Waste Less, Recycle More

Organics Infrastructure (Large and Small) Program

Stream 1: Food and Garden Organics Processing

Implementation Plan

(for grant requests of $1 million or more only)

|  |  |
| --- | --- |
| Name of Applicant |  |
| Date |  |

Implementation of your proposal

Applicants need to demonstrate that all aspects of their project are well planned and provide confidence it will be well managed throughout. The Implementation Plan (this document) builds on the [Project Plan](https://www.environment.nsw.gov.au/funding-and-support/nsw-environmental-trust/grants-available/organics-infrastructure/stream-1-processing-infrastructure) template by requesting more detailed information relating to how your project will be managed.

This template must only be completed by applicants who are **seeking funding of $1 million or more**. Please complete the Project Plan template **and** the Implementation Plan (this template) together.

Applicants are accountable for achieving the project proposed and must have the necessary capacity and capability to deliver it from procurement to implementation.

Each step involves rigorous planning to develop a clear understanding of how to manage: the activities being undertaken; milestones to meet deliverables; decision points for your organisation and the Trust; specific skills and levels of resources required; acquisition of sites; purchase of equipment and materials; consultation with stakeholders; and implementing change management; to deliver the proposed project successfully.

You must consider the likely project planning implications as it will support your capacity and capability to achieve the deliverables of the proposed project. Key project management considerations include time, cost, quality, risk, procurement, safety, change management and realising service benefits or objectives.

The information in this plan is critical for the Trust to assess whether your proposed project can realistically be delivered as proposed, and achieve the anticipated project benefits. This plan will form a part of the Funding Agreement if you are successful in receiving a grant.

For further information refer to Section 5 of the [NSW Treasury Guidelines for Capital Business Cases.](http://www.treasury.nsw.gov.au/__data/assets/pdf_file/0020/12953/tpp08-5.pdf)

Governance arrangements

|  |
| --- |
| You will need to document the proposed governance arrangement for implementing this project. Governance arrangements for managing the delivery of a proposed project or program can begin when a service need has been identified and continues during the project’s lifecycle. Governance is not static as you must ensure there are appropriate mechanisms in place to achieve key deliverables such as time, cost, quality, risk, procurement, safety, change management and service benefits.  It is critical that you to consider the appropriate governance arrangements based on the scale, risk and complexity of the proposed project. You must identify at the earliest stage the skills and seniority required as part of the governance arrangements. Governance arrangements may generally include the following elements:   * Steering committee * Project sponsor * Project director * Project delivery team * Operational staff * Consultants/contractors   The governance model needs to provide details around specific roles including the project sponsor, project director, project delivery team and operational staff. This includes the governance arrangements on the management and delivery of the project demonstrating that appropriate mechanisms are identified to ensure key deliverables are met.  Please complete the table below and as a guide, this should be **less than two pages***.* |

|  |  |  |
| --- | --- | --- |
| **Role** | **Details** | |
| **Steering committee**  The steering committee is responsible for project oversight and for ensuring the delivery of outputs and achievement of outcomes. | Members |  |
| **Project sponsor**  The project sponsor is responsible for the deliverables and the realisation of project objectives and benefits. | *Name*  *Title*  *Experience* |  |
| **Project director**  The project director is responsible for delivering the project and managing members of the project team, including external advisers and consultants. | *Name*  *Title*  *Experience* |  |
| **Project delivery team**  The project team must possess the skills and resources to develop and deliver the project. | *Overview:*  *Name:*  *Qualifications*  *Experience* |  |
| **Operational staff**  The staff responsible for operating the project infrastructure. | *Overview:*  *Qualifications*  *Experience*  *Name: (optional)* |  |
| **Consultants/contractors**  These are suitably qualified external people engaged to provide specialist advice and/or implement project activities. | *Overview:*  *Qualifications*  *Experience*  *Name: (optional)* |  |

