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| Project Plan  Template - Bushfire Recovery Victoria (BRV) |

### Instructions for grant applicants

All applicants must complete a Project Plan using the Bushfire Recovery Victoria (BRV) template. This Project Plan must be submitted as an attachment along with your application as it will form an essential part of your assessment by BRV and the Selection Panel when making funding recommendations to the Minister.

#### What is a Project Plan?

Your Project Plan (Plan) is a detailed breakdown of tasks and activities that will be undertaken during the life of the project. It identifies how you will do each task, who is responsible, any major budget allocations, the anticipated start and finish dates and how you will know when its complete.

You will also provide responses to a series of questions related to your planning, project details and other project requirements. Make sure you answer all questions and provide any additional documents as needed.

We have included examples and outlined additional details to assist you with planning and completion of your Project Plan. Review the information below and consider whether it is applicable to your project and how it will fit in with your planned activities.

#### Funding distribution

Distribution of grant payments over a grant period are determined by BRV case-by-case, based on funding amount, grant duration, project type and risks associated with the project. For most small funding grants, 100% of grant funds are received on execution of the Agreement.

However, for grants greater than $250,000 you should assume that your grant payment will be split into two (or more) grant payments, and plan project activities accordingly/flexibly. For example, a $500,000 grant for a one-year project might be split 80/20, with $375,000 on execution of the Agreement and $125,000 on completion of the six-month report. If particular payment distributions are critical to your project success, ensure this is discussed with BRV and outlined in your Plan.

#### Reporting requirements

Successful grant recipients are required to complete regular progress and expenditure updates during the funding period and a final report and financial acquittal at the end of the grant period. BRV will provide all report templates.

Reporting requirements may differ depending on the grant program, but as a rough guide you should plan for the following reporting requirements for the duration of your project:

* Financial Reports – Two weeks after the end of each financial year
* Progress Reports – Every six-months
* Final Report and Financial Acquittal – One month after your project activities ‘End Date’

#### Revisions to the Project Plan

If you are a successful grant recipient, your Project Plan will form part of your Victorian Common Funding Agreement (the Agreement) as an attachment. Some grant recipients may receive part-funding or be approved subject to additional conditions and requirements which will require specific updates to the Plan.

You will be given an opportunity to update your Plan to include any additional details required by BRV or to update activity dates if these have changed since your application was submitted. Once updated, the Agreement can be executed and grant funds received.

Project Plan

This Project Plan must be submitted as an attachment along with your application. If you have any questions or require assistance, contact the BRV Central Grants Team at [grants@brv.vic.gov.au](mailto:grants@brv.vic.gov.au) or on 1800 560 760.

| Project Details | | | |
| --- | --- | --- | --- |
| **Organisation Name** |  | | |
| **Project Title** |  | | |
| **Grant Program** |  | **Funding Requested** | $ |

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| Planning and Permits | | | | |
| Please identify and describe how your project will comply with any applicable local planning laws and legal requirements. It is the responsibility of successful grant recipients to ensure they are compliant with the law while delivering funded activities. If unsure, please contact your local council to clarify if permits are required. | | | | |
| **Project dates and duration.**  *Your* *project dates should align with the earliest and latest dates of activities outlined in your Project Delivery plan (not including the Final Report).* | **Start Date** | Select Project Start Date | | |
| **End Date** | Select Project End Date | | |
| **Total duration:** |  | | |
| **Is your project delivery ready?** | **Yes**  *If approved, the project would be able to commence immediately.* | | **No**  *Provide detail below under ‘Additional details’ regarding your timelines.* | N/A |
| **Will your project require permits or approvals to proceed?**  *For example, planning or building permits, habitat and overlay zoning etc.* | **Yes**  *Outline permits required below under ‘Additional details’.* | | **No**  ***Additional Attachment***  *Include evidence of confirmation from your local council that permits are not required (e.g., letter or email).* | N/A |
| **If required, have permits or approvals been obtained yet?** | **Yes**  ***Additional Attachment***  *Provide a copy of approved permits along with your application.* | | **No**  *Provide detail below regarding anticipated timelines for approval.* | N/A |
| **Does your organisation lease the property where the project will take place?** | **Yes**  ***Additional Attachment***  *If your project involves construction or infrastructure changes to a leased facility, please also provide a copy of one of the following along with your application:*  *The lease agreement, or*  *Written approval consenting to the proposed works (from the landowner or landlord).* | | **No**  *If your organisation owns the property.* | N/A |
| **If you project is on public land have you received endorsement by the relevant land manager?**  *For example, Local Council or the Department of Environment, Land, Water and Planning.* | **Yes**  ***Additional Attachment***  *Include evidence of endorsement from land manager along with your application (e.g., letter or email).* | | **No**  *If your project is on private land.* | N/A |
| **Will have responsibilities or obligations under the legislation below?**   * *Aboriginal Heritage Act 2008* (Vic) * *Traditional Owner Settlement Act 2010* (Vic) * *Native Title Act 1983* (Cth) | **Yes**  *Outline how you will meet these obligations below under ‘Additional details’.* | | **No**  *If you have confirmed your organisation and/or project activities will have no obligations.* | |
| **Additional details**  *Please provide additional details and information below as requested above:* | | | | |
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Project Delivery Plan

