The Project Manager for the Project Business Plan is Major Projects Unit General Managers Department.

3.1.5 Quality Consultants

Large projects generally engage one or more quality consultants to undertake formal quality reviews of the project's processes or outputs. These consultants work independently of the Project Team, and are often contracted from outside the organisation[1].

There are two distinct classes of Quality Review:

- One class focusing on the project as a whole in terms of structure, processes and progress toward outputs

- One class focusing on the quality of products or services (outputs) being produced within a project in a technical field (eg law, IT, construction)

The selection of consultants is yet to be determined. An indicative budget is allocated for the engagement of consultants.

3.1.6 Reference Groups

Reference groups provide expertise and quality assurance in the development of project outputs. They also provide forums to achieve consensus among groups of stakeholders.

3.2 Reporting Requirements

Reports for the Steering Committee are required to concentrate on the management issues of the project. It is important to clarify frequency and reporting relationships – this will also inform Stakeholder Communication and Management and development of the Project Communication Plan.

Current reporting requirements are:

Reported by	To whom	Reporting requirements	Frequency	Format
Project Manager	Steering Committee	Status Report	Monthly	Written and verbal
Project Manager	Reference Group	Status Report	Monthly	Written and verbal
Project Manager	Commonwealth	Status Report	Monthly	Written and verbal
Quality Consultant	Steering Committee	Status Report	Monthly	Written and verbal

3.2.1 Reports to the Steering Committee

The Project Manager's regular report to the Steering Committee may include the following:

- Status of the project:

- Milestones for the last reporting period;

- Milestones for the next reporting period;

- Milestones for the remaining period of the project. Note that milestones for reporting purposes should reflect those listed in Section 2.5.2 Project Development Schedule as well as those in the operational project work plan.

- Budget report (with respect to planned expenditure, actual expenditure and the deficit/surplus);

- Issues report (including areas of concern, specific problems, and any action that needs to be taken by the Steering Committee); and

- Risk management report (which will specify any changes to the major risks identified since the previous report and modification to the strategies put in place to manage them).

3.2.2 Quality Consultants' Reports

The Quality Consultants' reports provide independent feedback to the Steering Committee on issues such as:

- Legal issues related to the development of contractual documentation;

- Auditors who report on the Project's compliance with internal and external audit requirements;

- Quality reviews conducted of the project, for example with respect to the project and quality management methodologies and processes that are being used; or

- Whether outputs meet the specified requirements, for example advice from information technology specialists who are contracted to define and manage the technological aspects of the project.

4 Stakeholder Management & Communication

4.1 Stakeholder Identification and Classification

The following table provides a list of classifications that may be adopted by a project to categorise groups of project stakeholders. Classifying stakeholders into groups allows management strategies for like groups to be developed and implemented.

The list is not definitive, nor will every project use every classification. This early review of the stakeholder list identifies critical stakeholders who should be involved in part or all of project planning and review sessions. Classification of stakeholders may change as the project progresses.

Stakeholder	Issues	Actions
The Aging Community	Support for the project Timeliness of the project Capital outlay & on costs	Demand in quality of living in the Third Age.
NSW Government Agencies	Support for the aging Legislative governance Support for the project	Offer assistance/ advice on health, aging, caring support, service provider. Assistance in community requirements.
Local Government	Support for the project Supportive for the aging population Sites may require local government planning and approval Future development	Project sponsor / leader Community service provider Community consultation Pressure on existing infrastructure and new infrastructure requirements Master planning & planning legislation
Local Residence	Acceptance of the Third Age Support for the community requirements	Community consultation at key stages. Benefits leveraged to the general community.
Independent Alliances. I.E. COTA – Council of the Third Age Pedestrian Council of Australia	Supportive of community design outcomes.	Input to overall designs
Industry peak bodies & professional groups	Implementation of a new model of quality living.	Acceptance of partnership arrangements.

