

Sensitive

**Project Management Plan
Rubber Gran Trap
The Academy
21/12/2024**

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1 Introduction

The Academy is the premier training facility for new cadets and police security officers (PSO) that run continuously throughout the year along with ongoing SAPOL member training, the site is based at Taperoo.

2 Executive Summary

The Weapons Training Building (WTB) at the SAPOL Academy is currently unusable. Cadet and police security officer (PSO) firearms training has all been transferred to the Echunga Training Reserve (ETR) resulting in ORQ being cancelled for the remainder of 2023 until rectified. ETR will be suitable for limited training but currently has an inability to provide full training.

A working group has been established including representatives from People, Culture and Wellbeing (PCW); Academy and Learning (A&L); and Physical Assets Services Branch (PASB). The Working group is examining contingencies to ensure firearms training can continue in SAPOL, particularly critical to enable cadets and Police Security Officers (PSO) to pass their training courses and become operational as soon as possible.

Recently a third consultant; Richard Nixon from Security Consultant Group (SCG), examined the Academy WTB. This group specialise in indoor firearms ranges and have successfully completed remediation works for six other law enforcement agencies across Australia. Most recently a similar project to that of the SAPOL Academy was undertaken by SCG for VICPOL.

What came out of that inspection is the viability of obtaining a 'Gran Range' bullet trap second hand from VICPOL who are changing to a full metal bullet trap. The Gran bullet trap is still of high quality and usable which can be easily shipped to South Australia and refitted to the Academy WTB at a reasonable cost. Consultation is currently underway between SAPOL, VICPOL and the providers as to the viability and cost of this initiative

The short term solution is to install a Rubber Gran Trap acquired from VicPol into the SAPOL Academy by the end of February 2024 as a very safe and viable temporary solution. SCG has stated that there is the ability and willingness to sign off on the temporary use of that Gran bullet trap for SAPOL.

This enables SAPOL a very genuine option to continue firearms training at the Academy whilst remediation works are undertaken at the ETR. However, planning for a full retrofit of the Academy WTB needs to start immediately as many parts for the retrofit need to come from overseas.

Once the remediation works are completed at the ETR, firearms training returns there whilst a full retrofit is undertaken of the Academy WTB replacing the Gran bullet trap with a long term solution.

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3 Summary Project Brief – Scope of Work

High Level Scope of Work

Target Completion Date: 1st March 2024

SAPOL WORKS

1	Academy (WTB) – Rubber Gran Trap
2	Tender Phase
3	Procurement Phase
4	Shipment of rubber from WA
5	Fireproofing Spray from USA
6	Construction Phase
7	VicPol Demolition Begins
8	Dismantle & Remove Ballistic Baffles
9	Freight to SA
10	SA Installation Works
11	Mobilisation
12	Clean & decontaminate (de-lead)
13	Installation of baffles
14	Installation of bullet Trap structural framing & system
15	Installation of new crushed rubber
16	Apply fire retardant spray
17	Handover
18	Defects Liability

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4 Milestones / Deliverables

Table 2: Summary activities

Deliverables	Key Milestone Dates
Stakeholders engaged: End user Academy & Learning Concept/feasibility plans agreed	11/11/2023
Project Management Plan approved	21/12/2023
IS&T/Security review and planning	N/A
Risk Register drafted	22/12/2023
Communication plan agreed	18/11/2023
Stakeholder endorsement received	1/12/2023
Funding Approval brief approved	22/12/2023
Project Approvals (e.g. Public Works Submission)	22/12/2023
Project Control Group Meetings activate Works Delivery / Decanting plan Communication to stakeholders	1/12/2023
Handover of works / Security & IS&T completed / Practical Completion / Facilities activation (access cards) Transition of staff	
Project close activities: All manuals and as built received Final drawings into SAMIS Post occupancy review complete	

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5 Project Budget

Budget Summary:

Project Expense Tracker	2023/24 Budget Estimates	2023/24 Tender result	2023/24 Projected Slippage
Budget Allocation	\$410000		
Works Subtotal	370390		
IS&T Subtotal			
Security Subtotal			
Professional Fees	31112.76		
Capitalisation Budget	8497.24		
TOTAL FORECAST SPEND	\$410000		
NET IMPACT			

6 Procurement Approach

PASB will procure initial Professional design consultancy through a standard 3 quote process and Simple Acquisition Plan, to prepare concept briefs for project consideration.

Structural works are to be engaged through Department for Infrastructure and Transport through the Across Government Facilities Management Arrangements (AGFMA) standard processes.

IS&T will undertake procurement of contractors through standard internal processes

Furniture will be procured through SAPOL's existing furniture panel arrangements established by Procurement and Contract Management Services Branch.

7 Initial Stakeholder Consultation Group:

End user:	Academy & Learning
O/C: Academy & Learning	OC Carolyn Schild
Academy Firing Instructor	SSIC Bryce Wood
People Culture & Wellbeing	Chief Inspector Col Cunningham
PASB Project Manager	Mark Newitt
Capital Works Manager	Anthony Fazzalari
Capital Program Manager	Hadyn Tucker
Dep Director Infrastructure & Assets	Simon Moore
(list your affected stakeholders)	FMU : Sonia Spirat

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8 Project Control Group – Ongoing oversight meetings

Project Control Group

The Project Control Group (PCG) will provide oversight to administer the project managing the key elements of scope, time, cost and quality. The PCG reports to the Director of Infrastructure & Assets.

The Project Control Group will commence a series of meetings throughout the project comprising

- startup meeting
- regular fortnightly or monthly meetings, and
- completion meeting

Matters before the PCG will include:

- Significant risks and issues or significant trends in risks or issues;
- Significant change requests (e.g. change to scope, budget, deliverables); and
- Significant exceptions to schedule.

The **Project Control Group** consists of the following members:

O/C: Academy & Learning	OC Carolyn Schild
Academy Firing Instructor	SSIC Bryce Wood
People Culture & Wellbeing	Chief Inspector Col Cunningham
PASB Project Manager	Mark Newitt
Capital Works Manager	Anthony Fazzalari
Capital Program Manager	Hadyn Tucker
Dep Director Infrastructure & Assets	Simon Moore

The Manager Capital Strategy and Projects Unit will review the project status and work in conjunction with the Project Control Group to:

- prioritise, guide, monitor and manage to ensure that the project is completed to the agreed brief or scope, the agreed budget and the agreed program;
- determine and analyse project risks and formulate strategies and plans to manage them;
- establish quality control processes i.e. variation control;
- communicate roles and responsibilities to all project team members;
- investigate, analyse and determine the procurement mechanisms;
- formally report on the project to DI&A and Executive/Committees;
- design and implement plans to manage changes in scope and design and contractual and political issues;
- ensure that appropriate resources are provided to the project;
- ensure that the necessary project approvals are in place and the project team adheres to the prescribed processes and policies of Government.

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Project Reporting

Project reporting shall be undertaken to provide visibility to Director of Infrastructure & Assets and SAPOL executive regarding progress, scope, schedule, cost, risks and issues. This will allow timely and appropriate decisions and actions to be taken in response to the report.

The Project Manager will ensure the following occurs in reporting:

Table 3: Project reporting requirements

Reporting to	Type of reports	Method of delivery	Frequency
Director of Infrastructure & Assets (DI&A)	Report Risks and Issues (Significant and/or High on occurrence)	Verbal/ meeting/ writing	On occurrence
(DI&A)/ MCSPU/MFMU	Report on Project status	Two page status report and meeting	Bi-monthly
MCSPU/MFMU	Report on Risks and Issues (Significant and/or High)	Verbal/ meeting/ writing	On occurrence

Roles and Responsibilities

Table 4: Project Team Roles and Responsibilities

Role	Responsibilities
Project Sponsor (DI&A)	<ul style="list-style-type: none"> Accountable for the successful delivery of program goals and benefits Guiding the project to ensure the program delivers on benefits and objectives in accordance with its agreed plan Provide feedback and evaluation on progress and deliverables Support the project team during their interaction with the broader organisation Decision making on the acceptance of deliverables.
Project Advisor (MCWU or MFMSU)	<ul style="list-style-type: none"> Guidance to the Program and deliverables development Monitor project quality and audit controls Monitor project performance and provide project management advice and assistance as appropriate Review of milestones and deliverables
Project Manager (SAPOL)	<ul style="list-style-type: none"> Report to the Project Sponsor Establishing and implementing a whole of project plan and schedule and project communications and engagement Maintenance of project schedule, risk register, and project documents Coordinate and conduct planning and options development Ensure the day-to-day coordination of all activities to complete the project Monitoring and managing risk, issues and dependencies Ensuring all reporting requirements are fulfilled Escalating decisions to the MCSPU/MFMU and Program Sponsor Central escalation point for project correspondence, issues and risks.
OIC division	<ul style="list-style-type: none"> Operational policing subject matter expert Provide high level input into the communication strategy and manage

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Role	Responsibilities
	<p>implementation including workforce engagement and transition strategies</p> <ul style="list-style-type: none"> • Ensure day-to-day coordination of all operational activities to complete the project • Monitoring and managing operational risk, issues and dependencies • Escalating decisions as required through the PASB Project Manager. • The LSA's representative will arrange to remove all files and loose items (excluding furniture), as required during works.
IS&T Project Manager	<ul style="list-style-type: none"> • IS&T subject matter expert providing advice to the Project Control Group • Provide a high level impact assessment and prepare an IS&T implementation plan • Ensure the day-to-day coordination of all IS&T activities to complete the project • Monitoring and managing risk, issues and dependencies • Ensuring all reporting requirements are fulfilled • Escalating decisions as required through the PASB Project Manager.

9 Project Communications, Engagement and Change Management

SAPOL will effectively communicate to stakeholders and workgroups from the outset to a reasonable extent on key matters such as:

- What upgrades are proposed;
- Why those upgrades are occurring;
- What benefits will be derived;
- Who will be affected;
- What are the key timeframes; and
- How will staff be engaged and have an opportunity to contribute.

A series of Key Strategic Messages and potential issues/questions/responses will be prepared as a priority, as per the timeline below:

Project Communications:	Type of Communication/ Engagement	Date/ frequency
Project initiation – request for consultation	Email	On Occurrence
Project consultation	Meetings	Weekly
Notice of Works	Email / posted notices	On Occurrence
Ongoing project status updates	Email	On Occurrence
Change management / Training	Email / Meetings	On Occurrence
Notice of Project completion / staff transition	Email	On Occurrence
Post implementation review	Email / Meeting	On Occurrence

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10 Risk and Issue Management

All project team members are responsible for identifying, recording and reporting project risks and issues they become aware of.

Risks will be included in the Risk Register regardless of whether the project has direct control over the factors that give rise to the risk or not.

Risks will be monitored by the Project team and the status of risks reported to the Senior Project Manager on a weekly basis. The Project Manager will report on any significant changes in risks to the MCSPU / DI&A during weekly meetings or in weekly reports.

Sample Project Risks:

Disruption to normal business operations.

Maintaining public and employee safety during refurbishment where business operations must continue 24-7 (or business hours) and during fit out works.

