

**MGMT8040**

**Business Project Management**

**Sydney Olympic Park Smart City Development**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Group Member** | **Name** | **ID** | **Task Number** | **Task Title** |
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**Executive Summary**

This report provides a detailed examination of the Sydney Olympic Park Smart City Development, a pioneering project that transformed the 2000 Olympic site into an eco-friendly, technologically progressive urban model. The initiative combined smart infrastructure with sustainable practices to address both immediate urban needs and long-term environmental goals. Through meticulous planning, extensive stakeholder collaboration, and proactive risk management, the project successfully achieved substantial outcomes, notably earning a prestigious 6-Star Green Star certification. Despite facing challenges related to technological advancement and project scope, this report illustrates how effective planning and adaptive management contributed to the project’s success. The findings present Sydney Olympic Park as a benchmark for sustainable urban development, offering valuable insights for future projects worldwide focused on creating resilient, green cities.

Table of Contents

[Introduction 5](#_Toc180953743)

[Project background and vision 5](#_Toc180953744)

[Stakeholder involvement 5](#_Toc180953745)

[Project planning and scope definition 6](#_Toc180953746)

[Project's purpose 6](#_Toc180953747)

[Planning tools and methods 6](#_Toc180953748)

[Use of Gantt chart 7](#_Toc180953749)

[Managing constraints and scope adjustments 7](#_Toc180953750)

[Risk management and stakeholder engagement 7](#_Toc180953751)

[Environmental risk management 7](#_Toc180953752)

[Financial risk management 8](#_Toc180953753)

[Community engagement and mitigation of social risks 8](#_Toc180953754)

[Stakeholder communication and collaboration 8](#_Toc180953755)

[Public consultation and feedback integration 9](#_Toc180953756)

[Project implementation and monitoring 9](#_Toc180953757)

[Implementation of smart technologies 9](#_Toc180953758)

[Monitoring and control mechanisms 9](#_Toc180953759)

[Challenges and solutions 10](#_Toc180953760)

[Comprehensive budget and funding strategy 10](#_Toc180953761)

[Project outcome, success metrics, and critical analysis 10](#_Toc180953762)

[Project outcome 10](#_Toc180953763)

[Success metrics 11](#_Toc180953764)

[Critical analysis 11](#_Toc180953765)

[Lessons Learned and Recommendations 11](#_Toc180953766)

[Mini project analysis 13](#_Toc180953767)

[Introduction to the mini project 13](#_Toc180953768)

[Task organization and assignment 13](#_Toc180953769)

[Execution and monitoring 13](#_Toc180953770)

[Challenges and risk management 14](#_Toc180953771)

[Group dynamics and lessons learned 14](#_Toc180953772)

[Bibliography 15](#_Toc180953773)

[Appendix 16](#_Toc180953774)

[Figure 1: Gantt Chart of Sydney Olympic Park Development 16](#_Toc180953775)

[Figure 2: Gantt Chart of Mini Project Analysis 16](#_Toc180953776)

[Planning Activities 17](#_Toc180953777)

[Delegating Activities 17](#_Toc180953778)

[Team meeting agenda 18](#_Toc180953779)

[Minutes of Meeting 19](#_Toc180953780)

# Introduction

Amid rapid urbanization, the Sydney Olympic Park Smart City Development offers a pioneering model for integrating sustainability with advanced technology in urban design (Sydney Olympic Park Authority, 2023). Established on the site of the 2000 Sydney Olympic Games, this project seeks to transform the park into an innovative urban centre that enhances the quality of life for residents and millions of annual visitors through smart, sustainable technologies (Zhou & Zhang, 2020). As cities worldwide pursue eco-friendly solutions, Sydney Olympic Park demonstrates how urban areas can combine advanced infrastructure with environmental responsibility to foster resilient, sustainable communities**.**

## Project background and vision

Following the 2000 Olympics, Sydney Olympic Park transitioned from a temporary event site into a permanent urban precinct (Prior & Tavano Blessi, 2012). Now envisioned as a "smart city," the development emphasizes efficient infrastructure, accessible public spaces, and strong digital connectivity. This vision prioritizes immediate urban needs while focusing on long-term ecological goals, meeting both current and future demands of the community (Johnson & Kent, 2021). In line with the project’s sustainable vision, the team implemented green building practices that minimize greenhouse gas emissions and energy usage. Materials were repurposed whenever possible, reducing waste and demonstrating the project’s commitment to environmentally conscious development (Green Building Council of Australia, 2021).

