Insert your organisation or agency logo

Project planning tool

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| **Project name:** |  |
| **Project manager:** |  |
| **Start date:** |  |
| **Completion date:** |  |

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| **Background** |
| **Overview** |

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| **Project objectives and outcomes** | | |
| **Strategic platform**  **Project objectives**  **Project strategies**  **Project outcomes** | | |
| **Project governance** | |
| **Project Team**  *List staff members and their roles. Include staff who may provide expert consultancy even if not a core part of the project team or who might perform a service e.g. bookings.* |  |
| **Reference Group**  *If applicable* |  |
| **Other stakeholders** |  |

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| **Project management** |
| **Reporting Structure** |

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| **Key timeframes** | |
| **Timeframes/milestones summary** | **Date** |
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| **Financial management – Budget**  **Include a breakdown of staffing/resourcing, development, promotion and implementation costs** |
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| **Key Performance Indicators** |
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**Section Two: Consultation with stakeholders**

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| **Previous consultation** | | |
| **Stakeholders** | **How were they consulted?** | **Dates** |
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| **Planned consultation with children and young people** | | |
| **Group/Organisation** | **How will they be consulted?** | **Dates** |
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| **Planned consultation with stakeholders** | | |
| **Stakeholders** | **How will they be consulted?** | **Dates** |
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**Section Three: Ethics review**

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| **Ethics review** |
| Does this project involve any consultation or research with children and young people?  ❑ No (proceed to Section Four) √❑ Yes (Please complete the ethics review)  **Ethics Review Process**  *A research ethics review must be undertaken for all human participation research projects, including consultations.*  **Outcome** |

**Section Four: Risk Management**

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| **Risk management** |
| Risk is defined as the chance of something happening that will have an impact on the objectives of a project. Risks are identified through the process of determining what can happen, why and how. **Risk Management** is "the systematic application of management policies, procedures and practices to the tasks of establishing the context, identifying, analysing, assessing, treating, monitoring and communicating" (AS/NZS ISO 31000:2009) risk that may present as opportunities or adverse effects.  Risks and mitigation strategies should be detailed in the table below.  **The first step in the process of managing risk** for your project is to consider the context within which your project will operate i.e. the strategic context, both the internal and external environments in which the project will function to achieve its objectives, and the appetite and tolerance of any risks associated with the project. This will then define the scope of the risk management process and set criteria against which risks will be assessed.  **Document the context that your project will operate in.**  **Step 2. Describe the risks in qualitative terms if they were to occur e.g. Failure to ..., Loss of….. The aim of this step is to generate a comprehensive list of material risks based on those events that might create, enhance, prevent, degrade, accelerate, or delay the achievement of objectives.**  **When considering risks ask the following questions;**   * What could happen? * How could it happen? * What strategies/controls do we have in place to prevent it from happening (risk mitigation)? * Is there anything else we could do? * Given the above, what is the likelihood of the risk occurring? * What would be the impact/consequences if it were to occur? |

**Risk Management Plan and Matrix**

L = Likelihood (Table 1)| I = Impact (Table 2) | M = Controls/Mitigation Strategies (Table 3)|RR = Risk rating–usually calculated by Likelihood x Impact but can be moderated by taking into account mitigation strategies | Final RR = final risk rating after assessing information in previous columns.

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| **Risk**  **(Once final risk ratings are developed, shade according to risk table below)** | **L** | **I** | **Controls/Risk Mitigation Strategies in place** | **RR** | **Extra Risk Mitigation Strategies that need/or can to be implemented either before or during the project** | **Final RR** |
| **Group risk under sub headings relevant to your project- you may add more.** |  |  |  |  |  |  |
| **Financial/Budget** |  |  |  |  |  |  |
| **Personnel** |  |  |  |  |  |  |
| **Reputation/Strategic Context** |  |  |  |  |  |  |
| **Event management** |  |  |  |  |  |  |
| **Timing/scheduling** |  |  |  |  |  |  |
| **Stakeholder Engagement and Consultations** |  |  |  |  |  |  |
| **Communications** |  |  |  |  |  |  |
| **Media Activities** |  |  |  |  |  |  |
| **Scope, outcomes & evaluation** |  |  |  |  |  |  |
| **Legal/compliance** |  |  |  |  |  |  |
| **Management of information/security** |  |  |  |  |  |  |
| **Other** |  |  |  |  |  |  |

**TABLE 1: EXISTING CONTROLS**

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| **Level** | **Descriptor** | **Foreseeable** | **Detail Description** |
| **E** | Excellent | More than what a reasonable person would be expected to do in the circumstances. | Controls fully in place and require only ongoing maintenance and monitoring. Protection systems are being continuously reviewed and procedures are regularly tested. |
| **A** | Adequate | Only what a reasonable person would be expected to do in the circumstances. | Controls are being addressed reasonably. Protection systems are in place and procedures exist for given circumstance. Periodic review of protection systems. |
| **I** | Inadequate | Less than what a reasonable person would be expected to do in the circumstances. | Little to no action being taken. No protection systems exist or they have not been reviewed for some time. No formalised procedures. |

