

Tool C: A template LTCCP project plan

Authors note: This is an example of a project plan that is based on plans developed by local authorities acknowledged as having successful LTCCP processes. This approach is not the only way to develop an LTCCP project plan.

1. Introduction

A brief preamble to the document as a whole that includes the following:

- 1.1 **the objectives** (for example adopt the plan before 30 June 2009, elected members and the community are satisfied with the process) including any corporate level objectives (for example ensure information systems support the plan and so on)
- 1.2 the key **assumptions** underpinning the development of the plan. Many will revolve around the availability of staff and resources, or completion of interrelated projects being done outside the plan, for example levels of service reviews
- 1.3 any **constraints** on the project, for example any policy council has that might necessitate a review of a particular aspect of the plan)
- 1.4 a list of the key **decision points**, the key decision-makers for each decision, and their timeframes which is likely to include: appointment of a project sponsor and project manager; confirmation of the scope of the project; agreement of the project plan and budget (including the use of any external resources); key decision points for each of the subprojects; a final internal approval point for each of the inputs to the LTCCP; a quality and integrity check (in the sense that the whole document tells a coherent story); the audit opinion; a decision to adopt a consultation draft (is likely to involve one or more iterations of the document); decisions on items raised through the consultation process; and the final adoption.

2. Scope

This section should record key decisions not only about the things your local authority wants to focus on through the LTCCP process, but also those where the status quo is the working plan. This section should also note any areas excluded from the project and a brief explanation of the reasons for their exclusion.

Some of the things that might need to be included in this section are:

- whether another process of identifying community outcomes is required
- identification of any issues that your local authority wishes to undertake additional community engagement, for example does your local authority want to undertake any separate review of levels of service or of particular policies (such as the policy on development contributions)
- any related projects/processes (for example a review of the district plan, or major infrastructural developments).

3. Key tasks

In this section each of the key tasks for your LTCCP project should be listed and defined. Tool B demonstrated one general division of tasks for an LTCCP project. The greater the level of clarity the more those with minor/peripheral involvement in the project will be able to determine exactly what their role is. Each of these is a subproject in its own right and will have its own key milestones spelt out elsewhere in the project plan.

The start and points should be identified under each task as should any key decision points. Any dependencies (that is to say tasks that are reliant on information from others) should be identified.

This part is the key link between this tool and Tool B (the three year process), each of the 20 tasks described will be included in this part of the project plan. Each is likely to have their own mini-plan to ensure they deliver on time and to the agreed quality.

4. Milestones

A list of the key milestones for the overall project listed in chronological order, ideally with some different identification of the different work-streams (labelling, use of different colour text and so on). This could be supplemented by tools such as a Gantt chart.

5. Budget

5.1 Non-financial Resources

Staff time, clearly identify the staff involved in the project and briefly what their role is and an estimate of the time commitment.

External consultants – identify any external consultants required, such as legal advice, any specialist policy financial, or asset management advice, systems developers, people to run outcomes processes (if using an independent facilitator). Specify the resources required rather than people, and briefly but clearly describe what the consultant will do and why. An audit should be treated as a separate item.

Systems – any purchase or time spent developing systems for managing planning and financial information (including any systems for performance management purposes).

5.2 Financial resources

The budget should clearly identify expenditure on the following in each financial year that the process will run:

- external consultants (including audit)
- systems development and software
- other capital purchases
- travel
- hospitality
- postage and tolls
- publications and printing
- staff time (assuming your council costs staff time to particular projects)
- overhead allocation (if any)

- costs of communications and engagement
- a contingency allowance.

6. Project structure and responsibilities

6.1 Project structure

Describe the overall structure of the project capturing all of the key decision makers and the flows of accountability between them including:

- the elected members
- any project steering group
- the project sponsor
- the project manager
- the project team
- subgroups of the project team.

6.2 Roles and responsibilities

Describe the roles of each of the key decision-makers identified in the project structure diagram including their key tasks and their reporting lines.

6.3 Monitoring and reporting arrangements

Describe the arrangements that will be put in place for monitoring progress against the plan and reporting including:

- who reports to whom (for example leaders of subgroups report on the progress of their projects to the project manager)
- what they report (both in terms of content and any expectations as to format, style and so on)
- when reports are expected (for example weekly, at certain specified dates and so on).

7. Risk register

A list of the key risks which should:

- identify the risk
- briefly explain the likely impact if the risk materialised
- provide some assessment of the likelihood of the risk materialising
- explain what measures have been put in place to avoid the risk, and/or mitigate the impact of the risk if it occurs.