## Stakeholder involvement

Collaboration among diverse stakeholders has been essential to the success of the Sydney Olympic Park Smart City Development. Led by the Sydney Olympic Park Authority (SOPA), the project involves partnerships with local and state governments, private contractors, and technology companies like Microsoft, which serves as the “innovative solutions integrator” (Sydney Olympic Park Authority, 2023). Community involvement is integral to the project, with residents represented on the “Smart City Advisory Panel,” ensuring that the development aligns with community needs while meeting ambitious sustainability and technology goals (Taylor, 2023). Technology companies, such as Microsoft, played a critical role in providing innovative solutions that supported sustainability goals, while community groups offered valuable feedback that shaped green initiatives to align with residents' expectations (Sydney Olympic Park Authority, 2023).

# Project planning and scope definition

The planning phase of the Sydney Olympic Park Smart City Development project was essential for laying the foundation to implement state-of-the-art infrastructure while achieving ambitious sustainability objectives. The primary goal of the project was to transform Sydney Olympic Park into a hub of urban innovation, focusing on smart city technology to enhance environmental responsibility and liveability for residents and visitors. Defining and managing the project's scope, including areas like public spaces, transit systems, and residential complexes, was crucial for aligning the project with its sustainable vision. During the planning phase, the project team conducted thorough risk assessments to identify potential environmental and operational hazards. This included evaluating local biodiversity impacts and infrastructure resilience, ensuring the project was equipped to address both immediate and future challenges (James, 2007).

## Project's purpose

The scope of the project included a wide range of urban development initiatives, including sustainable water and waste management systems, smart lighting, and innovative transportation solutions. These elements contributed to the overarching goal of creating a connected, green urban environment (Sydney Olympic Park Authority, 2020). Sustainability remained a core focus, requiring a careful balance between introducing cutting-edge technologies and protecting natural areas to minimize environmental impact. This phase also demanded close cooperation with various stakeholders, such as local government, environmental experts, and technology providers, to ensure that urban planning laws and environmental standards were met (Zhou & Zhang, 2020).

## Planning tools and methods

Given the project's complexity, advanced planning methods were necessary to manage its diverse components effectively. The project team employed a Work Breakdown Structure (WBS), which divided the project into manageable sections, facilitating efficient resource allocation and realistic deadline setting. This hierarchical approach promoted clear communication across departments and stakeholders, ensuring alignment with the project's overarching objectives (Li, 2021).

## Use of Gantt chart

The Gantt Chart was a vital tool for managing timelines and tracking progress throughout the Sydney Olympic Park Smart City Development. This visual tool outlined key milestones and task dependencies, providing the project management team with insights into potential roadblocks. Regularly reviewing the Gantt chart allowed the team to make timely decisions to keep the project on track and address issues such as technology procurement delays or adjustments to legal requirements (Sydney Olympic Park Authority, 2022).

The Gantt chart **(figure 1)** illustrates the project's timeline and phases from 2019 to 2022, covering stages from "Initial Planning" to "Project Completion." Each phase is presented with distinct timeframes, providing a clear view of sequential and overlapping tasks. For instance, "Smart Infrastructure Implementation" and "Sustainability Integrations" ran concurrently, demonstrating the team’s ability to manage complex tasks efficiently. The color-coded bars facilitated resource planning, progress tracking, and cross-stage management, helping to anticipate and resolve potential delays.

## Managing constraints and scope adjustments

A significant challenge during the planning phase involved balancing the demands of rapid urban growth with stringent environmental sustainability goals. Scope adjustments were often required to address unforeseen challenges, such as technical issues during technology integration or delays due to supply chain disruptions (Zhou & Zhang, 2020). To ensure that any modifications to the project scope were carefully evaluated for potential impacts on timelines, budgets, and sustainability goals, the team implemented change management procedures (Ghosh, 2023).

