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| --- |
| **Multi-Sport Community Facility Fund**  **2022/2023**  **BUSINESS CASE**  [Name of applicant organisation]  **[Project title]** |

About this document

This template provides instructions in italics and in colour to assist applicants to prepare their business case. It outlines all the required components of a business case that will assist the assessment team to understand and assess your application.

**The complexity and the size of the business case should be proportional to the scope, value and complexity of the project but must at a minimum include all required components.**

**Your business case should also match details in your application form and associated budget template. Where information provided in this business case or other documents does not match information presented in your application form, the information presented in the application form will be used for the purposes of assessing your application.**

Instructions in red italics need to be adhered to by all applicants.

Please delete all instructions prior to submission.

Instructions in light blue italics are recommendations to applicants. These instructions provide guidance on better practice approaches to populating a given section of the business case.

Please refer to the NSW Treasury Business Case Guidelines when completing this business case, which are available at: <https://www.treasury.nsw.gov.au/information-public-entities/business-cases>

The development of a business case is organised with five dimensions designed to systematically ascertain that the investment proposal:

* is supported by a compelling case for change – the ‘Case for Change’
* optimises value for money – the ‘Cost Benefit Analysis’
* is financially affordable – the ‘Financial Analysis’
* is commercially viable – the ‘Commercial Analysis,’ and
* is achievable – the ‘Management Analysis’.

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# EXECUTIVE SUMMARY

This section provides the applicant an opportunity to provide a summary / high level information to improve the Grant Assessment Panel’s understanding of the project. Types of information that are relevant to this section include:

* One or two paragraphs to describe the project, why it is needed and what it will deliver for the funding requested in this proposal.
* the objectives of the project
* the planned outcomes from the project
* project description
* project’s stage of readiness (e.g. Development Application approved; tender documentation has been prepared etc).

# CASE FOR CHANGE

## RATIONALE FOR INVESTMENT

Please outline the reason for investment (this is your case for change) and the key problems that the proposal will overcome (the business need)

You may wish to highlight the risks that exist or would emerge in the future if the proposal does not proceed or is deferred. For example:

* Outline why the project is important and why the project is needed now
* Outline the problems that the project will address – these may relate to current as well as emerging problems
* Outline at a high level any options that have been considered
* Outline the impact of doing nothing (i.e. outlining the base case)
* Outline the value/benefits it will provide

## STAKEHOLDER & COMMUNITY NEED

What issues and concerns have stakeholders/the community raised?

Please outline what level of stakeholder and community support there is for the project.

The stakeholder and community needs should have been outlined at a high level in the section above (section 2.1). The purpose of this section is to further detail and quantify these needs to substantiate that there is a need for the proposal in the community or in the sport(s). To the extent possible this should be supported by **evidence** that can demonstrate this need, such as surveys or reports available, statistics or data available, or other.

For projects that are complex and/or involve multiple stakeholders, the development of a Stakeholder and Communications Plan is recommended. This plan should outline:

* Key stakeholders / customers
* The number of people in each stakeholders / customer segment
* The specific needs of each segment (key issues/concerns)
* How these needs have been or will be confirmed (consultation activities undertaken)
* Future communications activities proposed.

## PROPOSED SOLUTION

Please provide a high level overview of the proposed solution

How does the project respond to the stakeholder / community issues/concerns?

Consider how the proposal will overcome key problems

## STRATEGIC ALIGNMENT

Describe how this project aligns with your and partner(s) organisation’s strategic plans

Describe how this project aligns to the aims, focus and objectives of this Fund and broader Office of Sport and NSW Government strategies.

For each strategy include:

• The strategy name and owner (if known)

• A brief description of the strategy

• A brief description on how this proposal aligns to the strategy

• A link to more information regarding the strategy (if available)

## PROJECT OBJECTIVE AND EXPECTED OUTCOMES

In Table 1.1 please outline the expected objectives and outcomes arising from the project.

The Project may have one or more Objectives such as to upgrade the existing facility to make it accessible for people with a disability or upgrade lighting and allow additional participation through providing for training and games at night.

Outcomes may include increased participation in sport, increased female participation in sport and increased satisfaction of facility accessibility and inclusion, increase in club membership, increased usage of the facility, increase in the number of sport offerings and multi-sport activities at the facility activities, attraction of new events, a facility that is universally inclusive.

Outcomes should be outlined in quantitative terms where possible. Outcomes may be described in qualitative terms if quantification is difficult.

Beneficiaries of the outcomes may be the sporting organisation, Council, users/recipients, the community, businesses, and other community organisations.

## KEY PERFORMANCE INDICATORS

In Table 1.1 for each key outcome outline how it will be measured and the goal or target to be achieved

Provide quantitative indicators where possible and ensure they are SMART (Specific, Measurable, Attainable and action-oriented, Relevant, and Time-bound)

Key Performance Indicators (KPI) are used to measure the outcomes that are to be achieved with the project. It is important that these are SMART and based on realistic forecasts. Each KPI should have a target or goal for the amount of change expected. In the case of increase in facility utilisation the target might be to increase by 1000 users per month. The rest of the business case should align – for instance clearly demonstrate how these would be achieved and any revenue forecast should be based on these increases.

KPIs can be set for a broad range of outcomes. However, for the purpose of the business case, it is recommended focusing on four to six indicators that are key and can be directly attributed to the project. For example, a KPI may be increases in facility utilisation, numbers of users, customers or events, user/customer segments or demographics, revenue or net profit margin.

It is also important through the business case to demonstrate what assumptions these KPIs were based on, how they were forecasted, and how and when they would be achieved. This should be addressed in section 4.6 (Key Assumptions) and you should include attachments forecasts and projections.

Table 1.1: Expected outcomes and Key Performance Indicators for the proposal

| **Key project objective** | **Key project outcome** | **Key Performance Indicator** | **Target/Goal** |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
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|  |  |  |  |

## SCOPE OF WORKS

Please provide a detailed description of the works proposed. The scope of works should include what the key facility components are and why each component is needed.

**Mandatory attachment: Please enclose a proposal scope, facility brief (or similar) and concept or schematic designs. (submitted via SmartyGrants application form).**

This description may include:

* Location of the project
* Quantifiable details including area/length, capacity etc.
* Relevant design standards e.g. Universal Design principles; design with dignity, Green Star rating/LEED, CPTED
* Utility adjustments or property acquisitions
* Concept diagrams and sketches
* Photos
* Different options for scope inclusions, if applicable (see Options in section 3.2)

Note: It may be beneficial to break the scope of works up and detail what needs to be completed in, for example, the planning, tender, construction and completion stages.

## PROPOSAL EXCLUSIONS

Provide a high level overview of particular things that are not in scope (exclusions) or in scope but not funded by the Multi-Sport Community Facility Fund.

The application will need to clearly identify the project components that the Multi-Sport Community Facility Fund grant will support and what the applicant will fund (note – refer to guidelines regarding items that the Fund will not support).

Note: It is important that only exclusions that are relevant to the project’s lifecycle are described here. This can be work that has already been undertaken and work that will or can be undertaken at a later stage as part of another project.

## RELATED PROJECTS

Please outline, if relevant, if the project is related to another project or is dependent on another project proceeding.

For example, the proposal may be a project that is part of a larger precinct or facility in which case you should describe this here and any dependencies or synergies. This may be supported by attachments with masterplan, drawings, delivery schedules, budgets or other. This should also include whether related projects have previously received funding from the NSW Government.

# COST BENEFIT ANALYSIS

## THE BASE CASE

Please summarise what is the ‘base case’ to be used to assess the merits of the preferred solution. The base case is the ‘state of the world’ without the project, the case with no change and business as usual.

