Excellence in Aged Living

Project Business Plan

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Major Projects Unit
General Managers Department
Wyong Shire Council

Document Acceptance and Release Notice

This document is Version 1 dated 25th August 2011 of the Excellence in Aged Living Project Business Plan.

The Project Business Plan is a managed document. For identification of amendments, each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation.

This document is authorised for release once all signatures have been obtained.

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ACCEPTED: _____   Date: ____ - ____ - ____
(for release)   General Manager
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1 No previous amendments	12-Aug-2011	John Pearce	Initial Release	All

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2			
Electronic	1	25th August 2011	Shared drive

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1 Overview

1.1 Purpose of Business Plan

The Project Business Plan is the high-level management document for the project. It is owned, maintained and utilised by the Project Steering Committee to ensure the delivery of defined project outcomes.

The document will be reviewed and amended to meet changed conditions or objectives during the project's life span.

1.2 Project Title

Excellence in Aged Living

1.3 Project Initiation

The project is the initiation of a mayoral minute to adopt a strategic target of creating 5,000 jobs over 10 years by creating Wyong Shire Council as a "Nationally recognised district of excellence in aged housing".

1.4 Background

A Councillor briefing was held in Wyong Shire Council on 3rd August 2011 in which a Business Case and project briefing was presented to Councillors. Councillors accepted the Business Case for the proposed project. The forum agreed that a Council Report and this Project Plan be produced for formal presentation to Council for endorsement of the project.

2 Objectives and Scope

2.1 Objectives Hierarchy

The Objectives Hierarchy directly links a Wyong Shire Council's Strategic Plan 2011 – 2015 project's activities with the organisational goals and direction of the Council, providing the context in which the project is being undertaken.

2.1.1 Corporate Objective(s)

Wyong Shire Council's Strategic Plan 2100 – 22015, Activity 3 - Economic and Property Development. The responsibilities for this Activity includes strengthening the economic base of the Shire by promoting economic development as well as the creation of employment opportunities.

Additionally, the Activity identifies and develops sustainable income strategies for Council, by providing property related services for the organisation.

Wyong Shire Council's Strategic Plan 2100 – 22015, Activity 6 – Environment & Land Use.
The Environment & Land Use Principal Activity enhances the natural and built environment on both private and public land. This is done through strategic planning and policies, as well as controls over land-use to maintain a high quality of life.

As part of the corporate planning process Excellence in Aged living (referred to as Aged Care Centre of Excellence) is designated in the 2011 – 2015 Strategy as a "Major Project". Major projects are high priority projects designated by the General Manager as being of critical importance.

2.1.2 Project Objective(s)

The overarching rationale for the project is to adopt a strategic target of creating 5,000 jobs over 10 years, promote Wyong Shire as a growth area of business, investment, development and lifestyle the project objectives are directly related to the Corporate Objectives and the business driver(s) for the project.

2.2 Project Outcomes

The Project Outcomes will be the result of attracting growth to Wyong Shire through retiring baby boomers and growth of the retirement industry.

The resultant project outcomes will be;

- Support sustainable employment
- Increase population growth
- Support investment opportunities
- Increase development growth
- Support new business initiatives
- Achieve wealth creation

2.2.1 Target Outcomes

Target Outcomes for a project are outcomes that have a measurable benefit and will be used to gauge the success of the project. The following outcomes have been selected as the Target Outcomes for the project:

Target Outcome 1 - Social Outcomes
Increased social connectivity and interaction between existing retirement villages and aged facilities including Aging in Place to promote networking, social integration and activity programs. Increased employment growth and skill training opportunities.

Target Outcome 2 - Cultural Outcomes
Promotion of the aged traditions and capabilities through multi cultural society events, local arts and crafts exhibitions, religious society events, tourism events, volunteered skill force.

Target Outcome 3 - Financial Outcomes
Wyong Shire is open for business. Wealth creation for Council through development of facilities through PPP arrangements, increased business activities with the local government area.

Target Outcome 4 - Developable Outcomes
Planning legislation that mandates a focus on meeting the needs of local aging populations by simplify policy and planning with benchmarking, providing a varied spectrum of accommodation options.

These outcomes comprise performance information against which the project will be assessed, and are detailed at Appendix A.

2.3 Outputs

Outputs are the products, services, business or management practices that will be required to meet the identified outcomes.

Some examples are:

- Retirement village management needs to identify opportunities for community engagement.

- Foster appropriate development to meet opportunities retirement investment will have in the local area.

- Plan for the predictable increased pressure on community services.

- Accountability for implementing community services as specified in the Business Plan.

- Consider cultural differences.