Procurement

|  |
| --- |
| While a detailed procurement plan is developed after resource allocation (including the Trust’s funding) has been approved, applicants must document the proposed procurement strategy to identify the most effective way of achieving the objectives of the project.  Finalising the procurement strategy is an important task as procurement costs can contribute up to 30 per cent of the estimated total cost of the proposal. Applicants need to demonstrate at an early stage how the procurement strategy will contribute to value for money and how this will be managed as part of the governance arrangements (above).  Procurement options will depend on the scale, risk and complexity of the proposed project, affordability of the options and the capacity of the applicant. These factors may lead to different procurement models such as direct purchase, service level agreements, construct and design; design, construct and manage, alliancing, or privately financed projects.  As a guide, this strategy should be **less than three pages** and address:   1. How is the infrastructure going to be implemented and operated? For instance, the below models may be adopted:    1. Traditional construct only, design and construction are separately procured    2. Design and construct, detailed design and construction are procured under one contract    3. Alliance    4. Public-private partnerships, e.g. BOT (build operate transfer), BOO (build own operate), BOOT (build own operate transfer) 2. Why has this approach been selected?   Applicants must ensure that a procurement strategy takes into account the risks and constraints and use of the market’s capabilities. The applicant should demonstrate that the procurement strategy aims to achieve a balance of risk, innovation, control and funding for the proposed project.   1. How will the procurement be managed? |
|  |

Change management

|  |
| --- |
| Applicants will need to document the proposed change management strategy for implementing the project and achieving the intended benefits of investment.  Change management involves understanding the level of operational change that the proposed project will cause to the organisation, its people (human resources), other organisations (directly and indirectly involved), the general public and the Trust. You must demonstrate that you are proactively developing strategies and action plans to manage the impact of the changes identified. Change management is a critical task to achieve the benefits of a project and the critical issue to be considered by you is your capability to plan, manage and implement the benefits of the project.  As a guide, this should be **less than three pages** and can include:   * Brief overview of current relevant organisation policies, procedures, plans and frameworks * Additional policies or procedures that may need to be developed * Staff recruitment strategy * Training requirements * Engagement strategy with those affected |
|  |

Benefits realisation

|  |
| --- |
| Benefits are outcomes and the reason the investment is made. Benefit Management starts with defining the business change needed and the business outcomes required to achieve these benefits. The benefits management cycle should start as early as possible by identifying likely outcomes and benefits and mapping them. It is preferable to do this in a systematic way by working from the program and project objectives back to the enabling project outputs which you had identified in your Project Plan (objective > benefits > outcomes > capabilities > project outputs).  A **benefit realisation plan** describes the approach you are using to ensure the anticipated benefits of your proposed project are realised, and how the strategies and plans mentioned earlier (e.g governance arrangements, risk mitigation mechanisms) are to be integrated. It should also identify any and specific interventions intended if expected outcomes are not delivered in the expected timeframes.  This plan should provide details of a structured, continuing process that will be followed to ensure that anticipated benefits claimed in the project’s economic appraisal (cost benefit analysis) are measured, monitored, and sustained, and that returns on investment are maximised where possible.  This can be demonstrated in a number of ways ranging from a post occupancy evaluation through to a benefits realisation register or monitoring and evaluation plan. The method adopted by your organisation must be fit for purpose. The timing attached to evaluate the realisation of the benefits will depend on when you the expected to achieve these anticipated benefits (either at occupation or when service delivery performance targets are expected to be achieved).  Where anticipated benefits include longer term savings or other benefits achieved through prevention and early intervention strategies, the benefits realisation plan should include measures to evaluate the effectiveness of these strategies, and realise these savings.  Within your established governance arrangements, it is the responsibility of senior management to ensure the benefits can be measured and are capable of being delivered within specified timeframes. You should establish regular reporting of the progress and achievement of the objectives and benefits as part of the reporting to the steering committee.  Refer to the [Benefits Realisation Management Framework](https://www.finance.nsw.gov.au/publication-and-resources/benefits-realisation-management-framework) to guide you. As a guide, this should be **less than three pages**. |
|  |