Please complete the table below to provide an overview of the key activities required to complete your proposed activities.

If your grant is greater than $250,000 you will likely receive split grant payments over the life of the project (see ‘Funding distribution’ on page one). Discuss with BRV if your project has specific funding allocation needs (e.g., greater funding amounts are needed earlier in project rather than later).

See *Appendix A – Project Delivery Examples* for guidance on how to complete the Project Delivery table and what to include.

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| --- | --- | --- | --- | --- | --- | --- |
| **Key Activities** | **Activity Description** | **Completion Measure** | **Responsible** | **Start Date** | **End Date** | **Grant funds allocated ($)** |
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| **TOTAL ($):**  *Enter all ‘Grant Funds Allocated’ first, then select the whole table and click F9 to update the table formula and automatically tally the total ($) field.* | | | | | | **$ 0.00** |

**Insert additional rows as required** (right click in the last row above the Total, select ‘Insert > Insert Rows Below’).

Engagement and Parties Involved

Provide details below (as available) for organisations partners, or key individuals who have been listed as ‘responsible’ for task delivery in the Project Delivery Plan.

Consider all parties who will be involved, engaged, or consulted with to plan and deliver your proposed project.

|  |  |  |  |
| --- | --- | --- | --- |
| Project Engagement | | | |
| **Have you engaged with your local Community Recovery Committee (CRC)?**  *(where it exists)* | **Yes** | **No** | N/A |
| **Does project delivery include and/or rely on other partner organisations or external contractors for delivery?** | **Yes** | **No** | |
| **Are you a part of a Traditional Owner Group or will you engage with your local Traditional Owner organisation / group?**  *To seek advice or partnership in your project (either directly or via the CRC)* | **Yes** | **No** | |
| **Have you engaged with all parties involved in project delivery in the preparation of this Plan?** | **Yes** | **No** | |
| **Additional Details**  *If you answered ‘yes’ above, provide additional details about Project Engagement here:* | | | |
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| Organisations and Partners | | |
| **Organisation name** | **Role in activities** | **Main contact person** (include below) |
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*Add additional rows as needed.*

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| Key individuals | | |
| **Individual name** | **Organisation name and/or Role in activities** | **Phone number and/or Email** |
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*Add additional rows as needed.*

Risk Management

Please note:

* brief descriptions and dot points are encouraged
* depending on your project size and complexity, you may only have a few risks to note
* you do not need to provide details for *every possible risk* to your project or provide a response in every category (these are just a guide)
* include only those risks which are ‘Moderate’ to ‘Extreme’ and relevant to your project

No project, event or activity is ever without risk. Risk planning helps you identify what *could* happen in the worst-case scenario so you can avoid it ever happening or at least have an agreed plan for managing a risk event if it does happen.

It is recommended that during the planning stages you discuss with all key parties involved the possible risks and issues that could arise for your project. Consider the broad risk categories in the template to guide a conversation about the potential risks to your own project.

See *Appendix B – Risk management examples* for the Risk Matrix and guidance to help you identify and document your project risk management.

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| **Risk Category** | **Area of risk** | **Risk identified** | **Risk level** | **Controls and/or mitigation measures** | **Response measures** |
| **Operational & Delivery** |  |  |  |  |  |
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| **Financial & Budget** |  |  |  |  |  |
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| **Environmental** |  |  |  |  |  |
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| **People** |  |  |  |  |  |
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| **Legal & Compliance** |  |  |  |  |  |
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| **Communications & Engagement** |  |  |  |  |  |
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| **Infrastructure & Resources** |  |  |  |  |  |
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**Insert additional rows as required** (right click in white section of the last row in the relevant category, select ‘Insert > Insert Rows Above’).