# Risk management and stakeholder engagement

The Sydney Olympic Park Smart City Development encountered significant challenges, particularly in managing environmental hazards, addressing community concerns, and meeting budgetary constraints.

**Risk identification and mitigation**

Environmental risk management

Environmental risks were critical due to the project’s urban setting and focus on sustainability. Large-scale infrastructure developments on previously industrial sites can raise concerns about pollution, habitat disruption, and ecological impacts (James, 2007). To address these risks, the project adopted Ecologically Sustainable Development (ESD) principles, balancing urban expansion with environmental preservation. ESD guided practices to reduce pollution during construction and integrate green spaces to protect local biodiversity, ensuring the park’s long-term sustainability (Sydney Olympic Park Authority, 2023).

## Financial risk management

The project faced substantial financial risks due to the high investments required for sustainable and advanced infrastructure. Budget constraints were managed through public-private partnerships (PPP), which ensured that stakeholders had a long-term interest in the project’s success. This approach provided funding and enabled cost-sharing, reducing the financial burden on public resources. To mitigate financial risks, SOPA utilized detailed cost-benefit analyses and established contingency funds for unexpected expenses. These financial strategies enabled efficient resource allocation and ensured that sustainability objectives were met without jeopardizing the project’s financial stability (NSW Government, 2023). The continued use of venues like the Sydney Aquatic Centre demonstrated the PPP model’s effectiveness in sustaining financial viability (Zhou & Zhang, 2020).

## Community engagement and mitigation of social risks

Community resistance was another risk, as large projects can disrupt local routines and alter the community’s character. To address this, the Sydney Olympic Park Authority (SOPA) organized public consultations and workshops, allowing residents to express concerns about traffic, land use, and lifestyle disruptions. By addressing these issues early, SOPA fostered community support and alleviated fears about displacement or identity loss (Ghosh, 2023).

**Stakeholder engagement strategies**

## Stakeholder communication and collaboration

SOPA implemented structured governance frameworks, engaging corporations, government agencies, environmental organizations, and the community in decision-making. Initial concerns about local communities being excluded were addressed by introducing community development initiatives to build cooperation and social capital. This inclusive approach ensured that residents could voice their concerns about infrastructure and environmental impact, integrating their feedback into project planning (Sydney Olympic Park Authority, 2022).

## Public consultation and feedback integration

Public consultations and workshops were essential for gathering stakeholder feedback. These sessions brought together businesses, residents, government bodies, and environmental groups to discuss issues such as infrastructure, sustainability, and community integration. The feedback helped shape decisions that balanced urban growth with environmental and social responsibilities, aligning the project’s goals with community expectations (Taylor, 2023).

# Project implementation and monitoring

The implementation phase of the Sydney Olympic Park Smart City Development focused on deploying advanced technologies to transform the area into a hub of sustainability and innovation. Key elements of this phase included the installation of smart infrastructure such as intelligent lighting systems, advanced water management solutions, and innovative waste management systems, all aimed at minimizing environmental impact and enhancing urban liveability.

## Implementation of smart technologies

Several key technologies positioned Sydney Olympic Park as a model for future urban developments. For instance, adaptive smart lighting systems were introduced to adjust brightness based on pedestrian activity, promoting energy efficiency (Li, 2021). Sustainable water management practices were also adopted, utilizing sensor-based systems to monitor and optimize water use across the park (Zhou & Zhang, 2020). Additionally, waste management saw improvements with smart bins equipped with sensors that signalled when full, streamlining collection processes and minimizing resource waste (Ghosh, 2023).

## Monitoring and control mechanisms

Advanced monitoring and control mechanisms were essential to track progress and ensure that key milestones were met. Performance metrics enabled the project management team to evaluate the effectiveness of smart systems in terms of energy savings, water usage reductions, and waste management efficiency. Regular progress reports allowed the team to make timely adjustments, and frequent stakeholder meetings ensured that emerging issues were addressed promptly, and strategies refined where necessary (Sydney Olympic Park Authority, 2022).