- Distinguish between developers, services recipients, government responsibility, community care and support services.

- Support local educational facilities to promote recognised certified competencies specifically aimed at the retirement industry.

2.4 Scope of Work

The scope of work is defined as the processes that are required to produce the project outputs. Council will take a leadership role in promoting Wyong Shire as a Shire of Excellence in Aged Living, by benchmarking high service levels in developments through planning instruments, agreement with developers and service providers which would also attract "knock-on" business and investors associated with retirement industry.

Part of the Project	Description	Responsibility
Engage expert panel	▪ EOI process to seek volunteer members with broad cross sector involvement, to participate initially for twelve months. Retirement Industry specialists, financiers, medical services, transport agencies ▪ Invited representatives to include: Staff WSC, Councillor from WSC, CEO CCDC, Regional Coordinator Premiers Dept. Define project and media scope and Action plan for 2011. ▪ Workshop to identify strategic advantages of the Shire for this initiative. ▪ Workshop to review road blocks to be addressed ▪ Determine marketing/ branding approach	*Project Manager*
Engagement of Registered Clubs	▪ Engage directly with the Registered Clubs industry in the Shire to develop pilot projects and assist in facilitating the developments	*Project Manager*
Prepare a register of sites	▪ Prepare an analysis of available appropriately zoned & sized land across the shire. ▪ Feed information gained from the review into the dLEP process.	*Project Manager*
Development engagement	▪ Council briefing on proposed landholder engagement process ▪ Discussion / engagement with land holders and interested parties. ▪ Briefing with landholders/ interested parties on the development process. ▪ Determine project budget and equity splits. ▪ Necessity to consider supportive industry and business	*Project Manager*
Review of local planning instruments	▪ Confirm funding from State for LEP resourcing ▪ Review current instrument drafting against the project goals. ▪ Ensure proposed changes are supportive of the outcomes sought and increase flexibility for alternative means of increasing density. ▪ Standardise the DCP process ▪ Confirm resourcing	*Project Manager*
Council owned land	▪ Undertake a feasibility of council owned sites for development ▪ Complete the feasibility to develop land based on a schematic architectural design. ▪ Consider at this stage if council would take the proposal and contractual arrangement with partner.	*Project Manager*

2.5 Project Development Plan

2.5.1 Project Development Strategy

Project management is the application of knowledge, skills tools and techniques to project activities to successfully meet the project requirements.

Without a strategic plan to guide, monitor, assess and evaluate the project through the project lifecycle the project will become dysfunctional, loose control, direction and the ability to access the projects viability at any given time or at any point of the project process.

These phases are:

1. Initiating Phase
2. Planning Phase
3. Executing Phase
4. Closing

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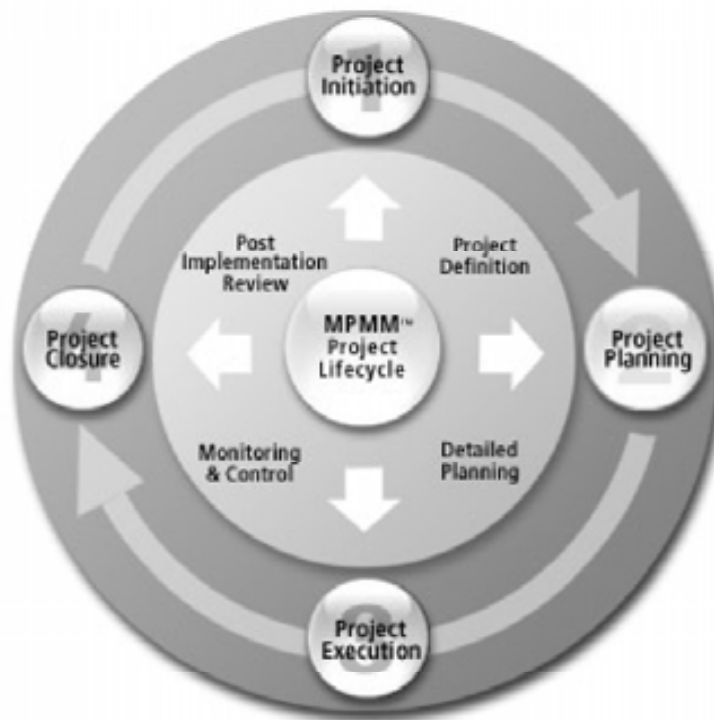
Knowledge Areas	Phase 1 Initiation	Phase 2 Planning	Phase 3 Execution	Phase 4 Monitor & Control	Phase 5 Closing
Project Integration	Develop project charter Business case Organisational process	Develop project plan	Direct project execution	Monitor & control WIP	Project close out
Project Scope		Define scope Create WBS		Verify scope Control scope Mange scope change	
Time Management		Define activities Sequence activities Estimate activities Estimate durations Develop time line		Monitor time lines and schedules	
Cost Management		Estimate costs Determine budget		Monitor actual cost against budget	Finalise outstand commitments
Quality Management		Quality plan	Quality assurance	Assess quality outcomes against expectations	Assess final product
Resource Management	Identify stakeholders	Estimate resources	Project committee steering team		
Communication Management	Identify stakeholders	Development communication strategy	Manage stakeholder expectations Distribute information	Report performance	Close out all reports
Risk Management		Identify risks Risk analysis Risk response plan		Monitor identified risks Respond to new risk	