Events and Case Studies

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| BRV Case Studies – Showcasing grant recipients | | |
| BRV occasionally creates and publishes Case Studies of previous grant recipients to our website.  These Case Studies showcase the successes of the funded project, and can include photos, interviews or quotes from individuals involved in project delivery or the wider community. | | |
| **Would you be open to participating in a BRV Case Study?** | **Yes**  *If ‘Yes’, a representative from BRV will contact your organisation when the next round of Case Studies are being developed to discuss further details.* | **No** |

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| Engagement Opportunities | | | |
| Consider if there will be any engagement opportunities during your funded activities that would be appropriate for attendance by the Minister for Emergency Services or a BRV representative (e.g. an event or launch). | | | |
| **Will there be any events or opportunities for attendance?** | **Yes**  *(If yes, please provide detail below)* | | N/A  *(skip to next section)* |
| **Please indicate if attendance would be appropriate for:** | Minister for Emergency Services \*  BRV representative | | Both if available |
| **Type of event:**  *(Brief description)* |  | | |
| **Proposed date and time:** |  | | |
| **Location:** |  | | |
| **Primary contact:**  *(for event liaison)* | Name: |  | |
| Email: |  | |
| Phone: |  | |

*\* Please note, Minister attendance is dependent on availability and notice given.*

## Declaration

To be completed by the individual that has prepared this Project Plan or is otherwise authorised to sign off on its approval by the organisation, Auspice (if relevant) and other parties involved.

|  |  |
| --- | --- |
| **Full Name:** |  |
| **Phone number:** |  |
| **Declaration** | I declare that:   * I am authorised by the grant applicant organisation (and Auspice, if applicable) to submit this Project Plan and make this declaration on their behalf * all parties and individuals identified in the Plan were consulted during preparation of the Plan and have confirmed their commitment to their roles, responsibilities, timelines, and delivery deadlines outlined * to the best of my knowledge the information in the Plan is correct and that I will contact the BRV if there are any inaccuracies or changes * I acknowledge that Bushfire Recovery Victoria (BRV) may seek additional information from the grant applicant organisation or other parties listed to clarify information provided, including any attached supporting documentation, as part of the assessment and review process.   **I declare and acknowledge the above to be true and correct.** |
| **Date completed:** | / / |

**[BRV Office Use Only]**

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| **Review Date:** | / / | **Grant Ref:** | OPP- |
| **Name:** |  | **Position:** |  |
| **Review comments:** |  | | |

Appendix A – Project Delivery Plan (Example)

**Example scenario:**

The local Clubroom came close to being destroyed in the fires, but the local CFA were able to stop the fire just short of the main building. However, the attached grounds including the native plants and seedling propagation shed and the community garden used for community education programs were not able to be saved. While the building structure is fine, the Clubroom’s kitchen and Main Hall were badly damaged by smoke and water from the sprinkler system and cannot be reopened to the public until renovations are completed.

The proposed project will be completed in three stages: Stage 1 - Clubroom renovation (Main Hall and kitchen); Stage 2 - Launch event and community engagement; and Stage 3 - The Community Garden (Rehabilitation and rebuilding).

See below for details of the information to include in your Project Delivery table, some question prompts to get you thinking about specific planning details and some example entries.

If your grant is greater than $250,000 you will likely receive split grant payments over the life of the project (see ‘Funding distribution’ on page one). Discuss with BRV if your project has specific funding allocation needs (e.g., greater funding amounts are needed earlier in project rather than later).

*Please note, the examples show a variety of activities which may or may not be eligible under the BRV grant program you are completing this Plan for currently. Please carefully review the relevant Program Guidelines to ensure your proposed activities are eligible.*

