer architects to the City Council's construction team. This ensures the construction phase is aligned with the initial design

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and avoids any potential discrepancies or delays.

• Effective Procurement and Management of Construction Contracts: The City Council's construction process needs to be managed efficiently and transparently, adhering to all relevant procurement policies and regulations. Ensuring a successful construction phase within budget and timeframe is paramount.

These CSFs will be regularly monitored and addressed throughout the project lifecycle.

7.2 Project Objectives

The project objectives are specific, measurable, achievable, relevant, and time-bound (SMART) goals that contribute to achieving the project's critical success factors. They serve as quantifiable targets to track the project's progress and ensure alignment with the overall project goals.

Here are the defined project objectives:

- Successfully Host a Two-Week Volunteer Work Camp: Host a successful two-week work camp for 20-25 international and/or domestic architecture students by 14th October 2024. This includes providing adequate facilities, accommodation, resources, and support to the volunteers to facilitate their design work.
- **Produce a Feasible Architectural Design:** Produce a fully developed, feasible architectural design for a public space within the Gold Coast by **14th October 2024**. This design should be aligned with the chosen annual theme, adhere to local building regulations, address accessibility considerations, and reflect sustainable design principles.
- **Obtain Design Approval:** Complete the design review and approval process for the chosen design by **14th November 2024**. This includes gaining approval from licensed architects, City Council officials, and relevant community groups.
- **Implement the Approved Design:** Implement the approved design for the public space within the allocated budget of \$100,000 by **15th May 2025**. This includes managing the procurement process for construction materials and contractors, overseeing the construction phase, and adhering to all relevant City Council regulations and guidelines.
- Achieve High Stakeholder Satisfaction: Achieve an 80% positive feedback rating from volunteers, local stakeholders, and community members through post-project surveys by 15th June 2025. This demonstrates the project's success in fulfilling the needs and expectations of those involved.
- **Generate Positive Media Coverage:** Generate at least 10 positive local and national news articles about the project by **15th June 2025**. This objective aims to raise public awareness of the project's success and positive impact on the Gold Coast community.

These project objectives are measurable and will be tracked using various methods, such as feedback forms, surveys, budget reports, project timelines, and media monitoring. The project team will regularly review progress against these objectives and take corrective actions if needed to ensure success.

7.3 Project Deliverables

The project deliverables are the tangible outputs that will be produced as a result of completing the project. They can be both physical and documented. The physical deliverables will primarily stem from the Work Breakdown Structure (WBS), while the documented deliverables will be created throughout the project lifecycle.

7.3.1 Physical Deliverables: ScopeManagementPlan_v2_StevanBodiroza

- Refurbished or Newly Constructed Public Space: This is the core physical deliverable of the
 project. It will be a functional and aesthetically pleasing public space that meets community
 needs and integrates sustainable design principles. The specific features of this space will be
 determined during the design process, influenced by the chosen annual theme.
- Landscaping and Planting: This deliverable relates to the green spaces incorporated into the design, aligning with sustainability requirements. It will involve the planting of appropriate vegetation, the creation of walking paths, and the installation of any required irrigation systems.
- Play Equipment (if applicable): If the design chosen is for a playground, this deliverable will involve the installation of age-appropriate and accessible play equipment, including swings, slides, climbing structures, and other interactive elements.
- Seating and Shade Structures: Depending on the design, this deliverable may involve the installation of benches, picnic tables, and shade structures (e.g., pergolas, sails). This ensures the public space is comfortable and usable for visitors.
- Lighting and Pathways: This deliverable encompasses the installation of pathways, lighting fixtures, and potentially interactive lighting features, enhancing the safety and aesthetics of the public space during both day and night.
- **Signage and Information Boards:** Installation of signage and information boards will provide essential information to visitors and promote the project's goals and the public space's features.