The ‘base case’ should be understood as the current situation. If the business case is to upgrade an existing facility, then the ‘base case’ would the continued operations of the facility as it is today. If the business case is to build a new facility to expand on or deliver new service offerings in a new location, then the ‘case base’ would be a description of what is currently being offered today.

The ‘base case’ is used to establish how and to what extent demands are currently being met and what services are being offered. This is used to compare the options for the project and thereby demonstrate changes in services, user groups, number of facility users, operating costs and revenue.

## OTHER OPTIONS CONSIDERED

Please summarise how the preferred solution was selected.

What alternative options were considered that would be a realistic potential to solve the abovementioned problems? (at a minimum outline one alternate option).

Describe the options and considerations relating to it.

Large projects will normally have a long list of potential options for what investments could be made to achieve new outcomes. Options will normally focus on the type, quantity and/or quality of new components to include in the project scope, how to deliver them or when to deliver them depending on funding availability.

For example, if the desired outcome is to meet an increasing and more diverse demand of court users. Different options could then include building one or more additional courts or upgrade existing courts; build courts that can only be used in daylight in good weather, or at night, or in all-weather; build courts that can only be used for one type of sport or by multiple sports; upgrade amenities to improve accessibility to existing courts; and so on. Each option would require different levels of investment, have different constraints, achieve different outputs, benefits and outcomes, and impact ongoing operating costs differently.

Options may also focus on the availability of funding. For example, if the applicant is successful securing additional funding from other sources, then additional deliverables can be included and a different option altogether be delivered.

High level options that proponents can consider include:

* A do-nothing option (base case)
* A do-minimum option (minimum funding available)
* A do-more option (full scope with funding from different sources)
* A do-later option

Note: The purpose of this section is for the applicant to demonstrate which feasible options that could be to achieve the desired outcomes, their pros and cons, and their differences in benefits that can be achieved with different levels of investment. It is therefore important that the options presented are real and feasible options that have been considered.

## COST-BENEFIT ANALYSIS

Please identify all material benefits and costs that are expected to arise and who the beneficiaries are from each option. Include forecasts of estimated outcomes from each option.

The cost-benefit analysis is the process of comparing the projected costs and benefits associated with each option for implementing the project to determine which option(s) would give the best value for money.

Detail of all critical assumptions used including key drivers, inputs, risks and assumptions for the base case and options and evidence to support assumptions.

As a starting point, you will need to establish the framework for your analysis. This will depend on your organisation and the outcome you are seeking to achieve with the proposal. As part of this, you will need to establish the metric you will be using to measure and compare the benefits and the costs. Direct costs and benefits can usually be assigned a dollar amount to each potential cost and benefit.

As a next step, you will need to define projected costs and expected benefits of the proposal and each option. You can begin with direct costs and benefits, but you may also want to consider indirect costs/benefits.

* Direct costs are the costs to implementing the new proposal and the subsequent costs to operating the facility throughout its lifecycle.
* Direct benefits are increase in revenue, reduction in operating costs or other savings.
* Indirect costs may include intangible costs that are difficult to measure or quantify. This may include increase in workload, reduced customer satisfaction after the change, or additional time, effort and money needed to manage new issues following the change. It may also include opportunity costs to lost benefits, or opportunities, that arise when changing, for example, from one operating model to another or providing difference service offerings.
* Indirect benefits can be increase in utilisation, increased participation in the sport or from specific demographics, increased interest in the sport or use of the facility. It can also include more intangible benefits such as improved sport performance outcomes, increased physical activity levels, better pathways, opportunities for certain demographics, or competitive benefits such as being a first-mover to provide a new service offering, operating in a new and more sustainable or inclusive way, or other.

Benefits of your preferred option should align to your expected outcomes in section 2.5

Provide the base case, preferred option at a minimum (more options may be required for larger or more complex projects).