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| --- | --- | --- | --- | --- | --- | --- |
| **Key Activities** | **Activity Description** | **Completion Measure** | **Responsible** | **Start Date** | **End Date** | **Grant funds allocated ($)** |
| ***What needs to be done?***  *List the major key activities or stages, in roughly the order they will be undertaken start to finish.*  *Consider the following:*   * *What must happen to complete your project?* * *What are the distinct tasks, stages or deliverables?* | ***How you will do it?***  *Provide a description of each Key Activity, including steps as required.*  *If you project is small or relatively straightforward, you may only have 1-2 key activities you need to describe.*  *Consider the following:*   * *What is needed to get started?* * *How you will do it?* * *Are there sub-tasks?* * *Are there any major purchases or events to be noted?* * *If grant funds are allocated, what is it for?*   *If specific costs or major expenditures are associated with the task or there are multiple costs, it’s a good idea to clearly outline them.* | ***What will show the task is done?***  *Provide the measure of success that will show the activity is complete.*  *Consider the following:*   * *What will show the activity is done?* * *What evidence could you provide in your progress or final report to show it was completed?* | ***Who will be responsible?***  *Even if there are a lot of people involved, it’s good to identify at least one person ultimately responsible.*  *Consider the following:*   * *Who will ensure the activity is completed?* * *Is it a specific person, a committee of people or organisation responsible for task delivery?* | ***How long will it take?***  *These dates should be your best estimate for each activity.*  *Remember, if successful you will be given an opportunity to update your plan dates.*  *Consider the following:*   * *Are there any ‘dependencies? (e.g., Activity B cannot commence until Activity A is complete)* * *Are there any ‘hard’ dates that must be met? (if yes, these might also be risks)* | | ***Are grant funds required?***  *Detail any specific funding allocation.*  *Consider the following:*   * *What funding is required for each of the major activities or stages?* * *Will you be receiving 100% up-front, or multiple grant payments?* * *Over the life of the project, how is funding allocated?* * *Are there any cashflow risks?* |
| **Project commencement** | On notification of successful outcome, we will contact our suppliers and partners to confirm the project is going ahead, make bookings and pay initial deposits to commence the works.   * Kitchen contractors – accept the quotes, confirm bookings and pay deposits ($4,500) * Caterers – Confirm bookings, dates and pay deposit ($172) | * Confirmation emails received * Dates booked and finalised | Barbara Smith, Secretary  Gerald Jones, Treasurer | 1 April 2021  *NOTE: This will be the Project Start Date.* | 5 April 2021 | $4,672 |
| **Stage 1**  **Clubroom renovation**  (Main Hall and kitchen) | **Prepare Main Hall**  Club members will prepare for the renovations work, moving all equipment, furniture and materials out to temporary storage in the garage of a member who lives nearby (Ann Capp).  The Main Hall will be prepared for the painting, with edges and fixtures covered with masking tape and drip clothes laid out.  Specific costs:   * 40L paint ($450) * Painting materials ($300) | * All the cupboards, main pantry and fridge/freezers will be emptied and ready for demolition gutting. * Main Hall will be emptied and ready for the Men’s Shed volunteers. * Painting materials purchased and delivered | Sally Reynolds, Volunteer Coordinator  Ann Capp, Member  *+ 10 volunteers* | 1 May 2021 | 15 May 2021 | $750 |
| **Gut old kitchen and paint Main Hall**  Volunteers from the local Men’s Shed will remove and dispose of the old kitchen cabinetry and damaged appliances.  They will also re-paint the Main Hall to fix smoke damage from the fires.  Specific costs: Transport of waste and disposal at the tip ($200) | * Kitchen gutted and cleared and ready for the next stage/new installations * Main Hall re-painted and ready for volunteers to move everything back. | Gerald Jones, Treasurer  *Men’s Shed (Partner):*  Geoff Muntz, President  *+ 5 volunteers* | 16 May 2021 | 6 June 2021 | $200 |
| **Installation of new kitchen cupboards and benches**  New kitchen cabinets and benches will be installed by qualified professionals to provide space for all new appliances, food preparation areas and adequate storage for kitchen utensils.  See attached specifications and quote. | * Payment of the full invoice for completed works * Kitchen upgrades complete and Clubroom kitchen now capable of hosting large events at the Hall. | Barbara Smith, Secretary  *External contractors:*  Deco-wiz Kitchen Cabinets Pty Ltd. | 7 June 2021 | 25 June 2021 | $10,500 |
| Once the kitchen fit out is complete, purchase and delivery of the new kitchen appliances is arranged. New seating and folding chairs for the Main Hall purchased and delivered. Model details and quotes attached.  Specific costs:   * Commercial kitchen oven, stove top and rangehood ($3,500) * Large capacity fridge and freezer ($2,700) * Professional installation ($550) | * Asset purchases finalised and scheduled for delivery * New equipment delivered * Kitchen appliances installed by technicians. | Ahmad Mirza, President  Gerald Jones, Treasurer  *External contractors:*  Industrial Kitchen Solutions Pty Ltd. | 21 June 2021 | 30 June 2021 | $8,850 |
| **Financial Report** | The Financial Report for all grant expenditure to date since activities started through to 30 June 2021 will be completed and submitted using the BRV template. | The Financial Report is accepted by BRV. | Ahmad Mirza, President  Gerald Jones, Treasurer | 1 July 2021 | 15 July 2021 | $0 |