## Challenges and solutions

Like many large-scale projects, the Sydney Olympic Park Smart City Development faced significant challenges during implementation. Supply chain disruptions delayed the delivery of certain technologies, creating risks for project timelines. To address this, the team employed agile management techniques, reallocating resources and adjusting timelines to mitigate these delays (Zhou & Zhang, 2020). Furthermore, technical issues sometimes arose during the installation of new technologies, but close collaboration with technology providers and contractors facilitated swift resolutions (Ghosh, 2023).

## Comprehensive budget and funding strategy

The Sydney Olympic Park Smart City Development was initially funded by investments dating back to the 2000 Olympics, with the first phase concluding in 2022 at a cost of approximately AUD 1.4 billion. Looking forward, the Master Plan 2030 allocates an additional AUD 2.7 billion to further develop sustainable infrastructure and achieve carbon neutrality by 2030 (Sydney Olympic Park Authority, 2023). This funding comes from a blend of public investment and private sector partnerships, ensuring both community growth and environmental goals are supported (NSW Government, 2023).

To maintain fiscal responsibility, the project implemented comprehensive budget tracking and regular financial reviews, ensuring resources were efficiently used and cost overruns minimized. This structured financial approach has positioned Sydney Olympic Park as a model for long-term, sustainable urban development, balancing economic efficiency with social and environmental priorities (Olympic News, 2023; Green Building Council of Australia, 2021).

# Project outcome, success metrics, and critical analysis

## Project outcome

The Sydney Olympic Park Smart City Development is a landmark urban renewal project that successfully merges historical preservation with modern smart city innovations. By incorporating intelligent infrastructure, the project has created a sustainable urban environment that enhances liveability for residents and draws tourists to the area. Technologies focused on water conservation, waste management, and adaptive lighting have greatly improved efficiency, supporting environmental goals. Additionally, the redevelopment emphasized renewable energy sources and achieved green building certifications in line with international standards, revitalizing the area into a hub for community, commercial, and recreational activities. This transformation has positioned Sydney Olympic Park as a key cultural and economic centre in New South Wales (Gurran & Phibbs, 2020).

## Success metrics

The project's success is evidenced by specific performance indicators, such as attaining a 6-Star Green Star rating, which reflects excellence in sustainable building practices (Johnson & Kent, 2021). Enhanced public transportation options, including new bus and train routes, have improved accessibility for both locals and visitors, facilitating daily commutes and event logistics. The area’s appeal to businesses and residents has spurred community growth and economic development. Additionally, hosting major events and festivals has increased tourism, contributing further to economic activity and establishing the area as a vibrant destination (Smith, 2022).

## Critical analysis

While successful, the project encountered several significant challenges. Frequent scope adjustments were necessary due to evolving smart city technologies, community expectations, and sustainability requirements, causing delays and necessitating stakeholder negotiations. Tensions also arose among government agencies, corporations, and local communities over how to balance urban development with environmental preservation (Taylor, 2023). Delays related to new technology integration added strain on financial management and affected schedules. However, agile project management and effective change management strategies enabled the team to adapt the scope while maintaining progress. Strategic risk management measures, such as reallocating resources to high-priority tasks, minimized the impact of delays. Overall, the project team’s flexibility and commitment were instrumental in achieving a sustainable and technologically advanced urban environment (Smith, 2022).

# Lessons Learned and Recommendations

The Sydney Olympic Park Smart City Development offers critical insights for future urban projects, particularly in stakeholder engagement, adaptability, and sustainability. A major takeaway was the pivotal role of stakeholder involvement. Regular consultations with residents, local government, and private sector partners allowed diverse perspectives to shape the project, fostering community support and reducing resistance to development (Taylor, 2023). This inclusive approach helped align the project’s goals with community values, underscoring the importance of transparent governance and collaborative decision-making in urban development.

Another key lesson was the necessity of flexibility. The project team’s agile management approach allowed it to respond effectively to evolving smart city technologies, community needs, and environmental demands. By regularly adjusting the project scope and integrating new technologies as they emerged, the team minimized disruptions while maintaining forward momentum. This adaptability was essential for overcoming challenges like scope adjustments and delays related to technology procurement (Smith, 2022).

Sustainability also proved integral to the project’s planning and execution. Early incorporation of environmental considerations, such as energy-efficient infrastructure and water conservation measures, laid the foundation for long-term ecological benefits (Green Building Council of Australia, 2021). However, sustainability does not necessarily require a rigid "ecological model." Instead, an adaptable approach to sustainability, which may involve incorporating advanced technologies like nanotechnology and renewable energy sources, can help optimize ecological outcomes while addressing practical constraints (Johnson & Kent, 2021). Future projects should integrate sustainability impact assessments throughout the project lifecycle, establishing measurable benchmarks for achieving “green economy” standards.

Looking forward, collaboration, adaptability, and sustainability are crucial elements for successful smart city projects. Developers should prioritize stakeholder engagement and flexibility, allowing projects to adjust to technological and environmental changes. Integrating comprehensive sustainability assessments and impact metrics will further ensure that urban development’s contribute meaningfully to resilient, sustainable communities. These lessons from Sydney Olympic Park set a benchmark for future urban initiatives aiming to create environmentally responsible and socially inclusive spaces.

# Mini project analysis

## Introduction to the mini project

For our group assignment, we selected the Sydney Olympic Park Smart City Development project after a series of discussions and consultations with our tutor. Initially, we considered three topics: “Burj Khalifa Construction (Dubai, UAE),” “The Panama Canal Expansion Project,” and the Sydney Olympic Park Smart City. After evaluating each option, we chose the Sydney Olympic Park project due to its strong focus on technology integration, community engagement, and sustainability. Our primary goal was to examine various aspects of this project comprehensively and collaboratively, following fundamental project management principles to guide our research and analysis.

In our initial brainstorming session, we identified the key areas to focus on, ensuring that each team member contributed based on their individual strengths. We organized the work in a collaborative manner, allowing us to maximize productivity and create a more thorough analysis of the project. This collaborative approach kept us aligned with our goals, ensuring steady progress toward completing the assignment.

## Task organization and assignment

To streamline our workflow on the Sydney Olympic Park project, we utilized a Work Breakdown Structure (WBS) for systematic task allocation. Each member was assigned a specific component, such as technology integration, planning, or monitoring, based on their expertise. The WBS clarified dependencies and tracked progress, while Gantt charts provided a visual timeline, ensuring accountability and organization throughout the project. This method helped us manage deadlines effectively, with each group member understanding their role and responsibilities.

## Execution and monitoring

We executed the mini project by assigning each group member to a specific section, allowing for simultaneous work on multiple tasks. Regular progress meetings helped ensure alignment and allowed us to address any emerging issues promptly.

For tracking, we used a Gantt chart **(figure 2)** that outlined tasks like "Idea Generation," "Research and Writing," and "Final Submission." This tool allowed us to identify overlapping tasks and adjust as needed. By monitoring our timeline with the Gantt chart, we ensured the project stayed on track and was completed efficiently.

## Challenges and risk management

Throughout the project, we encountered challenges such as scheduling conflicts and the need for task reallocation. Some members faced conflicting commitments, which required us to reschedule meetings and redistribute tasks to meet deadlines. To manage these risks, we conducted frequent check-ins and used the Gantt chart to monitor progress and adjust timelines. Effective communication proved essential in overcoming these challenges, as team members remained adaptable and open to adjusting responsibilities as needed. By addressing these risks proactively, we minimized delays and maintained the quality of our work.

## Group dynamics and lessons learned

Effective teamwork and open communication were crucial to our group dynamics and played a significant role in meeting deadlines and maintaining high work quality. Team members actively shared insights and skills, creating a collaborative atmosphere conducive to idea exchange and problem-solving. We learned that maintaining momentum requires regular check-ins and clearly defined responsibilities. While scheduling could be further optimized, this experience underscored the importance of flexibility and communication—lessons that will benefit us in future group projects.