Note: The purpose of undertaking a cost-benefit analysis is to demonstrate how cost and benefits are linked to the delivery and activation of each of the options, and the justification of the need for and incremental cost and benefits with operating the completed project. It is therefore important that financial cost and benefit projections used for the cost-benefit analysis are substantiated or otherwise supported by evidence. The cost-benefit analysis should clearly align to the stakeholder needs, rationale for the investment and expected outcomes described in section 2, and to the financial projections and assumptions described in section 4. There is no requirement for achieving a certain value or cost-benefit ratio, nor that the preferred option itself will achieve cost-benefit ratio that exceeds that of any other option.

The NSW Government approach to Cost-Benefit Analysis is available at:

<https://arp.nsw.gov.au/tpp17-03-nsw-government-guide-cost-benefit-analysis>

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **OPTION** | **DESCRIPTION** | **COSTS** | **OUTCOMES** | **ASSUMPTIONS** |
| BASE CASE |  |  |  |  |
| PREFERED CASE |  |  |  |  |
| OPTION 1 |  |  |  |  |
| OPTION 2 |  |  |  |  |

# FINANCIAL APPRAISAL

## IMPACTED ORGANISATIONS

In order to understand the financial impact on various organisations involved in the project please list the following:

* Who will be responsible for managing the project and project budget? (eg: applicant only, steering committee, partnership)
* Who will be responsible for the operating revenues and costs for managing the facility following completion of the project or when it commences operation?
* Who will be responsible for asset maintenance and replacement costs of the facility?

**Note: where this section identifies non-government entities, financial statements for the past three financial years must be provided for each of these entities in section 4.6.**

## FINANCIAL PROJECTIONS OF IMPACTED ORGANISATIONS

Please outline the budget impact of the preferred project for each of the organisations listed in section 4.1.

Provide projections of the following:

* Operational revenues, including new revenue streams or impacts on existing revenue streams (e.g., increased usage and hire frees, increased food and beverage revenue, revenue related to additional events held at the upgraded facility etc). Calculations here must be in line with expected program outcomes outlined in section 2.5 and sufficient assumptions/working should be included or articulated to allow the Grant Assessment Panel to make an assessment of how realistic they are.
* Operating expenditure (e.g. employee expenses, maintenance, depreciation, program expenditure, consumables, savings in expenses that result from the project (e.g. through operational efficiencies gained, reduced utility expenses etc). Calculations here must be in line with expected program outcomes outlined in section 2.5 and sufficient assumptions/working should be included or articulated to allow the Grant Assessment Panel to make an assessment of how realistic they are.
* Asset renewals or major repairs

Applicants must outline considerations regarding changes to financial assumptions in section 4.6, and include any risks and mitigation strategies identified relating to financial assumptions in section 6.4.

Provide costs from the time the project commences operations (i.e. post construction) through to the steady state (5 years).

Table 3.1.1: Projected revenues and expenditure ($000s) [Organisation 1: Name]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROFIT & LOSS** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| REVENUE |  |  |  |  |  |
| Item 1 |  |  |  |  |  |
| Item 2 |  |  |  |  |  |
| Item 3 |  |  |  |  |  |
| Sub Total |  |  |  |  |  |
| EXPENSES |  |  |  |  |  |
| Item 1 |  |  |  |  |  |
| Item 2 |  |  |  |  |  |
| Item 3 |  |  |  |  |  |
| Sub Total |  |  |  |  |  |
| NET OPERATING RESULT |  |  |  |  |  |
| LIFECYCLE / SINKING FUND COSTS |  |  |  |  |  |
| **PROFIT / (LOSS)** |  |  |  |  |  |

Table 3.1.2: Projected revenues and expenditure ($000s) [Organisation 2: Name]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROFIT & LOSS** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| REVENUE |  |  |  |  |  |
| Item 1 |  |  |  |  |  |
| Item 2 |  |  |  |  |  |
| Item 3 |  |  |  |  |  |
| Sub Total |  |  |  |  |  |
| EXPENSES |  |  |  |  |  |
| Item 1 |  |  |  |  |  |
| Item 2 |  |  |  |  |  |
| Item 3 |  |  |  |  |  |
| Sub Total |  |  |  |  |  |
| NET OPERATING RESULT |  |  |  |  |  |
| LIFECYCLE / SINKING FUND COSTS |  |  |  |  |  |
| **PROFIT / (LOSS)** |  |  |  |  |  |

## FINANCIAL HEALTH OF IMPACTED ORGANISATIONS

For projects involving funding to non-government entities, applicants should summarise the applicants:

* Financial performance i.e. profitability
* Financial position i.e. level of assets and liabilities
* Cash flow position i.e. level of cash inflows and outflows.