Table 1: Project Delivery Strategy

2.5.2 Project Schedule

Key Deliverables		Target Date	Who
Phase 1 - Initiation	Milestone A – Councillor Engagement	Sept 11	
	Milestone B – Submissions / Select expert panel	Oct 11	WSC
	Milestone C – Site identification	Oct 11	WSC
	Milestone D – Community engagement	Nov – Dec 11	WSC / Precinct members
	Milestone E – Registered Club engagement	Nov – Dec 11	WSC / Registed selected clubs
	Milestone F – Support sectors engagement	Nov – Dec 11	WSC / Service providers
	Milestone G – Developer engagement	Nov – Dec 11	WSC / Developers
Phase 2 - Planning	Milestone A - Review planning instruments	Jan – Feb 12	WSC
Phase 3 - Execution Phase	Milestone A – Prepare master plans	As required	Developer
	Milestone B – Authorities approval	Upon submission	WSC
	Milestone C – Construction	Upon approval	Developer
Phase 4. Monitoring & Controlling	Milestone A – Receive royalties on investment based on the partnership agreement.	Upon construction completion	WSC
Phase 5. Closing	Milestone A - Restructure partnership agreement if required	When required	WSC / Facilities operator
	Milestone B – Closure on agreements		

Table 2 : Project Development Schedule

The above milestone dates are indicative only. A working project plan shall be maintained separately to avoid the need to continually re-release this Project Business Plan. The project plan will be amended from time to time.

2.6 Assumptions and Constraints

Some assumptions made during the Business Case process are recognised and recorded in the Project Business Plan along with any constraints.

It is important the assumptions and constraints are defined and clarified before proceeding to the planning phase.

This process should also assist with risk identification, as both assumptions and constraints will reveal areas of risk for the project.

2.6.1 Assumptions

* Council takes the lead role to promote the shire is "open for business" to attract development, investment and services through the retirement industry.
* The project will be financed "in house" by Council up to and including the planning phase.
* Council reviews financing strategies so as the project be financed through private enterprise from the planning phase to close out phase.
* Council will review current unutilised lands for potential use to meet the project objectives.

2.6.2 Constraints

* Deadlines
* Market demand and requirements
* Budget
* Appropriate land parcels
* Market requirements

2.7 Relevant Government Policy, Legislation and Rules

Wyong Shire Development Control Plan and Local Environmental Plan are detailed guidelines and planning instruments that may require review to illustrate the controls to apply to the particular type of development in a particular area.

3 Project Management Plan

3.1 Governance

The Project's governance structure is based on the governance structure for other major projects . The assessment and selection of people to perform the functions within an appropriate structure is critical to the project's overall success. A diagram to illustrate the specific structure of the Project Business Plan is shown in Figure 1.

Governance Structure

GM as Sponsor

Outcomes

Social

General Manager

Cultural

Client/ sponsor

Financial

Developable

↓

Major Project Unit

Project Manager

↓

Steering Group

Executive Team

↓

| **Communities** | **Infrastructure** | **Environment** |
| **Recreation Services** | **Management** | **Planning** |

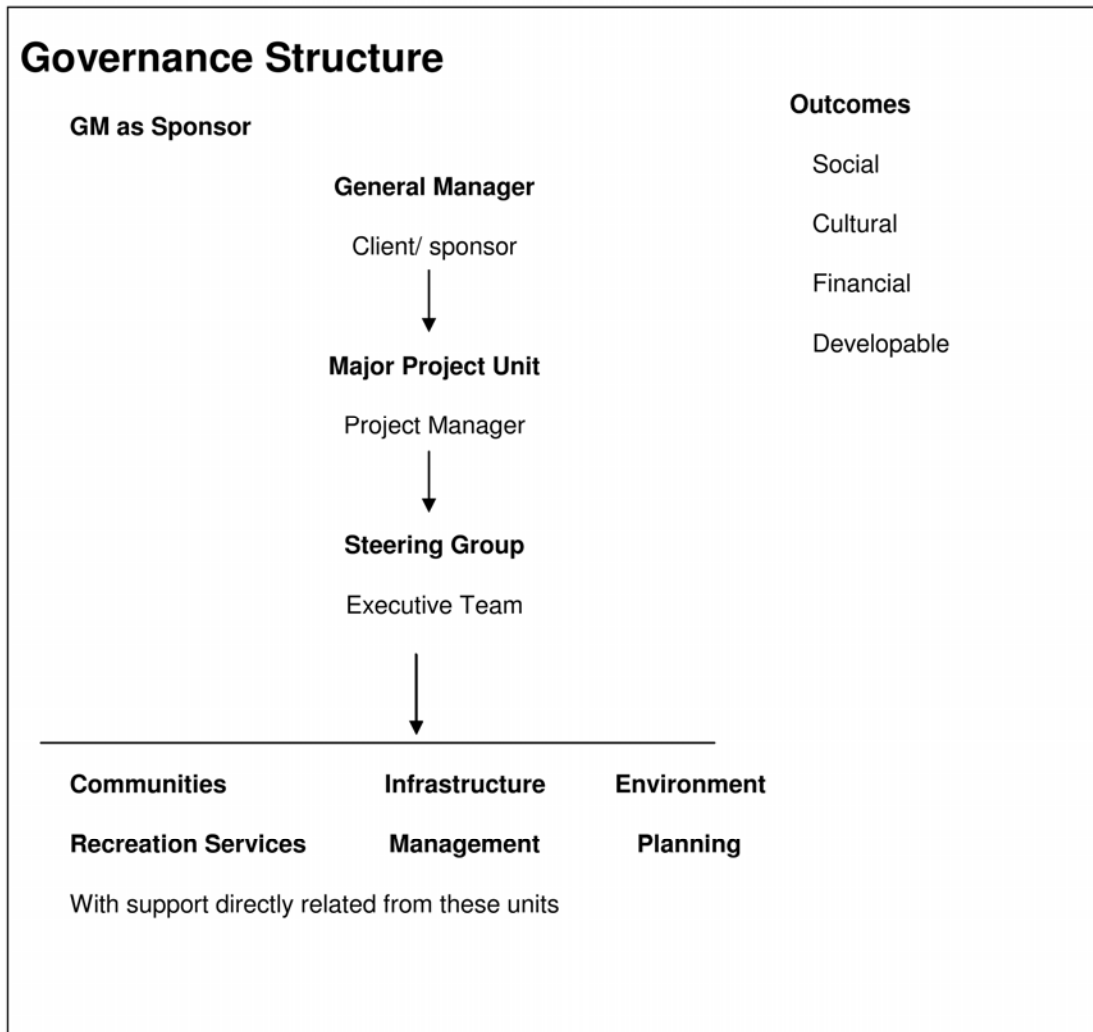With support directly related from these units

Figure 1: Governance Structure for the Excellence in Aged Living

3.1.1 Corporate Client

In a large, complex or politically driven project, the Corporate Client is the champion of the project and has ultimate authority. They promote the benefits of the project to the community, and may be viewed as the 'public face' of the project

The Corporate Client for the Project Business Plan is: Wyong Shire Council General Manager.

3.1.2 Project Sponsor

The Project Sponsor has ultimate accountability and responsibility for the project. The Sponsor oversees the business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor also lends support, by advocacy, at senior levels, and ensures that the necessary resources (both financial and human) are available to the project.

The Project Sponsor has delegated authority of the Steering Committee to assist with business management and project management issues that arise outside the formal business of the Steering Committee..

The Sponsor for the Project Business Plan is: Wyong Shire Council General Manager.

3.1.3 Steering Committee

The Steering Committee is responsible for policy and resourcing decisions essential for the delivery of project outputs and the attainment of project outcomes. It is also responsible for ensuring appropriate management of the project components outlined in this Project Business Plan including risk monitoring, quality and timeliness.

Members:

- (Chairperson); TBC

- (Project Steering Committee Member); TBC

3.1.4 Project Manager

The Project Manager is contracted by the Project Sponsor and Steering Committee to deliver the defined project outputs responsible for organising the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the Project Execution Plan(s), resolving planning and implementation issues, and monitoring progress and budget. The Project Manager will:

- Develop and maintain the Project Business Plan and a Project Execution Plan(s)

- Manage and monitor the project activity through detailed plans and schedules

- Report to the Project Sponsor and Steering Committee at regular intervals

- Manage (client/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities