Project management

self help module

4

NSW GOVERNMENT
Trade & Investment

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module overview

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introduction

This module is designed for project leaders who are coordinating or managing a community project. A good project manager pays attention to detail and is a big-picture thinker, entrepreneur and alliance-builder. They should be able to anticipate problems, synchronise a group effort and deal with conflict when it arises. This module will introduce some of the tools and techniques of project management and people management skills that impact on the success or failure of leading a project team and completing a project.

On completion of this module you will be able to:

- understand and explain the dimensions of a project
- write a project brief
- develop a scheduling chart and project plan
- establish and manage a project team
- implement, evaluate and complete a project
- demonstrate time management skills and strategies for managing multiple projects

what is a project

what is a project?

Projects vary in size and complexity, but generally they have specific aims, a budget and an end point. They are different from ongoing tasks such as general administration because projects include tasks with some degree of complexity.

This module focuses on the more formal and significant projects that are identified as actions in the Community Strategic Plan (refer to Self Help Module 3 Community Strategic Planning). These projects are initiated to achieve priority objectives for the community program and often involve a range of people. Examples of projects might include an event, a cooperative marketing campaign, a plan to repaint buildings in the main street, regenerate the riverbank or develop a walking track.

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tip

Projects have a clearly defined aim or set of objectives that must be achieved within a fixed amount of time and cost. At the end, the project will produce outcomes (project deliverables) that were defined at the start of the project.

project dimensions – scope, quality, time, cost, risk

There are five fundamental concepts of project management that are useful to understand. Imagine you have decided to paint the old picture theatre in the main street. You decide that you will only paint the facade; you will use two colours and three coats of paint. It will cost $560 for paint, brushes and rollers and $40 for lunches for the volunteers. There is no labour cost as it is a community working bee with 6 volunteers and will be completed over one weekend. A local painter can lend you his spray machine, but it is slightly faulty and could make a bigger mess than you can handle, so you decide not to borrow the machine. This simple plan demonstrates the dimensions of your project:

1. Scope – this defines what the project encompasses, ie to paint the facade of the building;
2. Quality – you have decided on two colours and three coats of paint as you want a good quality finish that will last at least 15 years;
3. Time – it will take two days to organise volunteers, their meals and purchase materials and two days to complete the painting. It will be finished at the end of a set weekend;
4. Cost – your budget is $600; and
5. Risk – you are choosing the low risk option of painting by hand as you know you can complete the task in two days. Even though the machine may be faster it may also take longer if it breaks down or causes mess or damage to the main street.

These five dimensions of a project are inter-dependent variables. Change any one of them and you may impact on the others. For example, change the scope and add the interior entry to be painted as well as the facade and you will increase the time and cost. Alternatively, you could reduce the quality and only use two coats of paint or you may decide to use the spray machine – you could complete the project in time, but you've changed the budget or the risk. There are many ways you can juggle the dimensions of your project.

get the project started

1. Define the project
2. Write a project brief
3. Manage stakeholder expectations
4. Assess the project context

Once the community strategic plan has been developed, some of the priority actions become the projects for that year. A project manager will be appointed to oversee and manage the project. The project manager might be a committee member, a member of the community, a local community organisation representative or someone hired for their specialist expertise.

For small projects you may be the project manager and the person who does all the planned tasks. On some projects instead of developing a team to delegate tasks, you may work with a variety of stakeholders, so your planning could identify these interactions. For larger projects you may develop a project team or committee and it is this team that you will be managing. Raising revenue for the project will be part of the overall responsibility of the team.

Project management is about structure, control, attention to detail and continuously driving action. The following gives an overview of the things a project manager needs to do to deliver a project:

- Make sure there is a clear understanding why a project is being done and what it will produce;
- Plan the project to understand how long it will take and how much it will cost;
- Manage the project to ensure that as it progresses it achieves the objectives and is delivered within the set timeframe and budget; and
- Complete the project properly to make sure everything produced works as required and has the expected quality.

Don't be overwhelmed by the planning suggestions in this module – what is presented is the theory of what you can do to plan and implement your project. In reality not many community projects managed by community teams are planned to the level of project management that is outlined in this module.

If you do follow the steps over successive projects, your project management skills will improve and you will become more confident and professional in your approach. Do what you can the first time round – the process is quite simple. If you use this module to build your skills over several projects, you will become more skilled and organised in project management as well as other aspects of your business and personal life.

Define the project

Successful projects start by understanding clearly what the end point is and what you want out of it. A very simple way to start planning any project is to use the 'why', 'how' and 'what' method as they are the most important elements to define your project and identify its scope. Why do you want to do this project and what will you have at the end that you don't have now? The time to get the project definition right is at the beginning, before you start. Depending on the type of project, this initial planning can be followed by 'who, where, when, costs'.

- *Why* are you doing this project? Identify your project aim and/or objectives.
- *What* is the scope of this project?
- *How* are you going to achieve your 'why' and your desired outcomes what are you going to do to?
- *Who* is the project aimed at? Define your target markets for, say, an event, website or marketing campaign project. Conversely 'who' can be the people you will choose to be on your project team.
- *Where* will the project take place, for example the venue for a particular event or where will you hold team meetings or establish a project office?
- *When* does the project start and finish? Identify the end date – once you know that, you can work backwards from that date, define the main tasks, estimate how long they will take and identify the date that you need to start the project.
- *Costs* - what are the indicative or estimated costs to deliver the project?

Now you have enough information to start developing a project brief. A project brief is a very handy tool that can:

- communicate the aims and scope of the project;
- attract team members to work on your project;
- keep you on track;
- be used for funding applications; and
- help skill yourself to become more professional at project management.

The brief can be used to ensure that stakeholders such as the sponsoring organisation can understand and endorse the project. It is worthwhile taking the time to develop a project brief - it doesn't have to be very complex.

tip

Start by understanding why you are doing the project then define what it is – not the other way round. Forcing yourself to write the project down is a great way to ensure it makes sense.

Write a project brief

Writing a project brief will help you to clarify the aims of the project. If the aims of a project are not precise the project is in danger of failing or delivering the wrong outcomes. If you are clear about the project's objectives and key tasks at the start, it will help you to evaluate the project on its completion.

The brief outlines the aims and objectives of the project, describes the methodology that will be used to meet those objectives and outlines the timeframe and resources needed for successful implementation. Briefs will vary as complex projects will contain more detail than simple ones. The following is a pro forma example for a project brief:

Brief Introduction or Background (*Why*)
Factors leading to the need for the project.

Aims of the Project
A concise statement describing the project's basic purpose. Aims are broad, general statements that describe the overall change/s that will occur from the project. However, if you want to be more precise, you could list the objectives of the project which are more specific with measurable outcomes.

Target Markets - optional (*Who*)
Who the project is aimed at, such as target markets for an event.

Place – optional (*Where*)
Where the project will take place such as a venue for an event or project office location.

Constraints
Are there any significant problems you are aware of that you need to overcome? Some projects may be constrained by specific issues such as:

- Availability of volunteers, equipment, or expertise
- Legal requirements
- Financial limitations

Methodology (*How*)
States how the project will be completed

Timeframe (*When*)
States the start and finish dates. Other information could include milestone dates such as mid-term reports or individual times for the project.

Financial Resources
Define your sources of funds and fundraising. You may include an initial budget, if known.

Management of the Project
Identify the project manager and team members and their relevance to the project. Briefly outline the formal reporting arrangements to the committee, funding or sponsoring organisation.

PROJECT OUTLINE
RETAILER TRAINING WORKSHOP

Introduction
A series of focus groups were held with a range of different shopper segments in Smithtown. Poor customer service was identified as the number one issue, followed by poor window displays and merchandise displays. Previous requests have been received from retailers for window and merchandise display training, however, local retailers do not acknowledge that their customer service is poor.

Statement of aims
To raise the customer service and display skill levels of local retail businesses by providing a workshop presented by a training consultant.

Objectives
- To update customer service skills of 15 local retailers
- To improve window and merchandise displays in the CBD
- To increase local loyalty and visitor spending by 5% through improved presentation and service skills
- To stimulate retailer interest to attend further training courses

Methodology
Both training subjects will be combined in the one workshop to ensure the customer service training is attended. Training will be offered to three people per business for the one price (owner, manager, floor staff) to ensure that the training is consistent throughout all levels of local businesses. An evaluation survey will be used at the end of the workshop to identify further training needs.

- Research and acquire seed funding
- Research available customer service training consultants and book consultant
- Develop retailer invitations, venue and catering
- Design post session evaluation
- Acquit funding

Timeframe
Invitations will be sent to retailers by 14 October
The workshop will be held at 5.30-7.30pm, 28 October
Funding will be acquitted by 30 November

Budget

Expenditure	$
In Kind Consultant's fees (including airfare, accommodation and meals)	5,500
Coordination and administration	500
Marketing	350
Catering	150
Total	6,500

Income	$
In Kind	
Business contributions	3,000
I&I NSW funding	3,000
Airline (sponsored ticket)	500
Total	6,500

Management of the project
Project Manager – Smithtown Coordinator
Retail Committee Team members – Sue Smith, Billie Doyle

If the project requires the use of a consultant, the brief can be altered and sent to a range of consultants so they can develop their tender, quotation or expression of interest. The budget will not be included in the consultant's brief. The methodology will reflect the consultant's tasks. Resources available to the consultant may be added with contact details and proposal deadlines.

SMITHTOWN BUSINESS GROUP
Customer Service and Display Training Workshop

Background

Describe the location of the town, local government area and size of the population.
Describe the attributes of the town/area, how shopping links into the local economy and what target markets shop in Smithtown. You may describe the key resources or points of interest that form the basis of your shopping appeal, such as riverside gardens with outdoor dining and diverse restaurant styles or a range of clothing stores, second hand goods or other specialities.
You may add issues affecting the town; how they impact on shopping, initiatives that are planned and other relevant information.

Purpose of the consultancy

Describe why you need to develop the training workshop.
State the project's core aims and objectives – use the introduction and aims from your project brief.

Project outline

Describe the project and list actions. What you expect the consultant to do for the project or take into account.
State the resources available to the consultant and list any relevant documentation.
State the dates and times of the required retailer workshop.
State any requirements of the funding body that would relate to the hiring of a consultant eg insurance cover.

Consultant methodology

Provide a list of requirements for the consultant's proposal . This also makes it easier to compare quotations eg:

- Previous experience in working with similar communities;
- Training experience and expertise in customer service and display training;
- Work plan for the project, if appropriate;
- Suggested consultation methods;
- Timeline; and
- Consultant costs.

Contact details

State who is managing the project and provide the contact details for further information.
Include the time and date that proposals should be received by () and who they should be forwarded to (contact details).

Manage stakeholder expectations

Many community projects are very visible such as developing new town gateway signs or beautifying the main street. It is vital to understand what the different stakeholders expect. The success of the project depends on other people's contributions so it's important to engage as many people as possible. For example, a successful cooperative marketing campaign will need to include lots of enthusiastic businesses. Be sure to identify all stakeholders - leaving people out can lead to resentment. Clarify the expectations of the key stakeholders. When there are competing expectations make this fact known. It helps people re-define and agree on priorities and realistic outcomes. Be clear on the needs and expectations that will not be met. Nothing is worse than over-promising and under-delivering! Examples of stakeholders for your project may include:

- Property owners
- Council
- Sponsors
- Media organisations
- The committee
- Retailers/businesses
- The funding organisation for this project
- Government funding organisations
- The community in general
- Special interest groups.

Assess the project context

Every project has a context. A project may be a new initiative or a regular feature of the community strategic plan in successive years. It could be controversial in the community. Funding sources may have a significant influence on the outcome. Assessing these strategic issues at the beginning will help avoid problems as the project proceeds.

The checklist on the following page may help you to prepare for your project.

Questions to ask yourself about the project

Are the project's aims controversial or neutral?
If your project's aims are controversial you will need good support from key stakeholders.
Are the project's aims changing or static?
If the aims are changing you may need to review your project plan frequently. Be prepared to change direction and keep people informed of modifications.
Are there many stakeholders or just a few?
If there are many stakeholders you will have to work harder at communicating.
Are the key stakeholders committed to the project's aims?
If not, the project is at risk. Before you start think about how to get their commitment.

Questions to ask yourself about each stakeholder

Who are the stakeholders?
How is this stakeholder affected by the project?
What are their needs and concerns?
What are their ideal outcomes?
What constraints will this stakeholder place on the project?

Key steps for starting a project

- Define the project
- Write a project brief
- Assess the project context
- Use the **SMART** principle (**S**pecific, **M**easurable, **A**chievable, **R**esources needed, **T**imeframe)

develop the project plan

The project plan shows how you will do the project, including how long it will take and how much it will cost. It will also allow you to check that you can complete the work within the timeframe and budget. For example, you may have to complete the project by May, but the plan shows that it is not possible to complete all the tasks until late June, or that the $10,000 budget is unrealistic and you need to raise another $3,000.

There are many ways to document a project plan. For instance, it could include the project brief, an itemised budget and a chart that schedules all the tasks you need to do to complete the project. The scheduling chart shows the order of the tasks, the length of time each task will take and who is responsible for doing each one. It also shows 'dependencies' – tasks that are dependent on previous tasks being started or completed before they can commence.

Project planning is a process of sequencing activities and organising resources. A good project plan will help you to identify problems before they occur and ensure the project is completed on time.

tip

A project plan allows you to allocate work to different people in the team, so the plan is also a tool for work allocation and management of people.

tip

Resist the temptation to skimp on your planning so you can start work immediately. Time spent planning in the early stages of the project will be paid back in much greater time saved later.

Before you start scheduling the tasks in your project plan, ask yourself a few questions, following below:

Questions to ask yourself about scheduling

Is the end-date dictated by a fixed event?
If this is the case you will need to schedule from the end of the project and work backwards to the start date.
Do you know what resources are available at each stage?
If you are able to access more resources you may be able to shorten the time taken or lessen the cost of the project, for instance a local business may offer to do some of your marketing work or local volunteers may be able to provide equipment such as earthworks or a truck to provide a stage area.
Is your project breaking new ground?
If so, it may be difficult to predict all the sequences. You may have to make an initial guess and be prepared to adjust the timeframes. Stay flexible to take advantage of opportunities and alter your plan as you go.

How to create a project plan

There are basically six steps to follow to develop your scheduling chart.
Note: if you are doing the project yourself and there are no team members, skip item four, or use that step to identify stakeholders that you will interact with throughout the project.

1. Identify tasks and possible milestones
2. Place the tasks in order
3. Estimate task times
4. Allocate tasks to team members
5. Identify costs and resources and update your budget
6. Review the project plan and develop contingencies that may be required. You could also present the project plan as actions in a planning tool such as a Gantt chart.

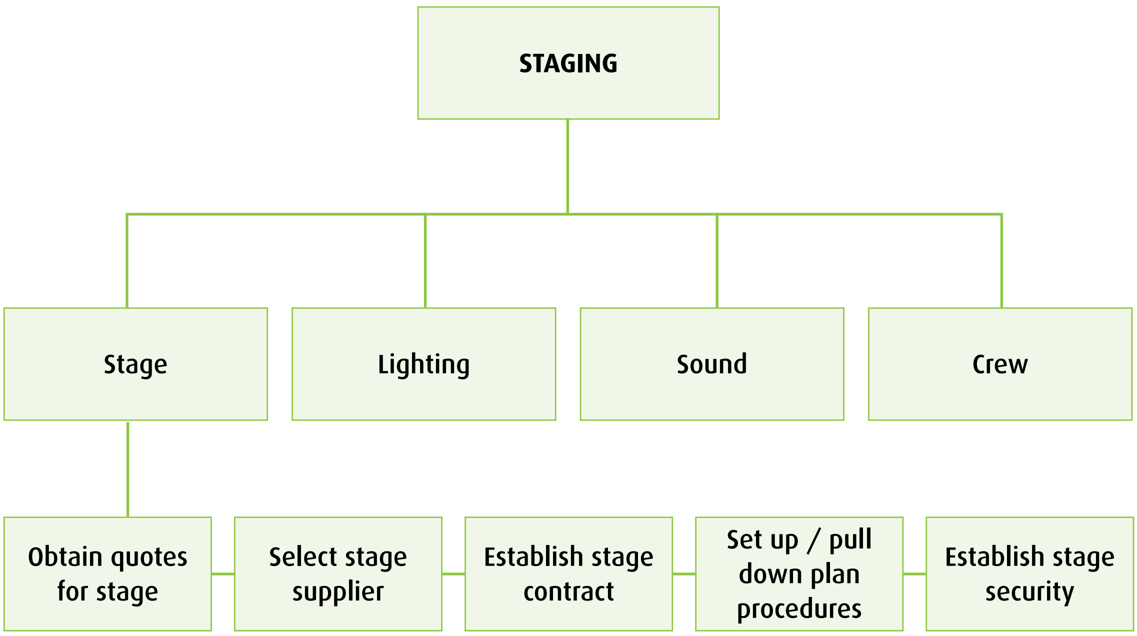
Identify tasks and milestones

You can identify tasks by yourself but it is good to involve others. Try to have no more than 5 or 6 people for a brainstorming session. You won't get it right the first time, nor will they be in the correct order.

Write down every task you think you need to do for the project making each task discrete and separate. A useful method is to use yellow sticky note pads with each task written on a separate sheet. You can stick them onto a white-board, butcher's paper or the wall of your office.

It helps to think of the project in categories. Start by identifying the categories in the project and then the main tasks within those categories. You can break each main task into sub tasks and then, if necessary, break those sub tasks into even smaller tasks. Continue to move through each category and each main task and break them into sub-tasks until you have identified all the tasks associated with the project. This sounds daunting, but it is achievable. You won't get all the tasks the first time. You'll find you keep thinking of more things and you keep adding them in. That's OK during this initial planning stage.

For example, some of the categories identified to develop a youth performance concert were 'staging, marketing, performances, judging and prizes'. The 'staging' category was broken down into the following main tasks to develop the 'stage, lighting, sound, crew'. The 'stage' main task was broken down into the following sub tasks 'obtain quotes for the stage', 'select the stage supplier', 'establish a stage contract', 'plan set up/pull down plan procedures' and 'establish stage security'. The following chart outlines this example:



If you are new to project planning, it can sometimes be hard to know how much detail to go into in breaking down tasks. There are no rules to follow. You need to estimate times, costs, work allocation and manage the delivery of the project. It doesn't have to be too complicated. For example, you may decide to identify the categories and only schedule the main tasks within each category, leaving the detailed sub tasks for team members to identify as they implement the project. If the project is repeated (such as an annual event or business directory), all the sub-tasks could be listed by team members and the schedule could be updated and planned more accurately the following year.

If the project is long or complex, it is good to add some milestones into the schedule to track and communicate progress. Milestones are outcomes which show when you have completed an important stage in the project. Tasks may alter or change in order, but milestones don't. Milestones are not necessarily activities (although often they can be) but they reflect the completion of a series of activities to a point where the next stage of development can continue.

A common project management tool is called the Gantt chart which is a type of bar chart used as a visual tool to illustrate a project schedule. In the example of Noah's project on page 18 'rain starts' and 'set sail' are marked as milestones on the Gantt chart. On an events project, 'perimeter fence erected' might be identified as a milestone so the next set of tasks can be completed. Select only a few milestones as too many distract from the project as a whole – one milestone per month could be a good rule of thumb for a long project.

Place the tasks in order

You need to sort the tasks into their approximate sequence and list them in order. This is easier if you have used the method of tasks written on sticky notes as you can easily move the tasks around. You may identify some tasks where you can start, then you need to wait for something else to happen before you can complete it. Divide that task into two parts, so you can place the tasks in the correct order.

There are dependencies between some tasks which means they can only be done in a certain order. For example, an event may have 'perimeter fence erected' as a milestone because erecting the marquee and stage are dependent on having a safe, lockable event area. Check the order of your tasks to ensure that dependent tasks flow in the correct manner.

When you have organised the tasks in a logical order for implementation, number each task and then each sub-task within that number to form a work breakdown structure (WBS). Each major task has a number (1, 2, 3 etc) and each sub-task that relates to that number follows (1.1, 1.2, 1.3, 2.1, 2.2, 2.3 etc). The task numbers are there for administration purposes later on and also help you to handle your sticky notes - if you swap them around, you can keep track of them.

When you have the tasks in order and the numbering completed, you can list the tasks from your sticky notes into a scheduling chart, like the example on the following page:

WBS no.	Task Description
1	Select a contractor
1.1	Identify your needs for the contractor
1.2	Write a tender
1.3	Identify contractors, send out the tender
1.4	Collate contractor responses
1.5	Review responses, select contractor
2	Prepare the project office
2.1	Design the office layout
2.2	Source/appoint trades people
2.3	Install new carpet
2.4	Install new reception desk
2.5	Install telephone, etc.

You can then list the dependencies, for example:

WBS no.	Task Description	Dependency
1	Select a contractor	
1.1	Identify your needs for the contractor	
1.2	Write a tender	1.1
1.3	Identify contractors, send out the tender	1.2
1.4	Collate contractor responses	
1.5	Review responses, select contractor	1.4
2	Prepare the project office	
2.1	Design the office layout	
2.2	Source/appoint trades people	
2.3	Install new carpet	2.2
2.4	Install new reception desk	2.3
2.5	Install telephone, etc.	2.4

Estimate task times and dates

It is often difficult to estimate how long a project will take. Try to make your task estimates accurate but don't worry if they are not perfect as you will get better at it with experience. Your estimates should be made on the effort it actually takes to do the task, which is the amount of time you must work on something to complete it. You need to decide on the unit of time that you are estimating depending on the size of the project eg you may estimate in terms of hours, days, weeks or months.

If you don't know how long a task will take, you can ask someone who does know or use any available rule of thumb (eg, it takes one hour to dig a one metre hole) or you can model it against other tasks that are similar. You can break the task down further into smaller parts to make it easier to estimate or you can just make an educated guess. On your scheduling chart you can now add the unit of time.

Working backwards from the end date you can also estimate the start and finish times for each task, using the unit of time. Don't forget to take into account weekends, holidays and availability of team members. For larger projects planning software can be very useful at this stage as it automatically calculates start and end dates and changes them when you change the length of any other task or the availability of people to do the work, saving you time and effort.

WBS no.	Task Description	Depen-dency	Time in Days	Start Date	End Date
1	Select a contractor				
1.1	Identify your needs for the contractor		0.5	30/04	30/04
1.2	Write a tender	1.1	0.5	01/05	01/05
1.3	Identify contractors, send out the tender	1.2	0.5	02/06	02/06
1.4	Collate contractor responses		14.0	16/06	16/06
1.5	Review responses, select contractor	1.4	1.5	01/07	01/07
2	Prepare the project office				
2.1	Design the office layout		2.0	04/07	06/07
2.2	Source/appoint trades people		7.0	09/07	16/07
2.3	Install new carpet	2.2	0.5	23/07	23/07
2.4	Install new reception desk	2.3	1.0	24/07	24/07
2.5	Install telephone, etc.	2.4	0.5	25/07	25/07

Allocate tasks to project team members

Once you have a task list you are ready to identify who you need in your project team. In reality for community projects you will probably end up forming a team of people who are available and willing to work as volunteers on the project.

However, look at what skills are required for the tasks and match them where possible or seek further team members with the appropriate set of skills.

Make sure people have the time and commitment to work on the project and the right attitude towards it. People who have the right attitude will often put in more effort and not let the team down. Nothing is more annoying for the rest of the team if you have to 'carry' a few uninterested team members who are not pulling their weight by completing their tasks. List the team members responsible for each task and your schedule chart will start to look like this:

WBS no.	Task Description	Dependency	Time in Days	Start Date	End Date	Who?
1	Select a contractor					
1.1	Identify your needs for the contractor		0.5	30/04	30/04	Bill/ Steve
1.2	Write a tender	1.1	0.5	01/05	01/05	Bill
1.3	Identify contractors, send out the tender	1.2	0.5	02/06	02/06	Bill
1.4	Collate contractor responses		14.0	16/06	16/06	Steve
1.5	Review responses, select contractor	1.4	1.5	01/07	01/07	Bill/ Steve
2	Prepare the project office					
2.1	Design the office layout		2.0	04/07	06/07	Steve
2.2	Source/appoint trades people		7.0	09/07	16/07	Contractor
2.3	Install new carpet	2.2	0.5	23/07	23/07	Contractor
2.4	Install new reception desk	2.3	1.0	24/07	24/07	Council
2.5	Install telephone, etc.	2.4	0.5	25/07	25/07	Contractor

Identify costs and resources

Add another column in the scheduling chart and use the activities or resources to identify costs associated with the project.

WBS no.	Task Description	Dependency	Time in Days	Start Date	End Date	Who?	$
1	Select a contractor						
1.1	Identify your needs for the contractor		0.5	30/04	30/04	Bill/ Steve	
1.2	Write a tender	1.1	0.5	01/05	01/05	Bill	
1.3	Identify contractors, send out the tender	1.2	0.5	02/06	02/06	Bill	
1.4	Collate contractor responses		14.0	16/06	16/06	Steve	
1.5	Review responses, select contractor	1.4	1.5	01/07	01/07	Bill/ Steve	
2	Prepare the project office						
2.1	Design the office layout		2.0	04/07	06/07	Steve	
2.2	Source/appoint trades people		7.0	09/07	16/07	Contractor	
2.3	Install new carpet	2.2	0.5	23/07	23/07	Contractor	2,565
2.4	Install new reception desk	2.3	1.0	24/07	24/07	Council	3,500
2.5	Install telephone, etc.	2.4	0.5	25/07	25/07	Contractor	250

An initial cost target or budget would have been compiled at the project brief stage. The initial budget was possibly based on a rough costing of the activities or resources to be used or on experience of previous similar projects.

Having identified the costs in the scheduling chart, you can now start to update or compile a project budget. You will need to identify all the variable costs (that depend on how much of something you use) and the fixed costs (which you have to pay for irrespective of how much you use). Other expenses will include things like wages and use of the office and equipment etc. Depending on the type of project, some amount of contingency may need to be added as a 'buffer zone' if all expenses are not known at this stage.

The project budget will also show all sources of the income, including any existing budget, external funding, revenue to be raised etc.

Make a list of other resources required for the project, such as computers, office space, use of a hall etc. Look at the costs and resources required for your project and check the resources available within your organisation, council or community to assist with 'in kind' support, as this may alter the costs in your budget.

Review the plan, develop contingencies and other tools such as a Gantt chart

Review your project plan to check if you are able to deliver the project, if it is feasible or if there is a better way to deliver it.

Before you finalise the plan, you may need to add some contingency to account for any risk in the project for time and cost estimates. Some projects are more risky than others. It may be enough to look over your plan and identify the possible failure points such as wet weather during outdoor events or a back-up generator for the main stage. Or you may estimate a contingency for the whole project. For example you may think it's a low risk project so you only need to add a 10% buffer to the costs and time. Otherwise you can look at how much risk is associated with every time and cost estimate for each element of the project, identify the risks and add contingency for each of them. This is more accurate but can be time consuming for a complex project.

Where you can estimate something accurately you won't require a contingency, but when you do not know or there are assumptions about the task you may need to add a contingency factor. If you don't use the contingency in one risk, you can save it as a buffer for another risk that appears that you hadn't anticipated. It is better to come in on or under budget and timeframe than over budget and late.

The Noah's Ark example contingency plan is on page 19 and an example from the Lismore Herb Festival is in the case study examples section at the end of this module on page 34.

You need to review the time it will take to deliver the project. The critical path is the longest duration path through a set of tasks in a project. If a task on a critical path is delayed by one day, then the entire project will be delayed by one day. Other tasks that are not on the critical path can usually move around without changing the overall time of the project.
The Gantt chart is a bar chart of the project that creates an excellent visual tool for stakeholders to understand how the project will be implemented. It is probably the best known project planning and control tool and is popular because it is relatively simple to prepare and easy to read. You can use the Gantt chart to get agreement about how the project will be organised or you could circulate it for comment if you are working on a project by yourself. This is a useful way to get feedback in case you have overlooked important details. Examples of Gantt charts can be seen for the Noah's Ark project on page 18 and in the case study examples section of this module on page 28.

Your project plan will now consist of the project brief, the budget, the sequencing chart, contingency plans and the Gantt chart.

Key steps to develop a project plan

- Brainstorm a task list
- Identify the project categories and the main tasks in each category
- List the sub tasks together under each main task and try to arrange them in a logical order. Check if you have identified all the tasks you need and add in any missing tasks and fit them where they are appropriate
- Break tasks down into smaller parts until you can see all the activities related to a particular task – repeat this until you feel you have all the tasks needed to deliver the plan
- Ensure all the tasks are different – if some are the same, remove one or two or if they overlap, re-define them so they are separate activities
- If you have made more changes, sort and file your tasks again to ensure they are in the correct order under each main task heading and category
- Number your tasks on the sticky notes to create your work breakdown structure (WBS)
- Convert your sticky notes into a sequencing chart. Start filling in the first two columns of the sequencing chart with the WBS number and the task description. Once it is in this format you may indentify some more missing tasks to add to the chart
- Estimate the time for the main tasks (and sub tasks if you are planning at that level). You can identify the time for the main tasks by adding together the estimated length of time for each sub task in that section
- Working backwards from the end date, identify the start and end dates for the main tasks
- Identify team members and allocate tasks on the plan, matching skills. Recruit team members to complete the tasks and establish the team (if this has not already been done before this stage) and/or add team members to cover any skill gaps
- Identify the cost elements measured against the activities and resources required for the project – add cost contingencies where appropriate
- Use the costs to update the budget
- Add time contingencies to the plan as a buffer
- Review the plan with your project team to determine if it is feasible or if there is a better way to deliver it
- Review the timing of the plan and determine the critical path
- Review risks within the project and develop contingency plans to minimise the risks
- Develop a Gantt chart of the main tasks as a visual tool to explain the project and keep you on track throughout the implementation period.

case study: Noah's Ark planning for 'The Flood'

We've used an imaginary plan for Noah's Ark as a simple example of project planning. The following is a scheduling chart, a Gantt chart and a contingency plan for this project.

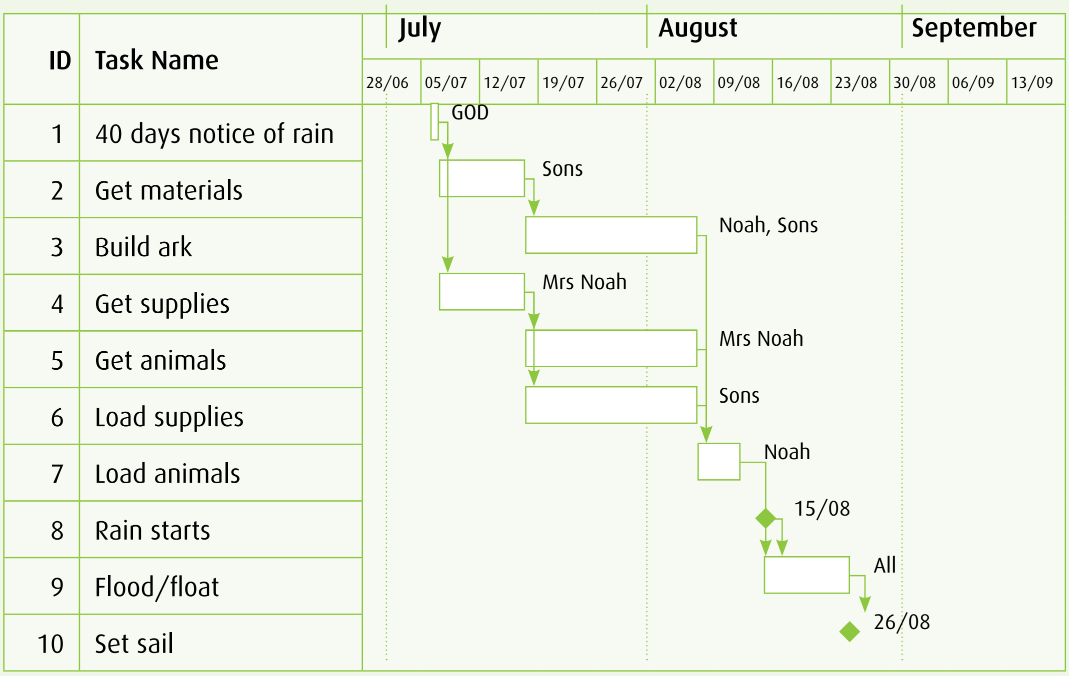
As per the step-by-step scheduling process on the previous pages, the Noah's Ark tasks were listed, put into a rough sequence and numbered on the scheduling chart. The 'dependency relationships' were added, followed by the estimated duration for each task.

Noah's Ark Scheduling Chart

WBS no.	Task Description	Dependency	Duration in days
1	Notice of rain		
2	Get materials	1	10
3	Build ark	2	20
4	Get supplies	1	10
5	Get animals	4	20
6	Load supplies	4	20
7	Load animals	3, 5, 6	5
8	Rain starts	1	0
9	Flood/float	8	10
10	Set sail	9	0

Noah's Ark Gantt Chart

The Gantt Chart for Noah's project shows that the project will start in the beginning of July and finish on August 26. The arrows show how the tasks are related. The time is expressed on the X-axis with the activities and sub-activities listed on the Y-axis.



case study: Noah's Ark Contingency Chart

What could go wrong?		What can we do about it?		
Effects	**Likely Causes**	**Prevention or improvement**	**Contingency Plan**	**Warning indicators**
Ramp collapses when elephants embark	Inadequate construction	Reinforce ramp; Load one by one	Back-up ramp	Creaking sounds
Shortage of peanuts for monkeys	Crop failure	Daily rationing system	Extra bananas	Excessive chattering
Ark construction runs late	Labour disputes	Introduce 24 hour, 7 day/ week dispute resolution process	Complete hull and deck as a priority Buy tarpaulins	Scheduled tasks not completed on time

implement the project

1. **Manage your team and monitor progress against the plan**
2. **Keep relevant stakeholders informed of progress**
3. **Resolve issues and manage risks or changes**
4. **Take action to ensure your project is successful**
5. **Keep updating the project plan and budget**

Manage the team

After you have developed your plan, you have to manage your team and the delivery of the project. You need to ensure that the project is started on time and that each team member understands what they have to do. You need to have a good communication strategy with your team members, talking to them frequently so you can monitor and keep track of their progress. It is also important that your team members are able to have easy access to you if they need to discuss any matters. You need to resolve any issues or problems and avoid future problems by taking action beforehand. On smaller projects the project manager will have time to do other work, but on larger projects the project manager will generally be working on it full time.

Managing progress means that you measure the pace of work by yourself and the team to ensure it matches the plan. In reality no project goes exactly to plan, so you can measure against the plan by assessing if things are going fast enough or not and then take action to speed things up if you feel it's getting behind, as some tasks will run late. You can only measure progress when tasks are completed, not when people are half way through them. If team members tell you they have completed their tasks, try to see evidence of it. You'll need to establish regular informal and formal meetings and reporting procedures with them. You will also need to keep stakeholders informed of the project's progress.

You need to keep on top of your budget and ensure that you are not overspending. You may need to make adjustments elsewhere to keep the budget in check. You may spend a lot of time resolving issues that arise or risks that may occur. If changes are made to the project, you may need to assess and manage any impacts on timeframes and costs.

Ground rules

Establish some 'ground rules' - or a code of conduct that will provide a framework for team members to challenge each other's behaviour without the issue becoming a personal attack. Ground rules promote focus, openness, commitment and trust. To be effective, ground rules need to be developed by the team and be specific enough to be practical.

Issue examples
Attendance:
Start and finish on time. Let the Chairperson know if you can't attend.
Discussion:
Open and honest, "no hidden agendas". Treat everyone with respect; ensure all have the opportunity to contribute.
Decisions:
How will decisions be made – by team leader, consensus or majority?
Confidentiality:
"What leaves this room is only what we agree will leave this room."
Outcomes:
We do what we say we'll do – keep commitments.
Confrontation:
No finger pointing – "target the ideas, not the people." Look for what is right with an idea before you look for what is wrong.
Contributions:
Everyone pulls his or her weight.

Communication

Develop a communication strategy. Providing information is one part of your communication strategy. To do this effectively means getting the right message to the right person at the right time. This takes a lot of thought, preparation and follow through. Use your stakeholder list as a base for a communication strategy. Look at the Gantt chart and identify who needs to be informed and who needs to be consulted at each stage of the project.

The following are examples of different types of approaches and materials you can use to communicate about the project and ensure ongoing commitment to its outcomes:

- Team meetings
- Public meetings
- Letters
- Stories in local paper
- Newsletters
- Presentations or displays
- Flyers or posters
- Briefings
- Information on home page
- E-mails
- Workshops and forums
- Surveys
- Reports
- Minutes of meetings

Build team commitment

Building commitment depends on getting a good balance between getting the job done, individual development and gaining and maintaining group cohesion. There is a tendency to focus on getting the job done and pay less attention to individual needs and group cohesion.

Each team member needs to know their role and what tasks they are expected to do, when they should do them, what resources they can access and how they will keep you updated on progress.

You will possibly speak to different team members on a daily basis as part of your informal monitoring, but you will need to have regular, formal meetings – once a week or once a month, depending on the size and pace of the project. At the meeting you can ask each team member what they have achieved since the last meeting and what they plan to do in the next week/month. Identify and discuss any new issues, risks or changes. Document minutes of the meeting, with actions highlighted for each team member, passing on information or outlining what they need to achieve by the next meeting.

Roles and responsibilities

Develop a communication strategy. Providing information is one part of your communication strategy. To do this effectively means getting the right message to the right person at the right time. This takes a lot of thought, preparation and follow through. Use your stakeholder list as a base for a communication strategy. Look at the Gantt chart and identify who needs to be informed and who needs to be consulted at each stage of the project.

Sorting out early who does what in the project will minimise confusion later. This is the time to identify delegations. Who will have the authority to spend money, sign contracts and make certain decisions? People involved in the project will have specific responsibilities flowing from the project tasks, with the committee chairperson, the project manager and team members each having general roles and responsibilities that should be clarified at the beginning of each project.

Committee chairperson's role

Depending on their availability, the committee chairperson is sometimes a member of the project team. He or she may prepare the agenda and chair the meeting, if appropriate and generally help the team leader keep the project on track. If the committee chairperson is not part of the team, he or she should be available to provide assistance with resolving problems beyond the scope of the team leader. The chairperson's role is to guide the team and facilitate the process.

Committee chairperson's responsibilities

- Provide support or be a mentor to the team leader
- Help the team meet its aims and timeframe
- Link this project to other relevant projects
- Ensure that the project team has the resources to complete the project
- Assist with removal of 'roadblocks'
- Chair meetings if required

Project manager's role

Providing a planning and monitoring focus, making the best use of individual competencies and gaining and maintaining commitment are some of the key challenges for the team leader. The role involves good organisational and leadership capabilities combined with strong interpersonal skills. Sometimes it helps if the team leader can seek guidance from a qualified person outside the team. Understands the governance and sign-off requirements for the project.

Project manager's responsibilities

- Determines and communicates the project's aims
- Helps the team to plan the project

- Keeps stakeholders informed and involved with the project
- Assists the team to stay focussed on the aims and tasks
- Maintains an overview and identifies issues
- Performs some of the tasks
- Manages meetings and assists the team to review progress
- Monitors and reports (formally and informally) on progress to the committee and funding organisations
- Promotes communication across the team
- Acts as an ambassador for the project
- Acknowledges contributions and seeks input to decision-making.

Team member's role

Team members may have more than one role in a project team. Individuals may bring specific expertise, or represent a group, or both. Other responsibilities are expected of the team members outside of their technical or representational roles. In particular, members have an obligation to the whole team to make a full contribution to achieving the project aims.

Team member's responsibilities

- Contributes skills, abilities and experience
- Provides input to decision-making
- Clarifies and fulfils assigned tasks
- Monitors and reports to the team leader on progress with assigned tasks
- Accepts leadership and direction
- Looks for and identifies issues
- Accepts ownership of team decisions
- Contributes to maintaining the team's unity
- Pursues cooperative and collaborative approaches to team activities
- Maintains enthusiasm and participation.

Informal monitoring

Relying on formal communication alone is risky. Early warning of problems usually comes through informal channels. The project manager should ask questions and stay in regular contact with everyone involved.

Issues management

Monitoring and reporting on progress is straightforward when the project stays on track. When things are not going well, there is a tendency to hide the bad news. Be concerned when people stop contact. This can be prevented by creating a workplace environment that encourages ethical practise and collaborative problem-solving processes.

Formal monitoring

Regular project team meetings are effective ways of focusing the team's attention on progress. Use your Gantt chart tasks as a base. Minor delays or changes should be observed and discussed. Slippage and cost overruns are often caused by a succession of minor problems that accumulate. A regular progress report is usually required by the committee and funding agencies for more complex projects. Often progress reports include the following information:

- Project title
- Project aim or objective
- Progress since last report
- Problems that have arisen
- Anticipated progress for next period
- Emerging problems
- Costs and revenue compared with budget

In team-based projects, meetings are the arena for planning, generating ideas, problem solving, negotiating and tracking progress. Successful project team meetings are the result of good planning and management. An effective chairperson is also important. Refer to the Conducting meetings module in this series for further information on running successful meetings.

Manage conflict

Conflict in projects arises for a number of reasons, particularly when the team members are volunteers. The best way to avoid conflict is to clarify at the start:

- The project aims and vision
- How decisions will be made (consensus, majority or by the project leader)
- Individual roles and responsibilities
- Regular communication with team and relevant stakeholders

If conflict arises, be flexible - the art of compromise is about taking a long-term view.

Negotiation tips

- Focus on solving the problem
- Be willing to examine a range of alternatives
- Concentrate on building the relationship
- Make it easy for the other person to say 'yes'
- Be persistent
- Explore the consequences of not resolving the issue
- Do not personalise the issues or problems.

Key steps for implementing a project

- Get the project started on time - prioritise your actions each morning
- Establish 'ground rules' with your team
- Establish informal and regular formal meetings
- Monitor and manage progress continuously
- Identify and resolve issues
- Manage risks and changes
- Keep stakeholders informed of progress
- Update the plan and budget.

manage multiple projects

Track each project

It is common for coordinators of community programs to be managing several projects at the same time while balancing other ongoing work activities. In this situation, keeping track of progress in all areas becomes even more critical. A project plan or a Gantt chart for each project will give you a clear picture of what is supposed to be completed each month. If your projects depend on other people you need systems in place to ensure that you are kept informed of their progress, such as team meetings or regular progress reports.

With multiple projects, it's often hard to manage your own work. In busy periods, the list of tasks may seem overwhelming. You need to set systems in place to manage your time effectively.

Get organised

This involves some planning. Take time to set priorities and communicate these to others as it will save time in the long run. Tackle the priorities and difficult problems first, focusing on one thing at a time. You can lose valuable hours by jumping from one task to another. If you tend to procrastinate, set deadlines for yourself.

Develop some time management systems to help you keep track, for example:

1. Make a daily 'to do' list in your diary. At the start of each day prioritise your tasks on the list and at the end of each day review your achievements and update tomorrow's list.

2. Carry an exercise book everywhere. Use it for notes and to keep track of discussions at meetings and any actions you need to do. Update your 'to do' list with actions from the book. Cross off sections on the pages as things are completed. Review the uncrossed sections of the book regularly to check if you've done everything.

3. Develop a phone call sheet - use a simple table developed in MS Word to keep track of your phone calls - photocopy the table and keep it next to your phone. This ensures that you write down all messages and information in one place and you don't lose anything. When you make calls out or leave messages, note it down. The phone call sheet is a very useful tool that is invaluable to keep track of your work and information eg:

Date	Notes	Who	Details
24/03/10	Mess.	Sue Smith	left message to send me a flyer on her program
		Bill Bloggs	66 891 891 – not available Tues, appointment Wed @ 3.30pm
		Anne Stitch	Rang re funding for arts project – is sending information via email
	Post	Mary Mann	post flyers to 2 Smith St, Blakeville 2244
		John Black	his choir is away, suggested I try Bill's choir 66 333 999
	Email	Bill Mansfield	choir is available – email him details bill.mansfield@hotmail.com

4. Write a regular report to your board or committee, documenting what has been achieved. Use your 'to do' list, your telephone call list, the minutes of meetings and your 'sent' emails to identify achievements for your report.

Manage interruptions

Handling interruptions is not easy. Part of the problem is that we can be fooled into thinking that every phone call or unannounced visit deserves our immediate attention. Think about using some of the following techniques to keep control over interruptions.

- If possible, meet visitors outside your office. Be friendly, but keep the interaction short
- If the visitor arrives in your office, remain standing. Defer the meeting if it's not necessary now
- Be clear at the start about how much time you have available and let your visitor know when the time is up. If necessary, use an answering machine to screen calls
- Close your office to the public for a set period each week

Learn to say no

A common source of overload is the addition of new tasks and projects. In a changing environment it's sometimes hard to determine how these new items should be tackled, especially if they are on somebody else's 'must list'. Learning to say 'no' when appropriate is an important management skill.
"This is a great project, but it's not our first priority. If it needs to be done, we'll have to find other resources to do it."
"Yes I agree it's a necessary project, but which of my other projects would you like me to drop in order to do that one instead?"

Get help and delegate

You may be genuinely overloaded. If this is your situation, get help. Ask your committee for more support and delegate work to others. If you are still overloaded, raise the issue of needing extra resources with appropriate people, such as the committee chairperson.

Delegating tasks to others takes a little courage, willingness to communicate and commitment to follow-up. Many project managers have a preference to do the work themselves because that way they can be sure it has been done to their satisfaction and timeframe. The consequence of not delegating is that you may not have enough time and resources to achieve all your priorities.

Ask yourself...
- Are you spending time on activities that others have volunteered to do?
- Do you take care of routine work that others could handle?
- Do you like to keep a finger in every pie?

If you answered yes to all three, you need to make more effort to delegate. When you look at your priority list, look for tasks that could be delegated to others.

complete the project

1. Test and implement the deliverables
2. Release the resources you have used
3. Review and evaluate for next time
4. Thank everyone involved and celebrate

Test outcomes and complete final tasks

Endings are as important as beginnings. It may be a struggle to finish the last small tasks especially if the project has been a long one. Unfortunately, unfinished tasks are what people remember most about the project.

Surgeon to his patient immediately after the operation ...
"Everything went swimmingly. We did forget to remove a clamp, but no need to worry, we'll get it out next time you come in."

Test the deliverables from your project – for example, if the project was to develop a community website, go on the website and make sure it works properly and meets the original objectives. Some project outcomes may not require training, but some may. For example, you may need to train an appropriate person how to link requests from the website to their email or how to update the website with new information. You may have to provide some level of support for a short while, for example some bugs may appear in the software for the website in the first few weeks requiring attention.

Release of Resources
You may need to release resources, including members of the project team - but only when you are sure that they have completed all their tasks and you do not need them to help test or support the deliverables. Hopefully, you will have completed the project within the budget. You will have to conduct a final audit of accounts and hand back any surplus money if the project came in under budget. You will need to finalise your evaluations, acquit any funding grants or thank sponsors, volunteers and supporters.

Evaluate the project

Without evaluation it is difficult to know if the project achieved its objectives. The importance of this stage is self-evident, but it is surprising how many projects are superficially evaluated, or not evaluated at all. You measure your project against the objectives, but planning what you will measure is best planned early in the project when the brief is written as time and costs for evaluation need to be incorporated into the project plan.

Your project may be on-going or annual (such as an event or updating a business directory) or you may have to conduct similar projects in the future. Your evaluation methods will vary depending on the type of project. You may need to hold a debrief meeting with your team members and ask everyone what went well, what went wrong and is there any way to do it better next time? If you have used any other methods such as surveys, head counts, incident reports etc, you can compile them into an evaluation report and attach it to the project plan (or use it to update the plan) to guide you next time.

You may conduct the evaluation by yourself or with a few stakeholders. Here are some questions you can use to evaluate the outcomes and the process.

The aims?

- Did the project achieve its original aims?
- What original aims were not achieved, and why?
- Specifically, what were the benefits?
- Were there unexpected results, either positive or negative?

The process?

- How well was the project planned?
- Were roles and responsibilities clearly defined?
- How well were problems and changes managed?
- Was communication a problem?
- Did the relevant people take their scheduled obligations seriously?
- Was the project finished properly?
- Was the project within budget?

Refer to the *Monitoring and evaluation* module in this series for more information about evaluating a project.

Say thank you and celebrate

Formally acknowledging contributions takes a little planning, but it builds relationships for the future and helps everyone close the chapter.

It is always good to celebrate at the end of a project, especially with your team members and other stakeholders. Have a few drinks and nibbles at the end of the debrief meeting or take everyone out to lunch or dinner. If you did the project on your own, take a day off or pamper yourself as a reward for a job well done.

Saying Thank you - Counting the ways
A mention in the Annual General Meeting
Personal thank you letters or certificates to volunteers
Public acknowledgment at the launch or opening
Use of media – radio, letter to editor
Celebrations for the project team and its supporters
If you're working on your own, don't forget to reward yourself!

Key steps for completing a project

- Consider if your deliverables need to be tested and test them
- Be prepared to provide support for a short period, if required
- Release your resources and team members
- Finalise the budget and acquit any funding
- Evaluate the project and update your plan
- Don't forget to thank everyone and celebrate the completion of your project

summary of key steps for project management

- Define the project
- Write a project brief
- Assess the project context
- Brainstorm a task list
- Identify the project categories and their main tasks
- List the sub tasks under each main task
- List all tasks in a logical order
- Number your tasks to create your work breakdown structure (WBS)
- Convert your sticky notes into a sequencing chart
- Estimate the time for the main tasks (and sub tasks, if required)
- Identify the start and end dates for the main tasks
- Identify team members and allocate tasks
- Identify the cost elements and add cost contingencies where appropriate
- Update the budget
- Review the plan to determine if it is feasible or if there is a better way to deliver it
- Determine the critical path
- Review risks and develop contingency plans
- Develop a Gantt chart
- Get the project started on time
- Establish 'ground rules'
- Establish informal and regular formal meetings
- Monitor and manage progress continuously with team members
- Identify and resolve issues
- Manage risks and changes
- Keep stakeholders informed of progress
- Test outcomes, if appropriate
- Provide support for a short period, if required
- Release your resources and team members
- Finalise the budget and acquit any funding
- Evaluate the project, update the plan
- Say thank you and celebrate

Project brief example

PROJECT BRIEF – KURRI KURRI

Kurri Kurri is located west of Newcastle with a population around 12,600. The town developed a mural project through the Towns With Heart (TWH) community program that includes the surrounding villages of Abermain, Stanford Merthyr, Weston, Heddon Greta, Pelaw Main and Neath.

The Mural Project commenced in 2003 with five murals showcasing the area's history with the aim of stopping some of the thousands of cars that pass through Kurri Kurri. Since 2003 over 50 murals have been developed and the project has had a large impact on the town. In the early stages the murals attracted ad hoc busloads of older demographic visitors who paid a gold coin donation for a guided tour of the murals. The project now charges a fee to all visitors for guided tours and meals and attracts regular bus tours throughout the year.

A big impact of the project was to create an identity for Kurri Kurri and the Towns With Heart. It differentiated them from the surrounding vineyard attractions and created another product in the local tourism mix. It established enormous pride in the community, which can be evidenced by the large number of volunteer guides who continue to work on the project. It also became an anchor for the Kurri Kurri Nostalgia Festival which commenced in the same year as a flagship event about rock n roll, classic cars, hot rods and all things from the 50's and 60's. In 2011 40,000 people visited the festival and the murals which is a big achievement for a small town.

The following project brief that was developed in 2003 at the start of the Mural Project is a good example of how big things can grow out of small beginnings:

PROJECT NAME: TOWNS WITH HEART MURAL PROJECT

Background

The Towns With Heart project was developed as part of the Community Economic Development Program, funded by the NSW Department of State and Regional Development (now NSW Trade & Investment). The program was initiated in an effort to address the local level of unemployment and to facilitate local business growth and development, thereby creating sustainable employment.

The committee operates as an excellent example of cooperation amongst a range of community groups and has wide representation on its Board from areas such as Council, business, health services, education, Tidy Towns Committees, Sport and Recreation, youth, tourism, heritage and the community. A Town Coordinator was engaged to coordinate the implementation of the Strategic Plan and the projects identified by the local community at a number of community meetings.

The Towns With Heart area is situated close to the Hunter Valley Wine Country, which has more than 1.5 million visitors each year. An opportunity existed to increase visitation and expenditure to the Towns With Heart area by attracting a percentage of the visitors already travelling to the nearby Wine Country.

Following some research into the success of other towns that have implemented a mural project, it was decided that this idea would work in the Towns With Heart area.

PROJECT BRIEF – KURRI KURRI - continued

Project Description

The project involves the production of a number of murals to showcase the many different aspects of the Towns With Heart community. The murals are linked to other community assets and attractions through the themes chosen. Each mural is developed along a specific community theme by a team of representatives from a community group or section.

The initial phase of the project involved the implementation of five murals within walking distance. The longer term goal is to develop a mural trail by extending the number of murals and locating them in some of the other towns within the area.

Project Aims

- To develop a unique attraction in the TWH area
- To increase visitation to the TWH area
- To increase tourism expenditure in the TWH area
- To showcase community assets in the TWH area
- To link important historical assets within the TWH area
- To build on community pride
- To involve a number of community groups on one project
- To build community leadership
- To support local businesses
- To promote project ownership
- To achieve a long term tourism product

Key Tasks

- Produce five murals
- Form five teams from different sectors of the community to oversee the research and development of the murals
- Establish a physical link between each of the murals and existing community assets and attractions

Financial Resources

- Grant funding will be sought from Planning NSW through the Area Assistance Scheme – initial discussions have been held
- Sponsorship will be sought for each mural
- Cash contribution from the Towns With Heart committee
- In-kind support from community groups
- Additional income sources such as postcards and walking maps will be investigated

Constraints

- Legal responsibilities of the wall owner and the mural owner will need to be agreed to and a contract prepared and signed
- Copyright will need to be sought for the murals
- Artists will need to be chosen on their suitability for the project and ability to work with community groups and volunteers
- Criteria will need to be developed for the murals, e.g. realistic rather than abstract, content to be approved by subcommittee of Team Leaders

Project Management

- Project Manager – Town Coordinator
- Team Leaders – nominated from each of the community groups
- Reporting – each Team Leader to report to Town Coordinator, Town Coordinator to report to TWH committee

PROJECT BRIEF – KURRI KURRI - continued

Main Tasks Methodology

Action	**Responsibility**
Determine criteria for murals	TWH Committee
Meetings with community groups to confirm their commitment • Richmond Main (Peter Meddows) • Rotary Club (Ken Warren) • Indigenous (Debbie Barwick) • Youth (Ron Besoff) • Nature (Tidy Towns)	Project Manager
Apply for grant funding	Project Manager
Form teams, establish Team Leaders	Project Manager
Identify and select sites	Teams
Wall (site) owners to be contacted	Project Manager
Legal responsibilities determined and documented	Project Manager
Render walls	Contractor
Mural content to be researched and developed	Teams
Mural content to be approved	Subcommittee of Team Leaders, TWH Committee
Quotes obtained for rendering, scaffolding, artists' materials, artists' time	Project Manager
Sponsorship to be sought	Teams
Artists to be selected and briefed	Teams
Mock-up of murals to be prepared	Artists
Community assistants to the artists to be selected	Teams
Assemble scaffolding	Contractor
Paint murals	Artists, community assistants
Launch murals to media, community	Team Leaders, Project Manager

PROJECT BRIEF – KURRI KURRI - continued

Main Tasks Methodology

Income

Source	Cash	In Kind	Total
Dept of Planning Grant	26,600		26,600
Sponsorship (5 x $2500)	12,500		12,500
TWH Project	2,500		2,500
Community contributions		10,800	10,800
TOTAL	**41,600**	**10,800**	**52,400**

Expenditure

Item	Cash	In Kind	Total
Legal Documentation	1,200	800	2,000
Rendering	5,000	2,000	7,000
Scaffolding	1,000	1,000	2,000
Paint, materials (at cost)	5,000	2,000	7,000
Artists (5 x 3 wks @ $1000 pwk)	15,000		15,000
Project Manager (1day/wk @ $30 ph)	11,500		11,500
Administration costs, rent	2,500		2,500
Audit	400		400
Research & development		5,000	5,000
TOTAL	**41,600**	**10,800**	**52,400**

Task scheduling chart example

Lismore, Nimbin & Villages Art Trail

Lismore Visitor Information Centre used the following simple chart to keep track of tasks when they developed a trail brochure.

Project Manager: Tanya

Project Notes: Plan updated every 4 months

Task		Responsible	Due date	Done
1	Research other tourism destinations re art /gallery trails incl. Northern Rivers (NR) content	Nathan	29/10/09	done
2	Develop invite for networking function & distribute to galleries/arts	Lisa	29/10/09	done
3	Ring Arts Northern Rivers Byron (ANR) Artist Trail re approx. prices for Samaya – Glass Creations	Nathan	29/10/09	done
4	Obtain costs for annual print run of brochure	Nathan	29/10/09	done
5	Contact Regional Arts NSW re funding options	Lisa	29/10/09	done
6	Liaise with ANR & Lismore Regional Gallery (LRG) re project & possible partner funding / feedback	Lisa	29/10/09	done
7	Determine designer for ALL collateral projects	Mitch	30/10/09	done
8	Determine content specs + terms & conditions for guide e.g. gallery must be open 3 days p/w	Lisa / Tanya	2/11/09	done
9	Determine essential elements for inclusion in trail brochure + preferred layout e.g. map, image, word count, DL size etc.	Lisa / Tanya	2/11/09	done
10	Research & identify artists / organisations / galleries for inclusion	Lisa / Tanya	2/11/09	done
11	Ring around galleries to determine appropriate date for networking function	Tanya	2/11/09	done
12	Update artist/gallery database	Barb / Tanya	2/11/09	done
13	Graphic designer to arrange prospectus for Art Trail brochure	Mitch	6/11/09	done
14	Host networking function in VIC re tourism services & development of trail brochure – cost neutral	Tanya	11-12/11/09	done
15	Send out prospectus & intro letter to database	Tanya / Lisa	End Jan	done

Lismore, Nimbin & Villages Art Trail - continued

16	Follow up all businesses re bookings & content	Tanya	16/02/10	done
17	Determine web presence for galleries & artist trail (similar format to Dining Guide)	Mitch / Tanya	5/03/10	done
18	Images for each listing obtained	Mitch	1/03/10	done
19	Assess quality of images to determine if additional photo shoot is required	Mitch	5/03/10	done
20	Operator sign-off on individual content	Tanya	10/03/10	done
21	Finalise content & send to designer	Tanya / Mitch	15/03/10	done
22	Image Shoot conducted of participating businesses (if required)	Mitch	7/04/10	done
23	Draft proof received & approved	Tanya / Mitch	22/04/10	
24	Final proof received & approved	Tanya / Mitch	29/04/10	
25	Distribute invitations for Art Trail launch	Tanya	1/05/10	
26	Printing – brochures received	Tanya	12/05/10	
27	Media release re Art Trail launch	Tanya / Mitch	17/05/10	
28	Launch of Art Trail	Mitch	18/05/10	
29	Distribute brochures	Tanya	18/05/10	
30	3 month evaluation and reporting with participating businesses on project	Tanya / Mitch	18/09/10	

Contingency planning example for risk management

ACTIVITIES ON THE RIVER – Lismore Herb Festival

Risk	Probability	Impacts	Rank-ing	Activity / Contingency	Evaluation
SES - training exercises on the river and riverside flats	Low	Injury	Low	SES boat rescue in the river and rescue exercises on the flats. • This is an existing week-end activity relocated to festival, with use of SES insurance for the activity • SES supervision / back-up	Fully supervised by SES training staff - worked very well, no mishaps
CANOE RIDES - Mishap on the river eg fall out of canoe	Medium	Drowning Injury	High	Educational canoe trips up the Wilson River • Two NPWS Rangers to ac-company each trip • All participants to wear life jackets • Children under 7 not al-lowed to participate • Use of NPWS insurance for the activity	NPWS Rangers paddled front and rear on all trips, trips were every ½ hour – made bookings for each trip – worked extremely well, no accidents
CANOE RIDES - Enter/ exit canoes from riv-erbank	High	Injury	High	Entering or exiting the canoes • Floating pontoon installed with ramp to riverbank • Safety ramp with railings installed and secured to bank • Rotary West insurance cover for ramp/pontoon • NPWS insurance cover for activity	Pontoon and ramp installed by Rotary West, dismantled and taken away via boats after the event- worked very well, no accidents or mishaps

Gantt chart examples

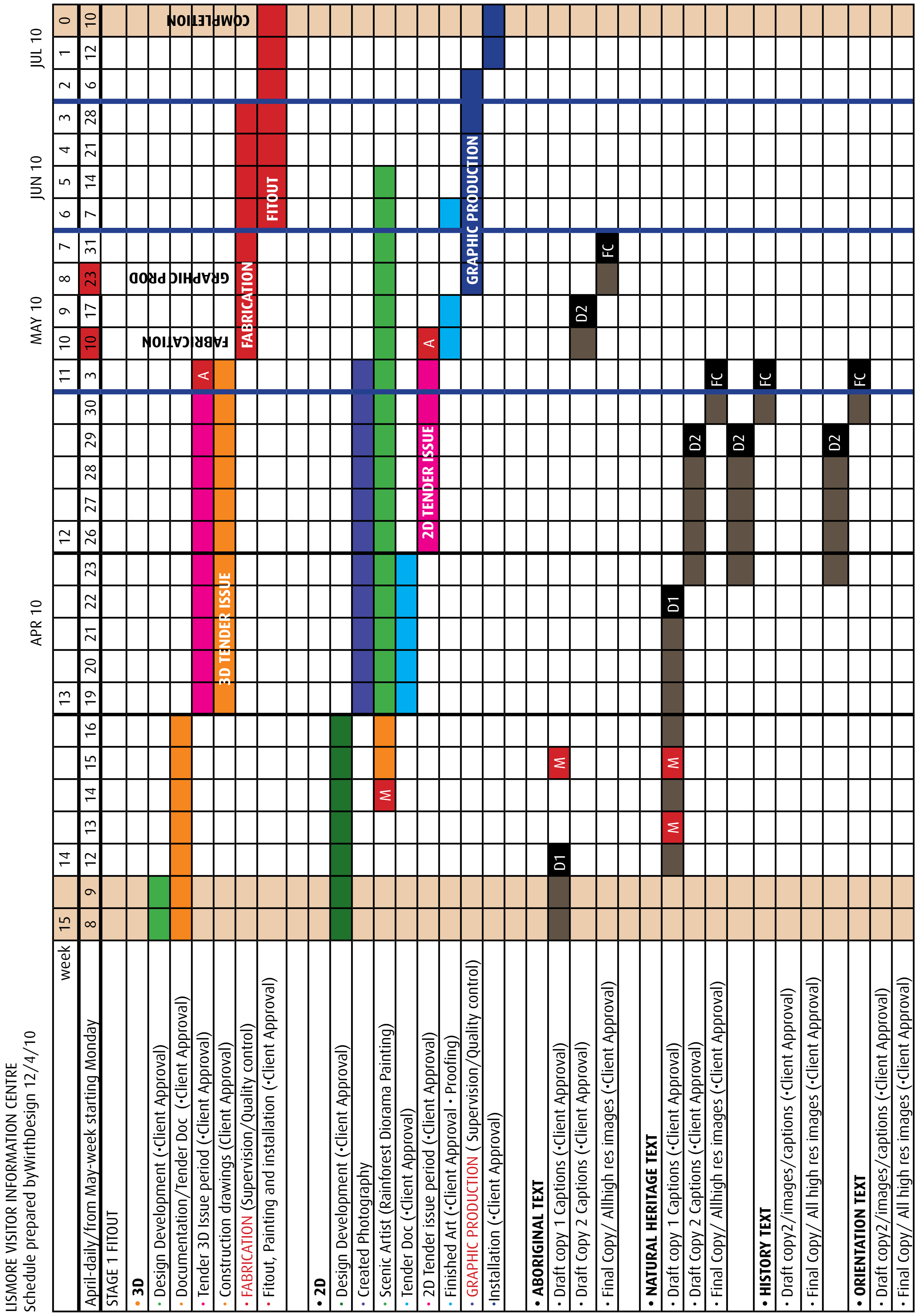
The following example shows a segment of a simple Gantt chart template that was developed for the Lismore Herb Festival by inserting a table in MS Word for the set up tasks. Tasks were listed down the left hand side column, times were listed across the top row. The 'who' column indentified the person or group responsible for the action. Each person or group had their own colour-coding. Conversely, the coloured lines on this chart could be ruled in by hand using different coloured pencils or felt pens.

ACTIVITIES ON THE RIVER – Lismore Herb Festival

SET UP SCHEDULE		Hours 6am – 3pm									
Task	**who**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**1**	**2**	**3**
Drop off barricades – Thursday 6pm	LCC										
Friday 5 June											
Set up barricades, close streets	Vols										
Set up Storm stage	JDS										
Set up Storm lights	JDS										
Set up Storm sound	JDS										
Set up bus stop (at the Pool)	Vols										
Set up toilets/bins	RW										
Set up tents, tables, chairs, water, cups, bins, Cultural stage floor	LPH										
Set up Cultural stage,chairs	Vols										
Set up Cultural public address sound system	JDS										
Set up Easy Listening lower stage	Vols										
Set up Easy Listening upper stage	Vols										
Pick & set up Easy fly tent	Vols										
Set up spider tents	BG										
Set up Easy public address sound system and power	Joy										
Set up Action Games	Joy										
Set up stalls	Bob										
Set up Information tent	Bob										
Raffle, box, survey etc to info tent	Vols										
Set up activities, displays	Bob										
Put up signs	Vols										

Similar charts with hourly timeframes were developed for the shut down schedule, with daily timeframes for the post event schedule and monthly timeframes were used for the pre event implementation.

The following Gantt chart was developed for the refurbishment of the Lismore Visitor Information Centre in 2010 using computer software, such as MS Project.



Work plan example

Caldera Institute for Sustainable Community Development

The **Caldera Institute for Sustainable Community Development** is a major project in the Tweed shire encompassing the villages of Chillingham, Uki and Tyalgum. The institute was established to promote innovation and behaviour change in residents and to facilitate community projects that reduce the district's carbon footprint, improve resource management, promote green jobs and improve the local economy. The project plan was developed as a work plan for the project manager, with the following excerpts as an example:

Objective 1: Initiate project			
Action	**Detail**	**Outcome**	**Timeframe**
Establish Community Institute for Sustainable Community Development (CISCD) as the instrument for implementing the project	Formalise internal reporting and accountability guidelines and mechanisms via MOU	Guidelines and MOU agreed and signed	By 31/1/10
Establish Reference Group of lead agencies to support and provide input into project development and implementation	To include, for eg. representatives of TSC, DEECW, NPWS, Tweed Tourism, education and service providers, TEDC	Reference Group established	By 20/2/10
Objective 2: Identify major projects/develop priority list			
Action	**Detail**	**Outcome**	**Timeframe**
Identify any action to date regarding prioritising and implementing the recommendations of, and key projects identified in, the Caldera Community Economic Transition Plan (CCETP)	Consult with Project Committee and lead community groups from the CETP to review and assess any progress to date on recommendations in the CCETP	Priority list agreed	By 20/2/10
Develop a list of priority projects	Provides agreement on prioritising Project Coordinator time in facilitating project initiation and implementation	Priority list agreed	By 20/2/10

continued on the following page

Objective 3: Establish project implementation framework			
Action	**Detail**	**Outcome**	**Timeframe**
Create and support Round Tables within the key CCETP project areas of Food & Agriculture, Integrated Trails/eco tourism and Alternative Energy	Project Coordinator to undertake the necessary analysis and liaison to identify key stakeholders, experts etc and facilitate establishment of relevant groups. In addition to those in 5,6 and 7 below, these could include: paddock to plate, sustainable agriculture and alternative energy	Establishment of at least three project Round Tables and implementation of a minimum of three major projects, one in each of the three key areas	1/10 ongoing
Where appropriate, create and support associated Community Working Groups to undertake elements of a project.	Project Coordinator to facilitate. Some working groups were established during the CETP process. Coordinator will need to identify and support these and facilitate their inclusion in the current process. It is anticipated groups will include: solar energy demonstration projects, sustainable agriculture, farmer's market, eco tourism, trails, paddock to plate, skills audit, education and information, emergency services planning.	Establishment and support of at least five Working Groups	1/10 ongoing
Arrange and facilitate Working Group meetings, workshops and forums	This provides the opportunity to both support groups and build capacity where appropriate	Facilitation of monthly working group meetings; facilitation of at least two forums/ workshops for Working Groups	1/10 ongoing