



Project Management Plan

COOL ROOM REPLACEMENT

Newcastle Mater Hospital

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REVISION STATUS

Section	Rev	Date	Description / Changes Made	Author (name & sign)	Reviewer (name & sign)	Approver (name & sign)
All	V1.0	21/06/2023	Initial Draft	Bob Barnett		
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All	V2.1	16/08/2023	Final for issue	Bob Barnett		

1 DISTRIBUTION LIST

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1.1 SCOPE & PROGRAM APPROVALS

APPROVED: Honeywell Ltd. Bob Barnett
 Signed: _____
 Date: 21/06/2023

APPROVED: Hospital Operator. Clint Lee
 Signed: _____
 Date: 19/07/2023

APPROVED: HAC
 Signed: _____
 Date: _____

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2 Introduction and Project Summary:

This project management plan has been created for the purpose of replacing the existing equipment listed below in a staged sequence to maintain the operation of the main kitchen area on level 3 South Building.

Main Scope of works.

- Set up temporary cool rooms in loading dock area carparking spaces for the kitchen staff to utilise.
- Setup hoarding and anti-room to separate the construction works to the main kitchen.
- Cut out ceiling in front of cool room, install plastic hoarding in ceiling space to separate the work zone and the kitchen air conditioning.
- Install sound proofing around the area to reduce the noise of the saw cutting and the jack hammering.
- Remove existing freezer and cool rooms jack hammer the floor up and replace the heating matts.
Install new concrete flooring.
- Install new freezer and cool rooms.
Remove hoarding, replace ceiling around cool room and paint ceiling.

Honeywell has determined that the cool room replacement will provide the following benefits.

Reduce heat loss due to the floor heaters failing, remove the condensation to the slab below. Reduce sweating of the walls within the cool rooms.

3 Project Timeframes

Following is a summary of the project timelines, for further information refer to the works schedule.

Should a time saving be made within the plan, Honeywell will progress the plan and complete the work ahead of schedule.

Table 1 - Project Timeline			
Task	Description	Expected Start Date	Company Responsible
Project Plan	Consultant Design review & Scope Development	Complete	Coles refrigeration
Project Plan	Honeywell Engineering Feedback	Complete	Honeywell
Project Plan	Final Design Completion	Complete	Honeywell/ Coles refrigeration
Procurement	Tender Package Development	Complete	Honeywell
Procurement	Tender Release (note subcontractors have already undertaken site inspections)	Complete	Honeywell Sourcing

Table 1 - Project Timeline			
Task	Description	Expected Start Date	Company Responsible
Procurement	Tender Evaluation	Complete	Honeywell Engineering / Site Team
Procurement	Subcontractor Selection and Contract	Complete	Honeywell
Procurement	Subcontractor Hardware procurement	Complete	Honeywell
Works Planning	Project Planning Meeting with Subcontractor	Complete	Honeywell
Works Planning	Planning Meeting with Hospital Operator	Complete	Honeywell/CNM
Works Planning	Final Program and Timeline released	15/08/2023	Honeywell
Works Planning	Disruption Notices / Works Notices Released for	16/08/2023	Honeywell
Site Toolbox, SWMS	Subcontractor SWMS collation and pre-work toolbox	22/08/2023	Honeywell
Site Preparation	Demolition and Cool Room preparation works	22/08/2023	Cool room specialist
Establish work Area	Relevant building services isolations and asset protection	22/08/2023	Honeywell / Coles Refrigeration

3.1 PRE-WORKS

Pre-works will commence in the weeks leading up to the project. This will include the following:

- SWMS Consolidation
- Services Isolations plans
- Site walkthrough with sub-contractors, completion of all inductions
- Asset Delivery Planning

3.2 MILESTONES

- Completion of Cool room installation including commissioning.

3.3 PROJECT CONSTRAINTS & KEY RISKS

The following constraints have the potential to impact this Cool room replacement project:

- Time
 - Delivery of equipment. Early engagement to ensure all measures are implemented to maintain the timeline.
- Access
 - Delays may occur because of access being unavailable to the loading dock area.
 - Noise from jack hammering may impact the hospital staff, careful programming of works to take place prior to the commencement of works.

The key risks and controls relating to this project include:

Risk	Description	Risk Level	Mitigation	Revised Risk Level
1	Additional works found/ added while working on the project (latent conditions)	Major	Honeywell to advise if any additional issues are found that will impact the project timeline and work with the Hospital Operator.	Low
2	Procurement delays from suppliers on products due to high demand	Low	Confirm with suppliers before engaging that they are able to supply the required parts for the scope.	Low
3	Noise Considerations	Moderate	Honeywell to coordinate timing of noisy works with the facility operator	Low
4	Loss of Service	Major	Temp cool rooms to accommodate storage of foods.	Low

4 Communication Plan

Role allocations

Bob Barnett, **Facility Project Manager** – Project Management of the upgrade, liaison with the Operator, reporting project status, monitoring milestones, management of subcontractors, actioning any identified opportunities for improvement.

Jari Mowatt-Penna, **Facility Project Manager** – coordination as directed by the Project Manager, site inspections, health and safety and monitoring subcontractors.

Communication forums

Formal communications with the operator shall include Works Notifications, Project Meetings, project status reports. Additional communications will include inspections and works scheduling.

The Facility Project Managers shall have stand-up meetings with all contractors onsite, daily inspections and weekly status meetings as required.

The Facility Project Managers will report any changes to the stakeholders. In the event there has been any change to the Project Schedule, an updated schedule will be issued out to all stakeholders advising of the change and impacts to the critical path.

4.1 Table 1 – Works Notifications

Works	Issued By	Date Issued	Scheduled Start	Days to Complete
Cool Room dismantle and re-installation	Bob Barnett	To be Issued	22/08/2023	51

4.2 Table 2 – Meeting Notes

Purpose	Date Held/Planned
Coles Refrigeration – Site Inspection	22/02/2023
Coles Refrigeration – Design Report	20/04/2023
Planning Meeting – Hospital Operator, Scheduling of Works – Operator Preferred timing	23/03/2023, 03/05/2023,
Planning Meeting – Hospital Operator, Impacts to Services – Location and duration	23/05/2023, 19/07/2023,
Site inspections – preferred tenderers	20/04/2023,
Project Status Meeting – Hospital Operator	01/08/2023
Planning Meeting – Subcontractor	29/07/2023, 07/08/2023
Planning Meeting – Hospital Operator - Final Project Delivery Plan	20/07/2023
Project Closeout meeting – Lessons Learned – Hospital Operator	TBC

Appendix A – Works Schedule (Gantt Chart)