

Web Publishing Framework Project Outcome Realisation Plan

Version 1.1, 18 October 2006

Acknowledgements

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Kath Noyes, Carol Bond and Kathy Kuryl, IAPPU

This document has been derived from a template prepared by the Department of Premier and Cabinet, Tasmania. The structure is based on a number of methodologies as described in the *Tasmanian Government Project Management Guidelines*.

For further details, refer to <http://www.egovernment.tas.gov.au>.

DOCUMENT ACCEPTANCE and RELEASE NOTICE

This is Version 1.1 of the Tasmanian Government Web Publishing Framework Project Outcome Realisation Plan.

The Outcome Realisation Plan is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

PREPARED: _____ DATE: __/__/__

(for acceptance) Maria Jeffries, Project Manager, TGWPFP

APPROVED: _____ DATE: __/__/__

(for acceptance) Kathy Kuryl, Manager, Better Practice Program, IAPPU

ACCEPTED: _____ DATE: __/__/__

(for release) Siobhan Gaskell, Project Sponsor on behalf of the Steering Committee

ACCEPTED: _____ DATE: __/__/__

(for release) Mitchell Knevett, Project Sponsor on behalf of the Steering Committee

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Section Title	Section Number	Amendment Summary
Outcomes/Benefits Responsible Business Owners	2.2	Modify Outcomes to reflect Steering Committee decision
	2.3	Reflect confirmation of agreed business ownership status
Outcome Realisation Map	2.4	Modify Outcomes to reflect Steering Committee decision
Target Outcomes & Performance Measures	2.5	Modify Outcomes and Target Outcomes to reflect Steering Committee decision
Output 5 – Usability Guidelines	4.5	Clarification of Business Owner to reflect changes in Section 2.2
Output 10 – Web Content Management Guidelines	4.10	Clarification of Business Owner to reflect changes in Section 2.2

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1 Introduction

1.1 Document Purpose

Once a project delivers outputs to the Business Owner(s), they must be utilised to enable the project's outcomes to be generated and realised. This stage of the project is therefore referred to as 'Outcome Realisation'.

The Tasmanian Government Web Publishing Framework Project ('the Web Publishing Framework Project') Business Plan (Version 2.0, April 2006) identified the following business owners for a range of outputs delivered by the project:

- Inter Agency Policy and Projects Unit (IAPPU), Department of Premier and Cabinet;
- Communications Unit, Department of Premier and Cabinet;
- State Library of Tasmania, Department of Education.

The purpose of the Web Publishing Framework Project Outcome Realisation Plan (ORP) is to ensure that:

- The final stages of the Project are managed in a satisfactory manner;
- The utilisation of the project's outputs are linked to the planned project outcomes;
- That the success of the project's outputs are assessed and corrective action performed if required; and
- The planned project outcomes are achieved prior to formal project closure.

As the management document for the project's Business Owners, the Web Publishing Framework Project ORP specifies the necessary steps to enable a successful transition from Project mode to operational program by:

- Defining the governance structure and support processes required for continuous revision, redevelopment and enhancement of the Framework as a whole;
- Confirming the responsibilities of relevant Business Owners and the agreed business processes for the continuing development and ongoing maintenance of the outputs after the closure of the project;
- Highlighting risks for the Business Owners in relation to achievement of the stated target outcomes and long term benefits; and
- Identifying measures for determining progress towards achievement of the stated target outcomes and long term benefits.

1.2 Intended Audience

The intended audience for this document is

- The Web Publishing Framework Project Steering Committee (includes relevant output Business Owners); and
- The Inter Agency Steering Committee (IASC), as the Project's Corporate Client.

The following assumptions apply:

- The Web Publishing Reference Group will act as representatives of Tasmanian Government Agencies who are the identified customers for the resources of the Web Publishing Framework and continue their role as an active community of practice after the project is closed;
- As all published Guidelines have been endorsed by the Inter Agency Steering Committee, agencies are expected to apply them over time; and
- As the Outcome Realisation Plan proceeds through a series of iterations during the life of the project, its structure, emphasis and intended audience may change as ownership of individual outputs is confirmed.

1.3 Strategic Context

The Web Publishing Framework Project Steering Committee approved the Tasmanian Government Web Publishing Framework Strategy Statement on 19 January 2005. The Inter Agency Steering Committee endorsed the statement on 15 February 2005. The Strategy Statement stands alone as the philosophy at the centre of the Tasmanian Government Web Publishing Framework and upholds the following principles:

- Web publishing is an important, effective and developing channel for communicating with, and delivering services to the Tasmanian community;
- Website effectiveness must be understood from the users' perspective (eg. ease of use, currency and accuracy of information, consistency);
- Collaboration supports better web publishing practices across Government;
- Ongoing website maintenance has resource implications for Agencies so business needs and outcomes must be clear; and
- Regular evaluation of websites is required to ensure business outcomes are being achieved.

2 Outcome Realisation

2.1 Project Objective

To establish the *Tasmanian Government Web Publishing Framework* – a collaborative model for whole-of-government web publishing better practice.¹

2.2 Outcomes/Benefits

The agreed Outcomes/Benefits² the Web Publishing Framework Project seeks to achieve from the utilisation of the project outputs are:

Table 1 – Outcome ownership

Long Term Outcomes/Benefits	Accountable Business Owner(s)
Improved standards for web publishing across the Tasmanian State Service	IASC
Increased knowledge and skills in web publishing across the Tasmanian State Service, through sharing information, resources and experience	IAPPU

2.3 Responsible Business Owners

Given the structure of the Tasmanian Government Web Publishing Framework is comprised of a collaborative model and a range of resources (ie. Guidelines, templates, toolkits etc), two areas of business ownership responsibilities have been defined in the context of ongoing program management.

Substantive Business Owner: Recognised subject expertise and/or substantive responsibility for relevant policy and/or legislation. Responsibilities include:

- Maintaining the project outputs to reflect relevant policy, practice, trends and/or standards, to ensure their currency, quality and accuracy;
- Agreeing to appropriate resourcing based on identified requirements for output maintenance and enhancement, subject to internal business priorities.

¹ Tasmanian Government Web Publishing Framework Project Business Plan Version 2.0 (April 2006), Section 2.2

² Tasmanian Government Web Publishing Framework Project Business Plan Version 2.0 (April 2006), Section 2.3

Operational Business Owner: Facilitation and coordination to enable the Substantive Business Owners meet their responsibilities for output maintenance. Responsibilities include:

- Facilitation and coordination of relevant activities to support the Substantive Business Owners in meeting their responsibilities in output/resource maintenance (eg. revision timelines, coordination of review process, collation of Reference Group feedback and coordination of development of new guidelines or resources as/when required);
- Managing the outputs after Project Closure (eg. Program forward planning including coordination of the website, forum schedule etc) to enable full use by the Project Customers (ie. Web Publishing Reference Group and community of practice);
- Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities; and
- Tracking and monitoring realisation of project Target Outcomes for reporting to the Project Sponsor (ie. the IASC).³

As outputs of the Project, the Guidelines form two classes:

- Implementation (Policy) Standards and Guidelines – representing a substantive expansion/alteration to the Tasmanian Government Web Publishing Framework (ie. the Standards and Guidelines) requiring endorsement of implementation by IASC (and in some instances Heads of Agency); and
- Better Practice Guidelines – providing supporting information and guidance for agencies on web publishing better practices with only minor, if any, changes required to the Framework.

The following table summarises the Business Owner role in relation to each set of Guidelines. Responsibilities and accountability for each set of Guidelines have been detailed separately in Section 5 because ongoing management strategies may differ.

³ *Tasmanian Government Project Management Guidelines* Version 6.0 (March 2005), Section 3 Governance

Table 2 – Output ownership

Outputs	Substantive Business Owner ⁴	Operational Business Owner ⁵
Tasmanian Government Web Publishing Framework	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Tasmanian Government Web Publishing Strategy Statement & Principles	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Tasmanian Government Web Publishing Standards	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Design and Navigation Guidelines (including Templates, Tools and Style Sheets)	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Usability Guidelines (incorporates accessibility requirements)	State Library, Department of Education	IAPPU, Department of Premier and Cabinet
Metadata Guidelines for Discoverability	State Library, Department of Education	IAPPU, Department of Premier and Cabinet
Web Domain Naming Guidelines	Communications Unit, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Toolkit: Monitoring and Evaluating Websites	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Toolkit: Maximising Search Engine Functionality	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Web Content Management Guidelines	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet
Intellectual Property and Content Ownership Guide	IAPPU, Department of Premier and Cabinet	IAPPU, Department of Premier and Cabinet

Note: Output 12 - Personal Information Protection Legislation compliance requirements are addressed via Output 4 (Design and Navigation Guidelines).

⁴ In the context of ongoing program management, the role of Substantive Business Owner has been agreed based on recognised subject expertise and/or substantive responsibility for relevant policy.

⁵ In the context of ongoing program management, the role of Operational Business Owner includes facilitation and coordination to enable the Substantive Business Owners meet their responsibilities for output maintenance.

2.4 Outcome Realisation Map

By mapping the project outputs against the agreed project outcomes, it is possible to understand how use of the outputs will contribute to achievement of specific outcomes.

Table 3 – Outcome Realisation

Output Number #			A	B
	Name of	OUTCOMES	Improved standards for web publishing across the Tasmanian State Service	Increased knowledge and skills in web publishing, through sharing information, resources and experience
	OUTPUT & OWNERSHIP			
1	Tasmanian Government Web Publishing Framework (collaborative model)	IAPPU, Department of Premier and Cabinet		✓
2	Tasmanian Government Web Publishing Strategy Statement & Principles	IAPPU, Department of Premier and Cabinet	✓	✓
3	Tasmanian Government Web Publishing Standards	IAPPU, Department of Premier and Cabinet	✓	✓
4	Design and Navigation Guidelines (including Templates, Tools and Style Sheets)	IAPPU, Department of Premier and Cabinet	✓	✓
5	Usability Guidelines	TBC	✓	✓
6	Metadata Guidelines for Discoverability	State Library of Tasmania, Department of Education	✓	✓
7	Web Domain	Communications		

	Naming Guidelines	Unit, Department of Premier and Cabinet	✓	
8	Toolkit: Monitoring and Evaluating Websites	TBD	✓	✓
9	Toolkit: Maximising Search Engine Functionality	TBD	✓	✓
10	Web Content Management Guidelines	TBC	✓	✓
11	Intellectual Property and Content Ownership Guide	TBD	✓	✓

2.5 Target Outcomes & Performance Measures

It is necessary to establish baselines and identify some means by which the IASC, IAPPU and other Business Owners can measure progress towards the achievement of the longer-term outcomes/benefits.

An environmental scan conducted in agencies before the start of this project will provide some baseline data that can be used to measure the improvement of standards, knowledge and skills.

A follow up survey conducted in early 2006 has provided data relating to the usage and utility of the Framework and the project outputs.

The following Target Outcomes and related measures are proposed:

Outcome 1	Improved standards for web publishing across the Tasmanian State Service
Target Outcome A	Improved quality of information and resources relating to web publishing tools, techniques and processes

Outcome 2	Increased knowledge and skills in web publishing, through sharing information, resources and experience
Target Outcome B	Improved access to information and resources relating to web publishing tools, techniques and processes
Target Outcome C	Greater recognition of the Web Publishing Framework as a source of high quality information and resources relating to web publishing

Table 4 – Target Outcomes

Outcome 1		Improved standards for web publishing across the Tasmanian State Service			
Target Outcome A		Improved quality of information and resources relating to web publishing tools, techniques and processes			
Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
Currency of information and resources as a measure of quality.	Reduction in review 6 timelines compared with current review timelines.	Timelines for review prior to finalisation of Framework. Qualitative feedback from community of practice in relation to currency of information and resources.	Annual review cycle established for all information and resources.	April 2007	Relevant Substantive Business Owners and IAPPU as Operational Business Owner of the Framework.

