**Greater Cities Sport Facility Fund 2020/21**

**TITLE - Please use 10 words or less and name the facility/reserve and project type (e.g. Jackson Oval Synthetic Field Upgrade)**

**PROJECT PLAN**

[Name of Organisation]

[Publish Date]

Project details

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| --- | --- |
|  |  |
| **Project name:** | TITLE - Please use 10 words or less and name the facility/reserve and project type (e.g. Jackson Oval Synthetic Field Upgrade) |
| **Project location:**  **Local Government Area:**  **NSW Electorate:** | (e.g., address, description of site location, and latitude and longitude coordinates) |
| **Applicant Organisation**  **Contact Information:** | (Name of Organisation)  (Main Street Address / Postal Address)  (Street Address/PO Box)  (Town/Suburb)  (Postcode and State) |
| **ABN/ACN:**  **End User:**  **Applicant Lead Contact Officer:** | (Name of Organisation)  (name)  (organisation)  (role)  (phone)  (email) |
| **Project brief version no.:** | Version 01  [Publish Date] |
| **Project Anticipated Start Date:**  **Project Anticipated End Date:** |  |
|  |  |
| **Project Plan endorsed by:** | (person with authority) |
| **Project Plan approved by:** | (name, title, phone, email of senior executive, chair, president or other who has endorsed this version of the brief)  (date endorsed) |

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| **Attachments:** | 1. Project Milestone Schedule 2. Risk Identification 3. Project Budget   (list any attachments to the PP and where possible scan as one upload) |

About this document

* This template is intended for infrastructure projects under the Greater Cities and Regional Sport Facility Fund with total project costing under $5 million.
* The level of detail provided in this PP can vary reflective of the type of project, its complexity and the current project stage. Where detailed documents have already been developed, these can be attached and referenced.
* The purpose of the Project Plan (PP) is to define the project and form the basis for its management.
* The purpose of this Project Plan is to document all the information required for the Grant Assessment Panel to assess the application.
* The PP is used to:
  + ensure that the project has a sound basis
  + act as a base document
  + provide a single source of reference about the project.
* The following minimum requirements must be observed:
  + The PP must correctly represent the project as approved by the authorising officer, sponsor and/or project steering committee.
  + The PP must show a viable, achievable project that is in line with corporate strategy or overall program needs.
  + The project management team structure must be completed, with names and titles. All the roles have been considered and are backed up by descriptions of their roles and responsibilities within the project. The relationships and lines of authority are clear.
  + The controls cover the needs of the project steering committee, the project manager and any subordinate team managers and satisfy any delegated assurance requirements.
  + The project’s aim, objectives, approach and strategies are consistent with the Greater Cities and Regional Sport Facility Fund.
* Please provide descriptions for each numbered section in the document. Each section contains a short description of what is required, which you can delete and replace with your own text.
* The PP must be endorsed by the recipient’s authorised project sponsor (or project executive), for example the General Manager, Chief Executive, President or Chair.

For successful projects:

* Projects valued at $500,000 and over are categorised as local infrastructure projects for which the Office of Sport will be required to report on project progress and completion to the NSW Government.
* For local infrastructure projects, the Office of Sport will, as part of the Funding Agreement, may require that the funding recipient develop a detailed project management plan and be able to demonstrate appropriate project management resourcing, governance and transparency in financial sustainability, procurement processes and/or other processes particular to the project.
* As part of the Funding Agreement, the Office of Sport may require representation on the project control group (or project steering committee).
* Project funding will be acquitted as milestone payments against agreed criteria. This will enable the funding recipient to progress each stage of the project. The template for these milestone payments are set out in this PP and will be transferred to the Funding Agreement.
* While variations to milestones can be mutually agreed during the term of the Funding Agreement, the total funding amount for the project cannot be changed to exceed that of the election commitment.
* The PP will assist the Office of Sport develop the Funding Agreement for successful applicants which will contain the final agreed and legally binding project scope, funding amount, funding period and milestone payment criteria. This PP will not have any operative effect until a Funding Agreement has been executed.

# Assessment Overview

The extent of the answers may require references and additional information included in other sections of the Project Plan.

## Assessment Criteria 1

Describe/demonstrate how this project achieves one or more of the Greater Cities and Regional Sport Facility Fund key objectives (refer to Program Guidelines).

## Assessment Criteria 2

Describe/demonstrate how this project will address the aim and focus of the Fund (refer to Program Guidelines).

## Assessment Criteria 3

Describe/demonstrate how this project will address the needs of women and girls and People with Disability (refer to Program Guidelines).

## Assessment Criteria 4

Describe/demonstrate how this project addresses the assessment criteria of strategic justification (refer to Fact Sheet).

Funding recipients should include details on how the project contributes to:

* Any NSW Government or local government plans/strategies including Greater Sydney Commission plans, Premier’s Priorities and State Outcomes, Office of Sport plans, including Her Sport Her Way, and other NSW Government agency plans e.g. Health, Education, Multi-cultural NSW.
* The plans or strategies of the relevant state/national sporting organisation or state sport organisations for people with disability.
* Inclusion in sport by removing barriers to participation for families, women and girls, LGBTQI, multicultural communities and people of all ability to play sport.
* Premier’s Priority: Greening our city – Increase the tree canopy and green cover across Greater Sydney by planting 1 million trees by 2022. The planting of trees in development of new and the upgrade of existing facilities can help achieve this target.

## Assessment Criteria 5

Describe/demonstrate how this project addresses assessment criteria of project scope and inclusive design and the highest standard of design principles (refer to Fact Sheet and FAQs).

## Assessment Criteria 6

Describe/demonstrate how this project addresses the assessment criteria of project affordability (refer to Fact Sheet).

## Assessment Criteria 7

Describe/demonstrate how this project addresses the assessment criteria of project deliverability (refer to Fact Sheet).

# Project definition

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| Description and Background | Provide a description of the project and any background information for the project. Outline the demonstrated need for the project and how the decision to commence the project came about and what work precedes it. |
| Key Objectives, Outcome and Benefits | Describe the key objectives of the project and the desired outcome or result of change anticipated from its delivery for the organisation, any particular interest group and the broader community.  Describe the benefits that will be realised as a result of implementing this project. Benefits should be described as tangible or measurable improvements. Benefits can for example be:   * Costs – an estimated amount of money saved on existing processes, services, systems, facilities, roles or other * Time – increased efficiency including e.g. time saved on time required to do something, or tasks that will no longer need to be performed * Risk – certain identified risks that will better managed, mitigated or removed * Quality – better service to clients, including safety, inclusion * Compliance – improved compliance with legislation * Participation – increased membership/increased usage/increased operation hours * Job creation - increase   *When defining the benefits to be realised, it is important to keep in mind how you would use this description after the project has been delivered to go back and check whether this was achieved.* ***Outcomes should be specific and quantifiable.*** |
| Scope and Exclusions | Provide a high-level overview of what is in scope for the project. The scope clearly outlines what the project will deliver and identifies all exclusions. A well-defined scope will help ensure that no additional works are carried out as a part of the project, that there is no overspend of budget and all key milestone dates are met.  Include ‘not in scope’ (exclusions), if there are areas that need to be emphasised that they are not part of the project and funded through the Greater Cities Sport Facility Fund or Regional Sport Facility Fund.  The Program Guidelines state that the following is an ineligible project cost: “*the maintenance or construction of local roads, car parks or other core service infrastructure works that are the ordinary responsibility of council or other level of government*”.  Whilst these components may be part of the project, the grant requested should not fund the components. |
| Assumptions | Outline assumptions identified for the project planning that are known at the time of writing this document.  Assumptions are statements that are taken as being true in order to progress the planning of a project. As project knowledge grows, the assumptions may change. A change in assumptions could require the re-planning of parts of the project. |
| Constraints | Outline constraints that are known at the time of writing this document.  Constraints are the restrictions and limitations that the project is bound by. Constraints may determine when something needs to have been completed, when it can start, how it needs to be done, or what resources will be / not be available for it ensuring that no out of scope work is carried out as a part of the project. |
| Interfaces and Dependencies | Outline dependencies to other activities, funding sources or other that project delivery will be impacted by. Interfaces outline where the project might align / cross over / impact or be impacted by other programs and projects – or business as usual activities. These could be internal or external. Interdependencies are deliverables completed or resources released from other projects or business units that the success of the project, or some of its deliverables, will be dependent upon.  Describe the interfaces and dependencies and how these are managed. |
| Risks | *Outline key risks to delivering the project, and, if possible, how they would be managed or mitigated in the table at* ***Attachment B****.*  *Note: You should only include those risks that your organisation has identified specifically for this project. You do not need to consider every hypothetically possible, but otherwise improbable, scenario but only consider those risks which are relevant to the delivery of the project. Further work may be required at a later stage to develop a risk management plan.* |

# Project approach

The decision to pursue an approach is based on a choice among different options, which may have been assessed in terms of costs and benefits. Developing options and choosing the best approach to implement the project will also be based on project risks, stakeholder requirements and constraints or interfaces.

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| Approach(es) | Outline how the project would be implemented and delivered, or options for how it could be implemented including any alternative delivery strategies. |
| Stages | Outline what stages the project would need to go through. Provide an overview of key project milestones, i.e. what needs to have been achieved by certain dates. Comments can be used to describe flexibility around due dates, dependencies or other.  Indicate how each of the Milestones, at **Attachment A**, are aligned to these stages and the table in 6.1.  **Initiation stage:** Has there been an initiation stage to develop a master plan, business case and/or feasibility study, and to prepare detailed Project Management Plan (Project Initiation Documentation), design plans, land transfer or Development Application (DA)?   * **Implementation stage(s):** Will the project be broken down in different stages to, for example, manage different contracted works such as demolition work, site clearance, different construction or fit out works? * **Closure stage**: Will this include a hand-over of a new asset, a transition to commence new activities, or other. Will there be an evaluation of the outcome / benefits achieved? |
| Stakeholder Management | Outline who the principal stakeholders are, such as end users of the project, and other stakeholders who would be essential to keep involved/informed to successfully deliver the project (such as sporting organisations, local council, residents etc).  Provide an overview of the key project stakeholders, their interest in the project and how they will be managed. A detailed stakeholder management plan can be included as an attachment.  Where a detailed Communications Plan is required, it can be included as a separate attachment. The Communications Plan outlines the means, frequency and type of communications to be used with both internal and external stakeholders. |
| Procurement Management | Outline which procurement / tender processes that will need to be undertaken as part of the project and how this will be managed.  Outline how procurement activities will be managed. Provide any overview of which procurement processes that will need to be undertaken, and their type and value, how and when they will be undertaken, and who will be responsible for managing them. |
| Risk Management | All projects require risks to be managed. Outline here the specifics of the risk management approach to be applied to the project. This should reflect the project’s size and complexity. Managing risk is scalable: while large/complex projects will generally require a more extensive risk management approach, small/simple projects still benefit from using a well-structured systematic approach, otherwise risks may be missed and not treated.  Provide an overview of the key risks to the project, typically 3-5 risks. Describe how risks will be managed for the project.  Attach risk register if applicable for large projects. The risk register contains all identified risks, their causes and impacts, and how they are controlled. |
| Milestones | *Please prepare the Milestone Payment Schedule separately in* ***Attachment A****.* |
| Publicity and Media | Outline what publicity and media opportunities there will be during the delivery of the project for the community, relevant government officials and parliamentarians to attend (i.e. turning of the sod, achievement of key milestones, final completion, opening) |

# Commercial delivery and resourcing

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Team, Skills and Resources | Outline who would need to be involved in the project and how – including both internal and external contracted service providers (i.e. professional project managers, undertake design works, project management, project assurance, quality assurance, legal advice or other).  Consider and describe the capacity of your organisation to manage the project as a full or part time commitment.   |  |  |  | | --- | --- | --- | | **Specified Personnel** | **Position/Role** | **Internal/Engaged External** | |  |  |  | |  |  |  | |  |  |  | |
| Estimated Project Budget | Outline total estimated project income and expenditure at **Attachment C**.  For project income, outline funding available to the project and funding sources, how the budget is allocated and how it will be managed. Where funding is being provided from other sources, for example local or federal government, please attach evidence for this commitment.  For project expenditure, provide a breakdown across the relevant categories as required (applicable to large projects). Ensure that this includes a project contingency. Describe budget allocated to different stages. Different project stages may have different resourcing needs.  A detailed project budget supported by a QS/cost estimate must be attached.  Please indicate what project components will be funded from this grant program and what components will be funded from other sources.  *All costs should be GST exclusive.* |
| Financial Management | Outline the policies and procedures as to how project finances (not just the funding being provided by the NSW government) will be managed and any existing reporting requirements (applicable to non-government funding recipients). |
| Ongoing Financial Sustainability | Outline how the new or upgraded asset(s) will be operated and maintained after project completion, estimated costs and estimated revenue sources. |
| Insurances | Where possible, provide evidence of:   1. Public liability insurance for a minimum of $20,000,000 in each instance and in aggregate; and 2. Worker’s compensation insurance in accordance with legislative requirements. |

# Project legal and governance

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| --- | --- |
| Land, Consents and Assets | Outline who owns the land and/or the existing assets in scope for the project, any easements or exceptions relevant to the project, any lease arrangement between funding recipient and landowner. Provide attachments.  Attach Development Approval and outline any requirements. If DA is not required provide evidence.  Outline any new assets that will be purchased, developed or created as part of project delivery.  Please attach any documentation relevant to land/assets. |
| Governance and Project Assurance | Outline what governance structure will be in place for the project and how this will operate, e.g. project outcome ownership, decision making, membership, meetings required, reporting.  If applicable, outline the role and responsibilities of the project steering committee, who is (or needs to be) part of the steering committee and why, and outline how the committee will operate. For large projects, it may be helpful with a separate attachment with Terms of References for the project steering committee.  Outline any plans for project assurance, probity or other.  Relevant MoUs Joint Use Agreements that demonstrate the roles and responsibilities of project partners, where applicable, should be attached. |

# Project plan

## Stages

Provide description of project stages and overall schedule. Describe the specific products that are delivered in each stage in the table.

A detailed project schedule can be attached as a separate document and listed as an attachment.

|  |  |  |
| --- | --- | --- |
| **Project Stage** | **Deliverables** | **Start/end** |
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## Quality management

This section applies primarily to projects that are dependent on an external service provider developing something that needs to meet some specific requirements. In such projects, it is particularly important to plan for and resource the quality management component to ensure that the deliverables meet the requirements.

The quality management plan can be attached as a separate document or can be attached as part of a Project Management Framework.

**Attachment A – Payment Milestone Schedule**

*Note: This table is part of the standard Funding Agreement template and will be used to populate the final version of the Funding Agreement.*

*The Key Milestone Performance Measures are the standard milestones that will be used across all funding agreements. However should a particular circumstance require additional milestones, amendments to the current milestones or a milestone payment on execution of the Funding Agreement then these will need to be included in the table below, with relevant justification, for consideration by the Office.*

| **Mile-stone No.** | **Key Milestone Performance Measure (output)** | **Milestone Payment Amount** | **% of Funding** | **Evidence required** | **Anticipated date** | **Comments** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | Execution of Funding Agreement and Pre-Project Evaluation Report |  |  | 1. Funding Agreement signed by all parties 2. Completed Pre-Project Evaluation Report 3. Tax Invoice |  |  |
| 2 | Tender document preparation  Appointment of design and construction contractor |  |  | 1. Performance Report to date 2. Copy of signed contract with design company 3. Copy of project detailed design plans including defined project scope 4. Copy of executed contract with construction company 5. Tax invoice |  |  |
| 3 | 50% completion of Project construction |  |  | 1. Performance report to date 2. Written evidence from construction company confirming project construction is 50% compete 3. Tax invoice |  |  |
| 4 | 100% completion of Project construction |  |  | 1. Performance report to date 2. Written evidence from construction company confirming Project construction is 100% complete 3. Photographic evidence 4. Tax invoice |  |  |
| 5 | Practical completion of the Project and Final Acquittal and Financial Statements and Audit | Nil | Nil | * Final report including: * details on the achievement of the project objectives, * final project outputs/outcomes * project design and ongoing commitment as outlined in the project application * Practical completion certificate * Any supporting documents requested by the Office of Sport * Audited Financial Report |  |  |

Attachment B – Risk Identification (Example)

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| --- | --- | --- | --- |
| **#** | **Risk Category** | **Risk Description** | **Risk Mitigation** |
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|  |  | **How to describe a risk:** *A [risk cause/driver] may result in a [risk event] which may affect [an objective i.e. what is the risk impact?]* | ***Risk mitigation*** *includes options and actions to be taken to reduce or prevent the risk from happening, or to reduce its impact on the project if it happens* |

Risk Categories:

|  |  |
| --- | --- |
| **Category** | **Description** |
| Financial | Risks relating to, for example, dependencies on other funding sources or revenue – if total project costs exceed the funding commitment from NSW Government.  Risks generally relating to an escalation of project costs due to cost estimating accuracy, changes to scope or necessary changes in building design or construction. |
| Schedule | Risks relating to completion of activities against planned milestone dates. |
| Performance | Risks relating to the extent to which the results of the project are consistent with project objectives/outcomes. |
| Governance | risks relating to board and management performance with regard to ethics, stewardship, and reputation of your organisation and how they impact on project delivery. |
| Operational | Risks relating to implementation activities and process relating to project delivery, such as procurement, supplier management, internal approval processes. |
| Supplier | Risks that include competition or unavailability of suppliers or products or requirements/obligations to only approach a particular supplier |
| Legal/Regulatory | Risks arising from legal or regulatory obligations, including contract risks, litigation brought against the organisation, planning permits and approvals etc. |
| Environmental | Risks associated with external hazards, including storms, floods, droughts, fires, vandalism |

Attachment C – Project Budget Overview (Example)

***Note/ All costs should be GST exclusive***

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| --- | --- | --- |
| **ITEM** | | **$** |
| **A. INCOME** | |  |
|  | Office of Sport Funding |  |
|  | Recipient’s cash contribution |  |
|  | Federal or local government or other NSW Government funding – provide complete details of all funding |  |
|  | Local/State/National Sporting Organisation cash contributions |  |
|  | Other e.g. benefactor, project partner |  |
|  |  |  |
|  | **Sub-Total (A)** |  |
| **B. EXPENDITURE – CAPITAL RELATED COSTS** | |  |
|  | Grossed Up Construction |  |
|  | Asset Purchases |  |
|  | Leases, Permits & Licences |  |
|  | Contingencies |  |
|  |  |  |
|  | **Sub-Total (B)** |  |
| **C. EXPENDITURE – ADMINISTRATION COSTS** | |  |
|  | Professional Services (e.g. project management, accounting, legal) |  |
|  | Other administration costs |  |
|  | Other costs |  |
|  |  |  |
|  | **Sub-Total (C)** |  |
| **TOTAL COST (B + C) (D)** | |  |