7.3.2 Documentation Deliverables:

- Architectural Drawings (2D and 3D Models): Detailed architectural drawings, including floor plans, elevation plans, sections, and 3D models, will be produced to document the design of the public space.
- **Design Specifications and Material Lists:** This document will provide detailed information about the materials and construction methods for the project, providing a reference for the construction team during implementation.
- **Sustainability Report:** This report will document the sustainability features of the design, including material selection, energy efficiency, and water conservation strategies.
- **Risk Management Plan:** This document will detail the potential risks associated with the project, mitigation strategies, and contingency plans to manage risks effectively.
- **Communication Plan:** This document will outline the project communication strategy, including communication channels, stakeholders, and the frequency of communication.
- **Project Schedule:** A detailed project schedule will outline the project's timeline, tasks, and milestones. It will also identify dependencies between tasks and potential critical path activities.
- Project Closure Report: A comprehensive project closure report will be created once the project is completed. It will summarize the project's key achievements, lessons learned, and any recommendations for future projects.
- Volunteer Feedback Reports: A compilation of feedback received from the volunteer architects during and after the work camp will be documented, providing valuable insights for future projects.
- Community Feedback Reports: Feedback gathered from community members and local stakeholders will be summarised and documented, providing insights into community perceptions and satisfaction with the project.
- Media Coverage Summary: A compilation of media coverage generated during the project, ScopeManagementPlan_v2_StevanBodiroza Page 21

including news articles, social media posts, and online articles, will provide evidence of project publicity and community engagement.

These activities represent the core elements necessary to achieve the project's deliverables and objectives. By focusing on these inclusions, we can effectively manage the project's scope and ensure that our resources are allocated efficiently. throughout the project lifecycle.

7.4 **Project Inclusions**

The Project Inclusions outline the specific tasks, activities, and deliverables that are within the project scope and are essential for achieving the project's objectives. This section provides a detailed breakdown of the key activities that will be undertaken to ensure the successful completion of the project.

Here's a list of activities included within the scope of this project:

1. Project Initiation:

- 1.1. Establishing partnerships with the City Council, the NPO, and relevant universities.
- 1.2. Securing all necessary permits and approvals for the project.
- 1.3. Developing promotional materials for volunteer recruitment.
- 1.4. Launching a recruitment campaign to attract international volunteer architects.
- 1.5. Managing the volunteer application process and selecting suitable candidates.

2. Planning Phase:

- 2.1. Conducting site assessments and selecting a suitable location for the public space.
- 2.2. Developing a preliminary design brief aligned with the chosen annual theme.
- 2.3. Arranging accommodation and catering for the volunteer architects.
- 2.4. Organising transportation and site visits for the volunteers.
- 2.5. Developing a comprehensive project schedule with milestones and deadlines.
- 2.6. Conducting a risk assessment and developing a mitigation plan.

3. Execution Phase:

- 3.1. Hosting the two-week work camp for volunteer architects.
- 3.2. Conducting daily design workshops and brainstorming sessions.
- 3.3. Providing mentoring and support to volunteer architects.
- 3.4. Conducting progress assessments during the work camp.
- 3.5. Facilitating final design presentations to stakeholders.
- 3.6. Arranging for licensed architects to review and approve the final design.
- 3.7. Ensuring compliance with building codes and regulations for the design.
- 3.8. Managing the City Council procurement process for construction.
- 3.9. Overseeing the construction phase of the project.
- 3.10. Conducting regular site inspections to ensure quality standards are met.

4. Closing Phase:

4.1. Collecting feedback from volunteers, community members, and stakeholders.

- 4.2. Evaluating the project's success and documenting lessons learned.
- 4.3. Preparing project closure documentation.
- 4.4. Organising a public unveiling event to showcase the completed public space.
- 4.5. Installing a commemorative plaque at the site.
- 4.6. Generating media coverage to highlight the project's success.

shed These activities are considered core to achieving the project's deliverables and objectives.

Project Exclusions 7.5

The Project Exclusions clearly define the boundaries of the project by outlining those activities and deliverables that are explicitly **not** part of the project's scope. Establishing these boundaries is crucial for managing expectations, preventing scope creep, and avoiding unnecessary work or expenditure. It provides a clear understanding of what is and is not included in the project, preventing misunderstandings and ensuring that resources are allocated appropriately.

