Visitor Servicing Fund - Project Management Plan Template

The Project Management Plan must encompass the following elements. Additional information that provides a fuller description may also be included.

This Project Management Plan template is set out in three sections:

1. Overview
2. Activity Plan with Project Milestones
3. Risk Management Plan

**Section 1 – Overview**

|  |  |
| --- | --- |
| *[Insert Project Title]*  | *[Insert Period of Plan]* |
| *[Insert Applicant Name]* | *[Insert Contact Email]* |
| **Project Description [max. 200 words]**  |
| * *Please provide a plain language summary of the Project.*
* *The Project Description should also include an overview of the Participating Organisations involved in the Project, the strategy and rationale for the Project as well as an indication of the timing of the Project delivery.*
 |
| **Project Governance [max. 300 words]** |
| * *Governance arrangements including Project management, oversight and roles of key Project personnel (include estimation of time to be devoted to this Project).*
* *Also include details on governance structures or arrangements for ensuring the partnership approach for a visitor servicing project is adhered to.*
 |
| **Project Objectives [max. 200 words]** |
| * *What do you plan to achieve by the end of your project?*
 |
| **Project Outcomes [max. 200 words]** |
| * *What are the expected changes that will occur as a result of the project?*
 |
| **Monitoring and evaluation [max. 300 words]** |
| * *Detail on the processes in place to capture the required data to measure the achievement of the expected Project Outcomes.*
* *How will you measure success?*
 |
| **Stakeholder engagement and communications planning [max. 500 words]** |
| * *Provide a list of project stakeholders*
* *Provide details of planning around stakeholder engagement and communications activity relating to the project.*
* *This should take into consideration any necessary consultation with Traditional Owner Corporations, Aboriginal Victorians, Local Government Authorities, State or Federal Government agencies, local residents and other stakeholders.*
 |
| **Post Project Plan [max. 300 words]** |
| * *Give details on the steps planned after the Project’s completion (activities regarding commercialisation, replication, sharing lessons learned etc.).*
 |

**Section 2 – Activity Plan with Project Milestones**

This activity plan should describe the activities that will be funded through this grant and contributions from the recipient, participating organisations and other sources. The content below has been pre-drafted for guidance only and should be amended as required to be applicable to the project. Please add additional rows for additional milestones as required.

Project start and completion dates should align with those entered in the Application Form.

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Milestone Title** | **Deliverables** | **Expected Completion Date** |
| *#* | *A title for the milestone (e.g. project commencement, project completion, approvals for permits etc).* | *A description of the deliverables expected to be achieved*  | *A realistic completion date for the milestone* |
| **1** | *Project commencement* | * *A Project Control Group (PCG) is formed and has had its first meeting.*
* *A detailed project plan is completed and approved by the PCG.*
* *All required funding contributions are confirmed.*
 |  |
| **2** | *Stakeholder consultation* | * *Aiming for 100+ surveys*
* *20 interviews*
 |  |
| **3** | *Data analysis* | * *Coordination, distillation and analysis*
 |  |
| **4** | *Draft strategy* | * *Draft strategy completed and shared with stakeholders for review*
 |  |
| **5** | *Final strategy* | * *Strategy finalised*
* *Graphic design*
 |  |
| **6** | *Project completion* | * *Share findings to inform industry stakeholders*
 |  |
|  |  | * *INSERT LINES BELOW AS REQUIRED*
 |  |

**Section 3 - Risk Management Plan**

Refer to guidance on the next page on how to complete this table.

This risk management plan should consider project risks, stakeholder/communication risks and environmental impact risks.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Risk | Likelihood | Impact | Impact Rating | Risk Rating | Mitigation | Risk rating post mitigation |
| **Details of potential occurrence** | **Rare, unlikely, possible, likely, almost certain** | **Details of potential consequences** | **Insignificant., minor, moderate, major, critical** | **Low, Medium, Significant, High** | **Steps to reduce likelihood and/or impact of risk** | **Low, Medium, Significant, High** |
| *Contractor quotes lapse before supplier is chosen.* | *Possible* | *Need to ask for requote* | *Mild* | *Low* | *Maintain project timetable* | *Low* |
| *Contractors may not be able to complete consultation in required timeframe* | *Possible* | *Project timetable slips* | *Mild* | *Low* | *Provide sufficient time for consultation* | *Low* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**Risk Management Plan Guidance Notes – How to determine likelihood, impact and risk rating**

This template uses a four-level scale of low, medium, significant and high for severity of risk. Risks are rated using a two-dimensional matrix that considers:

1. the likelihood of a risk occurring
2. the impact of that risk occurring

These guidance notes explain how to calculate the rating of project risks identified and provide some potential options for risk mitigation measures against each category.