**Mandatory attachment: Please attach financial statements for the applicant’s past three financial years. Where section 4.1 identifies non-government entities financial statements for the past three financial years must be provided for each of these entities.**

## PROJECT CAPITAL COSTS

Please outline the projected capital cost of the project. Please note costs here should match those provided in the budget template uploaded with the application form.

Cost estimates should include: construction costs, contractor margins, cpoject management and consultant fees, authority fees, escalation (if applicable), contingency (mandatory).

Applicants should include a robust and accurate project cost estimate that is appropriate to the stage of project development. Things to consider when outlining your costs:

**Eligible costs:** Multi-Sport Community Facility Fund grants are for the capital cost of the project only. Applicants can claim a maximum of 5% of the estimated total project cost (exclusive of GST) for the payment of project management/project director/client representative services. This limit cannot be exceeded unless otherwise agreed by the NSW Government. Applicants are responsible for project administration costs, non-fixed or movable equipment and the ongoing operation of the facility.

**Councils:** GST is not payable on grants due to payments being between government related entities. Please exclude GST when applying for your funding in your project budget.

**Organisations registered for GST:** When applying for funding please exclude GST from the amount of funding requested in your project budget. GST will be paid to your organisation if successful, for each instalment.

**Organisations not registered for GST:** When requesting funding for your project, please include GST in the costs for your project budget. Please ensure that quotes you receive are inclusive of GST that will be charged by trades to deliver the works.

**Contingency:** All project budgets must include a contingency to cover uncertainty. This contingency should be a minimum of 10% of the total project cost (not the grant amount). For more complex projects, the contingency may be up to 20% of the total project cost.

**Escalation:** All Applicants should report capital costs on an unescalated basis to inform the cost benefit assessment. With escalation (i.e. with inflation) provided separately to inform funding and affordability assessment. The assumed inflation rate and its basis should be reported. If for example the quote or cost estimate is 3 or more months old escalation of costs should be included in the budget to mitigate the risk the project can no longer be delivered for the original quoted cost. However applications with a more recent cost estimate will be viewed as more reliable.

**Mandatory attachment: Please enclose a cost estimate prepared by a Quantity Surveyor (submitted via SmartyGrants application form).**

Table 4.2: Projected budget ($000s)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stage** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Total** |
| Base cost estimate |  |  |  |  |  |  |
| Contingency |  |  |  |  |  |  |
| Escalation |  |  |  |  |  |  |
| **Nominal cost** |  |  |  |  |  |  |

## PROJECT FUNDING ARRANGEMENTS

Please outline how the project’s capital costs are to be funded.

Provide a breakdown by financial year if these costs will span multiple financial years.

Ensure that total funding covers total capital costs outlined in Section 4.3.

Where funding sources are identified, applicants **must** demonstrate how secure these funding sources are (e.g. letters of support, MoUs, signed contract/funding agreement) or how they have been calculated.

Where this information is commercial in confidence, applicants may elect to present this information as an attachment to the business case. In these instances, applicants should contact the Program Manager Multi-Sport Community Facility Fund to discuss appropriate confidentiality and probity arrangements.