⁶ Review timelines are intended to assist forward planning by providing the Substantive Business Owner and/or Reference Group with the opportunity to determine whether and the level to which enhancement/updating of the resource is required.

Outcome 2		Increased knowledge and skills in web publishing, through sharing information, resources and experience			
Target Outcome B		Improved access to information and resources relating to web publishing tools, techniques and processes			
Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
<p>Accessibility of information and resources measured by statistics relating to:</p> <p>Website usage in accessing web publishing resources;</p> <p>Participation by community of practice in web publishing information sessions, workshops and forums.</p>	<p>Increased website usage in accessing web publishing resources compared with previous levels of access;</p> <p>Increased number of community of practice participants in web publishing information sessions, workshops and forums in comparison to previous numbers.</p>	<p>Methods by which information and resources were available prior to finalisation of the Framework.</p> <p>Qualitative feedback from community of practice.</p> <p>Website access statistics prior to development of new site.</p> <p>Attendance levels at community of practice in web publishing Information Sessions, Workshops and Forums prior to project closure.</p>	<p>Website usage increased by 5%.</p> <p>Community of practice web publishing Information Sessions, Workshops and Forums attendance levels increased by 5%.</p>	December 2007	IAPPU as Substantive Business Owner of the Framework website and Forum program

Outcome 2		Increased knowledge and skills in web publishing, through sharing information, resources and experience			
Target Outcome C		Greater recognition of the Web Publishing Framework as a source of high quality information and resources relating to web publishing			
Performance Indicator	Measure	Baseline	Target Level	Completion Date	Accountability
Relevance and utility of the information and resources as measures of the Framework's status as a source of high quality web publishing.	Follow up surveys to assess relevance and utility of the Framework.	Qualitative feedback from community of practice collected in March 2005 January 2006	Relevance +75% Utility +75%	December 2007	Substantive Business Owners of specific outputs. IAPPU as Substantive Business Owner of the Framework website and Forum program.

Note: The following feedback received from community of practice has been used to establish the target levels:

- March 2005 – relevance 39% strongly agree, 58% agree; utility 19% strongly agree, 81% agree;
- January 2006 – relevance/utility: 52% highly useful, 30% average [scores averaged]

It is important to note that these assessments reflect the assessment by respondents at a point in time – not all the resources were necessarily available at the time of assessment.

3 Maintenance Plan

3.1 Proposed Web Publishing Framework Program Governance

As the Web Publishing Framework Project moves to implement Program maintenance mode, a different governance structure is required. The following proposed structure has been adapted from the *Tasmanian Government Project Management Guidelines Version 6.0* prepared by the Department of Premier and Cabinet. The assessment and selection of people to perform the functions within an appropriate structure is critical to the ongoing success of the Framework. A diagram to illustrate the specific structure is shown in Figure 1.

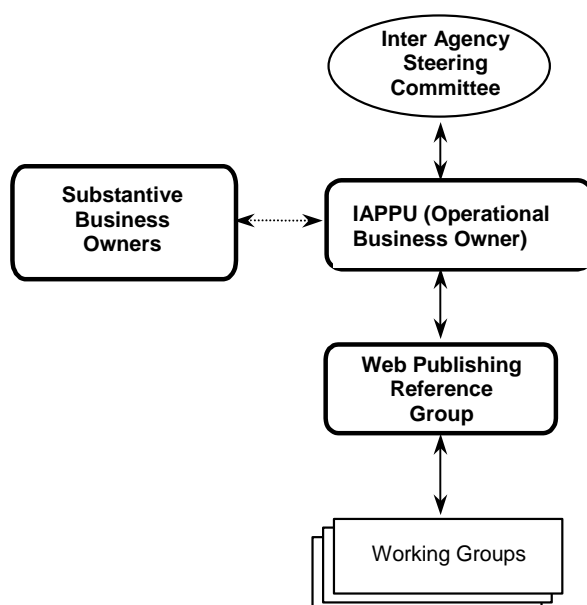


Figure 1 – Tasmanian Government Web Publishing Framework Governance diagram

3.1.1 Role of Inter Agency Steering Committee

As representatives of Tasmanian Government Agencies who are the identified customers for the outputs developed during this project, the Inter Agency Steering Committee (IASC) is the champion of the Framework and has ultimate authority.

In initiating the development of Web Publishing Framework in 2004 the IASC indicated their support for better practice in the delivery of web publishing services across the Tasmanian government. They have maintained an ongoing role by endorsing various Guidelines as the project progressed and supporting the wide-spread adoption and implementation of the Framework within all agencies and on a whole of government basis.

As the 'public face' of the Program, part of their role will be to promote the benefits of the Framework by fostering the continued widespread support for a collaborative whole-of-government approach within the community of practice and across the Tasmanian government. This will assist the Framework achieve the identified long term benefits.

3.1.2 Role of IAPPU (Operational Business Owner)

As Operational Business Owner of the Framework, the role of IAPPU will be three-fold:

- Promote and support the use of better practice web publishing across Government on behalf of the IASC (as representatives of all agencies);
- Manage the outputs after Project Closure to enable full use by the Project Customers (ie. Web Publishing Reference Group and community of practice); and
- Undertake a facilitation and coordination role to enable the Substantive Business Owners meet their responsibilities for output maintenance and enhancement.

Via the Better Practice Program, IAPPU will undertake the following major functions:

- Caretaker of the Web Publishing Framework as a collaborative model, to maintain its ongoing relevance, utility and currency (for example revision timelines, coordination of Reference Group feedback and coordination of development of new guidelines or resources as/when required);
- Support the Business Owners in meeting their responsibilities in output/resource maintenance (eg. revision timelines, coordination of review process, collation of Reference Group feedback and coordination of development of new guidelines or resources as/when required);
- Secretariat support of the Reference Group as the community of practice;
- The provision of quality information and resources relating to web publishing, including tools, techniques and processes for web publishing practitioners (via the IAPPU website);
- Coordination of a Web Publishing Community of Practice Forum education program to build on the long term viability of the Framework; and
- Provide appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities.

The Better Practice Program will report on a twelve monthly basis to the IASC on the use/uptake of project resources and benefits realisation (ie. tracking and monitoring progress towards achievement of the agreed project target outcomes).

3.1.3 Role of Substantive Business Owners

In the context of ongoing program management, the role of Substantive Business Owners (ie. areas with recognised subject expertise and/or substantive responsibility for relevant policy and/or legislation) includes:

- Maintaining the project outputs to reflect relevant policy, practice, trends and/or standards, to ensure currency, quality and accuracy;
- Advocating for the wide-spread adoption and implementation of the Tasmanian Government Web Publishing Framework within all agencies and on a whole of government basis;
- Promotion of the Framework by fostering the continued widespread support for and acceptance of a collaborative whole-of-government approach to better practice in the delivery of web publishing services within the community of practice and across the Tasmanian government; and
- Agreeing to appropriate resourcing based on identified requirements for output maintenance and enhancement, subject to internal business priorities.

Substantive Business Owners for specific outputs have been defined in Section 2.3 and detailed in Section 4. Because the strategies for the ongoing management may differ according to the specific Guidelines/resources and respective Substantive Business Owner, the proposed management plan for each set of Guidelines and related resources is specified in Section 4.

Ensuring appropriate utilisation of the outputs by the Web Publishing Reference Group and broader community of practice in order to ensure the successful realisation of the project Target Outcomes is the responsibility of all Business Owners (substantive and operational). In this respect both the Substantive and Operational Business Owners are accountable to the Project Sponsor for the realisation of agreed project Target Outcomes.

3.1.4 Role of the Web Publishing Reference Group

Since its establishment in June 2001 the Web Publishing Reference Group has been an active forum for relevant 'community of practice' issues. This group also acted as a formal reference group for the Tasmanian Government Web Publishing Standards (TGWPS), the Web Publishing Systems and Processes (WPSP) Project, and the Web Publishing Framework Project.

In the context of the Project activity, the Reference Group represented Tasmanian Government Agencies as the identified customers for the resources of the Web Publishing Framework. This Group functioned as an important forum to provide consensus among groups of stakeholders by endorsing specific outputs (eg. draft Guidelines) as appropriate for use across government. Membership of the Project Reference Group included some members of the Project Steering Committee.

As the Project moves to make a successful transition from project mode to operational program, the Web Publishing Reference Group provides a natural forum of stakeholders with relevant expertise to provide advice and input into the ongoing development and maintenance of the Web Publishing Framework. In this sense, the ongoing role of the Reference Group would be to:

- Comment on the quality and relevance of resources, to maintain their currency;
- Advocate for the wide-spread adoption and implementation of the Tasmanian Government Web Publishing Framework within all agencies and on a whole of government basis;
- Foster continued widespread support for and acceptance of a collaborative whole-of-government approach to better practice in the delivery of web publishing services within the community of practice and across the Tasmanian government; and
- Provide a conduit between each Agency and IAPPU, to enable feedback regarding the currency and relevance of specific Guidelines and resources to inform the revision process.

3.1.5 Role of Working Groups

As Operational Business Owner of the Framework, IAPPU will form specialist working groups on an as needed basis to revise existing outputs or develop new resources as required. Membership will be drawn from the broad Web Publishing Reference Group, to ensure appropriate participation by the community of practice. Where required, specific expertise will be utilised to inform the development process.

4 Management of the Web Publishing Framework Outputs

The Better Practice Program (IAPPU, DPAC) collaborative approach will be utilised for the purposes of the Web Publishing Framework program management. However, it is recognised that the application of this model in the review and maintenance of particular outputs may be at the discretion of the Substantive Business Owner.

In order to ensure realisation of the outcomes will be achieved by cultivating the community of practice and encouraging web publishing practitioners to use the Guidelines, a broad program of marketing and communication will be developed to promote a sense of “ownership” of the Framework across government.

4.1 Output 1 - Tasmanian Government Web Publishing Framework

Output description	<p>The Tasmanian Government Web Publishing Framework is a collaborative model as represented by:</p> <ul style="list-style-type: none"> • A governance structure designed to support the processes required for continuous revision, redevelopment and enhancement of the Framework as a whole; • Website access to relevant resources (ie. the outputs produced by the Web Publishing Framework Project) and a collection of tools, case studies, research, implementation guides and contact details; and • A Forum Program (including information sessions and workshops) to promote the resources and encourage uptake.
Intended Audience	The intended audience for this output is the broad government web publishing community of practice including all web publishers, web developers, web designers and website owners, as well as communication officers, those responsible for managing external website content development and maintenance and senior departmental management.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner of the Framework, the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> • Maintaining the collaborative model to support the Framework on an ongoing basis including cultivation of the community of practice, a culture that fosters continuous improvement, and opportunities for ongoing collaboration; • Working with Substantive Business Owners and the community of practice to ensure provision of quality information and resources relating to web publishing, including tools, techniques and processes for web publishing practitioners (via the IAPPU website); • Supporting Substantive Business Owners in meeting their responsibilities in output/resource maintenance including development of timelines for output revision with respective Substantive Business Owners and overseeing the revision process including consultation with the Reference Group (where appropriate); • Ongoing secretariat support of the Reference Group as the community of practice; • Developing a broad program of marketing and communication to promote a sense of “ownership” of the Framework across government including coordination of a Web Publishing Community of Practice Forum program under the Better Practice area to build on the long term viability of the

	<p>Framework;</p> <ul style="list-style-type: none"> Monitoring relevant performance indicators and benchmarks, as agreed; Coordinating the provision of appropriate reporting; and Agreeing to appropriate resourcing based on requirements for support, maintenance and enhancement, subject to internal business priorities. As Operational Business Owner of the Framework IAPPU will report relevant performance information on a twelve monthly basis to the IASC.
Status	<p>The majority of the outputs produced by the Web Publishing Framework Project are already available on the IAPPU website.</p> <p>A Web Publishing Forum education program has commenced via the Better Practice Program, to promote uptake of the guidelines and resources and stimulate discussion of issues relevant to the community of practice.</p> <p>Endorsement of the Outcome Realisation Plan as Version 1.0 by the Web Publishing Framework Project Steering Committee will confirm the implementation of the proposed collaborative model (including the governance structure) to support the transition from project to program.</p>
Risks	<p>Successful implementation of the collaborative model to support the Framework will depend on:</p> <p>Easy to access, high quality, relevant resources that will assist web publishers and developers in the management of their websites;</p> <p>Acceptance by the Substantive Business Owners of their ongoing responsibility to regularly review and revise specific Guidelines and related resources to reflect changes in practice (via feedback from the community of practice), changes to relevant policy and/or legislation, and/or changes in relevant national/international standards; and</p> <p>Effective promotion to ensure uptake and application of the Guidelines and other resources by the community of practice.</p>

4.2 Output 2 - Tasmanian Government Web Publishing Strategy Statement & Principles

Output description	The Tasmanian Government Web Publishing Strategy Statement and Principles was developed to reflect the philosophy at the core of the Tasmanian Government Web Publishing Framework. They do not form part of the mandatory Tasmanian Government Web Publishing Standards.
Intended Audience	The intended audience for this output is the broad government web publishing community of practice including all web publishers, web developers, web designers and website owners, as well as communication officers, those responsible for managing website content development and maintenance, and senior departmental management.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> Maintaining the collaborative model to support the Framework on an ongoing basis, including cultivation of the community of practice; Development of timelines for revision of the Strategy Statement and Principles in consultation with the Reference Group; and Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the IAPPU, DPAC is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>The Inter Agency Steering Committee endorsed the Tasmanian Government Web Publishing Principles (Version 1.0) in February 2000 - all agencies are expected to over time to apply the Principles.</p> <p>The Inter Agency Steering Committee endorsed the Tasmanian Government Web Publishing Strategy Statement (Version 1.0) on 15 February 2005 - all agencies are expected to over time to apply the Strategy Statement.</p>

	Both the Strategy Statement and Principles are now due for revision.
Risks	<p>Successful utilisation of this output will depend on:</p> <ul style="list-style-type: none"> • A set of clear and unambiguous authoritative statements that reflect the Tasmanian Government's web publishing philosophy; • A set of 'first principles' to be applied in practice; and • Regular reviews to ensure consistency with relevant whole of government policy, trends and practices in other jurisdictions and national and international standards.

4.3 Output 3 - Tasmanian Government Web Publishing Standards

Output description	<p>The Tasmanian Government Web Publishing Standards are designed to assist inner-budget Agencies when publishing on the web. This is achieved by providing a central point of reference for both legislation and Government policy. The Standards detail the Minimum Requirements based on those standards which derive directly from applicable law or Government policy, such as legislation regarding archives, anti-discrimination, protocols surrounding use of the authorised Government logo and the responsibilities of the State Library. The four standards within the minimum requirements are:</p> <ul style="list-style-type: none"> • Accessibility; • Discoverability; • Information management; and • Consistent user experience.
Intended Audience	The intended audience for these Standards are website owners, web publishers, web developers, web designers and Departmental senior management.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> • Maintaining the Standards so they reflect current relevant legislation and government policy; • Development of timelines for revision of the Standards in consultation with the Reference Group; and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the IAPPU, DPAC is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>The Inter Agency Steering Committee endorsed use of the Standards (Version 1.0) in 2002. Approval by the Heads of Agency was confirmed in 2003. The 2003 Whole of Government Communications Policy requires that Agencies must manage their web sites and portals in accordance with the Standards.</p> <p>The Standards are now due for revision. Version 1.2 (January 2005) reflects minor administrative changes made to ensure correlation with relevant related Guidelines developed since the Standards were finalised as Version 1.0 in 2002.</p>
Risks	<p>Successful utilisation of this output will depend on:</p> <ul style="list-style-type: none"> • A set of clear and unambiguous authoritative minimum requirements that incorporate all relevant legal and policy requirements; • Regular reviews to ensure they are still consistent with relevant Australian Government guidelines, trends and practices in other jurisdictions and national and international standards; • Regular reviews to ensure the Standards reflect the pace of technological change; and • Agencies being encouraged to exceed the minimum requirements rather than

	merely meeting the minimum standards.
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4.4 Output 4 - Design and Navigation Guidelines, Template & Tools

Output description	<p>This output consists of a template for use by inner-budget agencies and a set of guidelines that provide assistance on using the template in an appropriate way to ensure that government websites present a consistent user experience across agencies.</p> <p>These are available as an online set of web resources, including a printable checklist.</p>
Intended Audience	<p>The intended audience for the Design and Navigation Guidelines, Template and Tools is the broad government web publishing community of practice including web publishers, website owners, marketing and communications officers who are involved in delivering information to the public via a website and departmental senior management.</p> <p>The Design and Navigation Guidelines, Template and Tools are also relevant to external consultants involved in the development and design of government websites.</p>
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> • Maintaining the Guidelines, Template and Tools so the objectives and requirements of the whole of government Communications Policy are adequately reflected; • Maintaining the Guidelines, Template and Tools so the legislative compliance requirements of the Personal Information Protection Act are satisfied; and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>The Inter Agency Steering Committee endorsed use of the Design and Navigation Guidelines and Template (Version 1.0) on 27 April 2005. Heads of Agency endorsement has also been confirmed. All agencies are expected to apply the Guidelines and Template over time.</p> <p>As at 30 September 2006 revision of Version 1.0 is on hold until the whole of government 'consistent design' concept is finalised.</p> <p>Revision of the Guidelines to ensure consistency with the updated whole of government communications policy will draw on the expertise of two specialist Advisory Groups: Design and Navigation (comprised of communications managers and web developers) and Technical expertise.</p> <p>The Guidelines and Template currently do not incorporate the Personal Information Protection legislative compliance requirements (ie. a link to the generic statement). Compliance of existing websites with PIP Legislation has been advocated via the Web Publishing Reference Group and community of practice by clarifying the minimum requirements under the Act.</p> <p>Revision of the Design and Navigation Template will incorporate the legislative compliance requirements by including a link to the generic statement thereby ensuring new or redeveloped websites conform.</p> <p>Explanatory notes will be provided in the revised Design and Navigation Guidelines clarifying the minimum requirements under the Act and relevant advice from the Solicitor General, specifically:</p> <p>The generic statement is designed to serve an educational purpose only, and is intended to operate in the same manner as the Copyright and Disclaimer statements; and</p>

	<p>There is no requirement under the PIP Act that every web page must link to a generic PIP statement - its inclusion is at the discretion of individual Agencies.</p> <p>The Design and Navigation Guidelines, Template and Tools (Version 1.0) is available on the IAPPU website. A link to the revised version will be made available on the Department of Premier and Cabinet Communications Unit website.</p>
Risks	<p>Successful utilisation of this output will depend on</p> <ul style="list-style-type: none"> • A sufficiently flexible and easy to implement template; and • Guidelines that provide clear and unambiguous instructions that will assist web publishers and developers in ensuring that implementation is consistent with the authoritative version of the design.

4.5 Output 5 - Usability Guidelines (including Accessibility requirements)

Output description	<p>These Guidelines provide advice about designing websites that meet the needs of users and provide easy access to the information users want. The Guidelines stress that sites should be designed to deliver outcomes for the intended user audience and success measured by testing against real users.</p>
Intended Audience	<p>The intended audience for these Guidelines is the broad government web publishing community of practice including web publishers, website owners and website designers who are involved in delivering information to the public via a website, as well as those responsible for reporting Agency website accessibility and usability.</p>
Substantive Business Owner	<p>State Library, Department of Education</p>
Operational Business Owner	<p>IAPPU, DPAC on behalf of the IASC as representatives of all agencies.</p>
Responsibilities and Accountability	<p>The Substantive Business Owner is responsible for</p> <ul style="list-style-type: none"> • Maintaining the Guidelines to reflect relevant (international) policy and practice; • Encouraging compliance with the Minimum Requirements and Usability Guidelines for all Government websites, including compliance with the Disability Discrimination Act 1992 and the Anti-Discrimination Act 1998; 7 • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p> <p>Individual Agency Disability Action Plans should include reporting on action undertaken to improve accessibility in the context of the provision of information and services via the web.</p>
Status	<p>The Usability Guidelines reflect relevant State and Commonwealth legislative requirements.</p> <p>The Inter Agency Steering Committee endorsed use of the Guidelines (Version 1.0) on 15 February 2005 - all agencies are expected to apply the Guidelines over time.</p> <p>The Usability Guidelines are available on the IAPPU website.</p>

⁷ Tasmanian Government Disability Framework for Action released by the Premier in December 2005 notes compliance will be ensured as part of the Web Publishing Framework Project. Awareness of this issue has already been raised via information provided to the Reference Group and community of practice at the meeting of 2 August 2006. Further communication of the requirements will be undertaken in 2007 as part of the Web Publishing Framework program activity (post project closure).

Risks	<p>Successful utilisation of this output will depend on:</p> <ul style="list-style-type: none"> Guidelines that include an easy to implement set of recommendations that will assist web publishers and developers to gather appropriate information to inform design decisions and information architecture; and Regular review to ensure they are still consistent with accepted international best practice, current legislation and community expectation with respect to accessibility and usability.
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4.6 Output 6 - Metadata Guidelines for Discoverability

Output description	These Guidelines will provide advice about the minimum metadata requirements to assist discoverability and provide assistance in adding good quality metadata to web pages.
Intended Audience	The Guidelines are intended to assist web publishers improve the discoverability of their website resources and to raise awareness of website owners of the importance of metadata and possible approaches to its inclusion in the web publishing process.
Substantive Business Owner	State Library, Department of Education
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the State Library is responsible for:</p> <ul style="list-style-type: none"> Maintaining the Guidelines to reflect relevant trends and practices in other jurisdictions and national and international standards; and Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>Finalisation of the Metadata Guidelines for Discoverability (Version 1.0) by the State Library as 'an informed statement of best practice' is underway.</p> <p>The Metadata Guidelines for Discoverability (Version 1.0) will be available on the IAPPU website.</p>
Risks	<p>Successful utilisation of this output will depend on:</p> <ul style="list-style-type: none"> An easy to access and effective set of recommendations that will assist web publishers and developers in ensuring their websites have appropriate metadata; and Regular review to ensure they remain consistent with trends and practices in other jurisdictions and national and international standards for the use of metadata as a method of improving discoverability.

4.7 Output 7 - Web Domain Naming Guidelines

Output description	These guidelines provide instructions on the naming of government website URLs. They will be available as an online set of web resources including authorisation forms.
Intended Audience	These Guidelines are intended to assist web publishers, website owners and marketing and communication officers to name their website domains in a way that assists users to discover, remember and type URLs, while being consistent with the whole of government Communication Policy. These Guidelines will ensure a consistent approach in web domain naming across government agencies.
Substantive Business Owner	Communications Unit, DPAC

Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Communications Unit is responsible for:</p> <ul style="list-style-type: none"> • Maintaining the Guidelines to reflect relevant (international) policy and practice; • Providing and maintaining the required online authorisation forms; and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>The Web Domain Naming Guidelines (Version 1.0) are consistent with the whole of government Communications Policy.</p> <p>The Inter Agency Steering Committee endorsed use of the Guidelines (Version 1.0) on 5 April 2006 - all agencies are expected to apply the Guidelines over time.</p> <p>A link will be provided on the IAPPU website to the Web Domain Naming Guidelines from the Communications Unit (Department of Premier and Cabinet) website (www.communications.tas.gov.au).</p>
Risks	<p>Successful utilisation of this output will depend on:</p> <ul style="list-style-type: none"> • Guidelines that include an easy to implement set of instructions and required forms that will assist web owners in choosing appropriate names for their websites and gaining the appropriate approvals; and • Regular review to ensure they remain consistent with Australian Government guidelines and accepted best practice.

4.8 Output 8 – Toolkit: Monitoring and Evaluating Websites

Output description	This output will consist of a toolkit to assist monitoring and evaluating websites for use by inner-budget agencies.
Intended Audience	The intended audience for the toolkit to assist monitoring and evaluating websites is the broad government web publishing community of practice including web publishers, website owners, marketing and communications officers who are involved in the assessment of information delivered to the public via a website and departmental senior management.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> • Development of a 'better practice' toolkit to assist monitoring and evaluating websites (including links to existing relevant resources); • Provision of appropriate 'contextualisation' for the Tasmanian environment in consultation with the Reference Group; and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>At the meeting of 5 July 2006 the Web Publishing Reference Group indicated that the original purpose (previously referred to as 'measuring discoverability' and intended to provide guidance on minimum requirements for website performance management and reporting) was no longer valid.</p> <p>The Reference Group indicated that a more valuable resource would be a 'better practice' package to assist monitoring and evaluating websites including existing resources such as the AGIMO Checklist for Website Usage Monitoring and</p>

	<p>Evaluation. It is recognised that some 'contextualising' for the Tasmanian environment may be required.</p> <p>Development and/or collation of potential resources will be undertaken in 2007 as part of the Web Publishing Framework program activity (post project closure).</p>
Risks	<p>Successful utilisation of this output will depend on</p> <ul style="list-style-type: none"> • Clear and unambiguous information to assist web publishers and developers monitor and evaluate websites; and • Sufficiently flexible and easy to implement tools relevant to the Tasmanian context.

4.9 Output 9 - Toolkit: Maximising Search Engine Functionality

Output description	This output will consist of a toolkit to assist consideration of search engine functionality for use by inner-budget agencies.
Intended Audience	The intended audience for the toolkit to assist a consideration of search engine functionality is the broad government web publishing community of practice including web publishers, website owners, marketing and communications officers who are involved in the assessment of search information delivered to the public via a website and departmental senior management.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> • Development of a 'better practice' package to assist consideration of search engine functionality (including links to existing relevant resources); and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>At the meeting of 5 July 2006 the Web Publishing Reference Group indicated that the original purpose (previously referred to as 'measuring discoverability' and intended to develop a whole-of-government approach to the use of search engines on Agency websites) was no longer valid.</p> <p>The Reference Group indicated that a more valuable resource would be a 'better practice' package to assist consideration of search engine functionality including existing relevant resources. It is recognised that further discussion with the Web Publishing Reference Group would be required to seek agreement for a consistent approach in the display of search results.</p> <p>Development and/or collation of potential resources will be undertaken in 2007 as part of the Web Publishing Framework program activity (post project closure).</p>
Risks	<p>Successful utilisation of this output will depend on</p> <ul style="list-style-type: none"> • Clear and unambiguous information to assist web publishers and developers maximise search engine functionality; and • Sufficiently flexible and easy to implement tools relevant to the Tasmanian context.

4.10 Output 10 - Web Content Management Guidelines

Output description	These Guidelines provide advice about managing the content of a website via the information architecture to facilitate content discoverability.
Intended Audience	The intended audience for these Guidelines is web publishers, website owners,

	records managers and those responsible for web content who are involved in delivering and/or managing information made available to the public or staff via the internet.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>The Substantive Business Owner is responsible for</p> <ul style="list-style-type: none"> • Maintaining the Guidelines to reflect relevant policy and practice as well as trends and practices in other jurisdictions; and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>The Inter Agency Steering Committee endorsed use of the Guidelines (Version 1.0) on 9 May 2005 - all agencies are expected to apply the Guidelines over time.</p> <p>The Web Content Management Guidelines are available on the IAPPU website.</p>
Risks	<p>Successful utilisation of this output will depend on:</p> <ul style="list-style-type: none"> • Guidelines that provide an easy to access, easy to implement set of recommendations that assist web publishers, developers, business managers, marketing and communications staff in ensuring their websites contain accurate, authoritative, relevant and current information; and • Regular review to ensure they are still consistent with accepted practice in relation to discoverability, usability and accessibility.

4.11 Output 11 - Intellectual Property and Content Ownership Advisory Note

Output description	This output will consist of an advisory note detailing the issues relating to the incorporation of 3 rd party content within (or linking from) government websites for use by inner-budget agencies.
Intended Audience	The intended audience is the broad government web publishing community of practice including web publishers, website owners, marketing and communications officers who are involved in the provision of information delivered to the public via a website and departmental senior management.
Substantive Business Owner	Better Practice Program, IAPPU, DPAC
Operational Business Owner	IAPPU, DPAC on behalf of the IASC as representatives of all agencies.
Responsibilities and Accountability	<p>As Substantive Business Owner the Better Practice Program is responsible for:</p> <ul style="list-style-type: none"> • Coordination of the further development of the draft Advisory Note to assist web publishers and developers understand issues relating to the incorporation of 3rd party content within (or linking from) government websites; and • Agreeing to appropriate resourcing based on requirements for maintenance and enhancement, subject to internal business priorities. <p>As Operational Business Owner the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet is accountable to the IASC for reporting against relevant performance indicators and benchmarks.</p>
Status	<p>Additional discussion was undertaken with the Web Publishing Reference Group on 7th September 2006 in relation to intellectual property and content ownership. Advice from the Department of Justice (Legislation Development and Review) was also considered.</p> <p>Feedback from the Reference Group indicated the draft Advisory Note was a</p>

	<p>valuable resource but some further clarification was required to reflect current thinking.</p> <p>Revision and finalisation of the document will be undertaken in 2007 as part of the Web Publishing Framework Program activity (post project closure).</p>
Risks	<p>Successful utilisation of this output will depend on</p> <ul style="list-style-type: none"> • Clear and unambiguous information to assist web publishers and developers understand issues relating to the incorporation of 3rd party content within (or linking from) government websites; and • Sufficiently flexible and easy to implement tools relevant to the Tasmanian context.

5 Risk Analysis

Once a project's outputs have been delivered fit for purpose to the Business Owner, appropriate risk management is required to ensure levels of risk and uncertainty are identified and then properly managed in a structured way. Any potential threat to the realisation of outcomes/benefits by the Business Owner(s) must be appropriately managed to ensure the project is completed successfully.

Specific risks that exist for the Business Owner in relation to ensuring appropriate output utilisation have been detailed in Sections 4.1 to 4.11. Overall, there are specific threats that may lead to project output quality (fitness for purpose) being reduced or compromised. An initial risk identification process has been undertaken – the broad results are summarised in the table below and provided in detail at Appendix A.

Table 5 – Identified Risks

Id	Description of Risk Identify consequences	Grade	Impact
1	Outputs are not maintained, leading to lack of relevance and currency.	A	Outputs languish because no one takes responsibility for maintenance. Project benefits are significantly reduced and indefinitely delayed.
2	Low commitment and interest of Community of Practice – non mandatory status means outputs are not utilised.	B	Outputs languish because of perceived lack of relevance (no urgency to maintain currency and relevance). Project benefits are significantly reduced and indefinitely delayed.
3	Reliance on recognised subject experts creates single person dependency for specific outputs – implications for ongoing maintenance.	C	Outputs languish because currency and relevance are not maintained, therefore credibility of subject experts suffers. Project benefits are significantly reduced and indefinitely delayed.
4	Contradiction between related Government policy and technical requirements	B	Outputs languish because of perceived lack of currency. Confusion among stakeholders and policy makers (in relation to implementation issues). Project benefits are significantly reduced and indefinitely delayed.

6 Project Closure

Project closure will be undertaken once the project outcomes have been realised, or evidence towards their realisation is apparent. In order to formally close the Project the Steering Committee requires confirmation of the following at its final meeting:

- that all project tasks have been completed;
- that the outputs have been delivered to and accepted by the Business Owners;
- that support and maintenance procedures have been formalised and established;
- that the relevant Business Owners accept responsibility for the achievement of the project's target outcomes and performance indicators;
- that the relevant Business Owners accept responsibility for ongoing measurement of the project's outcomes; and
- details of how Business Owners will measure and report on progress towards the achievement of the longer-term target outcomes (eg. via existing Agency or Divisional reporting processes).

This detail is usually included in the Project Review and Closure Report, a copy of which will be forwarded to Project Sponsors following formal project closure.

Appendix A Risk Register

Id	Description of Risk Identify consequences	Likelihood	Seriousness	Grade	Change	Impact	Mitigation Actions	Responsible Officer
1	Outputs are not maintained, leading to lack of relevance and currency	H	H	A	NO CHANGE	Outputs languish because no one takes responsibility for maintenance. Project benefits are significantly reduced and indefinitely delayed.	<ul style="list-style-type: none"> • Ensure maintenance of outputs is resourced appropriately by responsible Business Owner • Clarify ongoing role of COP in ongoing maintenance of outputs (where appropriate) 	Relevant Business Owners
2	Low commitment and interest of Community of Practice – non mandatory status means outputs are not utilised	M	H	B	NO CHANGE	Outputs languish because of perceived lack of relevance (no urgency to maintain currency and relevance). Project benefits are significantly reduced and indefinitely delayed.	<ul style="list-style-type: none"> • Regular COP formal and informal forums to share learnings and information • Seek feedback from COP on specific Guidelines (for currency and relevance) on regular basis 	All Business Owners

3	Reliance on recognised subject experts creates single person dependency for specific outputs – implications for ongoing maintenance	H	H	A	INCREASE	<p>Outputs languish because currency and relevance are not maintained, therefore credibility of subject experts suffers.</p> <p>Project benefits are significantly reduced and indefinitely delayed.</p>	<ul style="list-style-type: none"> • Ensure maintenance of outputs is resourced appropriately by responsible Business Owner • Ensure long lead time for development of outputs, to ensure wide consultation and input • Utilise recognised expert local, national and international sources as appropriate. 	Relevant Business Owners
4	Contradiction between related Government policy and technical requirements	M	H	B	NEW	<p>Outputs languish because of perceived lack of currency.</p> <p>Confusion among stakeholders and policy makers (in relation to implementation issues).</p> <p>Project benefits are significantly reduced and indefinitely delayed.</p>	<ul style="list-style-type: none"> • Ensure maintenance of outputs is resourced appropriately by responsible Business Owner • Regular consultation with relevant policy areas to ensure a mutual understanding of requirements and implementation issues. 	Relevant Business Owners

Key to Risk Rating Symbols used:

Rating for Likelihood and Seriousness for each risk			
L	Rated as Low	E	Rated as Extreme (Used for Seriousness only)
M	Rated as Medium	NA	Not Assessed
H	Rated as High		

Grade: Combined effect of Likelihood/Seriousness					
	Seriousness				
		low	medium	high	EXTREME
Likelihood	low	E	D	C	A
	medium	D	C	B	A
	high	C	B	A	A

Recommended actions for grades of risk	
Grade	Risk mitigation actions
A	Mitigation actions to reduce the likelihood and seriousness to be identified and implemented as soon as the project commences.
B	Mitigation actions to reduce the likelihood and seriousness to be identified and appropriate actions implemented during project execution.
C	Mitigation actions to reduce the likelihood and seriousness to be identified and costed for possible action if funds permit.
D	To be noted - no action is needed unless grading increases over time.
E	To be noted - no action is needed unless grading increases over time.

Change to Grade since last assessment			
NEW	New risk	↓	Grading decreased
—	No change to Grade	↑	Grading increased