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# Appendix

## Figure 1: Gantt Chart of Sydney Olympic Park Development

A graph with blue squares

Description automatically generated

## Figure 2: Gantt Chart of Mini Project Analysis

A graph with orange squares

Description automatically generated

## Planning Activities

|  |  |  |  |
| --- | --- | --- | --- |
| **What needs doing?** | **When does it have to be done by?** | **How long will it take?** | **Who will do it?** |
| Conduct initial research on project options | 2024-10-01 | 2 days | All members (Aryaman, Amaan, Manoj, Hassan, Muntasir) |
| Finalize project choice and gain approval | 2024-10-03 | 1 day | Hassan (Team Leader) |
| Divide project sections based on strengths | 2024-10-04 | 1 day | All members |
| Research on project background | 2024-10-06 | 3 days | Aryaman |
| Research on planning and scope | 2024-10-06 | 3 days | Amaan |
| Research on risk management | 2024-10-06 | 3 days | Manoj |
| Research on implementation and monitoring | 2024-10-06 | 3 days | Hassan |
| Research on project outcome and analysis | 2024-10-06 | 3 days | Muntasir |
| Compile findings and initial draft | 2024-10-10 | 2 days | Hassan, Aryaman |
| Review draft and add critical analysis | 2024-10-12 | 2 days | All members |
| Final editing and formatting | 2024-10-15 | 1 day | Aryaman and Hassan |
| Submit completed report | 2024-10-16 | 0.5 day | Hassan |

## Delegating Activities

|  |  |  |
| --- | --- | --- |
| **Who will do it?** | **What needs doing?** | **How long will it take?** |
| Aryaman (Team Leader) | Coordinate group meetings and monitor progress | Ongoing |
| Aryaman | Research on introduction and project background | 3 days |
| Amaan | Research on planning and scope | 3 days |
| Manoj | Research on risk management | 3 days |
| Hassan | Research on implementation and monitoring | 3 days |
| Muntasir | Research on project outcome and analysis | 3 days |
| All Members | Review draft, provide feedback, and contribute to analysis | 2 days |
| Aryaman & Hassan | Final editing, formatting, and submission of report | 1.5 days |

## Team meeting agenda

**TEAM TASK MEETING AGENDA**

|  |  |
| --- | --- |
| **Details** |  |
| **Meeting Location** | Online (Zoom) |
| **Date** | 2024-10-01 |
| **Time** | 3:00 PM |
| **Chairperson** | Hassan (Team Leader) |
| **Minute-Taker** | Nafis |

1. **Apologies:**
   * None.
2. **Confirmation of agenda** – 5 minutes (Chair)
3. **Confirmation of minutes of last meeting** – N/A (First Meeting)
4. **Business arising from minutes** – N/A
5. **Items:**
   * **Project Selection** – Discuss and finalize the project topic (15 minutes)
   * **Task Allocation** – Divide project responsibilities based on member strengths (20 minutes)
   * **Initial Research** – Set deadlines for researching selected project aspects (10 minutes)
   * **Timeline and Deadlines** – Establish project milestones and key dates (10 minutes)
6. **Any other business** – 5 minutes
7. **Forward agenda items** – Assign responsibilities for the next meeting’s agenda and minute-taker (5 minutes)
8. **Next meeting** – Date: 2024-10-05

## Minutes of Meeting

**Minutes of Meeting for Sydney Olympic Park Smart City Development Project Group**

|  |  |
| --- | --- |
| **Details** |  |
| **Date** | 2024-10-01 |
| **Time** | 3:00 PM |
| **Location** | Online (Zoom) |
| **Minute-Taker** | Aryaman |
| **Documents Tabled** | Project brief, template documents |
| **Present** | Hassan(Team Leader), Amaan, Manoj, Aryaman, Muntasir |
| **Apologies** | None |

**Agenda Items**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Agenda Item** | **Key Points** | **Action** | **By Whom** | **When** | **Communication Strategy** |
| 1. Project Selection | Discussed project options; agreed on Sydney Olympic Park Smart City Development. | Finalize topic with tutor | All Members | 2024-10-03 | Email confirmation |
| 2. Task Allocation | Tasks divided based on strengths; members assigned to research areas: background, planning, risk, and monitoring. | Begin research | All Members | 2024-10-06 | Group chat updates |
| 3. Initial Research | Set initial research deadline for each member. | Conduct research | All Members | 2024-10-06 | Online shared document |
| 4. Timeline and Deadlines | Established milestones and set key dates for drafting and final submission. | Monitor deadlines | All Members | Ongoing | Weekly check-ins |
| 5. Other Business | Agreed on communication tools: Zoom for meetings, group chat for daily updates. | Finalize communication plan | All Members | 2024-10-02 | Group chat |