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| **Business Case**  |
| **2022****Author/Directorate**  |
| **Document Reference:**  |

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| **Cover Sheet** |
| **Prepared By** |

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| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Manager / Project Manager** |
| Staff managing projects must have training and /or skills that match he demands of the project level. All projects as a minimum should be managed by a project manager who has achieved competencies at the Certificate IV in Project Management level or holds equivalent knowledge and experience.   |

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| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Endorsed by Project Sponsor (Deputy Secretary or Deputy Commissioner)** |

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| **Name**  |  |
| **Signature**  |  |
| **Email**  |  | **Phone:**  |  |

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| **Endorsed by Senior Supplier / Asset Custodian** |

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| **Name**  |  |
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| **Endorsed by Asset Owner**  |

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| **Name**  |  |
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| **Stakeholder Endorsement**  |

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| **Name:**  | **Signature:**  | **Department:**  | **Date**  |
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| **PCG Endorsement** |

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| **PCG** | **Date** | **Minutes Doc Reference** |
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| **Version Control**  |

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| **Version #**  | **Doc Reference**  | **Author**  | **Comments**  | **Date**  |
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|  | **Contents**  |  |
|  |  |
| **Part A: Executive summary**.................................................................................................................................... |  |
|  |  |
| **Part B: Defining the Problem**................................................................................................................................. |  |
|  |  |
| 1. Background........................................................................................................................................................... |  |
| 2. Definition of the problem and evidence for its existence....................................................................................... |  |
|                2.1 Problem analysis and evidencen.......................................................................................................... |  |
|                2.2 Timing considerations........................................................................................................................... |  |
| 3. Strategic Fit............................................................................................................................................................ |  |
|  |  |
| **Part C: Solution**........................................................................................................................................................ |  |
|  |  |
| 4. Strategic Interventions............................................................................................................................................ |  |
| 5. Options Comparison............................................................................................................................................... |  |
|                5.1 Options Comparison table..................................................................................................................... |  |
|                5.2 Stakeholder Engagement...................................................................................................................... |  |
|                5.3 Cost estimates....................................................................................................................................... |  |
|                5.4 Internal Reprioritisation.......................................................................................................................... |  |
| 6. Benefits of the recommended option...................................................................................................................... |  |
| 7. Critical assumptions, constraints, and dependencies............................................................................................. |  |
|  |  |
| **Part D: Delivery of recommended solution** |  |
|  |  |
| 8. Project Scope........................................................................................................................................................... |  |
|                        8.1 Inclusions........................................................................................................................................ |  |
|                        8.2 Exclusions....................................................................................................................................... |  |
| 9. Assessment and management of risks and sensitivities.................................................................................. |  |
|                       9.1 What are the Key Risks............................................................................................................ |  |
|                       9.2 How will the risks be mitigated................................................................................................. |  |
|                       9.3 Arrangements for ongoing risk monitoring and management................................................... |  |
|                       9.4 Likely impact on key stakeholders............................................................................................ |  |
| 10. Readiness and implementation process......................................................................................................... |  |
|                      10.1 What is the organization's capability to deliver the project....................................................... |  |
|                      10.2 What are the current market conditions in relation to delivering this project............................ |  |
|                      10.3 Describe the proposed Implementation process...................................................................... |  |
| 11. Governance..................................................................................................................................................... |  |
| 12. Project Timelines............................................................................................................................................. |  |
| 13. Asset Management.......................................................................................................................................... |  |
| 14. Staffing Requirements..................................................................................................................................... |  |

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|  | **Part A: Executive Summary**  |  |
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|  | The executive summary should highlight the overall story and key points of the business case including the proposed outcomes that are to be achieved and the drivers for this funding request. It should specify: * the problem or issue that the initiative will address.
* the merit of the proposal and how it delivers a critical need.
* why this is considered to be the most effective and efficient way to deliver the proposed benefits/outcomes; and
* any additional context (such as interface with other initiatives).

Tips: * The executive summary should be no longer than 1 page.
* CAMMS needs to clearly understand what is being delivered for the requested investment. This should link to performance measures and outcomes. For example, ‘This investment will deliver an additional ‘x’ which will increase response time by ‘y’. This will meet current and forecast demand by ‘z’.
* Where a proposal faces considerable uncertainty, the executive summary and business case should convey options to flexibly deal with that uncertainty. The executive summary should only include enough information for the decision-maker and others to determine whether the proposed project is justifiable, affordable, and achievable. Try to limit the executive summary to one page.
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|  | **Executive Summary:** Executive Summary Test |  |

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|  | **Part B: Defining the Problem**  |  |
|  | ****1. Background**** * Describe the context and background to introduce the problem and benefits from addressing the problem.
* Outline the existing service-related outputs, previous/current/future funding allocations, existing asset base and resource commitments (including lapsing status). This might include a discussion of current service funding, service distribution and levels, and underlying drivers of those services.
* This section may also introduce providers and stakeholders relevant to the problem.
* Provide details of how this service need is currently addressed:
* You could also briefly outline the steps taken to develop the Business Case, e.g., Who did you consult about it and what approvals or endorsements did they give for the contents?

**2. Definition of the problem and evident for its existence** **2.1 Problem analysis and evidence** * Clearly state the problem(s)/service need(s) in terms of cause and effect.
* The focus should be on identifying the existing gap that is to be addressed by this proposal and include evidence of the cause (e.g., market failure, social need) and effect of the problem(s)/service need(s), including the extent and nature of demand and the need for investment.
* Describe what approaches have been taken to address this problem.

Tips: * In plain English, explain the problem(s) needing to be solved.
* Present the cause of each problem (e.g., who is affected, and how they are affected).
* Describe the nature of the problem (e.g., whether it is immediate, transitory, ongoing, or escalating).
* Provide the evidence of both the cause and effect of the problem. Evidence might include:
	+ demand forecasts with assumptions.
	+ key performance indicators (KPIs) on current performance levels; and/or

facts/examples of the problem **2.2 Timing considerations** * Describe why the problem needs to be addressed by CAMMS as part of this budget.
* Explain the implications of delaying a response to the defined problem such as:
	+ reductions in the level of service (quality/quantity/timeliness) or rationing will be experienced.
	+ failure to meet government commitments or legislative requirements.
	+ requirement for urgent action at additional cost.
	+ lead time for investment to become operational; and
	+ any dependencies with related service requirements.
* Any connections to long-term planning documents / targets or commitments (e.g., policy statements)
* Explore whether the problem is suited to a staged response, and interface with other programs underway.

**Timing considerations:** Timing considerations of client Test |  |
|  | **3. Strategic fit** Show how the proposed investment impacts Balance Scorecard measures indicating both the changes relative to current levels and the timing of that impact (the Balance Scorecard is available on the CAMMS intranet (Corporate Strategy and Planning) * Contributes to improve PPRR (Prevention, Preparedness, Response, Recovery) outcomes,
* is consistent with relevant legislation, regulations, and policies,
* Is consistent with funding commitments and budgets.
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|  | **Part C: Solution**  |  |
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|  | ****4. Strategic interventions**** |  |
|  | In this section outline what are the interventions/approaches that could be taken to address the problem and deliver the desired benefits. Such approaches might include:* Demand side responses – better managing or reducing the demand for services
* Supply side responses – opportunities to increase the supply of services
* Productivity responses – getting more out of existing/resources.

It is not necessary to identify interventions in all three categories.  Rather, focus on demonstrating that you have considered all reasonable possibilities.Enter the criteria used to evaluate each of the potential interventions. In the Outcomes column specify if an intervention will be developed into an option explored in the business case or, state why an intervention may not be feasible and not developed into an option. |  |
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| **Interventions** | **Achieves Objectives** | **Achieves interagency interoperability** | **Environmental Impact** | **Value for Money**  | **Feasible** | **Outcomes** | **Criteria 4**  | **Criteria 5**  |
| Invention 1 | Yes | No | Not Applicable | Yes | No | Outcome 1, Outcome 2, Outcome 4 |  |  |

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|  | ****5. Options Comparison****Compare the range of options you explored. At a minimum, provide at least three options, including an option to do nothing (i.e., manage the problem using the existing approach/resources) or to provide a partial or full solution. ***Non Asset solutions should also be considered***.What is a non-asset solution?           Have you identified any other methods to deliver the service or resolve the problem without increasing the CAMMS’s asset base?           Non-asset solutions consider alternative methods that will achieve the desired outcome without adding new asset ownership/capacity. For each option, discuss the risks, timeframes, assumptions and feasibility in more detail or refer to a separate document where this information is contained. |  |

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|  | **5.1 Options Comparison table**  |  |
|  | Provide a comparison of the options in a table. Summarize any advantages, negative impacts and risks associated with each option  |  |
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| **Option Title**  | **Option Description**  | **Advantage**  | **Disadvantage**  | **Risk**  | **Est. Capital Budget**  | **Recurrent Budget**  |
| Option 1 (Preferred Option) | Option 1 | Test 1 | Test 1 | Test 1 | 850 | 550 |
| Option 2 | Option 2 | Test 2 | Test 2 | Test 2 | 2000 | 400 |

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|  | **5.2 Stakeholder Engagement**  |  |
|  | Discuss how stakeholders were consulted and engaged during the development of the options and how their requirements have been included in the proposal.  Include stakeholders from both the end-user/customer side and supply side (Senior User, Senior Supplier, Fleet, ICS, Property etc.). Relevant accountable and responsibility parties include: **Asset Owner:**   Accountable steward for all CAMMS owned/controlled assets.  Asset ownership is vested at the Executive Director (ED)/Deputy Chief Office (DCO) level **Asset Custodian:** Responsible for overall asset planning, data management, and end of life decisions, in consultation with the Asset Manager.  Asset custodianship is vested at the Director/Assistant Chief Fire Officer (ACFO) level **Asset Manager:** Responsible for, and provides technical support to, overall asset planning, data management and end of life decisions in consultation with the Asset Custodian. **Asset End User:**   Responsible to define asset user requirements, operate assets while in service and provide asset performance feedback to the Asset Manager.  |  |
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| **Stakeholder Group**  | **Stakeholder Name**  | **Stakeholder Position**  | **Interest in Project**  |
| CAMMS Executives | Stakeholders |  | TEST |

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|  | **5.3. Cost Estimates** |  |
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|  | Tables for cost/benefit analysis of each option are provided below.  In the text provide the basis of the total estimated costs for each option, such as benchmarking against similar projects. Outline what you included and excluded, any contingencies built in, and any assumptions behind the estimates. Show the range of accuracy (e.g., +/- 10 per cent) behind the estimates.Complete a cost estimates table for each option. Include as many components as needed, e.g., design, project management costs, building, and equipment or software development and estimates of external resources e.g., procurement and legal. Estimate the costs by year based on an anticipated start date. Include any cost offsets e.g., savings, revenue, avoided costs in brackets. Consider the cost of a vehicle if required.It is important to note any ongoing maintenance, support or other costs, as they will not be capitally funded. Key stakeholders and department Managers must be consulted to ascertain the likely cost and resource impact for ongoing support and maintenance.Capital Budget: Costs of developing the project.Recurrent Budget: Costs of maintaining or reviewing the output of the project once completed. Benefit / Revenue: Estimated income  |  |
|  |  |  |
|  | Capital Budget

|  |  |  |  | **21/22** | **21/22** |
| --- | --- | --- | --- | --- | --- |
| **Activity Description** | **Cost Centre** | **GL** | **Total Cost** | **Cost** | **Cost** |
| Capital Expenditure | Cost Centre | GL | $82,000 | $80,000 | $2,000 |
| Contingency | Cost Centre | GL | $150 | $90 | 60 |
|  |  |  | **$82,150** |  |  |

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|  | ****5.4 Internal reprioritization**** |  |
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|  | If the initiative is proposed to be funded through some offsets/internal reprioritization, provide details of the nature of the reprioritization option nominated, including* a description of the offset/internal reprioritization.
* the reason(s) why this offset/internal reprioritization has been selected including the likelihood of this being achieved or how it has been calculated.
* how this internal reprioritization is being achieved (i.e., what efficiencies are being introduced, what is being discontinued or reallocated and what is the impact on service delivery/outputs); and the impact of the offset/internal reprioritization on performance measures and delivery of commitments

if no offset/internal reprioritization is proposed, describe how the initiative would be funded if reprioritization was required. |  |
|  | ****6. Benefits of the recommended option**** |  |
|  | This section should clearly outline the benefits CAMMS is receiving for the requested investment. This may include information on:* Value for money (consider relevant financial and non-financial costs and benefits including fit for purpose of the solution, flexibility of the proposal, environmental sustainability of the proposed goods and services, and whole of life costs).
* impact this proposal will have on the existing service level or quality.
* improved outcomes.
* effectiveness; and
* key high-level economic and social and benefits.
* KPIs should be SMART (specific, measurable, achievable, relevant, time-oriented). Who is the person/group responsible for seeing that the benefits are realized (usually the business owner)?
* Types of benefits:

       - Economic benefit - or one which results in a financial improvement, such as increased income. And/or       - Effectiveness benefit - which involves doing things better or to a higher standard, for instance, a reduced number of failures; and/or        - Efficiency benefit - doing more for the same, or the same with less, for example, processing more enquiries with the same number of people       - Social, environmental and community benefits |  |
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| **Benefit** | **Description**  | **Type of Benefit**  | **Dependencies to Achieving benefit (external to project)**  | **What will be used to measure the benefit?**  | **Baseline KPI**  | **Target KPI**  | **Benefit Owner**  |
| test benefit1 | test1 | Effectiveness | TEST2 | TEST2 | TEST2 | TEST2 | Joe Smith |

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|  | **7. Critical assumptions, constraints and dependencies** |  |
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|  | ​​​​Use this section to summarize information about any constraints or assumptions about the feasibility of the proposal and project baselines. For example, outline the constraints on any of the following: * deadlines (e.g., solution must be delivered by [date])
* budget (e.g., budget limit of [$x] over [number] years)
* staff and contracting resources (e.g., [resource x] will/will not be available) and supplier availability
* any organizational change required
* any uncertainties or regulatory, legislative or policy changes affecting the proposal
* tolerances (i.e., level of variation permitted for schedule, scope, quality and budget)
* method (e.g., the procurement approach if any, procurement complexity, limits on out-sourcing, restrictions on software licensing etc.).
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| **Table:**  |
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| **NO**  | **Assumption**  | **Effect on proposed investment**  |
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|  | **Part D: Delivery of recommended solution**  |  |
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|  | **8. Project Scope**  |  |
|  | Define for the decision-maker(s) what the project (if established) will and will not deliver (the baseline). Define this in terms of the proposed major outputs or products, not as a restatement of the proposed project benefits.  |  |
|  | **8.1 Inclusions** This project will deliver: * what will be delivered.
* how many.
* to whom.
* by whom.
* where, and
* over what timeframe.

     ****8.2 Exclusions**** This project will not deliver: * List each major Product/output that are out of scope

     ****9. Assessment and management of risks and sensitivities**** Provide a detailed risk assessment of the recommended solution, outlining key risks. Describe how the risks will be mitigated, including management strategies. The risks may highlight the need for a flexible approach to the investment, e.g., where the uncertainties may be resolved at a point in time (e.g., success or failure of a pilot study) and flexibility can be built in to allow an informed decision at this time (e.g., whether to proceed with the full investment). Include an overview of proposed arrangements for ongoing risk monitoring and management. Provide an overview of the likely impact on key stakeholders and outline their position in relation to the project. Describe how these stakeholders will be engaged and proposed communication / change management strategy. Include any implementation risks CAMMS should be aware of. Tips: In identifying the key risks to consider, the following is a (non-exhaustive) list of risk categories: commercial; completion; contractual; demand; economic; environmental; financial; implementation; management; organizational; political; regulatory; supply; technological and workforce ****9.1 What are the Key Risks:**** Provide a detailed risk assessment of the recommended solution, outlining key risks **9.2 How will the risks be mitigated:** Describe how the risks will be mitigated, including management strategies. The risks may highlight the need for a flexible approach to the investment, e.g., where the uncertainties may be resolved at a point in time (e.g., success or failure of a pilot study) and flexibility can be built in to allow an informed decision at this time (e.g., whether to proceed with the full investment). **9.3 Arrangements for ongoing risk monitoring and management:** Include an overview of proposed arrangements for ongoing risk monitoring and management. Provide an overview of the likely impact on key stakeholders and outline their position in relation to the project. Describe how these stakeholders will be engaged and proposed communication / change management strategy. Include any implementation risks MFB should be aware of. **9.4 Likely impact on key stake holders:** Tips: In identifying the key risks to consider, the following is a (non-exhaustive) list of risk categories: commercial; completion; contractual; demand; economic; environmental; financial; implementation; management; organizational; political; regulatory; supply; technological and workforce. **10. Readiness and implementation process** **10.1 What is the organization's capability to deliver the project** Provide an overview of the preferred solution’s readiness for implementation as planned, this may include: * Deliverability within the proposed project cost and phasings.
* The organization’s capacity and skills to deliver this project and cope with the increased workload.
* Market conditions and capacity (e.g., workforce, skills shortage); and
* Other factors (e.g., legislative changes required).

**10.2 What are the current market conditions in relation to delivering this Project** Describe the proposed implementation process including managing: * organizational change (What process, systems, policies, skills, work environments need to potentially change in order for the proposed solution to be implemented?)
* stakeholders.
* risks and issues (e.g., timeliness, budget, knowledge management, governance).
* procurement.
	+ Has the Procurement Category Manager been engaged in the development of the proposal?
	+ Have you undertaken procurement training at CAMMS?
	+ Is an RFQ or RFT required?
	+ Do you understand all the procurement steps and timelines for this proposal?
	+ Have the impacts of ministerial directions and Acts been considered and factored into the procurement process?
	+ A sourcing plan may need to be developed at a later stage of the project in consultation with Procurement

****10.3 Describe the proposed Implementation process**** Describe the proposed implementation process in detail |  |

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|  | **11. Governance** |  |
|  | Provide a high-level governance structure for the project consistent with finance, contracts & procurement and PMF, AMF showing the decision-maker(s), the key stakeholder representatives, and the project organization. |  |
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| **Name**  | **Position**  | **Description**  |
| Andrea West | Procurement Representative | The role assists the project with all procurement activities conducted by the project |
| Joe Smith | Planning Investment Committee Representative | This role will work as the liaison between the Planning and Investment Committee and all projects. |
| Joe Smith | PMO Representative |  |
| Joe Smith | Project Manager |  |
| Joe Smith | Project Sponsor | The sponsor is ultimately accountable and responsible for the delivery of the project outcomes |
| Joe Smith | Senior Supplier | The role represents the interests of those designing, developing, facilitating, procuring and implementing the projects products. |

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|  | **12. Project Timelines** |  |
|  | Outline the timelines for this initiative, including details of key implementation components or project milestones. Insert as many items as necessary and include both the forecast start and end dates.Dates are required for the following five milestones. (All projects are published in Budget Paper No. 4: State Capital Program and are required to report against these milestones for inclusion in the Major Projects Performance Report):

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| 1) | Tender released – First procurement documentation released to market. |   |
| 2) | Contract signed – The contract for both parties is expected to be signed. |   |
| 3) | Building commenced – Building of first project deliverable commenced |   |
| 4) | Building completed – Building of final project deliverable completed |   |
| 5) | Operations commenced – The asset is due to commence delivery of services.  |

Advise if any independent estimates, e.g., comparison with similar completed projects were used to establish these timelines. If necessary, attach a Gantt chart showing the main project milestones. It is the responsibility of the Project Manager or equivalent to work with key stakeholders including Contracts & Procurement and Legal to ascertain the appropriate milestones for the procurement and contract. Contact the PMO if you require guidance.  |  |
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| **Milestone** | **Start Date** | **End Date** |
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|  | **13. Asset Management**  |  |
|  | For any introduced assets, provide information on which department will be the asset custodian / manager.  A representative will be required to sign the Asset Management Proposal (cover sheet) acknowledging the future requirement. Before submitting your Asset Management Proposal to the PMO delete the guidance prompts throughout the document (blue italic) and guidance information on pages 2 -6.    |  |
|  | **14. Staffing Requirements**  |  |
|  | You must outline the required staff for the preferred option. Include Internal and External staff.  (Internal staffs are identified in this table to show the full resourcing requirements, but not included in the costings tables.  External staffs are included in the costings table). For the first year, map out resourcing requirements aligned with your planned project activities.  Refer to the examples below, and include these resources if applicable: * Do you need to recruit? Include a Talent Acquisition resource.
* Do you need to procure? Include the C&P Category Manager and the Legal department (for contract development)
* Does your project have dependencies on the engagement of various subject matter experts? Include these roles and the periods in which they will be required to work on the project.

Most departments have resourcing constraints and need to be aware, ahead of time, of your requirements. Engage with the areas/people your project is dependent on to ensure that your project can be delivered according to the plan.  By engaging various stakeholders, may also identify resourcing requirements that you had not considered, for example, a Business Analysis to map out business processes. In consultation work out how many days of each month a resource will be dedicated to you project. (FY20/21 working days are shown).  |  |
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| **Role**  | **July**  | **August**  | **September**  | **October**  | **November**  | **December**  | **January**  | **February**  | **March**  | **April**  | **May**  | **Jun**  |
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