The following activities and deliverables are specifically excluded from the scope of this project:

- Long-term Maintenance of the Public Space: This project focuses on the design, construction, and initial unveiling of the public space. Ongoing maintenance, including routine cleaning, repairs, and landscaping, is not included in the project scope. This will be the responsibility of the City Council after the completion of this project.
- **Ongoing Community Engagement Post-Unveiling:** While community engagement is a crucial • aspect of the project, particularly during the design and construction phases, the project does not include ongoing engagement initiatives after the public space's formal unveiling. The City Council will take over responsibility for any ongoing community engagement initiatives related to the public space.
- Funding beyond the Allocated Budget: This project operates under a fixed budget of \$125,000. Securing additional funding or expanding the project's scope beyond this budget is not included in the project scope.
- Recruitment of Construction Workers: The project involves managing the procurement process for construction contractors, but the actual recruitment and management of construction workers are not part of the project's scope. This responsibility lies with the construction company chosen by the City Council.
- Detailed Cost Analysis of the Public Space's Long-term Operation: While the project involves developing a design that promotes sustainability, this project does not include a detailed cost analysis for the long-term operation of the public space, which may be conducted as a separate project in the future.
- Provision of Ongoing Training for Volunteer Architects: The project aims to provide volunteers with valuable experience, but it doesn't involve creating ongoing training programs or continuing support for the volunteer architects post-project completion.
- Detailed Environmental Impact Assessment beyond Sustainability Considerations: The project includes a focus on sustainability, but it doesn't involve conducting a detailed, extensive Environmental Impact Assessment that goes beyond the project's immediate scope.

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By explicitly stating these exclusions, we clarify the boundaries of this project. Any future proposals for expanding the scope will be managed through the project change management process, as outlined in the Scope Management Plan.

7.6 Project Constraints

Project Constraints are limitations or restrictions that can impact the project's scope, timeline, budget, resources, or quality. Recognising these constraints at the outset is critical for effective project planning and risk management. By understanding these limitations, we can develop strategies to minimise their impact and ensure the successful completion of the project within the defined boundaries.

The following constraints are considered significant for this project:

- **Budget:** The total project budget is fixed at \$155,000. This limit includes all expenses, including volunteer accommodation, design materials, and the construction phase managed by the City Council. A contingency fund of \$30,000 is allocated within this budget to address potential increases in construction material costs. Any expenditure exceeding this limit requires prior approval from the project sponsor and must be approved through the change management process.
- **Time:** The project must be completed by 15th May 2025, with key milestones such as the completion of the work camp and design approval occurring within specific deadlines. Meeting these deadlines is crucial for maintaining project momentum and ensuring the project aligns with City Council timelines.
- **Scope:** The project's scope is defined by the chosen annual theme and the need for a public space that enhances the Gold Coast community. Any deviations from this scope, including significant design changes or expansion of project activities, must be approved through the project change management process.
- **Resources:** The project primarily relies on a limited number of volunteer architects. This constraint dictates the project's design and implementation capabilities and necessitates careful task planning and resource allocation.
- **Regulations:** All aspects of the project must adhere to local building codes, regulations, and safety standards, including the design, construction, and public unveiling of the public space. This includes obtaining permits and approvals from relevant authorities. Any changes to the design or implementation plan that may affect compliance with regulations need to be carefully reviewed and approved.
- Location: The chosen location for the public space will be determined by the City Council, based on its urban planning and development objectives. The project team must work within the constraints of the chosen location, which may include limitations on size, access, and environmental considerations.
- **Procurement Process:** The City Council's construction process is subject to its own procurement policies and regulations. Adhering to these policies and processes is crucial for ensuring the project proceeds smoothly and within the framework of established City Council procedures.
- **Community Engagement:** While fostering community engagement is vital, the project's success hinges on the community's willingness to participate in design feedback sessions and offer input. The project team must consider this potential constraint and develop strategies to actively engage the community and address any concerns or challenges.
- Volunteer Availability: The success of the project depends on the availability of volunteer architects throughout the two-week work camp. Maintaining a consistent team during this critical ScopeManagementPlan_v2_StevanBodiroza
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phase is important for achieving the desired outcomes.

By acknowledging these constraints upfront, we can proactively develop strategies to address potential challenges and ensure that the project is delivered successfully within the defined parameters.

7.7 Project Assumptions

Project Assumptions are factors that are considered to be true or certain, even though they haven't been formally verified or proven. They represent the underlying beliefs that guide the project planning and decision-making process. It's essential to clearly document these assumptions, as they can significantly impact the project's success if they prove to be incorrect.

Assumptions:

- **City Council Support & Commitment:** We assume that the City Council will continue to support the project and provide the necessary resources, including permits, approvals, and access to the chosen site. We also assume that the City Council will uphold its commitment to managing the construction phase of the project effectively.
- Volunteer Architect Participation: We assume that the 20-25 volunteer architects recruited for the project will be skilled, motivated, and committed to working collaboratively throughout the two-week work camp. We also assume that volunteers will possess the necessary skills to produce high-quality architectural designs that meet the project's objectives.
- University & NPO Collaboration: We assume that Griffith University and the local NPO will continue to support the project and provide resources and expertise as needed.
- **Community Engagement & Feedback:** We assume that the local community will engage positively with the project and provide valuable feedback on the proposed designs during the designated feedback sessions. We also assume that community members are willing to participate in feedback activities and provide constructive suggestions.
- International Volunteer Centre Support: We assume that the International Volunteer Centre will
 continue to assist in recruiting suitable volunteers and providing necessary support to the
 volunteers. Furthermore, we assume that the International Volunteer Centre will effectively assist
 in recruiting suitable volunteers, matching the project's requirements and skill sets.
- Local School Accommodation: We assume that the local school will be available and willing to accommodate volunteers during the work camp, providing appropriate facilities and support.
- Local Business Support: We assume that local businesses will be willing to support the project through donations of materials or services, and potentially by providing leisure activities for volunteers, enhancing the overall experience and fostering local community engagement.
- Theme Relevance & Appeal: We assume that the selected annual theme for the public space design will be relevant to the community's needs and interests, and appealing to both the volunteer architects and local stakeholders. This will ensure the project resonates with the wider community and aligns with the project's goals of community engagement and sustainability.
 - **Weather Conditions:** We assume that weather conditions during the work camp and the construction phase will be suitable for outdoor activities and construction work. We have taken into account the possibility of adverse weather and will include contingency plans in our risk management procedures.
- Accessibility of Materials and Construction Resources: We assume that construction
 materials and resources required for the project will be readily available and delivered as
 planned. We also assume that construction contractors will adhere to the agreed-upon timeline
 and budget.
- Compliance with Building Codes & Regulations: We assume that the architectural design
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produced by the volunteer architects will meet all relevant building codes and regulations. We also assume that the City Council will ensure that the construction phase adheres to all necessary regulations and safety standards.

Smooth Transition of Design Information: We assume that the transfer of information from the • volunteer architects to the City Council's construction team will be smooth and effective, with a clear hand-over process established to ensure a seamless transition between the design and implementation phases.

While these assumptions are considered valid based on current information and stakeholder commitments, they are subject to change and will be continuously monitored throughout the project. Any deviations from these assumptions will be addressed through the project's change management process.

8. Project Authorisations

process.		
8. Project Au	uthorisations	000
Name	Delegation	Authority Level
Alisha Swain	Project Sponsor (Executive General Manager Planning and Regulation, Gold Coast City Council)	 Approves the project scope, budget, and final deliverables. Has the authority to approve or decline change requests. Approves financial transactions for the project. Signs off on the completed project at completion.
Stevan Bodiroza	Project Manager	 Verifies that project deliverables meet legal, compliance, and client requirements. Coordinates with stakeholders for verification activities. Recommends change requests for approval. Manages the project budget within approved limits. Supervises the procurement process. Has the authority to approve change requests under \$5000, except for those related to accessing the contingency fund.
Neda Bodiroza	NPO Director	 Provides oversight on project alignment with NPO objectives, particularly in relation to the recruitment of both international and domestic volunteers. Assists in verifying project deliverables against community engagement requirements. Has the authority to approve change requests under \$2000, including those related to the domestic volunteer recruitment strategy.
James Smith	Professor, Griffith University (Department of Urban Architecture)	 Reviews and approves architectural designs for compliance with building codes and regulations. Provides guidance on sustainability requirements. Has the authority to approve change requests under \$1,000 related to architectural design.

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Hanah Goth	Director, International Volunteer Centre	 Manages the recruitment and selection of both international and domestic volunteers. Ensures volunteer participation aligns with project requirements. Has the authority to approve change requests under \$500 related to volunteer management. 	
Jana Fritz	Procurement Management	 Manages the tender process for construction contracts Ensures compliance with City Council procurement policies and regulations. Has the authority to approve financial transactions related to procurement. 	
Michael Jackobic	Construction Management- City Council Construction Team	 Oversees the construction phase of the project. Ensures compliance with building codes and regulations during construction. Manages construction crew and subcontractors. 	

 Table 3 – Authorisation and Delegations

Explanation:

Verification of Deliverables: The Project Manager, Stevan Bodiroza, has the primary responsibility for verifying that project deliverables meet legal, compliance, and client requirements. He will coordinate with stakeholders, including James Smith (for architectural design), Neda Bodiroza (for community engagement), and the City Council's construction team (for building code compliance) for this process. The City Council Procurement Department also plays a role in verifying that procured goods and services meet the required specifications.

Financial and Procurement Delegations: The Project Sponsor, Alisha Swain, has ultimate authority over financial matters, but the Project Manager (Stevan Bodiroza) manages the project budget within the approved limits. The City Council Procurement Department handles all procurement activities, including tendering and contract management.

Change Request Approval: The Project Sponsor, Alisha Swain, has the authority to approve all change requests. However, for change requests under specific financial thresholds (e.g., \$5,000 for the Project Manager, \$2,000 for the NPO Director, \$1,000 for the architectural expert, and \$500 for the volunteer centre director), these individuals can approve changes without requiring the Project Sponsor's approval.

Project Completion Sign-Off: The Project Sponsor, Alisha Swain, is the designated individual to sign off on the completed project, signifying its successful completion and acceptance.

9. Change

9.1 Definitions of Change

Change is an inherent part of project management. Requests for change can occur at any stage of the project, and it's crucial to have a clear understanding of how these changes can impact the project's scope, schedule, budget, and quality. Change requests can be triggered by various factors, such as:

- Unforeseen Circumstances: Unexpected events (e.g., weather delays, material shortages, unexpected site conditions) may necessitate modifications to the project plan.
- **New Information:** New information or data might reveal the need to revise the project's scope, timeline, or budget.
- Revised Requirements: Stakeholder needs or preferences may evolve, leading to requests for design changes, schedule adjustments, or budget reallocations.
- Improved Solutions: New and potentially more efficient or cost-effective solutions might she emerge, leading to requests to incorporate them into the project.

9.1.1. Common Change Requests:

Change requests typically fall into the following categories:

- Schedule Changes: Changes to the project timeline, such as extending deadlines, adjusting milestones, or re-sequencing tasks.
- Budget Changes: Changes to the project's budget, such as increasing or decreasing funding allocations, adding new expenses, or reducing planned expenses.
- Scope Changes: Changes to the project's deliverables, inclusions, or exclusions. This may involve adding new tasks, removing existing tasks, or modifying the project's intended outcomes.
- Project Document Changes: Changes to project documents, such as updating the project plan, design specifications, risk management plans, or communication plans.

9.1.2. Impact of Change on the Triple Constraint (Iron Triangle):

The Triple Constraint (or Iron Triangle) is a fundamental concept in project management, illustrating the interconnected nature of the project's scope, schedule, and budget. Each of these elements is interdependent, and changes in one area will inevitably impact the other two.

Here's how some of different types of change requests can potentially impact the other areas of the project:

- Schedule Changes:
 - Impact on Scope: Extending the project timeline might allow for the inclusion of additional deliverables or features. Shortening the timeline might necessitate reducing the project's scope.

Impact on Cost: Delays can increase project costs due to extended resource utilization and potential penalties. Accelerating the schedule might require additional resources, also increasing costs.

Budget Changes:

- **Impact on Scope:** Reducing the budget might necessitate cutting back on project deliverables or features. Increasing the budget might allow for expanding the project scope.
- o Impact on Time: A reduced budget could lead to delays if resources are limited. An increased budget might enable faster task completion by adding resources.
- Scope Changes:

- **Impact on Time:** Adding new deliverables or features will typically extend the project timeline. Removing deliverables might shorten the timeline.
- **Impact on Cost:** Expanding the scope will generally increase project costs, while reducing the scope might lower costs.

9.1.3. Managing the Impact of Change Requests:

The project team will employ a structured change management process to evaluate the impact of change requests and ensure that any changes are aligned with the project's objectives. This process will involve:

- 1. **Documenting the Change Request:** Any stakeholder can submit a change request, clearly outlining the nature of the change request, the rationale behind it, and the potential impact on the project.
- 2. **Evaluating the Impact:** Assessing the impact of the change request on the project's scope, schedule, and budget, taking into account potential risks and consequences.
- 3. **Approving or Rejecting the Request:** Deciding whether to approve or reject the change request based on its feasibility, alignment with project goals, and available resources.
- 4. **Updating Project Documents:** If the change request is approved, updating project documents, such as the project schedule, budget, and scope statement, to reflect the changes.
- 5. **Monitoring and Control:** The project manager will monitor the implementation of the change and track its impact on the project's schedule, budget, and deliverables.

9.2 Change Control Board

Based on the nature of our project and its level of complexity, we've decided to establish a CCB to provide a structured approach to managing change requests. This board will comprise the following individuals:

The CCB for our project will comprise the following members:

Name	Position	CCB Role
Alisha Swain	Executive General Manager Planning and Regulation (City Council)	 Project Sponsor Has the ultimate authority to approve or reject change requests. Provides guidance and expertise from the City Council's perspective. Ensures that changes are aligned with City Council strategic objectives.
Stevan Bodiroza	Project Manager	Chairs and presides over CCB
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Name	Position	CCB Role		
		 meetings. Ensures that all change requests are evaluated against project objectives, scope, schedule, and budget. Facilitates discussions and decision-making among CCB members. Communicates CCB decisions to stakeholders. Provides detailed information on change requests, including impact analysis and mitigation strategies. Offers recommendations to the CCB. Coordinates with the project team to implement approved changes. 		
Neda Bodiroza	NPO Director	 Represents the NPO's perspective on change requests. Ensures that changes align with the NPO's mission and objectives. Provides input on community engagement implications. 		
James Smith	Professor, Griffith University (Department of Urban Architecture)	 Provides expert advice on architectural changes and their impact on the design. Ensures that changes meet building codes and regulations. Evaluates the sustainability implications of changes. 		
Jackob Mali	(City Council, Urban Planning Department)	 Provides guidance on changes related to city planning and urban development. Ensures that changes comply with City Council regulations and policies. 		
Volunteer Architect Representative	(Selected by the volunteer architects)	 Represents the volunteer architects' perspective on change requests. Provides input on design considerations. 		

9.3 Decision-Making Process:

- The CCB will operate on an **ad-hoc basis**, convening meetings as needed to address submitted change requests.
- The quorum for CCB meetings will be **three members**, including the CCB Chair (Stevan Bodiroza) and the Project Sponsor (Alisha Swain).
- All CCB decisions will be documented and communicated to stakeholders.

The CCB will use a structured decision-making process, which may include the following steps:

- 1. **Change Request Submission:** All change requests are submitted in writing to the project manager, using the Change Request form (Appendix B)
- 2. **Change Request Review:** The project manager reviews the change request and prepares a detailed impact analysis, assessing its potential effects on the project's scope, budget, schedule, risks, and quality. The project manager will present this analysis to the CCB for review.
- 3. **CCB Discussion and Evaluation:** The CCB will discuss the change request, considering the impact analysis and stakeholder perspectives. The CCB members will ask clarifying questions, debate the merits of the proposed change, and identify any potential risks or challenges associated with it.
- 4. **CCB Decision:** The CCB will vote on whether to approve or reject the change request. A majority vote is typically required for approval. The CCB may also choose to approve the change request with modifications.
- 5. **Documentation and Implementation:** The CCB's decision will be documented, and the project plan, budget, and schedule will be updated accordingly. The project manager will coordinate with the project team to implement approved changes effectively.

9.4 Change Management Process

Change Management Process Steps:

1. **Change Request Submission:** Any stakeholder can submit a change request using the Change Request Form (Appendix A). The form should include:

Unique change request number

Date of request

- Description of the proposed change
- \circ Reason for the change
- Impact assessment (scope, schedule, budget, risks)
- PM Recommendation
- 2. **Change Request Logged:** The Project Manager logs the change request in the Change Request Log (Appendix B), assigning a unique ID and recording the submission date.
- 3. **Change Request Review:** The Project Manager reviews the change request for completeness and clarity. If necessary, the Project Manager will clarify the request with the requestor.