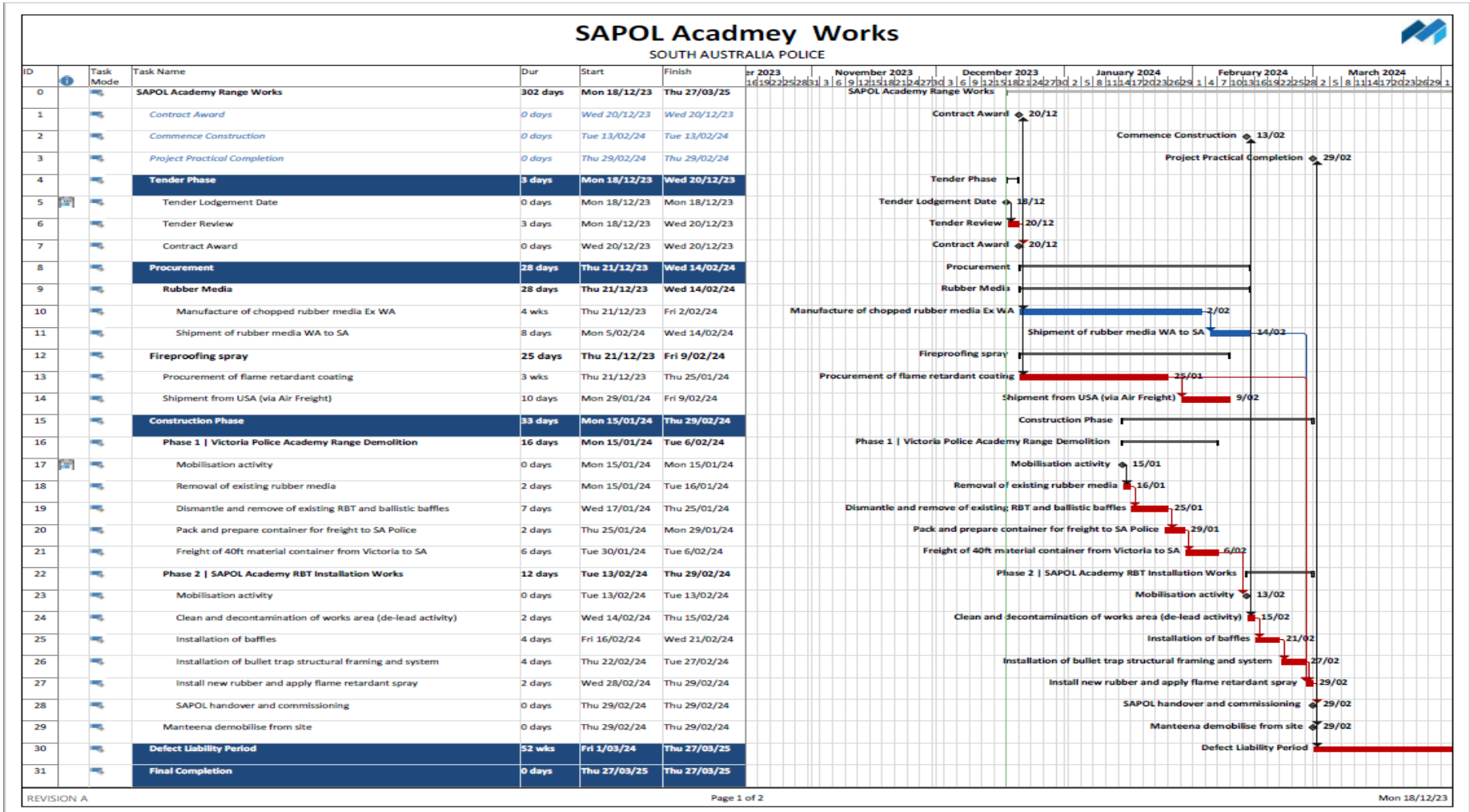
Mitigation strategies:

Early provision of works program.

Use of hoardings to reduce staff access to areas under construction.

Consultation with on-site staff, contractors and building owner.

Attachment 1 – Programme Timeline / Gantt Chart



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CAUSE	RISK SEVERITY	RISK LIKELIHOOD	RISK LEVEL	CONTROLS/MITIGATION	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL RISK LEVEL	ASSIGNED TO	IMPACT/CONSEQUENCE
COVID-19	Moderate	Possible	Moderate	Ensuring correct stakeholders attend site only when required for maximum efficiency and leveraging secure digital means of meeting and data sharing. Builder to provide Covid Management Plan	Minor	Possible	Moderate	ALL	Data integrity, stakeholder availability, project timelines
Project complexity across multiple stakeholders and different teams, scope of works	Major	Possible	Significant	Effective communication, project board meetings that obtain clear direction and design intent	Minor	Unlikely	Low	ALL	Unclear project strategy and lack of Treasury confidence in a complete business case that demonstrates a clear plan and purpose
Lack of suitable space within Building 34 at the Academy	Major	Unlikely	Moderate	Effective planning, stakeholder engagement and multiple viable options that all meet agreed selection criteria	Minor	Unlikely	Low	CSPU	Too close/far away from other critical SAPOL assets, impact on IS & T infrastructure.
Nature of project works, new project team, scale of works	Moderate	Possible	Moderate	Early engagement of suitable expertise, appropriate planning, effective communication with relevant teams around scope	Minor	Unlikely	Low	CSPU	Project delays, risk to operations
Scale of works, high probability of unknown elements in projects scope, latent conditions, scope creep	Moderate	Possible	Moderate	Effective design planning, value management, communication and appropriate planning operating within governance structure, expert stakeholder engagement, clear project strategy and outcomes set	Minor	Possible	Moderate	CSPU	Project exceeding budget with potential political and reputational risk
Lack of local expertise, inability to secure appropriate resourcing, Specific trades requirement, complex technical works, significant lead times on parts and speciality items	Moderate	Possible	Moderate	Early engagement of suitable expertise, appropriate planning with sufficient lead times for speciality items,	Minor	Unlikely	Low	CSPU	Significant potential delays to business case timelines, material impact to costings, operational outcomes

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CAUSE	RISK SEVERITY	RISK LIKELIHOOD	RISK LEVEL	CONTROLS/MITIGATION	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL RISK LEVEL	ASSIGNED TO	IMPACT/CONSEQUENCE
Build delays/Transportation delays	Minor	Possible	Moderate	Transparent and rigorous procurement strategy, effective communication with relevant teams around scope that will form the basis of the business case	Minor	Unlikely	Low	CPSU	Delays to project start up impact to costings, operational outcomes
Scale of works and complexity of documents required	Major	Unlikely	Moderate	Effective contractor management and supervision. Builder to provide Work Health Safety Plan	Minor	Possible	Moderate	CSPU	Effective communication with site, operational teams, appropriate clearance and vetting, correct systems use for data sharing
Lack of Shipping Container Storage on site	Minor	Unlikely	Low	Effective planning, stakeholder engagement and multiple viable options that all meet agreed selection criteria	Minor	Possible	Moderate	CSPU	Delays to construction due to delayed supply of products
Market cost increase	Major	Likely	Significant	Contract has 10% Contingency built in with the expectation it will not be required.	Moderate	Possible	Moderate	CSPU	Delays to construction due to delayed approval of cost.
Restricted Vac Truck access for the rubber to be installed	Minor	Unlikely	Low	Ensure a clear path is available for the truck to access with a secondary access point if required.	Insignificant	Unlikely	Low	CSPU	Delays to construction due to delayed supply of products
Unforeseen damage to existing trap that may delay rubber trap install	Minor	Unlikely	Low	The trap will be required to be inspected prior to delivery with compliance of use available by Zeroed	Moderate	Unlikely	Moderate	CSPU	Delays to construction due to delayed supply of products
Delayed removal of trap from VicPol	Minor	Unlikely	Low	We have float days available within the installation period where making up time is available	Minor	Unlikely	Low	CSPU	Delays to construction due to delayed supply of products
Incorrect rubber availability from WA	Moderate	Rare	Low	The use of tested and certified rubber from the WA supplier.	Minor	Unlikely	Low	CSPU	Delays to construction due to delayed supply of products
Rubber Life cycle	Minor	Possible	Moderate	Regular inspection is required to ensure that the rubber is still doing its job. Usually based on each lane usage within the academy the rubber life cycle is 1 year.	Minor	Unlikely	Low	CSPU	Ongoing maintenance will be required with a cost associated
Existing Targets	Insignificant	Rare	Low	The existing target system is unoperational and will require to be adjusted manually as previously done until the range upgrade is complete.	Insignificant	Unlikely	Low	CSPU	Minimal impact as current situation has not changed
Lead Collection	Insignificant	Unlikely	Low	The life cycle of the rubber is about a year dependant on the amount of rounds fired, lead collection will be required to be completed if longer than 1 year.	Minor	Unlikely	Low	CSPU	Ongoing maintenance will be required with a cost associated

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Risk Register -
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Attachment 3 – Communications Methodology

Communications Methodology

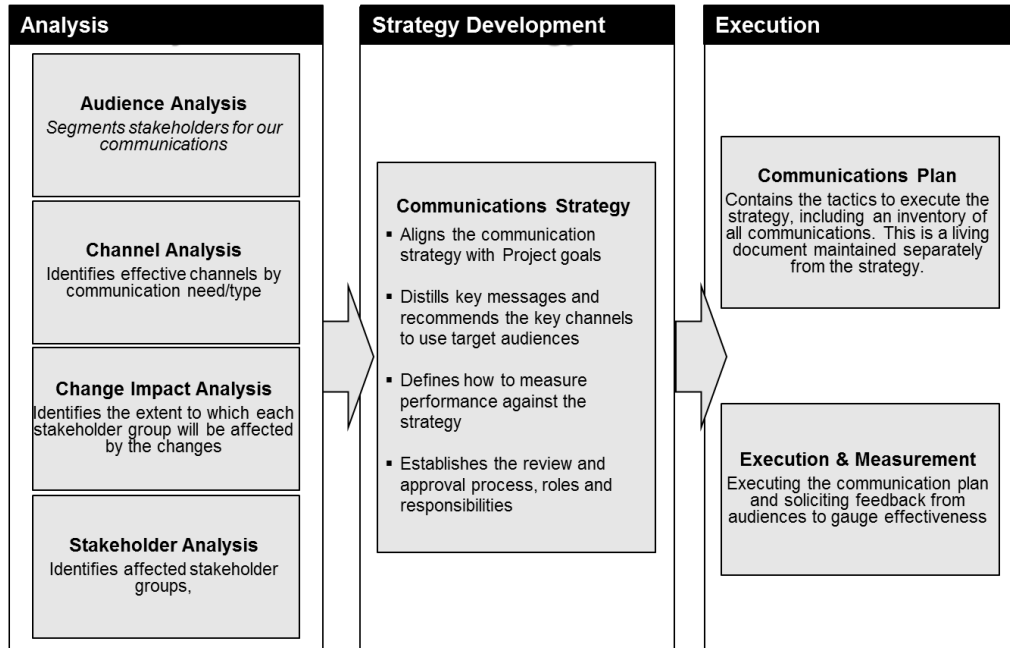


Figure 1: Communications Plan Development

During the program, communications between stakeholders will be managed in accordance with the Communications Plan. Key attributes assigned to each stakeholder will be approved by the Project Manager as listed in the Communications Plan.

Attribute	Description	Example
Audience/Stakeholder	Who will receive the communications	Commissioner of Police, SAPOL Operational Staff
Project	Initiative	Academy & Learning & PC&W
Phase	Project Phase or Stage	Initiate, Plan, Execution, Closure
Message	Subject	Progress Update
Primary Author	Drafter	Mark Newitt
Communicator	Releaser	Mark Newitt
Method	Means of delivery	e-mail
Frequency	How often this communication will occur	Fortnightly
Follow-up-method	Means of Delivery	Email

Table 4: Communications Attributes