1. **How to determine the likelihood**

The likelihood of a risk can be determined using Table 1 below:

*Table 1: How to determine the likelihood of a risk*

|  |  |
| --- | --- |
| **Rare** | May occur somewhere, sometime (once in a lifetime/one hundred years). |
| **Unlikely** | May occur sometime over the life of the project. |
| **Possible** | May occur several times across the lifetime of the project. |
| **Likely** | May be anticipated multiple times over a period; May occur once every few repetitions of the activity or event. |
| **Almost Certain** | Prone to occur regularly It is anticipated for each repetition of the activity or event. |

1. **How to determine the impact**

The impact of a risk can be determined using Table 2 below.

*Table 2: How to determine the impact of a risk*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Type** | **Risk type description** | **Low** | **Medium** | **Significant** | **High** |
| **Delivery risk** | Timeliness of delivery in accordance with original project application and approval. | A timing change on no more than three months within the same financial year | Timing change dates of more than three months within the same financial year | Change in timing moving across financial years but within program completion dates\* | Timing moves completion date outside mandated program end date |
| **Approvals risk** | Requirement for approvals from council, service level agreements or licenses to operate a service that impact on project ability to commence. | All required approvals obtained to enable project to commence. | All approvals are in train and have expected approval dates. | Approvals identified but no initiation of process and uncertainty of outcome. | Approvals unlikely to be obtained - objections or other obstacles known. |
| **Stage of project readiness** | The more immature the project the less reliable cost and scope estimates embedded in applications. | Implementation – design finalised, staffing organised, all approvals obtained can commence immediately – costing estimates accurate | Detailed design/planning approvals – project design complete, planning approvals obtained or in train, staffing needs identified costing estimates unlikely to change | Design – project scope known initial identification of potential requirements | Concept – project scope not finalised |
| **Market risk** | Impact of external environment on the ability of the project to be delivered to scope for budget (number of potential tenderers, availability and cost of labour & materials). | No shortage of tenders, labour/skills or materials | Slight impact on costs or skills requiring no adjustment to scope | Significant increase in costs of materials/labour requiring significant change in project scope | Unable to obtain bids, materials or required labour |

1. **How to determine the risk rating**

Once the likelihood and impact of a risk are determined, the risk rating can be calculated using the matrix in Table 3 below:

*Table 3: Risk Rating Matrix*

|  |
| --- |
| **Risk Rating Matrix** |
| **Critical****(5)** | **Medium**(5) | **Significant**(10) | **High**(15) | **High**(20) | **High**(25) |
| **Major****(4)** | **Medium**(4) | **Medium**(8) | **Significant**(12) | **High**(16) | **High**(20) |
| **Moderate****(3)** | **Low**(3) | **Medium**(6) | **Medium**(9) | **Significant**(12) | **High**(15) |
| **Minor****(2)** | **Low**(2) | **Low**(4) | **Medium**(6) | **Medium**(8) | **Significant**(10) |
| **Insignificant****(1)** | **Low**(1) | **Low**(2) | **Low**(3) | **Medium**(4) | **Medium**(5) |
|  | **Rare** **(1)** | **Unlikely****(2)** | **Possible****(3)** | **Likely****(4)** | **Almost Certain****(5)** |

1. **Potential risk mitigations**

Potential risk mitigation measures for each type of risk are identified in Table 4 below (noting that this is not exhaustive):

*Table 4: Risk mitigations*

|  |  |
| --- | --- |
| **Risk Type** | **Potential mitigation measures** |
| **Delivery risk** | * Regular scheduled monthly meetings with recipient to keep current with any issues arising – documented in GEMs
* Reporting
 |
| **Approvals risk** | * Written evidence that applications have been and approval timelines for these items will not impede the proposed delivery timeline.
 |
| **Stage of project readiness** | * Agreement funding profile management and use of gateways.
* Detailed project plan used as schedule to agreement to ensure timing aligns with original bid.
* Acceptance of cost overrun risk by the recipient.
 |
| **Market risk** | * Evidence that materials and or labour has been sourced.
* Evidence that recipient has passed risk onto contractor through fixed price arrangements.
 |