| **Stage 2**  **Launch event and community engagement** | **Website development and media engagement**  Promotion and engagement initiatives to increase community involvement with the Clubroom and upcoming events and Stage 3 works.   * New website developed which will have a community calendar of events and functionality to book the Main Hall ($3,500) * Social media advertising and promotion for Grand Opening Launch Event, new activities of the Clubroom and upcoming Stage 3 works and planned community planting events ($300) * Media article with local newspaper | * New website developed and tested, new content written and pictures ready to go live * A social media campaign delivered * An article is featured in the local newspaper to showcase the work so far, the opening event and Stage 3 works. | Alice Altschul, Social Media and Comms  Tim Raportuer, Journalist from *The Local Times* | 1 July 2021 | 6 August 2021 | $3,800 |
| **Grand Opening Launch Event**  A launch event is held to celebrate completion of the renovations and invite local community members to come to the Grand opening of the new space.   * Catering details confirmed and paid ($400) * Event used to promote the Main Hall for community use and hire * Attendees to provide suggestions for what they would like to see from the Stage 3 outside works | * Event held and payment finalised for the invoice remainder to caterers * New website launched. * Engagement and signup of new members and volunteers interested in being involved in Stage 3 activities. | Barbara Smith, Secretary  Alice Altschul, Social Media and Comms  *External contractors:*  Delicious Catering and Treats Pty Ltd. | 7 August 2021 | 7 August 2021 | $400 |
| **Establish the Community Garden Volunteer Group**  Engaged volunteers will form the new Community Garden Volunteer Group to drive the Stage 3 outside works.   * Identify roles, options for engagement and skills required * Hold 1st meeting to talk over plans and finalise the plant lists, materials and tools needed to start Stage 3. | * Members registered and signed up for mailing lists/events * 1st meeting held and community member suggestions reviewed * Agreed plants and materials lists are finalised. | Sally Reynolds, Volunteer Coordinator  Barbara Smith, Secretary | 7 August 2021 | 30 September 2021 | $0 |
| **Progress Report** | The Progress Report for the first six months will be completed and submitted using the BRV template. | The Progress Report is accepted by BRV. | Ahmad Mirza, President  Barbara Smith, Secretary | 20 September 2021 | 1 October 2021 | $0 |
| **Stage 3**  **The Community Garden**  (Rehabilitation and rebuilding) | **Site preparation and landscaping**  To prepare for outside works, the fire damaged site will be stripped and prepared for new construction and landscaping.   * Hazardous tree removal where unsafe, pruning and fire recovery care ($450) * Ground levelled for new garden area, retaining wall and new raised garden beds installed ($6,000) * Felled trees, refuse and waste cleared from site ($2,000) | * The works will be completed by the arborist and the landscapers, and invoices finalised * The outside site will be prepared and safe for volunteers to start the next stages of work. * Community planning day dates can be confirmed and promotions started | *External contractors:*  The Lush Arborist Pty Ltd.  Earthwork & Landscaping Brothers Pty Ltd. | 1 October 2021 | 30 October 2021 | $8,450 |
| **Purchase of plants and materials**  The confirmed plant lists and resources needed for the community planting days purchased and arranged for scheduled deliveries. Plants and resource list attached.  Specific costs:   * Plants (trees, natives, and community garden plants and seeds) ($6,000) * Mulch and soil (to fill garden beds) ($5,300) * Potting Shed, propagation station and gardening tools ($4,300) | * Bulk plant orders and materials purchased * Scheduled for delivery as required on each Planting Day. | Gerald Jones, Treasurer | 20 October 2021 | 30 October 2021 | $15,600 |
| **Community Planting Days**  A series of weekend planting days will be organised by the Community Garden Volunteer Group to involve the wider community with the planned replanting of the site and new garden beds in the community garden.  Each weekend event will have a different focus, tasks and engagement options for volunteers to participate. Current day plans include:   * Soil and mulching – filling the planter boxes and mulching the main areas * Potting Shed assembly - constructing the potting shed, setting up the seedling stations and sorting storage for tools * Tree and natives planting - to rehabilitate the surrounding grounds * Planting day - garden planting, seedlings propagation and netting and trellis installation | * Plant and material deliveries received * Calendar of 4-6 separate weekend events over a period of several months held. * *Final dates will be confirmed and promoted after the Launch Event.* | Sally Reynolds, Volunteer Coordinator  *+ 10-20 volunteers* | ~ November 2021  *(Dates TBC)* | ~ March 2022  *(Dates TBC)*  *NOTE: This final activity date will be the Project End Date.* | $0 |
| **Final Report**  (Grant Acquittal) | The Final Report for the duration of the funded activity (including financial acquittal for the total grant amount) returned 30 days after activities completed. | All works will be completed, funding fully expended, and all milestones met under the Agreement.  The Final Report is accepted by BRV. | Ahmad Mirza, President  Gerald Jones, Treasurer | 1 April 2022 | 30 April 2022 | $0 |
| **TOTAL ($):**  *Enter all ‘Grant Funds Allocated’ first, then highlight the Total row and click F9 to automatically tally the total ($) field.* | | | | | | **$53,222.00** |

Appendix B – Risk Management and Examples

No project, event or activity is ever without risk. If risks are never identified, then they cannot be controlled.

Risk planning helps you identify what *could* happen in the worst-case scenario so you can avoid it ever happening or at least have an agreed plan for managing a risk event if it does happen.

#### Identify your project risks

Consider the examples and categories below to guide a conversation about possible risks to your own project.

Don’t jump ahead to planning or detailing controls or response measures right away - just brainstorm and list all the risks you can identify.

#### Include only Moderate to Extreme risks in your Plan

You do not need to provide details in your Plan for *every possible risk* that could happen in your project. You only need to include risks which are of a Moderate to Extreme risk level.

Use the risk matrix below to determine the risk level for each of your potential risks identified. Consider for each risk identified, how *likely* it is to occur and what the level of *impact* would be on the project if it did occur.

| Likelihood | Impact | | | | |
| --- | --- | --- | --- | --- | --- |
|  | **Insignificant**  *Risk is easily mitigated by normal day to day process.* | **Minor**  *Delays up to 10% of schedule.*  *Additional costs up to 10% of budget.* | **Moderate**  *Delays up to 30% of schedule.*  *Additional costs up to 30% of budget.* | **Major**  *Delays up to 50% of schedule.*  *Additional costs up to 50% of budget.* | **Catastrophic**  *Unacceptable level of risk.*  *Project abandoned.* |
| **Certain**  *>90% chance* | High | High | Extreme | Extreme | Extreme |
| **Likely**  *50% - 90% chance* | Moderate | High | High | Extreme | Extreme |
| **Moderate**  *10% - 50% chance* | Low | Moderate | High | Extreme | Extreme |
| **Unlikely**  *3% - 10% chance* | Low | Low | Moderate | High | Extreme |
| **Rare**  *<3% chance* | Low | Low | Moderate | High | High |

#### Controls and response measures

Once you have identified the ‘Moderate’ to ‘Extreme’ risks for inclusion in your Plan, discuss and document your controls and response measures for each risk.

A **control measure** is an activity that aims to detect the risk in advance to prevent it occurring at all or to mitigate the risk to reduce likelihood or severity of impact to the project. Controls often fall into three categories that can be helpful when considering your control options:

* administrative *(e.g., training, policies and procedures, insurance policies, permits)*
* physical *(e.g., eliminating risk, barriers, personal protective equipment)*
* technical *(e.g., correct tools/machinery, specialist expertise).*

A **response measure** is what you will do if the identified risk event *does* occur. Considering how you will respond to a risk event means your organisation will have a shared plan for how to manage and reduce its impact to the project.

The response measure must detail the key actions required for the *immediate* response (e.g., Call 000 for assistance, notify partners/Local Council) and if relevant should detail any steps required as a *recovery* response to get the project back on track (e.g., convene the planning committee, contact the funding body for extensions).

## Risk categories and examples

**Remember**:

* You do not have to provide a response in every risk category below like below (this is just to provide examples as a guide)
* Depending on your project size and complexity, you may only have a few risks to outline
* Brief descriptions and dot points are encouraged
* There may be some cross over between your risk and the categories, just put your risk in *once* where it makes most sense to you.

Review the guidance and examples below based on the example Project Delivery Plan above.

Use the guiding questions to help discuss and plan for the potential risks that are applicable to your unique project and activities.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Category** | **Area of risk (General)** | **Risk identified** | **Risk level** | **Control and/or mitigation measures** | **Response measures** |
| Risks often fall into the categories below. | Identify the area of your project at risk:   * what aspect of your project and activities is the risk related to? * who/what would be impacted? * Are there risks that could be *caused* by the project? (e.g., pollution) | **Only include risks which are ‘Moderate’ to ‘Extreme’** based on the Risk Matrix above. | | Include brief details (dot points are fine) for your proposed controls and response measures. | |
| Describe the potential risk you have identified, considering:   * what could happen? * what impact would it have on your project if it occurred? * does it present an unacceptable risk if not managed? | | Consider in your planning:   * what can you put in place from the start to stop the risk? * what can you do now to reduce the impact the risk event might have? * what will signal that a potential risk is becoming more likely as time goes on? | Consider in your planning:   * what actions, steps or processes will you need to *immediately* take to manage the risk event? * Are there *recovery* responses in addition to the immediate response? * do you have a back-up plan or alternative options to activate if needed? |
| **Operational & Delivery** | This category looks at the risks to planning, delivery and day-to-day operations of your organisation to be able to deliver the project. Some examples could include:   * Strategic issues (e.g., project delivery, scheduling, capacity of organisation, operational planning, management issues, planning designs etc.) * Timeline and scheduling   + Delays impacting delivery or completion   + Dependencies (e.g., Task A cannot start until Task B complete) * Staffing resources (e.g., Staff, Committee, or volunteers) * Partners, suppliers and/or contractors (e.g., delivery or supply external to project control) | Insufficient volunteers recruited to deliver Stage 1 – Main Hall renovations on schedule (Club member and/or Men’s Shed volunteers) | High | * Start volunteer recruitment early, promoting in the newsletter and confirming volunteers/dates * Add extra time in scheduled dates to allow for delays | * Reach out to extended networks, friends and families to find additional volunteers * Reschedule dates where possible to allow more attendance |
| * Ann Capp can only share her garage space to store the furniture and equipment from the Main Hall until the end of September 2021. * If the project is significantly delayed, alternative storage will be needed. | Moderate | * Schedule Main Hall works early and allow extra time for delays. * If project delays are ongoing by the beginning of September, alternative storage planning will be commenced in case. | * If the works are completed at one end of the Hall, items will be moved back and covered. * If the Hall can’t accommodate the storage items, the Club will book a temporary storage unit * Volunteers will move items from Ann’s garage by end of September (regardless to where they go). |
| **Financial & Budget** | This category looks at the kinds of financial risks that could impact project delivery. Some examples could include:   * Loss of funds (e.g., lost deposits due to delays or withdrawal of partners or contributors) * Cash flow issues   + Major purchases pushed forward   + External funding sources delayed   + Grant payments ill-timed with changed funding needs * Budget overspends and unplanned/unexpected costs   + Inaccurate quotes or price rises   + Cost of unexpected permits or approvals (e.g., site assessments, vegetation offsets, engineering sign-off to building designs etc.) | * If a storage unit is needed, there will be additional unplanned storage costs not included in the project budget * While a delay that significant is low, the cost of a large storage unit could be expensive | Moderate | Monitor project delays and if by mid-August delays are ongoing:   * Adjust the Main Hall works to finish one end first (allow onsite storage) * Convene Committee to look at alternative funding avenues and Club budget in case storage is needed. | * If needed, the storage will be booked, and costs covered through Club funds * Hold a fundraiser to reduce cost impacts to Club. |
| Inaccurate or expired quotes for the kitchen appliances leading to a higher than budgeted expenditure | Moderate | * Confirm or lock-in quotes provided by supplier as soon as possible * Pay a deposit to keep quoted price if required | * Convene Committee to look at alternative funding avenues or available Club funds * Hold a fundraiser to reduce cost impacts to Club. |
| **Environmental** | This category looks at the types of risks that the environment could pose to the project, but also the risks that the project could pose to the environment during delivery. Some examples could include:   * Natural disasters or extreme weather events (e.g., rain, heat, flooding, fires etc.) * Damage or impacts to physical environments (e.g., natural habitats, local homes, or residents) * Pollution (e.g., waste, sound, pesticides) * Native animals or protected species | Incorrect disposal of painting waste (e.g., used turpentine, unused paints, plastic drop sheets) | Moderate | * Volunteers will all be briefed on proper disposal and management of harmful waste * Bins will be provided to collect waste ready for transport to the local tip. | * If the waste can safely be reclaimed from the incorrect disposal location it will be correctly disposed of in the provided bins * Additional information will be provided to volunteers to ensure compliance. |
| Council requiring a halt or changes to works which could affect schedule due to complaints from local residents related to renovations (e.g. noise or disruptions) | High | * Ensure works always delivered during Council approved time periods and within sound limits * Engage with neighbours ahead of the project to provide information about possible disruption periods | * Engage with Local Council to ensure compliance in future * Engage with complainants in good faith to provide information, updates or accommodations to the timing of disruptions if possible |
| **People** | This category looks at the types of risks that are related to people: staff; volunteers and members of the general public. Some examples could include:   * Health and safety concerns   + Staff and personnel   + Volunteers and participants   + General public * Inappropriate behaviour such as insults, bullying, aggression, or assault | Health and safety risks of onsite injuries to volunteers or contractors, such as:   * Slips and falls (e.g., tall ladders for painting the ceilings in the Main Hall) * Severe asthma or heart attacks * cuts, broken bones, burns * power tool injuries, electrocution, or death. | Extreme | * Always have someone on site with current qualifications and a stocked First Aid kit * Ensure adequate tools and safety equipment for the job * Ensure new volunteers are shown correct and safe use of all tools and are supervised | * Notify the First Aider on site for assistance * Call 000 immediately if injury is severe (e.g., bleeding profusely, involves a large burn, a fall from a height or a head injury of any severity) * If less severe, provide first aid and accompany to a GP as needed * Ensure an incident report is completed and follow up conducted with injured volunteer. |
| **Legal & Compliance** | This category looks at the types of risks that can occur in the absence of correct adherence to legal or regulatory frameworks. Some examples could include:   * Legislative and/or regulatory compliance * Zoning, permits and/or overlays * Contract management * Privacy requirements * Insurance requirements and/or other liability considerations | Approval of permits taking longer than expected (or discovering an unexpected permit is needed) | Moderate | * Starting process for permit approval early * Setting a role in the Committee to regularly check in on progress | * Engage with the relevant regulatory body to monitor approval progress and any delays * Pay any additional fees as required or seek to expedite process if possible |
| Incorrect insurance held by Club during project activities leading to:   * Inadequate cover in the event of injury to the public or volunteers and potential claim liabilities * Financial and legal repercussions for Club and Committee members * Breach of BRV Funding Agreement and insurance requirements | Extreme | * Discuss with insurance provider the nature of the project and confirm current policy cover is adequate for duration of project * Review the BRV Funding Agreement clauses related to insurance to ensure the required minimum cover is held * Committee to review insurance cover and confirm before project commences | * The Committee will seek legal assistance and advice and engage with the insurance provider to discuss options * Contact BRV to disclose and discuss any accidents or claims that occur during the project as soon as possible. |
| **Communications & Engagement** | This category looks at the types of risks that can occur due to inappropriate or poor communications with stakeholders or the public. Some examples could include:   * Publicity and/or promotions * Reputational risks * Engagement delays * Collaborations and/or partnership | Low attendance at Grant Opening event and/or low volunteer engagement and recruitment. | Moderate | * The Committee will workshop the best ways to engage and promote to local communities * Share promotional materials with a variety of partners and local businesses | * Review alternative events and engagement opportunities to engage volunteers * Plan an additional open day to invite community to come see the renovated Clubrooms and Hall. |
| Potential damage to relationships with neighbours due to noise or disruptions during project. | High | * Engage with neighbours ahead of the project to provide information about possible disruption periods * Seek participation in the project to build personal investment. | * Invite to attend to the Grand Opening as an honour guest * Offer free or discounted Hall hire to host their next event or celebratory function. |
| **Infrastructure & Resources** | This category looks at the types of risks that are related to physical assets and resources that are required for the project to be delivered. Some examples could include:   * Physical infrastructure and/or systems (e.g., buildings, telephone networks) * Resources (e.g., materials, assets, technology systems) * Loss of resources (e.g., destruction, theft, lost shipments) * Mechanical (e.g., breakdowns, unexpected repairs) | Incorrect installation, damage and/or malfunction issues with the purchased commercial kitchen items (fridge, freezer, stoves). | High | Ensure purchased assets are:   * delivered and installed by qualified technicians with appropriate insurance * under warrantee and inspected as in good order before delivery. | * Contact delivery/installation company to confirm damage or issues * Confirm in writing the damage is under warrantee and plan next steps to fix issues * Seek reimbursement or replacement. |