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- 4. **Impact Assessment:** The Project Manager conducts a preliminary impact assessment of the change request, considering its potential impact on the project's scope, schedule, budget, quality, and risks.
- 5. **CCB Meeting (if Required):** If the change request has a significant impact (e.g., major scope change, budget increase over a defined threshold, high risk), the Project Manager convenes a CCB meeting to discuss and evaluate the request. The CCB reviews the impact assessment and makes a recommendation to the Project Sponsor (Alisha Swain).
- 6. **Decision:** The Project Sponsor (Alisha Swain) makes the final decision to approve or reject the change request, considering the CCB's recommendation (if applicable).
- 7. **Implementation (if Approved):** If the change request is approved, the Project Manager incorporates the change into the project plan, updating the schedule, budget, and relevant project documents.
- 8. **Requestor Notified (if Rejected):** If the change request is rejected, the Project Manager notifies the requestor, providing a clear explanation for the rejection and updates change request log (Appendix B).
- 9. **Project Documents Updated:** The Project Manager ensures that all relevant project documents (e.g., scope statement, WBS, schedule, budget, risk management plan) are updated to reflect the approved change.
- 10. **Stakeholders Notified:** The Project Manager communicates the approved change and its implications to all relevant stakeholders.
- 11. **Change Monitored:** The Project Manager monitors the implementation of the approved change, tracking its impact on the project and addressing any issues that arise.

Communication:

- Change Request Log (Appendix B): The Change Request Log serves as a central repository for all change requests, documenting their status (submitted, reviewed, approved, rejected) and providing a clear audit trail.
- Communication to Stakeholders: Stakeholders will be notified about the outcome of their change requests (approval or rejection) through email or during project meetings. Significant changes or changes with a broader impact will be communicated to all stakeholders through project updates and meetings.

Change Management Process Flowchart:

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Change Number	Details of Change Requested	Requested by	Date Discussed	Approved Yes/No
CR 01/2024	Development of a Backup Plan for Volunteer Recruitment: Create a contingency plan for sourcing volunteers from domestic architecture universities.	Neda Bodiroza	05/06/2024	Yes
CR - 02/2024	Establishment of a Contingency Fund: Add a \$30,000 contingency fund to the construction budget to accommodate potential material cost increases.	Alisha Swain	05/06/2024	Yes

9.5 **CHANGE REQUEST FORM**

Appendix A: CHANGE REQUEST FORM

Project Name: Shaping the Future of Gold Coast - A Volunteer Camp for Sustainable Urban ts Reserved Transformation

Change Request Number: [It Will Be Auto-Generated]

Date of Request:

Click or tap to enter a date.

Requestor:

- Name:
- Role:
- Contact Information:

Description of Change:

[Provide a clear and concise description of the proposed change.]

Reason for Change:

[Explain the rationale behind the proposed change. What issues or circumstances have led to this request?]

Impact Assessment:

Scope:

[Describe the impact on the project scope, including any additions, deletions, or modifications to deliverables, tasks, or objectives.]

Schedule:

Describe the impact on the project schedule, including any changes to task durations, deadlines, or critical path activities.]

Cost:

[Describe the impact on the project budget, including any additional costs or cost savings resulting from the change. If possible, provide a cost estimate.]

Risk:

[Describe any new risks or changes to existing risks introduced by the proposed change, including the likelihood and potential impact of each risk.]

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Recommendation:

[Project Manager's recommendation to the Project Sponsor or CCB, including whether to approve or reject the change request. Provide a brief justification for the recommendation.]

Decision:

- Approved □
- Rejected

[Space for the Project Sponsor or CCB to provide comments or rationale for their decision.] Authorised by: [Signature of Project Sponsor or CCB representative] Date of Authorisation:

Click or tap to enter a date.

Instructions for Completion:

- 1. Complete all fields in the form.
- 2. Provide a clear and concise description of the proposed change.
- 3. Conduct a thorough impact assessment, considering all relevant factors.
- 4. Submit the completed form to the Project Manager.

Note: This form will be used to document and track all change requests throughout the project. The Project Manager will maintain a log of all change requests and their status (submitted, reviewed, approved, rejected, implemented).

10. Authorisation of Scope Management Plan

Authorised by:	Alisha Swain
Position Title	Executive General Manager Planning and Regulation, Gold Coast City Council
Date Approved:	15/09/2024

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