**TABLE 2: QUALITATIVE MEASURES OF LIKELIHOOD**

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| **Level** | **Descriptor** | **Detail Description** | **Frequency** |
| 1 | Rare | The event may occur in exceptional circumstances | No known or previous recorded incidents of occurrence |
| 2 | Unlikely | It is unlikely but the event could occur at some time | Very few known incidents of occurrence |
| 3 | Moderate | The event may occur at some time | Incidents or hazards have occurred infrequently in the past |
| 4 | Likely | The event will probably occur in most circumstances | Similar hazards have been recorded on a regular basis. Probably will occur once during the duration of the project |
| 5 | Almost certain | The event is expected to occur in most circumstances | Strong likelihood of the hazard reoccurring. Probably will occur more than once during the project |

**TABLE 3: QUALITATIVE MEASURES OF NEGATIVE CONSEQUENCES OR IMPACTS**

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| **Level** | **Rank** | **Reputation/Strategic Context for CCYP & Stakeholder Relationship** | **Communications /Media** | **Interruption**  **to timing/ scheduling** | **Legal** | **Operational Efficiency** | **FINANCIAL IMPACT (could include legal fees)** | **Personnel/ health and safety** | **Event management** |
| **1** | **Insignificant** | Low news profile or no news item, insignificant weakening of a single stakeholder relationship and little impact to stakeholder confidence or strategic reputation to CCYP | Most media outlets run with press release/story/ project results, few exceptions. Web page accessible. Good attendance at launch | Less than 1 hour | No requirement for legal advice/ attention | Little impact | Less than $1,000 | No physical injuries or psychological stress or threats to safety | Most contingencies planned for, with either no or only minor issues occurring on the day |
| **2** | **Minor** | Low news profile, damage to no more than 3 stakeholder relationships and, temporary change to stakeholder confidence - able to be rectified in the short term | Acceptable but not all of anticipated media coverage. Web page accessible. Moderate – good attendance at launch. | 1 hour to 1 day | Prospect of obtaining legal advice discussed, situation monitored | Inconvenient delays | $1,000 to $4,000 | Simple first aid treatment required and/or one off counselling | Minor isolated concerns raised by stakeholders, customers |
| **3** | **Moderate** | Moderate news profile and public embarrassment for CCYP, weakened relationship with a significant number of stakeholders and reduction in stakeholder confidence, requiring specific measures to rectify | Low media coverage. Some website hits, low-moderate attendance at launch. | 1 day to 1 week | State Solicitors Office advice requested that may impact on timing, resources and objectives | Significant delays in major deliverables | $4,000 to $50,000 | Physical/medical practitioner and/or psychological intervention/ treatment (up to three) required | Issues at event result in failure of essential equipment, injuries, local media and stakeholder concern |
| **4** | **Major** | High news profile and public embarrassment, damage done to the majority of existing stakeholder relationship and, significant and widespread erosion of stakeholder confidence and that of CCYP | Light number of website hits, little media coverage elsewhere, few people attend launch | 1 week to 1 month | State Solicitors Office advice impacts significantly on timing, resources and objectives | Non-achievement of major deliverables | $50,000 to $150,000 | Extensive injuries and/or significant and/or long term psychological stress | Serious impact with multiple people affected, event delayed, media coverage |
| **5** | **Catastrophic** | Widespread and multiple news profiles, third party actions, total loss of credibility for CCYP and stakeholder confidence by all stakeholders | No take up of media release, story, project results, no attendance at launch, website down or no hits. | More than 1 month | Protracted legal advice required, likely to result in project being terminated | Non-achievement of major key objectives | Greater than $150,000 | Death and/or severe permanent physical and/or psychological disablements | Major health and safety event requiring emergency services management, adverse media coverage, or catastrophic equipment failure requiring cancellation of event |

**TABLE 4: Risk Acceptance criteria negative consequence**

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| **Level of Risk** | **Criteria for Management of Risk** | | **Actioning Party (Role)** | **Acceptance Decision Approval (Role)** |
| 1 - 5 | Low Risk | Acceptable with adequate controls and monitoring | e.g. Project Manager | e.g. Project Manager |
| 6 - 10 | Moderate Risk | Acceptable with adequate controls and monitoring |  |  |
| 11 - 15 | High Risk | Only acceptable with excellent controls. Subject to six monthly monitoring by Director |  |  |
| 16 - 25 | Critical Risk | Only acceptable with excellent controls and Commissioner approval. Subject to six monthly monitoring by Executive |  |  |

**Section Five: Communication plan**

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| **Stakeholders and messages** |

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| **Primary stakeholders** | **Secondary stakeholders** |
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| **Key messages:** | |

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| **Communication resources and products** | | | |
| **Item** | **Person responsible** | **Timeline** | **Budget** |
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| **Media strategy** | | | |
| **Activity** | **Person responsible** | **Timeline** | **Comments/Notes** |
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| **Website content** | | | |
| **Activity** | **Person responsible** | **Timeline** | **Comments/Notes** |
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| **Direct stakeholder communications** | | | |
| **Communication activity and target** | **Person responsible** | **Timeline** | **Budget** |
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**Section Six: Evaluation and records**

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| **Project evaluation – provide details of how the project will be evaluated** |
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| **Approvals** |
| Prepared by ­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Approved by ­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Manager**  Approved by ­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |