Project Plan
RESIDENTIAL PARKS ACT
Review Project

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Creation Date:	26/08/11
Last Revised:	26/08/11
Version:	1.0

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INTRODUCTION

Purpose of Plan

The Residential Parks Act Review Project Plan will provide a definition of the project, including the project's goals and objectives.

The Project Plan defines the following:

- Project purpose
- Business and project goals and objectives
- Scope and expectations
- Assumptions and constraints
- Project timeline

Background Information

The Affiliated Residential Parks Residents Association or ARPRA is the co-ordinating body of all affiliated associations in NSW. It is the peak resident's body.

All affiliates and the state body are manned by volunteers who work together for the sole purpose of protecting residents' rights whilst ever they hold a Residential Site Agreement with park owners.

Currently ARPRA represent park residents in an area from Bega in the south to Tweed Heads in the north.

The modern day ARPRA is more professional and we have a strong state committee that ensures that all members get a voice at all times.

Local affiliates or branches also have a committee and they hold regular meetings to keep members informed of what is happening at a state level. The state body speaks regularly at affiliate level to keep members updated on current legislation and resident's rights. Tribunal representation is usually by state body representatives of which there are 3 in total to cover NSW.

Most of cases relate to excessive rent increases and to prepare a submission for the Tribunal hearing takes approximately 100 hours. As the onus of proof is on the applicant (resident), they must present to the Tribunal evidence showing why they believe that the rent increase asked is excessive.

ARPRA participates in many consultative roles including:

- State Planning Meetings
- NSW Fire Brigades Safety Committee
- CTTT Consultative Forums

- PAVS Consultative Forums
- EWON Consultative Forums
- PIAC(Public Interest Advocacy Centre) Energy and Water Conference
- AER(Australian Energy Regulator) Consultative Committee
- Local Government Committee

We also participate in cross border discussions with other state residential park bodies to consult on industry wide changes.

ARPRA is well placed to undertake such a project. With a residents network from Tweed Heads in the North to Bega in the South and the development of a new Western Region network encompassing Albury, Dubbo, Parkes, Forbes, Singleton and upper Hunter, Gloucester and the Tenterfeild region.

ARPRA has conducted some 35 residential park forums in the last few years, and those forums have been attended by previous Fair Trading Ministers and Shadow Ministers, various Members of both the Lower and Upper Houses and other guests.

These forums allow both parliamentarians and departmental officers to better understand the issues facing park residents. ARPRA has some 300 volunteer staff that can assist in the delivery of materials, communication and implementation of the project, along with a strong and democratically elected state committee.

ARPRA has also shown that it is financially stable and economically responsible. ARPRA has a broad range of skilled volunteer staff and a diverse background of members. ARPRA has also invited non members to all forums and information days and recognizes that in the delivery of advocacy and information that not all residents wish to be or have the financial means to be members.

Therefore we adopt a policy that if a resident needs assistance then that assistance is not dependent upon membership.

In summary the ARPRA network provides the resident support and democratic structure the project must have in order to be successful in reaching and servicing the client strata within caravan parks, residential parks and manufactured home estates in NSW.

Project Approach

This section outlines the way we will roll out the plan, including the highest level milestones.

Plan:

Phase I: Organise into regions

Phase II: Plan regional forums and book facilities

Phase III: Distribute advertising and invitations to all residents

Phase IV: Conduct Forums and deliver information

Phase V: Collate resident responses and delineate subject matter

Phase VI: Provide a comprehensive written report and make publicly available on the findings.

GOALS AND OBJECTIVES

Business Goals and Objectives

The business goals and objectives for this project will focus on implementing a report that:

- Identifies major areas of concerns that residents face.
- Facilitates coordination and information sharing both internal and external to the participating organizations.
- Identifies areas of residential park living that are both positive and negative.
- Facilitates coordinated conciliation measures between resident and park owner.
- Provides high levels of quality data.
- Provides open and flexible suggestions for the future of residential parks.
- Facilitates the electronic capture of data at its source.
- Is easy to interpret.
- Eliminate redundant data entry throughout the organization.

Project Goals and Objectives

Project goals and objectives:

- Ensure that end users have input into the process.
- Accomplish project business goals and objectives within defined budget and time parameters.
- Minimize the stress and conflict that arises from Tribunal cases.
- Allow the Department to have a deeper and wider perspective of residential park living and the issues that face both resident and operator.
- To provide an increased understanding of the proposed changes to the act.

SCOPE

Scope Definition

The Project will identify the review of the act and its impact; including the following:

- Relationships between resident and operator
- Minimizing tribunal action
- Onsite conciliation agreements
- Delivery of information to resident
- Delivery of information to Prospective residents
- Rental affordability

Projected Budget

As attached

Milestones

The following represent key project milestones, with estimated completion dates:

Milestone	Estimated Completion Date
Phase I: Organise into regions	
Initial Steering Committee Meeting	01/10/2011
Regionalise and assign project teams	10/10/2011

Phase 2: Plan regional forums and book facilities………………………….30/10/2011

Phase 3: Distribute advertising and invitations to all residents…………….05/11/2011

Phase 4: Conduct Forums and deliver information………………………...17/11/2011

The first residents forum is planned for the 17th November 2011 attended by the Minister

And then a series of regional forums to discuss the residential parks act discussion paper and a conclusion to these forums is anticipated by May 2012.

Phase 5: Collate resident responses and delineate subject matter……….01/02/2012

Phase 6: Provide a comprehensive written report and make publicly available on the findings………………………………………………………………………….27/02/2012

ASSUMPTIONS

Project Assumptions

The following assumptions were made in preparing the Project Plan:

– Management will ensure that project team members are available as needed to complete project tasks and objectives.

– The Steering Committee will participate in the timely execution of the Project Plan (i.e., timely approval cycles and meeting when required).

– Project team members will adhere to the Communications Plan.

– All project participants will abide by the guidelines identified within this plan.

– The Project Plan may change as new information and issues are revealed.

– The project manager will be responsible for overseeing the project and will

   1. Develop informational material

   2. Travel to undertake advanced publicity of forums

   3. Assist with presentation of materials at forums

   4. Liaise with government departments and other relevant bodies

   5. Prepare management reports

   6. Liaise with the Volunteer Team Leader

CONSTRAINTS

Project Constraints

The following represent known project constraints:

– Project funding sources are limited, with no contingency.

Related Projects

None known.

Critical Project Barriers

Unlike risks, critical project barriers are insurmountable issues that can be destructive to a project's initiative. In this project, the following are possible critical barriers:

– Removal of project funding
– Natural disasters or acts of war

Should any of these events occur, the Project Plan would become invalid.

PROJECT MANAGEMENT APPROACH

Project Roles and Responsibilities

Role	Responsibilities	Participant(s)
Steering Committee	▪ Commits resources ▪ Approves major funding and resource allocation strategies, and significant changes to funding/resource allocation ▪ Resolves conflicts and issues ▪ Provides direction to the Project Manager ▪ Review project deliverables	Gary Martin Lesley Wakeling Jock Plimmer Marie McCormack Graeme Dunstan Arnis Birznieks
Project Manager	▪ Manages project in accordance to the project plan ▪ Serves as liaison to the Steering Committee ▪ Receive guidance from Steering Committee ▪ Supervises consultants ▪ Supervise vendor(s) ▪ Provide overall project direction ▪ Direct/lead team members toward project objectives ▪ Handle problem resolution ▪ Manages the project budget	Gary Martin TBA
Project Volunteers	▪ Understand the user needs and business processes of their area ▪ Act as consumer advocate in representing their area ▪ Communicate project goals, status and progress throughout the project to personnel in their area ▪ Review and approve project deliverables ▪ Creates or helps create work products ▪ Coordinates participation of work groups, individuals and stakeholders ▪ Provide knowledge and recommendations ▪ Helps identify and remove project barriers ▪ Assure quality of products that will meet the project goals and objectives ▪ Identify risks and issues and help in resolutions	To be identified by Steering Committee

Issue Management

The information contained within the Project Plan will likely change as the project progresses. While change is both certain and required, it is important to note that any changes to the Project Plan will impact at least one of three critical success factors: Available Time, Available Resources (Financial, Personnel), or Project Quality. The decision by which to make modifications to the Project Plan (including project scope and resources) should be coordinated using the following process:

Step 1: As soon as a change which impacts project scope, schedule, staffing or spending is identified, the Project Manager will document the issue.

Step 2: The Project Manager will review the change and determine the associated impact to the project and will forward the issue, along with a recommendation, to the Steering Committee for review and decision.

Step 3: Upon receipt, the Steering Committee should reach a consensus opinion on whether to approve, reject or modify the request based upon the information contained within the project website, the Project Manager's recommendation and their own judgment. Should the Steering Committee be unable to reach consensus on the approval or denial of a change, the issue will be forwarded to the Project Sponsor, with a written summation of the issue, for ultimate resolution.

Step 4: If required under the decision matrix or due to a lack of consensus, the Project Sponsor shall review the issue(s) and render a final decision on the approval or denial of a change.

Step 5: Following an approval or denial (by the Steering Committee or Project Sponsor), the Project Manager will notify the original requestor of the action taken. There is no appeal process.

Communications Plan

Disseminating knowledge about the project is essential to the project's success. Project participants desire knowledge of what the status of the project is and how they are affected. Furthermore, they are anxious to participate. The more that people are educated about the progress of the project and how it will help them in the future, the more they are likely to participate and benefit.

This plan provides a framework for informing, involving, and obtaining buy-in from all participants throughout the duration of the project.

Audience This communication plan is for the following audiences:

- Project Sponsor
- Steering Committee
- Project Manager
- User Group Participants
- Subject Matter Experts

Communications Methodology The communications methodology utilizes three directions for effective communication:

Top-Down It is absolutely crucial that all participants in this project sense the executive support and guidance for this effort. The executive leadership of the organization needs to speak with a unified, enthusiastic voice about the project and what it holds for everyone involved. This will be 'hands-on' change management, if it is to be successful. Not only will the executives need to speak directly to all levels of the organization, they will also need to listen directly to all levels of the organization, as well.

The transition from the project management practices of today to the practices envisioned for tomorrow will be driven by a sure and convinced leadership focused on a vision and guided by clearly defined, strategic, measurable goals.

Bottom-Up To ensure the confidence of the personnel involved in bringing the proposed changes to reality, it will be important to communicate the way in which the solutions were created. If the perception in the organization is that only the Steering Committee created the proposed changes, resistance is likely to occur. However, if it is understood that all participants were consulted, acceptance seems more promising.

Middle-Out Full support at all levels, where the changes will have to be implemented, is important to sustainable improvement. At this level (as with all levels), there must be an effort to find and communicate the specific benefits of the changes. People need a personal stake in the success of the project management practices.

Communications Outreach The following is a list of communication events that are established for this project:

Monthly Status Reports The Project Manager shall provide monthly written status reports to the Steering Committee. The reports shall include the following information tracked against the Project Plan:

- Summary of tasks completed in previous month
- Summary of tasks scheduled for completion in the next month
- Summary of issue status and resolutions

Monthly Steering Committee Meeting These status meetings are held at least once per month and are coordinated by the Project Manager. Every member of the Steering Committee participates in the meeting. The Project Manager sends the status report to each member of the team prior to the meeting time so everyone can review it in advance.

Bi-Monthly Project Team Status Meeting These status meetings are held every other month. Every member of the Project Team will be invited to participate in the meeting. Project Manager sends the status report to each member of the team prior to the meeting so everyone can review it in advance.

Website Use User Group Participants and Subject Matter Experts may be updated monthly at the discretion of the Project Manager. Information will be posted to the project's website.