Stakeholder consultation

|  |
| --- |
| Stakeholders are the people and organisations (internal and external) who can significantly influence the success of your project at any stage.  Applicants must document a consultation strategy for implementing the proposed project. Identifying, engaging and communicating with stakeholders is an ongoing process in the project lifecycle.  While agencies are likely to have stakeholder consultation methodologies, they will need to consider the most effective way of engaging with stakeholders over the life of a project to keep them informed and to respond to issues that are raised throughout the communication process. This process is not a static activity so you are encouraged to regularly review and monitor your strategies and plans to ensure they continue to be relevant and address emerging risks and issues.  The stakeholder consultation strategy identifies:   * Who are the key stakeholders who must be consulted in order to ensure the effective implementation and delivery of the project * What consultation has occurred * How any issues are assessed and managed   Address stakeholder participation, licensing and planning approval and processes. Provide evidence that key stakeholders are committed to their role in the project (e.g. a Memorandum of Understanding, letters of support or involvement). You can use the International Association for Public Participation (IAP2) process or your own to present the information. Some examples are provided below.  The degree of stakeholder engagement should reflect the level of engagement that is required. For guidance on this refer to below which is adapted from the IAP2 Spectrum.  Complete the table below. As a guide, this should be **less than four pages**. |



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Inform | Consult | Involve | Collaborate | Empower |
| Goal | Provide balanced and objective information and assist understanding. | Obtain feedback on analysis, alternatives and/or decisions. | Work directly throughout the process to measure concerns and aspirations are understood and considered. | Partner each aspect of the decision including alternatives and solution. | Final decision making in the hands of the public. |
| Promise | Keep informed. | Acknowledge concerns and provide feedback on how input influenced the decision. | Concerns directly reflected in alternatives. | Incorporate advice and recommendations in decisions. | Implement community decisions. |
| Tools | * fact sheets * web sites * open houses * blogs * presentations * videos | * public comment * focus groups * surveys * public meetings * feedback form | * workshops * deliberate polling * feedback form * blogs | * advisory committees or working groups * consensus-building * participatory decision-making | * ballots * delegated decision * forum * social networks |

Stakeholder identification and mapping

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Organisation or group** | **Reason for involvement**  (Community, individual, government, project partner, NGO etc.) | **Description of their interest, views or key skills** | **Type of engagement in the project (link to IAP2 spectrum)** | **Is this an existing relationship?** | **Tools** |
| *E.g. Regional Organisations of Councils (ROCs)* | *Key contacts with local government.* | *Represents interest of councils in a given region.* | *Consult, involve, collaborate as appropriate.* | *No* | * *Advisory committees/ working groups.* * *Participatory decision-making.* |
| *E.g. Council Planning Unit* | *DA Approval* | *Statutory* | *Involve* | *Yes* | * *Application* |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

Resourcing

|  |
| --- |
| This section allows you to demonstrate how you will ensure you have the skills and capabilities to implement the proposed project, operate the system and achieve the anticipated benefits. You should:   * Identify what resources are necessary to implement the proposed project. * Provide evidence that there will be adequate human resources. * Demonstrate how they these resources be sourced and managed. * Specify resources for each stage of the proposed project (via a Gantt chart) e.g. during development phase and implementation or operational phase. * Address impact on current internal resources. * Demonstrate how vendor management and legal capabilities will be achieved. * Identify additional training for use and support for the proposed project.   As a guide, this should be **less than two pages**. |
|  |

Published by the NSW Environmental Trust, Locked Bag 5022, Parramatta 2124 Phone: 02 8837 6093

Email: [waste.recycling@environmentaltrust.nsw.gov.au](mailto:waste.recycling@environmentaltrust.nsw.gov.au) Website: [www.environmentaltrust.nsw.gov.au](http://www.environmentaltrust.nsw.gov.au) EES2021/0327 August 2021