Local primary care services, GPs medical specialists,	Support of local GPs, Pharmacies, medical specialists	Effective model of care
Developers / Service providers	Primary care partnerships	Engagement of service providers in designing the process of care

Table 3: Excellence in Aged Living Stakeholder Groups

4.2 Stakeholder Analysis

While initially classifying stakeholders into generic groups for the purposes of identification is useful, the individuals or groups within each category should then be identified specifically and targeted. The Stakeholder Analysis process includes:

Stake-holder	Key or Non Key	Nature of stake holding	Key issues for project	Engagement and commitment process	Planned action detailed in?	Who?
The Aging Community Government agencies	key	End user Support groups & service provider	Provide valuable feedback to desirable aged living. Community expectations	Public consultation Group meeting Involve champion in consultation	Action List/ Work plan	Project Manager/ sponsor by registered clubs
Independent Alliances.	Non key	Supportive of community design outcomes		Consultation process	Action List/ Work plan	
Industry peak bodies & professional groups	Key	Product delivery	Design output Exceeding benchmarks levels	Consultation process	Communication Plan	Project Manager/ sponsor by retirement villages operators

Table 4: Stakeholder Analysis

4.2.1 Milestones

Summary of the major events that are planned to occur.

Phase		Milestones	Completion Date
Phase 1. Initiation Phase	1.	Councillor Engagement	September 2011
	2.	Call for submissions & Select Expert Panel	October end 2011
	3.	Proactive Site Identification	October till end 11
	4.	Community engagement	November 11 ongoing
	5.	Register club engagement	
	6.	Support sectors engagement	
Phase 2. Planning Phase	1.	Review dLEP	Follow on
	2.	Review dDCP	
	3.	Call for EOIs with developers	
Phase 3. Execution Phase	1.	Prepare Masterplan Concepts	Follow on
	2.	Authorities approval	
	3.	Construction	
Phase 4. Monitoring & Controlling	1.	Receive royalties on investment based on the partnership agreement.	Follow on
	2.	Review	
Phase 5. Closing	1.	Restructure partnership agreement if required.	Follow on
	2.	Closure on agreements	

Table 4-5 : Stakeholder Analysis

Full details of the work involved, resources and timeframes are to be included in the project plan (schedule of tasks).

5 Resource Management

5.1 Budget and Expenditure

The following table identifies and summarise the project's budget and expected expenditure. The budget information reflects funding up to the engagement of the Expert Panel and projects councils resource allocations across a five year plan.

A working budget and current expenditure documents would be maintained separately to avoid the need to continually re-release the Project Business Plan.

5.2 Other Resources

Other resources may be required from time to time as the project progresses to align with possible market changes, demographical change and the like. Significant scope change will be reported to Council and the PSG committee.

Change Management is the management of realigning a project to meet the changing demands of its business environment, including improving service delivery and capitalising on business opportunities, underpinned by business process improvement and technologies.

Change Management is a substantial discipline in its own right and includes the management of changes to the organisational culture, business processes, physical environment, job design/ responsibilities, staff skills/knowledge and policies/procedures.

Any project planning activities must consider the amount of organisational change required to deliver the project outputs and realise the project outcomes.

6 Risk Management Plan

The purpose of risk management is to ensure levels of risk and uncertainty are properly managed, so any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes by the Project) is appropriately managed to ensure the project is completed successfully.

Ultimate responsibility for ensuring appropriate Risk Management processes are applied rests with the Project Sponsor and Project Steering Committee. In order to undertake appropriate risk management, the Project Sponsor and Project Steering Committee require a clear statement of the nature of each individual risk, the manner in which the risks can be contained, the potential impact on the project's success if the risk is left unaddressed and the likely cost of mitigation strategies.

The processes by which risks will be managed during the project will be documented in the Project Risk Management Plan, which can be included in the Project Business Plan or developed as a separate document. The Project Risk Management Plan will also include details in relation to who was involved in the initial risk identification and classification process.

The Risk Analysis will be undertaken with the **key stakeholders** and will have a significant impact on the development strategy selected for the project. Where it is decided to take pre-emptive action to reduce a risk, it is essential that the cost of the risk strategy is included in both the project budget and any further cost/benefit/risk analysis.

The risk assessment and management strategies working documents can be maintained separately to avoid the need to continually re-release the Project Business Plan.

6.1.1 Risk Identification

Risk Identification is an **ongoing process** over the life of a project, and any Risk Register must be considered a 'snap shot' of relevant risks at one point in time. The level of clarity with respect to specific risks usually improves as the project progresses. The process to indentify and mitigate risk is through the following process:

- Risk Analysis

- Risk Evaluation

- Monitor & review

6.1.2 Risk Analysis

Risk analysis involves analysing the likelihood that risks will be realised and the level of seriousness/impact they will have if they occur. A matrix for grading risks is provided as part of Appendix C. The results of the initial analysis, particularly any 'Extreme' and 'A' level risks, should be included here. Initial results are also included in the Risk Register at Appendix C.

6.1.3 Risk Evaluation

Which risks pose the highest threat? What are the consequences should the risk be realised? Are benefits delayed or reduced? Are timeframes extended? Are costs advanced or increased? Is output quality reduced? Are treatment or mitigation plans required?

6.1.4 Risk Mitigation

What preventative action can be taken to reduce the likelihood a risk will be realised? What contingency planning can be done to reduce the seriousness of a risk if it occurs? For each risk that requires treatment or a mitigation plan, what is the cost (in budget terms as well as time and effort)? What recovery action is required if a risk occurs? Who is responsible for mitigation of each risk, and in what timeframe should action be taken?

6.1.5 Monitoring and Review

How often will the Risk Management Plan and Risk Register be formally reviewed, and by whom? How often will Risk Status be reported to the Steering Committee?

7 Quality Management Plan

The Quality Management Plan details how the quality processes will be implemented. The purpose of quality management in projects is to ensure that the project outputs are delivered fit-for-purpose. In this instance a quality management plan will more than likely be implemented by contractors during the execution phase of the project(s) regardless of the level or expectation of the end user.

 If outputs are not fit-for-purpose, there is every likelihood that planned project outcomes will not be realised, or realised to a much lesser extent.

It can be achieved by developing quality criteria for the outputs themselves (quality control) and by ensuring that all project management processes are conducted in a quality manner (quality assurance

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8 Appendices

The following documents and forms may be attached to the Project Business Plan as appendices to meet specific project requirements.

Appendix A: Target Outcome

Specify the Target Outcomes selected for measurement, including the performance indicator, baseline, target level, timeframe and accountability.

Appendix B: Resource Cost Allocation

Provides a snapshot of the resource cost allocation over 5 year duration.

Appendix C: Risk Register

Provides 'snapshot' details of the current risk assessment and risk management strategies.

Appendix D: Stakeholder Identification & Classification

Provides a snapshot of stakeholders and the input to the project

Appendix E: Project Activities & Milestones (Version 0.A)

A snapshot of major project milestones and processes.

Appendix F: Budget Allocation of Expert Panel

A budget allocation to engage the expert panel

Target Outcomes Measurement

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Appendix A: Target Outcomes Measurement

Outcomes	Outputs	Performance Indicator	Baseline	Target Level	Time Frame	Account ability
Social Outcomes	▪ Community network ▪ Social integration & Activity programs ▪ Vehicle transportation ▪ Open space facilities ▪ Shared access facilities ▪ Public transport access	▪	▪	▪	▪	▪
Cultural Outcomes	▪ Promotion of multi cultural society events ▪ Promotion of local arts & crafts exhibitions ▪ Promotion of religious society events ▪ Promotion of day / scenic trips	▪ ▪	▪	▪	▪	▪
Financial Outcomes	▪ Return on investment of council owned land ▪ Contribution to council from developments for community services provided by council. ▪ Increased local workforce ▪ Increase business & investment opportunities ▪ Provide diversity for public private partnerships	▪	▪	▪	▪	▪
Developable Outcomes	▪ Planning legislation that mandates a focus on meeting the needs of local aging populations. ▪ Varied spectrum of accommodation options	▪	▪	▪	▪	▪

Note: to be populated by the Project Manager in consultation with the Project Steering Group

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Appendix C: Risk Register (Template)

Id	Description of Risk Identification of consequences	Likelihood/ Seriousness	Grade	Change	Impact	Mitigation Actions (Preventative or Contingency)	Individual/Group Responsible for Mitigation Action	Timeline for Mitigation Action
<n>	<Description of risk and the impact/consequences to the project>							
<n+1>	<Description of risk and the impact/consequences to the project>							

Note: to be populated by the Project Manager in consultation with the Project Steering Group

Risk Register (Template)

Key to Risk Rating Symbols used:

Rating for Likelihood and Seriousness for each risk			
L	Rated as Low	E	Rated as Extreme (Used for Seriousness only)
M	Rated as Medium	NA	Not Assessed
H	Rated as High		

Grade: Combined effect of Likelihood/Seriousness					
	Seriousness				
Likelihood		**Low**	**Medium**	**High**	**EXTREME**
	Low	E	D	C	A
	Medium	D	C	B	A
	High	C	B	A	A

Recommended actions for grades of risk	
Grade	Risk mitigation actions
A	Mitigation actions to reduce the likelihood and seriousness to be identified and implemented as soon as the project commences.
B	Mitigation actions to reduce the likelihood and seriousness to be identified and appropriate actions implemented during project execution.
C	Mitigation actions to reduce the likelihood and seriousness to be identified and costed for possible action if funds permit.
D	To be noted - no action is needed unless grading increases over time.
E	To be noted - no action is needed unless grading increases over time.

Change to Grade since last assessment			
NEW	New risk	↓	Grading decreased
—	No change to Grade	↑	Grading increased

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Appendix D: Appendix D: Stakeholder Identification & Classification

Stakeholder	Issues	Actions
The Aging Community	Support for the project Timeliness of the project Capital outlay & on costs	Demand in quality of living in the Third Age.
NSW Government Agencies	Support for the aging Legislative governance	Offer assistance/ advice on health, aging, caring support, service provider.
	Support for the project	Assistance in community requirements.
Local Government	Support for the project	Project sponsor / leader
	Supportive for the aging population Sites may require local government planning and approval Future development	Community service provider Community consultation Pressure on existing infrastructure and new infrastructure requirements Master planning & planning legislation
Local Residence	Acceptance of the Third Age	Community consultation at key stages.
	Support for the community requirements	Benefits leveraged to the general community.
Independent Alliances. I.E.	Supportive of community design outcomes.	Input to overall designs
Industry peak bodies & professional groups	Implementation of a new model of quality living.	Acceptance of partnership arrangements.
Local primary care services, GPs medical specialists,	Support of local GPs, Pharmacies, medical specialists	Effective model of care
Developers / Service providers	Primary care partnerships	Engagement of service providers in designing the process of care

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Appendix E: Appendix E: Project Activities & Milestones (Version 0.A)

Id	Activities & Key Milestones	Start Date	Due Date
	<Activity 1>	<1 January 2006>	<30 January 2006>
	<Milestone 1>		<1 February 2006>

Note that Milestones are usually shown in bold and have no start date – A milestone is defined as a significant scheduled event that acts as a progress marker in the life of a project. A milestone is either passed or it is not, the achievement or non-achievement of which is monitored and reported.

The initial detailed Project Plan (ie Gantt Chart) could also be included as an appendix. However, the working project plan should be maintained separately to avoid the need to continually re-release the Project Business Plan.