Quotation – Development of Project Management Framework, Phillip Island Nature Parks

Version 1.0, 17 December 2024

Stonebank

Contents

1   Introduction

Jarvis Weston
General Manager Infrastructure and Planning
Phillip Island Nature Parks
jweston@penguins.org.au

Dear Jarvis,

We are pleased for the opportunity to provide a quotation for the development of a Project Management Framework for Phillip Island Nature Parks. We've worked to create what we believe is a compelling offer to deliver what we believe is a comprehensive scope of services within your budget. Having worked with many similar organisations in the past, we believe we are ideally placed to create a great, practical outcome that balances your compliance needs with the scope of your projects and the size of your team.

We'd be more than happy to answer any questions you may have in relation to our proposal and are available to come down and run through it in person if required.

Again, thanks for the opportunity to submit.

Kind Regards,

Chris Adams
Director
Stonebank Group Pty Ltd
E: chris@stonebank.com.au
M: 0408 851 556

2   Quotation Form

1.	COMPANY AND CONTACT DETAILS	
1.1	Trading Name	Stonebank Group
1.2	Registered Name	Stonebank Group Pty Ltd
1.3	ACN	666 058 073
1.4	ABN	30 666 058 073
1.5	Street Address (required)	Level M2, West Podium, 525 Collins St, Melbourne, VIC, 3000
1.6	Postal Address (if applicable)	PO Box 289, Eltham, VIC, 3095
1.7	Telephone Number	0408 851 556
1.8	Email	chris@stonebank.com.au
1.9	Supplier Contact Name and Position/ Title	Chris Adams, Director

2.	RELEVANT EXPERIENCE

Company Overview - Provide an overview of your company

Stonebank have strong experience in working with not for profit and government statutory corporations in developing and upgrading their systems and compliance. Our client base includes Vincent Care Community Housing, Villa Maria Catholic Homes, Melbourne Racing Club and the Southern Metropolitan Cemeteries Trust.

Our approach to developing project management frameworks is to work closely with our clients. We believe that on-site face-to-face sessions are the best way to engage with our clients, understand their organisation, and importantly the needs of their teams. This gives us the quickest insight into what you do and how you do it, ensuring we can design frameworks that balance compliance requirements with thoughtful change management.

We are familiar with Phillip Island professionally and personally, with our directors regularly holidaying on the Island, and also managing projects.

We have a strong history developing policy and procedures for organisations outside of the commercial sector including not-for-profits, statutory government corporations, member-based organisations and understand the critical governance and social drivers of these organisations.

The size of our organisation ensures both director-level service and low overheads. More of our fee goes to servicing your project.

Organisational Experience - *Provide an explanation of your organisation's knowledge and experience in the industry including current and past experience for similar services.*

Provide two referees for current or recently completed contracts of a similar nature.

Stonebank was established as a project and development management firm, but we have a strong history in providing advisory services to our clients, particularly Project Management Office Advisory. The background of our director Chris Adams has seen him develop procedures and processes in both his past career as a construction executive, and in his current consulting career. More detail is provided on Chris' experience in Section 3 of this tender response.

We pride ourselves on an approach centred on understanding teams and the way they work. We use this understanding to carefully craft policies and procedures that respond to those needs.

Southern Metropolitan Cemeteries Trust – Infrastructure Strategy Advisory and Heatherton Road Project Establishment

Chris Adams was engaged by the Southern Metropolitan Cemeteries Trust (SMCT) to provide consulting services to support their update to their strategic plan, with a focus on infrastructure. Chris undertook a detailed discovery phase with stakeholders across numerous business units to understand how SMCT delivered its services and used that information to provide advice on land use planning which was incorporated into SMCT's updated Infrastructure Strategy. As part of his review, Chris proposed a new departmental structure which recognised the diverse projects being delivered by SMCT.

Following on from the success of the strategic infrastructure advisory, Chris was appointed to establish and lead a multi-disciplinary team to deliver what was known as the Heatherton Road project. The project sought to create a new memorial park in south-east Melbourne. In establishing the project team and structure, we created a project specific Development Management Pathway, detailing a series of project gates, and dividing the responsibilities for deliverables between the various project sub-teams including:

- Design Vision
- Risk and Commercial
- Comms and Engagement
- Delivery
- Operational Activation

The Development Management Pathway provided a simple but effective tool to enable the project team to achieve excellent cohesion and provide all stakeholders clarity on the project's progress and next steps. We have attached a copy at Attachment 1 – Sample Project Management Gate System to demonstrate the approach taken on that engagement.

Referee:
Angela Uilderks,
Former Chief Operating Officer
Southern Metropolitan Cemeteries Trust
0425 855 670 / uilderks01@gmail.com

Villa Maria Catholic Homes Project Management Policy and Procedures

Following an audit of project management systems, we were approached by VMCH to review their current procedures, assess gaps, and develop an updated Project Management Framework, Policies and Procedures. Due to the nature of projects the organization undertakes, across capex, major refurbishment and development projects, a three-tiered approach was developed. The number of gates and documentation requirements differed based upon the project's particular needs. We have provided the

Capex gateway structure at Attachment 1 – Sample Project Management Gate System of this submission as an example of a less complex approach to project management systems.

Our approach was to develop a usable framework which we detailed on the gate structure, then build out policies and procedures to suit. We worked closely with key team members in the development of the framework to ensure we created a workable and usable system.

Some of the key features of the VMCH Project Management Policy were:
- Developed to address specific concerns from an external audit. Our approach was defined by very specific governance requirements
- Robust continual improvement framework, that covered not just procedure updates, but also built form outcomes by measuring defect causes
- Gate based and tiered to project complexity

Jason Uzice
Former Chief Property Officer
VMCH Limited
0413 413 071 / juzice@mrc.net.au

Ruth Payne
Chief Property Officer (current)
VMCH Limited
0436 486 150 / ruth.payne@vmch.com.au

Sustainability – Nature Parks endeavours to ensure we work with organisations that operate in a socially and environmentally responsible manner. Please demonstrate how you fit this criterion.

The way we interact with society outside of the narrow sphere of our industry is important to Stonebank. One of our key values is ensuring we do work in a way that leaves society in a better place than before.

Stonebank Group recently received final endorsement of our Reconciliation Action Plan and are currently preparing the final design for publication. We are proud of this achievement, and its demonstration of our commitment to reconciliation.

As part of our wider ESG commitment we are well progressed on our journey towards Carbon Neutral certification, with completion of this process mandated by our board to be completed by the end of the current financial year.

Stonebank also takes charitable endeavours seriously, having raised significant funds for the Property Industry Foundation, and donated to social enterprises related to disability training.

3. CAPACITY AND CAPABILITY

Is provision of the requested services to be sub-contracted? If YES please provide details of proposed sub-suppliers and services to be provided.

We do not intend to engage any subcontractors for this scope of services.

Resources - Provide details of the proposed personnel including team, experience and skills.

The project will be led by Chris Adams, a director of Stonebank, as lead consultant. Chris will be responsible for the delivery of the projects and conduct all workshops and consultation. Chris shall be supported by a member of our project management team.

Chris' career in the built environment sector spans over a quarter of a century. During the 20 years of the first chapter of his career in commercial construction, Chris specialised in commercial and project management, with his career culminating in an executive role with a local subsidiary of one of the world's largest construction firms. Post his commercial construction career, Chris founded one of the two organizations which combined to form Stonebank and has specialised in leading our advisory function.

Some of Chris' key relevant experience to this engagement include:
- Commercial management manual development, Probuild Constructions
- Commercial management system development and implementation, Atelier Projects
- Jobpac cost management software implementation, Atelier Projects
- Infrastructure Strategy Advisory (including PMO structure review), Southern Metropolitan Cemeteries Trust
- South-East Region Community Memorial Park Project Management Pathway and Organisation Structure, Southern Metropolitan Cemeteries Trust
- Project Management Policies and Procedures – Villa Maria Catholic Homes
- Project Management Policies and Procedures – Melbourne Racing Club (currently on hold)

Complementing his skillset in policy and procedure development, Chris has significant practical experience in managing projects. Some career highlights include:
- Bendigo Bank Corporate Headquarters Building, Bendigo – Project Manager (Contractor-side). $100m mixed use office and commercial complete 2007
- Royal Victorian Eye and Ear Hospital Redevelopment, Melbourne – Contracts Manager. $350m hospital redevelopment, complete 2022 (active involvement 2011-2015)
- South East Region Community Memorial Park, Dandenong – Program Manager (equivalent to Project Director). Thirty-hectare cemetery development, 2020-21
- Isle of Wight Hotel Planning Submission, Cowes – Project Manager. 160 room hotel development, 2022-23
- VMCH Retirement Village, Wantirna South – Director and Project Lead. 300 apartment retirement village and aged care development, Current.

Outside of his professional roles, Chris has acted as a director and treasurer of a child-care co-operative and recently finished a term as school council president.

This blend of significant delivery experience in a number of environments with policy development and implementation experience enables Chris to balance governance, practicality and organizational needs in designing the right system for his clients.

Management Systems - Suppliers should indicate whether their company has Quality and Occupational Health and Safety or policies and procedures in place and provide evidence. (#delete if not applicable)
We operate under the Stonebank WHS Management Plan, a copy of which is available upon request. We don't have a formal quality management system.
Innovation and Value-Added Services – Suppliers should indicate any value-add/innovative services they may be able to offer in relation to the provision of the Services.
We believe the key value add we offer is a commitment to regularly meeting with your team in person during the development of the project management framework. This is a key differentiator in how we approach our dealings with our clients. We firmly believe the most authentic conversations are held in person and we gain the greatest learnings from your team in this environment. Likewise, building a sense of familiarity and trust between us and your team means that when the policies and procedures come to be rolled out, the end users will be confident that they have been heard, engaged with, and had a key role in developing the procedures they are being asked to work under. This is one of the key success factors in any new roll-out. You will notice in our methodology that we place a large emphasis on the initial phase of our services, understanding your team and how they operate before we start designing systems for you.

4. METHODOLOGY

Demonstrate an appreciation and understanding of the requirements of the Specification and an outline of the proposed methodology, approach and timeframes.

Our process to deliver the framework aligns with the milestones suggested by Phillip Island Nature Parks. We are able to achieve the dates proposed, but also believe there is significant opportunity to reduce the overall timeframe, with completion during April 2025 possible. We have attached a program detailing our approach at Attachment 2 – Proposed Service Delivery Program. We explain in more detail below how this can be achieved.

We understand from the RFQ that some areas of inconsistency in approach have been highlighted by Phillip Island Nature Parks. These include the approach to project planning, delivery, information management, risk and change management, monitoring, project oversight activities such as status reporting, and project closure, as well as documentation such as project plans, project risk assessments and project oversight activities such as status reporting. To give confidence that our approach considers all these items, we have attached a copy of a draft Project Management Framework Outline Brief at Attachment 3 – Draft Project Management Framework Outline Brief. This document outlines the typical considerations we build into a Project Management Framework.

Phase 1 – Draft Framework

1.1 Discovery

At the commencement of the discovery phase, we issue a request for information contemplating the existing policies, procedures, regulatory requirements, governance requirements and other key organisational documents such as strategic plans, record keeping arrangements, IT systems and organisational charts. A copy of our standard checklist is enclosed at Attachment 4 – Discovery Phase Documentation Request Checklist.

Once this documentation is received, we complete a desktop review which assists us to understand the current operations and ambitions of Phillip Island Nature Parks more widely, and the Infrastructure and Planning team more specifically.

Using the knowledge gained from this process, we design an initial workshop to be held at the offices of Phillip Island Nature Parks. Our goal here is to understand what works well, what doesn't, and what gaps are perceived by the organisation. An example of an agenda for the workshop is at Attachment 5 – Discovery Phase – Briefing Workshop Record.

The outcomes of the desktop review and workshop form the basis of our discovery report which includes a gap analysis and informs the commencement of our next stage.

At this stage we also develop the consultation plan with the General Manager of Infrastructure and Planning to ensure that we consult with the right team members at each stage of the framework development.

This thorough and methodical approach is key to successfully developing a project management framework that satisfies organisational and governance requirements, but just as critically empowers the project teams to efficiently manage their projects without imposing an unnecessary compliance burden. Our experience tells us that systems that are not user friendly will more often than not fail on implementation.

1.2 Design

During the design phase, we take the learnings from the discovery phase and commence development of Project Management Framework. The first step is designing the outline framework.
Once we have the outline framework developed, we will again meet with the relevant members of the Phillip Island Nature Park team to seek endorsement to proceed to finalise the outline framework and move into the next phase.

The draft framework will encompass an outline project management pathway (detailing the gate-based process), and suggested policies, procedures and templates.

Phase 2 – Draft Procedures and Templates

Utilising the organisation specific knowledge developed during Phase 1, we start to design the policies, procedures and templates. Once a draft set is complete, we provide for review to the relevant stakeholders, ahead of a workshop to gather feedback. We are looking to find out what the team thinks will and wont work for the organisation. We also take this chance to socialise any governance or compliance requirements that are pushing the documents in a certain direction.

Armed with the team's feedback we update the draft policies and issue back to Phillip Island Nature Parks for a further review.

During this phase we will also consider options for record management systems and build these into the procedures.

Phase 3 – Consultation
At the commencement of the Consultation phase, we will attend Phillip Island Nature Parks to present the Project Management Framework and the associated documents. This will be similar to an induction of the team into the procedures.

We leave the consultation period open for two weeks. During this time, we are available to take feedback from the team as they consider the new system or answer queries they may have in relation to it.

At the conclusion of this phase, we provide a report for Phillip Island Nature Parks management on the consultation period outcomes.

Phase 4 – Final Framework

The phase involves making any final adjustments and issuing the completed Project Management Framework and subsidiary documents in a final format.

CONFLICT OF INTEREST

Nature Parks requires all Suppliers involved in this RFQ process to disclose all relevant interests that will or may represent an actual or potential conflict of interest. If you have any such interests, please provide a declaration form of any potential conflict of interest and how any such conflict may be managed.

We do not have any conflict of interest in relation to this engagement.

6. COMPLIANCE TO CONTRACT

The Supplier should indicate a willingness to enter into a contract with Nature Parks. Note any required changes to the terms.

The Buying for Victoria website standard VGPB template contract has been selected for this Program:

- Agreement for the supply of services, standing offer

Whilst reference to the standard agreement template is provided, the Nature Parks will negotiate with the preferred Supplier to ensure terms reflect the nature of the arrangement.

If a proposed contract departure is unacceptable to the Nature Parks, the supplier's quotation response may not be further considered.

We are happy to accept the contract as detailed within the RFQ documents without amendment.

7. LOCAL CONTENT

Provide any information regarding local content. Information may include but is not limited to location of local offices, employment of local staff and/or contactors, use of local products.

Stonebank are a Victorian owned business, based in Melbourne. Local content will be limited to meals and accommodation when attending Phillip Island Nature Parks offices during the duration of our services.

8. SUPPLIER'S REPRESENTATIVE

Nominate the Supplier's Representative for this Contract.

Chris Adams
Director
Stonebank Group Pty Ltd
E: chris@stonebank.com.au
M: 0408 851 556

9. INSURANCE (ATTACH EVIDENCE):

Public and Products Liability

Insurer (Company):	Pacific Indemnity	Policy Number:	03-ENG-I-0044722
Extent of Cover:	$10,000,000	Date of Expiry:	1/7/25

Professional Indemnity

Insurer (Company):	Pacific Indemnity	Policy Number:	03-ENG-I-0044722
Extent of Cover:	$2,000,000	Date of Expiry:	1/7/25

Workers Compensation

Insurer (Company):	DXC Claims Management	Policy Number:	17196127
Extent of Cover:		Date of Expiry:	30/6/25

9. PAYMENT SCHEDULE

Quotes are requested to show a breakdown of fee per stage. Quotation should include allowances for all disbursements including travel, etc.

QUOTATION BREAKDOWN	
Suppliers are to provide the total of each relevant deliverable below. These deliverable totals must total the Contract Sum.	
Trade	**Cost**
Deliverable 1	$15,000
Deliverable 2	$10,000
Deliverable 3	$3,500
Deliverable 4	$1,500
TOTAL FOR ALL DELIVERABLES (Excl. GST)	$30,000
GST	$3,000
TOTAL INCLUDING GST	$33,000

10. ANY OTHER RELEVANT INFORMATION

Engagements like this are genuinely exciting to our team. We would love the opportunity to work with Phillip Island Nature Parks to develop your Project Management Framework.

EXECUTED BY:

Company: Stonebank Group Pty Ltd

Address: Level M2, West Podium, 525 Collins St, Melbourne, VIC, 3000

Signing by Supplier

By its representative signing this Quotation, the Supplier acknowledges and agrees

to the terms of the RFQ:

Supplier signature:

Supplier print name and position: Chris Adams, Director

Date: 17 December,2024

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3 Attachment 1 – Sample Project Management Gate System

1. Heatherton Road Development Management Pathway

2. Capex Plan of Work

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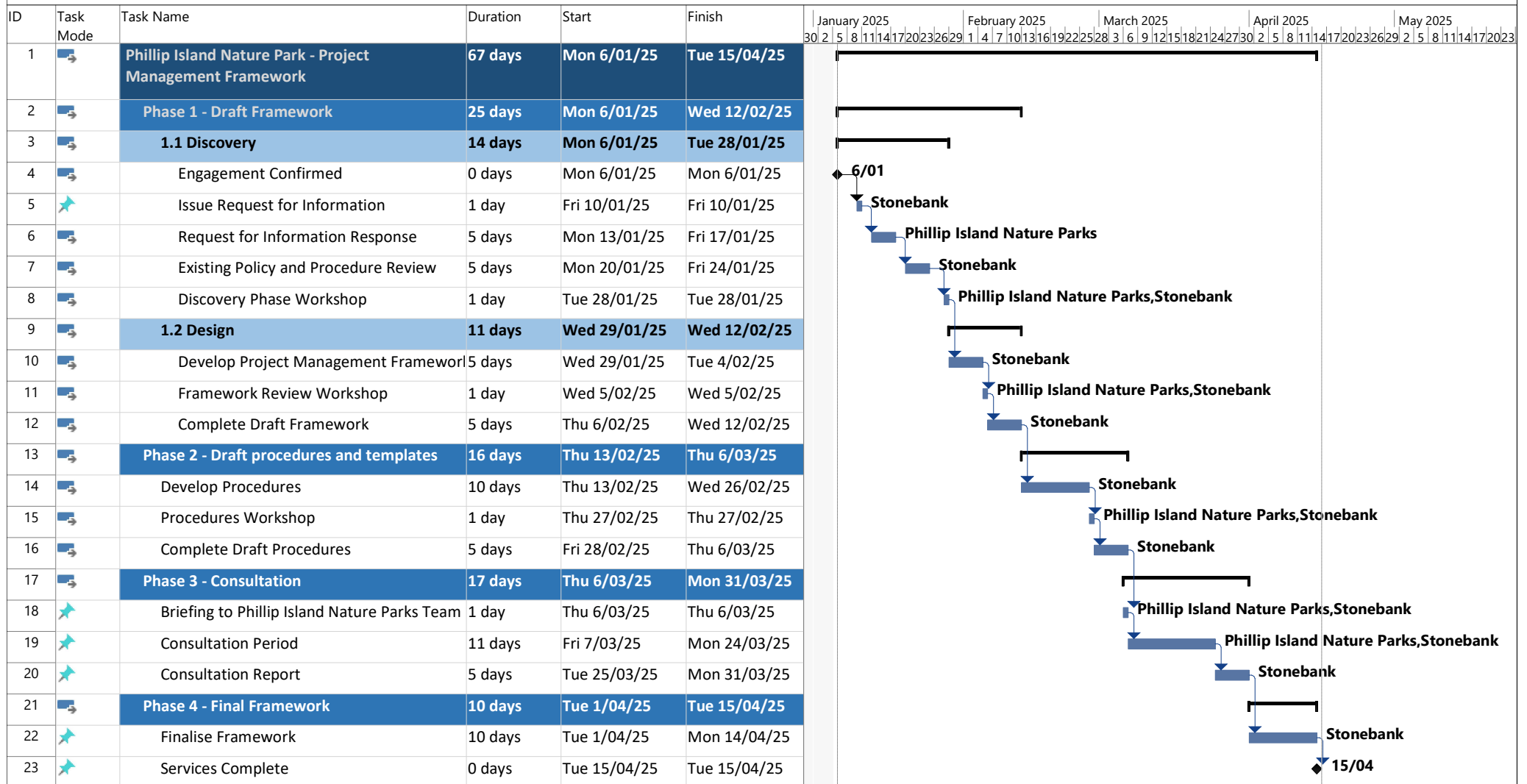|		IDEATION				INTEGRATION				IMPLEMENTATION			OPERATION
Gate		Business Case	GATE 1A	GATE 1B	GATE 1C (Concept Design 1C)	GATE 2	GATE 3A	GATE 3B	GATE 4	GATE 5	GATE 6	GATE 7	GATE 8
OWNER	**Objective**	Project Feasibility	Strategic Vision	Strategic Definition	Concept Design	Pre-TP Lodgement	60% DD (Optional At Risk - DD)	Post Town Planning	Pre-Tender	Post-Tender	Pre- Construction	Construction	Operation
Program Scheduler	Development Program	Prepare Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program
Design Vision Team	Principal's Project Requirements	Statement of Project Aims	Development Brief; Approach to Visioning	Development Brief; Visioning Document	PPR Overview Draft	PPR Overview; PPR Specification/Schedule	PPR Overview - Update	PPR Overview - Update	PPR Overview - Update	PPR Overview - Update	PPR Overview - Update	PPR and Approved Design Compliance Monitoring	PPR Review
Risk and Commercial Team	Yield / Functional Objectives	Site Yield Analysis	From Business Case	Functional Area Schedule	Area Schedule	Comprehensive Area Schedule	Comprehensive Area Schedule; Preliminary Room Data Sheets	Comprehensive Area Schedule; Room Data Sheets with ID	Reconfirmation of Development Functional Areas and Units	Reconfirmation of Development Functional Areas and Units	Reconfirmation of Development Functional Areas and Units	Monitoring of Development Functional Areas and Units	
Risk and Commercial Team	Risk Management & Enabling Works	Draft Risk Register	Draft Risk Register	Site and Authorities Risk - Desktop	Site and Authorities Risk Matrix - Mitigation and Costs Strategy	Site, Authority and Headworks Matrix Enabling Works Strategy & Budget	Site, Authority and Headworks Matrix Enabling Works Update	Site, Authority and Headworks Matrix Enabling Works Update	Site, Authority and Headworks Matrix Enabling Works Close-Out; Risk-Transfer under D&C	Site, Authority and Headworks Matrix Key Delivery Risks and Mitigation Strategy	Site, Authority and Headworks Matrix Delivery Risk and Mitigation Status	Site, Authority and Headworks Matrix Delivery Risk and Mitigation Status	Residual Risks and Mitigation Strategy
Risk and Commercial Team	Feasibility & Funding	Feasibilty Study & NPV Analysis; Sale rate inputs to Cost Plan / Feasibility	Target Yield including amenity ratios & scenarios	Feasibility Update inputs and review objectives; Stock requirements analysis	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update; Key Funding Matters	Feasibility Update; Commercial Close	Feasibilty Update	Report on final CAPEX and OPEX forecasts
Risk and Commercial Team	Cost Plan	Cost Plan A; Efficiency Analysis	From Business Case	Cost Plan B Report	Cost Plan B-C Report	Cost Plan C Report	Cost Plan C Update; VM Initiatives Costed For Consideration	Cost Plan C Update; Impacts of Town Planning	Cost Plan D / Rated BoQ	Tender Analysis; VM Validation	Cash Flow Forecast	Cash Flow Monitoring; Commercial and Financial Monitoring and Reporting	Data Capture and Report
Risk and Commercial Team	Budget	Draft Development Cashflow. Formal approval for Gate 1 > 2 Budget and Resources	From Business Case	Budget Update including forecast individual design, marketing, headworks and authority costs.	Gate 1B Firm Budget developed with a cashflow with traffic light indication of budgets still at large.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	PCG Monitoring and Reporting	
Comms and Engagement Team	Marketing / Communications		Competitor & Market Summary; High-level Strategy	Preliminary Marketing Strategy; Risks and Opportunities	Marketing Strategy; Community Engagement Activities	Marketing Strategy - Update with Key Activities and Budget	Marketing Strategy - Update with Key Activities and Budget	Marketing Strategy - Update with Key Activities and Budget	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Launch
Delivery Team	Design Deliverables		Preliminary Benchmarking Document	Benchmarking Document [Pin-up]	Conceptual Design; Touch and Feel [Pin-up]	Developed Design (all disciplines) 25% Renders & Exterior Finishes [Pin-up]	Developed Design 60% (all disciplines) Interior Design [Pin-up]	Developed Design - Town Planning Implications	Complete Contract Design - All Disciplines [Pin-up]	Cut-sheets outlining propsed VM Recommendations [Pin-up]	Completed Design incorporating all VM and for Construction		As-Built Documentation and Compliance
Delivery Team	Reports	Site Condition Reports, Town Planning Opinion		Design Reports: ESD, Structure, Services, ID, Landscape	Design Reports - All Disciplines	Design Reports - All Disciplines with additional Statutory/Regulatory Inputs	Anticipated TP Condition Discharge Strategy	TP Condition Discharge Strategy; Signage and Wayfinding	TP Condition Discharge Matrix	TP Condition Discharge Matrix Update; VM Adoption Strategy	TP Condition Discharge Matrix Update	TP Condition Discharge Matrix Update	O&M Manuals; Defecting and Commissioning
Delivery Team	FM		Asset Management Strategy and Design Objectives	Asset Management Brief	Asset Lifecycle Plan and Inputs & Operator Assumptions; Internal FM endorsement	Asset Management – Maintenance Cost Plan and Technology Report; Internal FM endorsement	Asset Management Report – Design Compliance Report inc VM	Asset Management Report – Design Compliance Report Update	Asset Management – Design Compliance Report Update; Internal FM endorsement	FM Post Tender Report - Implications of proposed VM initiatives	Maintenance Cost Plan Update	Asset Management – Inspection and Test Plans; Asset Data for CMMS input	Inductions and operational strategy; Internal FM endorsement
Delivery Team	Procurement		Consultant RFP	Consultants Appointed	Preliminary Procurmenet Strategy and Construction Market Forecast	Construction Market Forecast & Procurement Strategy; Engage design architects.	Construction Market Forecast	Procurement Strategy: Construction Market Update; and Contractor Shortlist to EOI Process	Procurement Strategy: Construction Market Update; outcome of EOI Prequalification; Tender List; and Key Commercial Terms for D&C	Present Preferred Contractor Profile Price, Personnel & Programme Methodology; Key Commercial Terms	Fast-track Prototype Room/s Prototypes and Samples; PCG Approach and Reporting; FF&E Procurement Strategy	Prototypes and samples; FFE Procurement	
Operational Activation Team				Stakeholder input into design requirements. Business Transformation input into design requirements.			Site Activation Plan					Procure Equipment; Training and Induction; Bump In	Commence Operations
	Executive Approval	HOLD POINT - TRUST; Trust approval of business case, development budget	1. COO conceptual approval for approach (plant, EN providers etc)	1. Develop proposed Conceptual Design (change language to masterplan)	HOLD POINT - TRUST; 1. Prepare Town Planning; 2. Adopt Marketing Strategy	1. Lodge for Town Planning; 2. Continue at-risk Design Development; 3. Adopt Enabling Works Strategy	1. Adoopt recommended VMs; 2. Continue at-risk Design Development	1. Document for Tender; 2. Procurement Strategy	HOLD POINT - TRUST; 1. Design for Tender; 2. Tender Process	1. Proceed to Contract	1. Commence Construction		
	Internal Stakeholder Inputs	PMO; Sales	PMO; Sales; Marketing and Comms; Facilities	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	PMO; Facilities; Sales; Hospitality; Marketing and Comms; Operations	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilities; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilites; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations	Finance; IT; PMO; Facilites; Sales; Hospitality; Marketing and Comms; Corporate Governance; Operations
	Objectives	Establish initial project feasabilty and direction	Prior to commencing any design, reassess and challenge all existing assumptions methodically. Establish a developoment brief that sets measurable targets for all functional, technical, cost and revenue assumptions. Co-author a benchmarking document to calibrate participants' shared vision and remove bias.	Interrogate the targets and objectives set in the development brief using data and research. Conduct high-level yield studies against market insights to assess revenue and cost assumptions. Develop benchmark document to better represent outcomes of research and to inform the cost plan.	Using the tested and agreed design parameters, begin schematic design testing to validate yield and product objectives. Risks, including economic, planning, authority and headworks considerations are evaluated to inform design direction. Schematic design for key disciplines are prepared to inform scope and objectives for the feasibility and cost plan.	Prior to lodgement the development must be optimised against all objectives as beyond this point change will likely result in abortive design and program slippage. All conceivable risks have been identified, mitigated or managed. Enabling works strategies are implemented to reduce site and authority risk to time and later contractor procurement.	Developed design representing full scope and performance expectations evaluated against objectives. Opportunity respond to market and anticipated planning outcomes prior to balance of design coordination. Contractor procurement strategy reviewed to inform residual documentation approach.	Opportunity to reflect on outcomes of planning process and current state of economy, marketing, sales and other coroporate objectives. Take stock of town planning impacts and determine if it materially impacts the development objectives and consider time and cost implications of progressing or revisiting strategy.	Contract documentation with full scope and performance expectations resolved against the PPR. Any residual development risks transferred to the contractor where cost-effective and conventional. A comprehensive cost plan or rated BoQ process involving detailed briefing and review by all disciplines ensures the PPR scope is resolved and the market pricing is highly competitive and without fatigue.	Prior to contract and commencement the design is updated to realise all targeted VM or SMCT-lead changes prior to commencement. Residual risk transfer and responsibilities are matrixed and understood by all parties.	Direction to proceed to Building Permit and Commencement of Construction. Commitments to prototypes, samples and direct procurement are planned and understood.		

Note: rows include repeated separator entries "Status as at end July 2020".

PLAN OF WORK PATHWAY GATES - CAPEX

			PHASE			
			DEFINITION	DESIGN		DELIVERY
Gates	**Gate**		**GATE 1**	**GATE 2**	**GATE 3**	**GATE 4**	**GATE 5**
			Project Establishment	Design	Tender	Construction	Operation
	Objectives		Establish project budget, schedule and scope deliverables, and establish governance framework	Complete design tasks in preparation for tender	Tender works, and seek approval to proceed to delivery	Deliver the works in accordance with the agreed scope, schedule and budget	Transition to operational state and hand over to operational owner
Timing	**Commencement:**		1-Jan-00	1-Jan-00	1-Jan-00	1-Jan-00	1-Jan-00
	Target Gate Approval Date:		1-Jan-00	1-Jan-00	1-Jan-00	1-Jan-00	1-Jan-00
Approvals	**Expenditure Approvals**		Project Budget		Delivery Contract		
	Approver (to move to next Gate)		General Manager - Assets	General Manager - Assets	General Manager - Assets or Chief Property Officer	General Manager - Assets	General Manager - Assets
	Documents for Gate Approval		Plan of Work	Design or Scope	Delivery Contract	Defect Register	Project Close Out Meeting Minutes
			Budget	Budget Update	Budget Update	Final Budget	
			Schedule	Schedule	Schedule	Project Handover Checklist	
			Risk Register	Risk Register	Risk Register		
	Gateway Approval Stakeholder Referrals		Operational Owner	Operational Owner	Operational Owner	Operational Owner	Operational Owner

	Function	**Owner**	**Tasks**				
GATE TASKS and DELIVERABLES	1. Project Scope	Project Lead	Project Scope clearly defined for consultant briefing	Scope of works defined in tender documents	Project scope captured in delivery contract		Review in project close out
	2. Design Deliverables	Project Lead		Design complete for tender	For construction drawings issued		As built and record documentation
	3. Safety in Design	Project Lead		Safety in design review			Review in project close out
	4. Risk Management	Project Lead	Project risk register established	Risk register update	Risk register update	Risk register update	Review in project close out
	6. Operational Impact	Operational Owner		Completion requirements checklist Facility operational requirements	_		Handover to operations including training, operational documents, etc. Asset management system data.
	7. Procurement	Project Lead	Procurement Strategy including form of contract	Tender documents	Contractor reccomendation Delivery contract		Review in project close out
	8. Budget	Project Lead	Detailed project budget establshed	Budget Update	Budget Update	Budget Update	Final budget close out
	9. Schedule	Project Lead	Project schedule established	Schedule update	Schedule update		Review in project close out
	10. Communications and Engagement	Operational Owner	Stakeholder engagement requirements defined	Stakeholder requirements communicated to Project Owner		Stakeholder engagement as required	Review in project close out

4 Attachment 2 – Proposed Service Delivery Program

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PHILLIP ISLAND NATURE PARKS - PROJECT MANAGEMENT FRAMEWORK TENDER PROGRAMME

Stonebank

ID	Task Mode	Task Name	Duration	Start	Finish
1		Phillip Island Nature Park - Project Management Framework	67 days	Mon 6/01/25	Tue 15/04/25
2		Phase 1 - Draft Framework	25 days	Mon 6/01/25	Wed 12/02/25
3		1.1 Discovery	14 days	Mon 6/01/25	Tue 28/01/25
4		Engagement Confirmed	0 days	Mon 6/01/25	Mon 6/01/25
5		Issue Request for Information	1 day	Fri 10/01/25	Fri 10/01/25
6		Request for Information Response	5 days	Mon 13/01/25	Fri 17/01/25
7		Existing Policy and Procedure Review	5 days	Mon 20/01/25	Fri 24/01/25
8		Discovery Phase Workshop	1 day	Tue 28/01/25	Tue 28/01/25
9		1.2 Design	11 days	Wed 29/01/25	Wed 12/02/25
10		Develop Project Management Framework	5 days	Wed 29/01/25	Tue 4/02/25
11		Framework Review Workshop	1 day	Wed 5/02/25	Wed 5/02/25
12		Complete Draft Framework	5 days	Thu 6/02/25	Wed 12/02/25
13		Phase 2 - Draft procedures and templates	16 days	Thu 13/02/25	Thu 6/03/25
14		Develop Procedures	10 days	Thu 13/02/25	Wed 26/02/25
15		Procedures Workshop	1 day	Thu 27/02/25	Thu 27/02/25
16		Complete Draft Procedures	5 days	Fri 28/02/25	Thu 6/03/25
17		Phase 3 - Consultation	17 days	Thu 6/03/25	Mon 31/03/25
18		Briefing to Phillip Island Nature Parks Team	1 day	Thu 6/03/25	Thu 6/03/25
19		Consultation Period	11 days	Fri 7/03/25	Mon 24/03/25
20		Consultation Report	5 days	Tue 25/03/25	Mon 31/03/25
21		Phase 4 - Final Framework	10 days	Tue 1/04/25	Tue 15/04/25
22		Finalise Framework	10 days	Tue 1/04/25	Mon 14/04/25
23		Services Complete	0 days	Tue 15/04/25	Tue 15/04/25

Legend:

Task		Inactive Task		Manual Summary Rollup	External Milestone
Split		Inactive Milestone		Manual Summary	Deadline
Milestone		Inactive Summary		Start-only	Progress
Summary		Manual Task		Finish-only	Manual Progress
Project Summary		Duration-only		External Tasks	

Project: Phillip Island Nature Pa
Date: Wed 18/12/24

5 Attachment 3 – Draft Project Management Framework Outline Brief

Stonebank

Stonebank

Project Management Framework

Outline Brief

1 General	Stonebank Comments
Project Management Pathway	We typically approach this process by creating a project management pathway which specifies deliverables, phases and responsibilities – we find that compliance is increased where there is a simple graphic that provides guidance. This will be accompanied by this procedure.
Application of this procedure	Confirm what entities and subsidiaries or parents the procedure applies to
Approach to policy	We typically take an approach that seeks to limit the length of a policy, emphasising tasks that promote good project management and governance, tiered for the complexity and risk level associated with a project.
Extent of change sought	Is the aspiration for wholesale change, optimisation of existing processes, or something in between those two points?
2. Project Establishment and Governance	Stonebank Comments
Project Governance Structure	Likely roles required here: • Board • Executive Team • Project Sponsor – typically the person who has executive responsibility for a project • Project Lead – the person who has day to day ownership • Project Manager – Internal or external
Departmental Organisational Chart	Showing above roles and any other relevant roles within the organisation
Project Initiation	Initial feasibility, go/no go process or similar. How do we move from the initial concept to a project?
Project Definition Guidelines	Classification of projects – will these be tiered by size, complexity or type?
Regulatory Compliance	Legal compliance including sector specific requirements and organisation requirements
Environmental, Social and Governance Requirements	Are there any requirements here?
Change Management	Who can approve changes to scope, time, program and the process for doing so
Project Management Framework Requirements	Will we have differing frameworks for different project classifications
Delegation and Authority	What are the organisation's policies, or do these need to be created?
Conflict of Interest	What are the organisation's policies, or do these need to be created?

Critical Incident Response	What are the organisation's policies, or do these need to be created?
3. Project Management Framework (project gates)	**Stonebank Comments**
Project Management Framework	What sort of process would suit the organisation. We typically recommend a system with approval 'gates' to ensure good governance.
4. Risk	**Stonebank Comments**
Enterprise Risk Management Framework	Are there any enterprise level policies that need to be considered
Project Risk Management	What level of operational and strategic risk do we need to consider
Safety Management	What are the organisations existing policies.
5. Commercial Management	**Stonebank Comments**
Contractor Management	Are there any contractor management policies or systems in place.
Procurement	What policies does the client have in place?
Financial Management	What policies does the client have in place?
6. Communications and Engagement	**Stonebank Comments**
Stakeholder Engagement	Internal and external. Are there any policies we need to abide by?
7. Reporting	**Stonebank Comments**
Reporting	Dashboards, PCG reports, any other templates to be developed?
8. Time	**Stonebank Comments**
Scheduling	Programming requirements, should allow simple incorporation into master schedule for all projects. Regularity of updates Are there any cashflow requirements withing this scope, and are they universal or limited to certain projects?
9. Quality	**Stonebank Comments**
Quality Management	What are the current polices and procedures? How is project scope defined, controlled and monitored?
Document Control	What systems are in place? What are the organisation's record keeping requirements?
Project Artefacts	Minimum documents to be retained for record purposes
Filing and Archiving	How and where
Defect Management	Classification, timing, recording, close out,
Continual Improvement	How are lessons learnt currently recorded and disseminated within teams? Is there be value in a continuous improvement register for issues like recurring defects, etc?
10. Completion	**Stonebank Comments**
Completion	Activation / operation plans, handover requirements

Project Close Out Meeting – Practical Completion (PC)	Agenda
Project Close Out Meeting – Final Completion/Post Implementation Review (PIR)	Agenda

6 Attachment 4 – Discovery Phase Documentation Request Checklist

Stonebank

Project Management Framework

Discovery Phase – Documentation Request Checklist

To assist in our discover phase review, please provide copies of documentation noted in this list if available.

Client:	
Date:	

Document	Available	Supplied
• Asset Management Policies	☐	☐
• Asset Management System Requirements	☐	☐
• Authority Limits/Delegated Authorities Policy or Procedure	☐	☐
• Capital Expenditure Policies	☐	☐
• ESG Policies or Requirements	☐	☐
• Emergency/Critical Incident Response Policies	☐	☐
• Governance Policies	☐	☐
• Health and Safety Policies and Procedures	☐	☐
• Investment Policies	☐	☐
• Organisation Charts	☐	☐
• Procurement Policy	☐	☐
• Project Management Policies	☐	☐
• Project Management Procedures	☐	☐
• Project Management Templates	☐	☐
• Quality Management Policies	☐	☐
• Quality or Management Audit Reports relating to Project Management	☐	☐
• Reporting Templates	☐	☐
• Risk Appetite Statement	☐	☐
• Risk Policies	☐	☐
• Risk Register Templates	☐	☐

7 Attachment 5 – Discovery Phase – Briefing Workshop Record

Stonebank

Project Management Framework

Discovery Phase – Briefing Workshop

Client:	
Date:	
Attendees:	Client
	Stonebank

1 General	Stonebank Comments	Client Comments
Project Management Pathway	We typically approach this process by creating a project management pathway which specifies deliverables, phases and responsibilities – we find that compliance is increased where there is a simple graphic that provides guidance. This will be accompanied by this procedure.	
Application of this procedure	Confirm what entities and subsidiaries or parents the procedure applies to	
Approach to policy	We typically take an approach that seeks to limit the length of a policy, emphasising tasks that promote good project management and governance, tiered for the complexity and risk level associated with a project.	
Extent of change sought	Is the aspiration for wholesale change, optimisation of existing processes, or something in between those two points?	
2. Project Establishment and Governance	**Stonebank Comments**	**Client Comments**
Project Governance Structure	Likely roles required here: • Board	

	- Executive Team - Project Sponsor – typically the person who has executive responsibility for a project - Project Lead – the person who has day to day ownership - Project Manager – Internal or external	
Departmental Organisational Chart	Showing above roles and any other relevant roles within the organisation	
Project Initiation	Initial feasibility, go/no go process or similar. How do we move from the initial concept to a project?	
Project Definition Guidelines	Classification of projects – will these be tiered by size, complexity or type?	
Regulatory Compliance	Legal compliance including sector specific requirements and organisation requirements	
Environmental, Social and Governance Requirements	Are there any requirements here?	
Change Management	Who can approve changes to scope, time, program and the process for doing so	
Project Management Framework Requirements	Will we have differing frameworks for different project classifications	
Delegation and Authority	What are the organisation's policies, or do these need to be created?	
Conflict of Interest	What are the organisation's policies, or do these need to be created?	
Critical Incident Response	What are the organisation's policies, or do these need to be created?	
3. Project Management Framework (project gates)	**Stonebank Comments**	**Client Comments**

Document3

Project Management Framework	What sort of process would suit the organisation. We typically recommend a system with approval 'gates' to ensure good governance.	
4. Risk	**Stonebank Comments**	**Client Comments**
Enterprise Risk Management Framework	Are there any enterprise level policies that need to be considered	
Project Risk Management	What level of operational and strategic risk do we need to consider	
Safety Management	What are the organisations existing policies.	
5. Commercial Management	**Stonebank Comments**	**Client Comments**
Contractor Management	Are there any contractor management policies or systems in place.	
Procurement	What policies does the client have in place?	
Financial Management	What policies does the client have in place?	
6. Communications and Engagement	**Stonebank Comments**	**Client Comments**
Stakeholder Engagement	Internal and external. Are there any policies we need to abide by?	
7. Reporting	**Stonebank Comments**	**Client Comments**
Reporting	Dashboards, PCG reports, any other templates to be developed?	
8. Time	**Stonebank Comments**	**Client Comments**
Scheduling	Programming requirements, should allow simple incorporation into master schedule for all projects. Regularity of updates Are there any cashflow requirements withing this scope, and are they universal or limited to certain projects?	

9. Quality	Stonebank Comments	Client Comments
Quality Management	What are the current polices and procedures? How is project scope defined, controlled and monitored?	
Document Control	What systems are in place? What are the organisation's record keeping requirements?	
Project Artefacts	Minimum documents to be retained for record purposes	
Filing and Archiving	How and where	
Defect Management	Classification, timing, recording, close out,	
Continual Improvement	How are lessons learnt currently recorded and disseminated within teams? Is there be value in a continuous improvement register for issues like recurring defects, etc?	
10. Completion	Stonebank Comments	Client Comments
Completion	Activation / operation plans, handover requirements	
Project Close Out Meeting – Practical Completion (PC)	Agenda	
Project Close Out Meeting – Final Completion/Post Implementation Review (PIR)	Agenda	

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