Waste Less, Recycle More

Organics Infrastructure Fund

Organics Infrastructure (Large and Small) Program

Stream 1: Food and Garden Organics Processing

Implementation Plan

|  |  |
| --- | --- |
| Name of funding applicant |  |
| Date |  |

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Executive Summary

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| **Requirements**  1. Brief summary of your project and the project implementation plan. As a guide, less than one page. |

Insert summary here

Introduction

Funding applicants need to demonstrate that they are capable and have a clear plan to implement the project for which funding is requested from the NSW Environmental Trust. This template is to be completed by applicants seeking grant funding of $1 million or more.

Applicants are accountable for achieving the activities in the business case application and must have the necessary capacity and capability to deliver the proposed project from procurement to implementation. The information in the project Implementation Plan is critical to ensure the NSW Environmental Trust can assess whether the proposed project can be delivered on time, within budget and realise the anticipated project benefits.

The Implementation Plan may also be used to inform the development of a contract with successful applicants.

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).

.1 Template structure

The template is structured as follows:

Section 2: Project Plan

Section 3: Governance Arrangements

Section 4: Procurement Strategy

Section 5: Change Management Strategy

Section 6: Benefits Realisation Strategy

Section 7: Stakeholder Consultation Strategy

Section 8: Resourcing Issues

2. Project plan

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| **Requirements:**   1. Complete the separate project plan template. 2. Provide a full project task breakdown with timeline below. Use of Gantt charts or the like is encouraged. |

In the life of a project there are a number of key steps that will follow a funding decision, including:

* procurement
* design/development/construction
* commissioning
* operation

The project plan must demonstrate that rigorous planning has been undertaken. In particular, there needs to be clarity around: milestones; decision points and responsibilities; procurement plans and timelines; stakeholder consultation; and change managements arrangements.

In this section applicants need to provide a breakdown of the tasks, preferably in the form of Gantt chart or similar, that draws together the implementation activities detailed in the project Implementation Plan.

2.1 Project task breakdown

In this section applicants need to provide a breakdown of the tasks, preferably in the form of Gantt chart or similar, that draws together the implementation activities detailed in the project Implementation Plan.

3. Governance

|  |
| --- |
| **Requirements:**  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.  As a guide the governance model should be one or two pages*.* |

3.1 Project governance

**Table 1: Governance model and details**

| **Role** | **Details** | |
| --- | --- | --- |
| **Project steering committee**  (The PSC is responsible for project oversight and for ensuring the delivery of project outputs and achievement of project outcomes) | Members |  |
| **Project sponsor**  (The project sponsor is responsible for the deliverables of the project and the realisation of project objectives and/or 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  Name:  Qualifications/Experience |  |
| **Operational staff**  (The team responsible for operating the project infrastructure) | Overview:  Qualifications/Experience  Name: (optional)  Qualifications/Experience  Name: (optional) |  |
| **Consultants/contractors** | Overview:  Qualifications/Experience  Name: (optional)  Qualifications/Experience  Name: (optional) |  |

4. Procurement strategy

|  |
| --- |
| **Requirements:**  Detailed procurement plan including availability and time constraints, the procurement options, risk, and your organisation’s requirements. The procurement strategy aims to achieve the optimum balance of risk, innovation, control and capital and operational funding for a particular project.  As a guide the procurement strategy should be less than three pages. |

4.1 How is the project going to be developed and operated?

How is the project going to be developed and operated? For instance, procurement models include:

* Traditional Construct only, design and construction are separately procured
* Design and Construct, detailed design and construction are procured under one contract
* Alliance
* Public-private partnerships, e.g. BOT (build operate transfer), BOO (build own operate), BOOT (build own operate transfer)

4.2 Why has this approach been selected?

The funding applicant should seek to demonstrate that the procurement approach strikes an optimum balance of risk, innovation, control and capital and operational funding.