Table 4.4: Proposed Funding Sources ($000s)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stage** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Total** |
| Proposal capital costs |  |  |  |  |  |  |
| Funding Sources | | | | | | |
| NSW Government (subject of this request) |  |  |  |  |  |  |
| Local Government Contributions (please detail which Council(s)) |  |  |  |  |  |  |
| Other Federal government contributions (please detail which agency) |  |  |  |  |  |  |
| Other NSW government contributions (please detail which agency) |  |  |  |  |  |  |
| Sport Organisation (please detail which organisation) |  |  |  |  |  |  |
| Philanthropic Organisations (please detail which organisations) |  |  |  |  |  |  |
| Industry contributions |  |  |  |  |  |  |
| Community contributions |  |  |  |  |  |  |
| Other funding sources (please detail) |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |

## KEY ASSUMPTIONS & SENSITIVITY ANALYSIS

Please list and explain rationale for key financial assumptions, and any resulting considerations. Any risks identified relating to financial assumptions should be outlined in section 6.4 (Key Risks).

For example, rationale for contingency estimate, inflation rate, interest rates, depreciation calculations, operational revenue and expense assumptions (made in section 4.2) and any other key assumptions.

In explaining key assumptions you could note for instance that there is a risk that a revenue such as sponsorship does not eventuate. Explain what you would do if this was the case.

# COMMERCIAL ANALYSIS

## PROCUREMENT METHODOLOGY

Please outline the planned procurement methodology and process – including why it is suitable for the project.

Include a brief exploration of any other procurement model considered and how any procurement risks will be managed

Outline if your project team has the required skills and expertise to manage the procurement contract

## TECHNICAL REQUIREMENTS

If applicable, please outline if there are any technical requirements and how these will be managed in the procurement process

# MANAGEMENT ANALYSIS

## GOVERNANCE FRAMEWORK

Please outline the project team that will oversee the delivery and ongoing operations of the proposal. Outline the way the proposal will be organised, including:

* Key decision makers (e.g. Board of Directors, project sponsor, Councillors)
* Governance bodies (e.g. Project Control Group, steering committees, advisory groups)

Please outline key responsibilities and roles of key personnel.

Provide a diagram of the reporting and decision-making lines of communication for the project, including key decision-making bodies

## PROJECT MANAGEMENT FRAMEWORK

Please outline the project management structure, project reporting, monitoring and evaluation arrangements etc

Personnel responsible for the delivery of the project, and what their capacity and experience is in delivering similar projects. Provide details of any partnership model that would be adopted to deliver the project

Key stakeholders (e.g. stakeholder groups, liaison/communications officers)

## PROJECT PLAN & MILESTONES

Please outline the key events and decision points associated with the project.

Project management requires a plan to clearly identify goals, reduce risk of delay, and inform stakeholders of anticipated progress. Provided a high-level project Gantt Chart (approximately 10 major activities) outlining the project schedule against the key phases. Key phases to consider for incorporation into the program are:

* Review period
* Planning and detailed design
* Approvals
* Procurement
* Delivery (commencement of construction to completion and ready for operational use)
* Commissioning

Please also outline key dependencies and resourcing plan / constraints (staffing)

Table 5.1: Key events

|  |  |  |
| --- | --- | --- |
| **Event** | **Start** | **Finish** |
|  |  |  |
|  |  |  |
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## KEY RISKS

Please outline how the project’s risks will be monitored, managed, mitigated and avoided.

What activities have been undertaken during the planning stage to identify and reduce the project’s risks?

What activities are proposed during the delivery stage to identify, monitor and mitigate the project’s risks?

Table 5.2: Key proposal risks (example)

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Risk Category** | **Risk Description** | **Risk Mitigation** |
|  |  | **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* |
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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.  Risks relating to financial assumptions (including operational revenue and expenditure assumptions) made in the application (section 4.6). |
| 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, heritage consideration approvals, etc. |
| Environmental | Risks associated with external hazards, including storms, floods, droughts, fires, vandalism |
| Land ownership | Risks associated with land claims and other agreement from land owner to the project |

## LEGISLATIVE, REGULATORY ISSUES & APPROVALS

Please outline any legislative/regulatory issues that the project should adhere to/manage/resolve as well as the approvals that are expected to be required.