4.3 How will the procurement be managed?

Insert detail here

5. Change management strategy

|  |
| --- |
| **Requirements:**   1. This section should outline your organisation’s strategy on the management of change. 2. The strategy could include what additional policies or procedures may need to be developed, the staff recruitment strategy, training requirements and in a broader sense how your organisation will engage with those affected to manage the change.   The level of detail will depend on type of project and the complexity of the change.  As a guide the change management strategy should be less than three pages. |

Change management involves understanding the level of operational change that a new processing facility will cause to an organisation, its people (human resources) and other organisations that may engage with the organisation. It also includes current organisation policies, procedures, plans and frameworks (operational).

5.1 Organisation’s change management strategy

Insert detail here

5.2 How will the project change the funding applicant’s organisation?

Insert detail here

5.3 How does the funding applicant propose to manage the change?

Insert detail here

6. Benefits realisation strategy

|  |
| --- |
| **Requirements:**  The methods used to measure the success or the realisation of the benefits will depend on the project and the type of benefits. It could include a benefits realisation plan or register or a project monitoring and evaluation plan including the development of program logic and outcomes hierarchy. If you are claiming a benefit you must be able to demonstrate how this will be measured or extrapolated.  As a guide the benefits realisation strategy should be less than three page |

The benefits realisation strategy shows how the identified benefits contained within the cost-benefit analysis, and project objectives, outcomes and outputs will be realised. It also documents the method to address any changes that will be necessary.

6.1 Benefits and how they will be realised

Key issues:

* What benefits are claimed in your the cost-benefit analysis, and project objectives, outcomes and outputs?
* How will the project delivery team ensure they are going to be realised?
* How will the benefits be demonstrated, such as timing of evaluation activities?

**Table 2: Benefits and Realisation Strategy (in summary)**

|  |  |
| --- | --- |
| Benefits | Realisation strategy |
| Diversion of organic waste from landfill |  |
| Reduced greenhouse gases |  |
| Other |  |
| Other |  |

6.2 Diversion of organic waste from landfill

Insert detail here

6.3 Reduced greenhouse gases

Insert detail here

6.4 Other

Insert detail here

7. Stakeholder consultation strategy

|  |
| --- |
| **Requirements:**  1. Provide evidence that key stakeholders are committed to their role in the project (MoU or letters of involvement/support).  2. You may use the IAP2 process or your own to present the information. Some examples are provided below.  As a guide the stakeholder consultation strategy should be less than four pages |

Stakeholders are the people and organisations (internal and external) who are able to significantly influence the success of any of the stages of your project.

The stakeholder consultation strategy:

* Identifies the key stakeholders who must be consulted in order to ensure the effective implementation and delivery of the business case
* What consultation has occurred
* How any issues are assessed and managed

It is important that effort is placed on this, as projects often fall over through lack of consultation with stakeholders who may or may not have been identified, or who may not have been engaged correctly (provision of information vs actual engagement). Include stakeholder participation risks in your risk assessment which should include licensing or planning approval and processes.

7.1 Stakeholder identification and mapping

**Table 3: 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 interests 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* |

The degree of stakeholder engagement should reflect the level of engagement that is required. For guidance on this refer to Table 3.

**Table 4: Guidance on stakeholder engagement**



|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **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/ working groups * consensus-building * participatory decision-making | * ballots * delegated decision * forum * social networks |

***Note:*** *Adapted from the International Association for Public Participation Spectrum (IAP2)*

7.2 Evidence of stakeholder commitment to the project

Insert detail here

8. Resourcing issues

|  |
| --- |
| **Requirements:**   1. What human resources are needed to deliver the project and how they will be secured? 2. What resources are necessary to implement the project and realise the benefits identified? 3. How will they be managed and sourced (recruitment strategy)? 4. How will they be trained?   As a guide the resourcing issues section should be not more than two pages |

The funding applicant needs to have the skills and capabilities to implement the project, operate the system and achieve the business case benefits.

8.1 Human resources – development phase

Key issues:

* What human resources are needed to deliver the project and how they will be secured?
* How will they be managed and sourced?

Include a team structure chart.

8.2 Human resources – implementation (operational) phase

Key issues:

* What human resources are needed to implement the project and how they will be secured?
* How will they be managed and sourced?
* How will they be trained?

Include a team structure chart.

9. References

Insert detail here