Purpose of these standards

These standards are designed for use by the Strategic Change Office (SCO) to deliver large scale projects as mandated by the University Executive Board (UEB).

Other project managers in the University may find them a useful reference, but some adaptation may be required dependent on the size of the project and the experience of the project manager.

These standards and associated templates are frequently reviewed and updated in line with lessons learned from ongoing projects.
Version history

v1.0: 30/05/19: Final version for internal review.
v1.1: 19/06/19: Amended in some areas in line with APM guidance.
v1.2: 13/09/19: Published to SCO web pages.
Contents

1. Overview
2. Phase 1: Start-up
3. Phase 2: Planning
4. Phase 3: Development
5. Phase 4: Closure
6. People and governance
7. Risks, issues and related logs
8. Delivery and quality
9. Configuration and change
10. Documents and reports
11. Useful resources
Overview
1. The approach to Project Management at the SCO references the following approaches. Further information can be found at the links provided.
   - Prosci change management approach
   - SCO Benefits management approach
   - SCO Service design approach

2. This approach uses some principles of the APM approach to project management and uses aspects of the PRINCE2 method in places. This supports the University governance structure and stakeholder availability through controlled stages.

3. It is possible to use Agile development within this framework.

4. This approach focuses on projects, not programmes, which would require individual set-up.

5. Documents listed here can be very brief on smaller projects (or be rolled together into one document) but should exist in some form.

6. Specific stages and approaches may be required for technical projects run out of CICS, and for these projects this approach may need to be adjusted accordingly.
A holistic approach

Identify and classify
- Preparing for change
  - Scoping
- Value and appraise
- Plan
  - Managing change
  - Design
- Realise
  - Reinforcing change
  - Sustain
- Review and improve
  - Start-up
  - Planning
  - Development
  - Closure

Key
- Benefits
- Project
- Change
- Service
  - Design

Items in a dashed line box are optional, dependent on the type / scale of project.
Before the project starts

1. For an SCO project to commence, the following should be in place:
   • A mandate for SCO activity from UEB.
   • Resource allocated to the project.
   • A UEB approved project sponsor.

2. In order to achieve this mandate and explore the validity of the project, work may have already been done in the Benefits (Identify and Classify), Change (Preparing for Change) and / or Service Design (Scoping) areas.

3. A project scale assessment may already have been completed to assess the scale of the project and PM expertise required.
Phase 1: Start-up
Start-up

The start-up phase is about beginning with the end in mind. Why are we doing it? What will we achieve? Is it worth it?

Key documents / outputs:

- Outline business case
- Outline scope
- Outline project plan
- Change management strategy
- Service design activities in ‘Scoping’ stage
- Benefits valuation

Items in a dashed line box are optional, dependent on the type / scale of project.
Start-up activities

1. Develop the Outline Business Case using template provided*.

2. Develop an outline scope and outline project plan (these can be included as part of the Outline Business Case). Some initial requirements gathering from users and stakeholders may be required.

3. Complete an Equality Impact Assessment with consideration for both project outputs and project processes (e.g., a project output may be web accessibility; a project process may be Project Board diversity).

4. Identify the governance structure, Project Board members and Business Lead*. Develop Terms of Reference.

5. Identify the project team required for the Planning phase*.

* Dependent on the scale of the project, these activities may be completed by the PM, SCO lead or Business lead, or a combination. The project sponsor remains ultimately accountable for the business case. See SCO RASCI for details.
Start-up activities (cont.)

1. Ensure activities for Change (Preparing for change), Benefits (Value and appraise) and Service Design (Scoping) are undertaken if required.

2. Complete Start-up with a Project Board meeting and Institutional Group meeting, using Managing stages activities and outputs where these are relevant (for example, PID review is not relevant to Start-up). These meetings should approve the Outline Business Case and authorise progression to Planning phase.
Tips for completing the Business Case

1. Don’t use jargon.
2. The business case will be referred to and reviewed throughout the project, so be realistic.
3. The UEB Sponsor will be accountable for the business case and should be comfortable with it before circulation.
4. We have produced an SCO business case template, but this may not always be appropriate. For example, Estates projects should use the Capital Projects Business Case. Some projects will come with a pre-existing business case or a third party format (e.g. OfS funded projects). A large-scale, large budget programme may require much more detail and several iterations.
Phase 2: Planning
Planning

The planning phase informs our project activity. What are we doing, why are we doing it, and how are we going to do it?

Key documents / outputs:

- Full Business Case
- Full Scope
- Project Initiation Document (PID)

**Project Change Triangle**
- Sponsor Roadmap
- Coaching Plan
- Communications Plan

- Resistance Management Plan
- Training Plan
- Service design activities in ‘Discover / Define’ stages

- Benefits
- Dependency Map
- Measurable Benefits Data Plan
- Benefits RACI

Note: Change activities here may bridge into the initial Development phase.
Planning activities

1. Develop the Full Business Case.*

2. Develop the Full Scope (see Requirements). Produce a Product Breakdown Structure and Work Breakdown Structure if required. *

3. Produce the Project Initiation Document (PID). This may involve a significant amount of work, liaison with stakeholders, project team, business lead and/or project sponsor. NB the PID is a living document and will be updated throughout the project life cycle.

4. Create and start to maintain and manage the RAID log.

5. Create and start to maintain the Lessons Learned log.

6. Identify project tolerances, including time, scope, resource / cost, quality, risk and benefits.

NB. Dependent on the scale of the project, these activities may be completed by the PM, SCO lead or Business lead, or a combination. The project sponsor remains ultimately accountable for the business case. See SCO RASCI for details.
7. Ensure activities for Change (Managing change), Benefits (Plan) and Service Design (Discover / Define) are undertaken if required.
8. If Prosci Change Management activities are being followed, check that the content and plans in the Business Case, PID and activities during the Planning phase support the Project Management checklist in the Project Change Triangle (PCT) Assessment.
9. Complete Planning with a Project Board meeting and Institutional Group meeting, using Managing stages activities. These meetings should approve the Final Business Case and PID and authorise progression to Development phase.
Requirements

In order to inform the scope of your project, you need to gather requirements from users and stakeholders.

Requirements gathering follows 4 key stages:

1. Gather requirements from stakeholders and users, in response to the project objective.
2. Analyse the requirements to identify any gaps, overlaps or conflicts.
3. Justify each requirement, applying MoSCoW prioritisation and any known costs.
4. Baseline the requirements which now form the project scope.
Phase 3: Development
Development

A series of 1 or more managed stages, including design. These will all be defined during Planning phase.

Outputs / reports at regular intervals, as well as at the end of each stage. Each stage completes with a Project Board meeting.

For service design, these stages will comprise at least the Develop / Deliver elements.

- RAID log
- Lessons learned log
- Design document / Specification etc
- Measurable Benefits Data Plan
- PCT Assessment
- Service design activities in ‘Develop / Deliver’ stages
- Detailed SDM

Items in a dashed line box are optional, dependent on the type / scale of project.
Agile or waterfall?

- Whether you choose to run Agile or not during the development phase will be dependent on the project requirement, stakeholder engagement and familiarity of the project team with Agile processes.
- Agile is more suitable for systems projects, but can be used on others if appropriate.
- The project manager should make a recommendation on whether to use Agile or not during the planning phase, to be reviewed and agreed by SCO.
- Agile processes have been developed and refined by the Student Lifecycle Project (SLP) and by CICS. These models and any lessons learned can be followed.
- Even if you don’t use Agile processes, some Agile principles should be followed. Development should be in stages, involve stakeholder and user review throughout, prioritise using the MoSCoW approach, co-locate teams if you can, minimise the paperwork, etc.
Development activities

Specific development activities will be highly dependent on the type of project. As a minimum:

1. Maintain and manage the RAID log and actions arising.
2. Manage quality activities in line with the quality management plan.
3. Monitor schedule and budget on a regular basis.
4. Conduct dependency management.
5. Maintain and update the PID and associated plans as needed.
6. Set up and facilitate project team meetings and other comms channels if required (e.g. Subject Matter Experts, user groups).
7. Maintain the product backlog or other deliverables tasks and actions.
Development activities (cont.)

7. Create and deliver project dashboards.
8. Ensure project governance meetings are prepared and actions and decisions logged.
9. Continue to engage with stakeholders and users.
10. Maintain lessons learned log.
11. Ensure that Change, Benefits and/or Service Design activities are undertaken in line with the overall project plan.
12. For technical projects, ensure minimum required activities as defined by CICS (Testing, Integration, Design, BAU design sign off etc).
13. Complete each stage of Development with a Project Board meeting, using Managing stages activities.
Managing phases and stages

The purpose of Managing phases and stages is to ensure that each phase or stage is approved and progress to next stage is agreed, along with any relevant decisions. The Project Board reviews and approves. The relevant Institutional Group and/or UEB can also be involved at end phases as appropriate. (See People and Governance for more details).

Key documents / outputs:

- Stage Report
- Stage Plan
- Reviewed Business Case
- Reviewed PID
- Product plans / backlogs
- Project Dashboard
- Stage Communications Plan
- Benefits Review

Items in a dashed line box are optional, dependent on the type / scale of project.
Phase 4: Closure
Closure

Closing a project is all about making sure it’s completed properly and the outcomes of the project given the maximum opportunity to be effective. This involves handing over to Business as Usual (BAU), continued benefits realisation, reinforcing change, and lessons learned for future projects.

Key documents / outputs:

- End Project Review
- Lessons learned
- Measurable Benefits Data Plan
- Benefits Review
- Continuous Improvement Plan
- Measurable Benefits Realisation Submission
- Service design activities in ‘Sustain’ stage
Closure activities

1. Write up the end project review.
2. Collate and share lessons learned with SCO and any relevant stakeholders.
3. Ensure activities around Benefits (Realise, Review and Improve), Change (Reinforce) and/or Service Design (Sustain) are carried out and continuation post-project planned. The Project Sponsor and/or Business Lead are accountable for post-project activity, in particular the benefits realisation.
4. Plan for and report to final Project Board.
5. Ensure that all documentation and resources are stored appropriately, including any data considerations.
6. Ensure that handovers are completed with the relevant person or team in the business.
People and governance
Project roles

• Project sponsor: The sponsor of the strategic change project. Chairs the Project Board. Has accountability for the Business case, risks, and ultimately the realisation of benefits.

• Business lead: The person within the business who has responsibility for the project delivery. Often acts on behalf of the sponsor.

• Stakeholders: Anyone who has an interest or involvement in the project or who is impacted by it.

• Users: The person or group who uses the project’s outputs. They will approve the final project outputs and deliver the outcomes.

• Project manager: Responsible for delivery of the project’s outputs in line with the plan outlined in the Project Initiation Document.

• Project team: The Project team is responsible for carrying out the activity of the project, delivering the outputs and ensuring the quality of all the outputs.
Project governance

Overview:
• Project governance is not the same as institutional governance.
• At its simplest, governance is structured as project team > Project Board > institutional governance body.
• Project governance bodies (e.g. Project Board) should be a decision making body, not just reported to.

PM Activities:
• Project governance should be set up during the start-up phase. Responsibility for this is SCO lead and / or Business Lead.
• Project governance members, roles, responsibilities, escalation boundaries / tolerances, and frequency of meeting should be defined for each level during the planning phase.
Project governance

UEB

Institutional group

Project Board

Project team

Stakeholder advisory group

User advisory group
Project governance

**UB**
Mandates project. Ensures strategic project alignment.

**Institutional group**
Existing group or committee. Ensures cross-institutional project alignment and has authority to make decisions if escalated.

**Project Board**
Decision making body with authority to drive project progress. Created for purpose of project.

**Project team**
Project organisation and delivery.

**Stakeholder advisory group**
Advises project board on decisions.

**User advisory group**
Can be part of project team, but can also advise project board on decisions.
Project board roles

• Project sponsor: The sponsor of the strategic change project, who has accountability for the project delivery. Chairs the Project Board.

• Business lead: The person within the business who has responsibility for the project delivery.

• Key stakeholders: Can be involved if they have a degree of responsibility or accountability on the project.

• User: Representative/s of the end user; if students are users, an SU officer or academic rep should be involved. See student involvement.

• Supplier: Representative of the group doing the work.

• Project manager.
Setting up the project board

• Aim for 8 people as a maximum.
• Consider the diversity of the board when you choose its members.
• Use generic Project Board Terms of Reference and adjust as required for the needs of the project.
• Everyone on the Project Board should understand their role and should have the authority to make decisions on that basis.
• Where you have a lot of users, consider having an additional user group with one or two senior users which reports in to the Project Board
• Stakeholders can also form an additional group, reporting in to the Project Board.
Project board meetings

• The project board should meet regularly, but as a minimum at stage ends. Need to balance with length and scope of project.
• Project Board should receive papers 7 days in advance and these should clearly note where an item is for information, discussion or action.
• The agenda will be adjusted as required for the end phases (end of Start-up, Planning and Development) and end project review, which will require more specific reviews and plans and may require a longer meeting.
• Use the Meeting Notes template to write up and circulate. Keep notes brief and focused on actions and decisions.
Project board meetings (cont.)

• Project board general agenda should include:
  • Brief summary of progress
  • Dashboard review, including Risk, Scope, Schedule, Resource, Quality and Benefits. Make decisions and confirm actions around these elements. Ensure any escalations are dealt with appropriately.
  • Review any decisions or actions required which relate to the wider business.
  • Key upcoming milestones and / or deliverables.
Additional considerations

You should also consider the following when you set up your governance structures:

• Realistic tolerance and escalation levels need to be set at Planning phase and agreed.
• Existing committees need time and a reason to deal with your project. They need to understand the escalation process. Their meeting frequency is also likely to impact on your schedule. You may not need to involve the existing committee as regularly as the Project Board, depending on the scale and scope of the project, but they should be involved at a minimum at phase ends (end Start-up, Planning and Development).
• Additional user groups and stakeholder groups will need to be well defined to ensure that they have a relevant governance input that may be in addition to their project team or project activity contributions.
• The project sponsor should have a vested interest in the outcomes of the project and time for commitment to it.
Student involvement

Involving students in governance is essential where they are an end user (this may not be required for all projects). Depending on the strategic importance of the project and the level of governance, this could be an SU officer or an academic rep.

1. Ensure you are meeting the commitments outlined in the SCO Student Voice Approach.
2. Discuss your requirements for involvement with the Students’ Union (normally the Advice & Representation Coordinator).
3. Students on the Project Board should be supported to contribute confidently and effectively. They should be given a pre-meeting to make sure that they understand their role on the board, the specific context of the project and their value to it.
4. Ensure that students understand what they get in return for their time (e.g. leadership skills, evidence of engagement with senior stakeholders) and are thanked for their time when their involvement comes to an end.
### Project governance: Tolerance examples

<table>
<thead>
<tr>
<th></th>
<th>Project team</th>
<th>Project board</th>
<th>Institutional group</th>
<th>(UEB)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RISK</strong></td>
<td>Project team can make decisions around low-medium risks and issues without escalation, as long as these do not impact other tolerances.</td>
<td>Highest level risks to be raised; all high-very high risks and issues.</td>
<td>Highest level risks to be raised; all very high risks and issues.</td>
<td>Volume of very high risks or issues indicate project is likely to fail. Decision must be made as to whether project should continue.</td>
</tr>
<tr>
<td><strong>SCHEDULE</strong></td>
<td>Project is running to schedule and deadlines and deliverable dates will be met. Alterations to schedule can be made by the project manager.</td>
<td>Risk to deliverables and deadlines. Project board can agree schedule slippage within tolerances agreed in PID (e.g. ±5%) or alternative mitigations (e.g. scope adjustment)</td>
<td>Deliverables and deadlines will not be met within Project Board tolerances. Corporate governance must take decision as to whether schedule is to be delayed or other mitigations put in place (e.g. scope adjustment)</td>
<td>Schedule significantly delayed and mitigation not possible. Decision must be made as to whether project should continue.</td>
</tr>
<tr>
<td><strong>RESOURCE</strong></td>
<td>Project is running within specified resource / budget contingency.</td>
<td>Risk to resource or budget. Project board can agree slippage within tolerances agreed in PID (e.g. ±5%) or alternative mitigations (e.g. scope adjustment)</td>
<td>Resource allocation or budget will not be met within Project Board tolerances. Corporate governance must take decision as to whether schedule is to be delayed or other mitigations put in place (e.g. scope adjustment)</td>
<td>Project significantly over resource allocation and/or budget and mitigation not possible. Decision must be made as to whether project should continue.</td>
</tr>
<tr>
<td><strong>SCOPE</strong></td>
<td>Project team can make decisions to not include ‘Coulds’ based on other factors (time, resource etc)</td>
<td>Project board can make decisions to not include ‘Shoulds’ based on other factors (time, resource etc)</td>
<td>Corporate governance can make decisions to not include ‘Musts’ based on other factors (time, resource etc)</td>
<td>High number of ‘Musts’ at risk. Decision must be made as to whether project should continue.</td>
</tr>
<tr>
<td><strong>QUALITY</strong></td>
<td>Quality issues can be addressed within existing project plan (resource, schedule, scope)</td>
<td>Quality issues cannot be addressed within existing plan and require a decision around scope, schedule or resource according to agreed tolerances.</td>
<td>Quality issues cannot be addressed within existing plan and Project Board tolerances and require a decision around scope, schedule or resource according to Corporate Governance tolerances.</td>
<td>Significant quality issues. Decision must be made as to whether project should continue.</td>
</tr>
<tr>
<td><strong>BENEFITS</strong></td>
<td>Benefits achievements can be addressed within existing project plan.</td>
<td>Benefits achievements cannot be addressed within existing plan and require a decision around scope, schedule or resource according to agreed tolerances.</td>
<td>Benefits achievements cannot be addressed within existing plan and Project Board tolerances and require a decision around scope, schedule or resource according to Corporate Governance tolerances.</td>
<td>Benefits will not be achieved. Decision must be made as to whether project should continue.</td>
</tr>
</tbody>
</table>
Project team

- The project team size and make-up will vary dependent on nature of project.
- Project teams should meet face-to-face on a weekly basis if possible.
- Team tasks and activities should be managed appropriately to the context of the project (e.g. using JIRA).
- Some members of the team will be identified at Start-up phase and they should contribute towards the PID.
- If using Agile, define the project team in Agile terms, e.g. DSDM ‘snowman’ model.
- If the project involves service design, cross-reference the project team with the Service Design roles.
Project stakeholders

- A stakeholder is anyone who is interested or involved in the project or who may be impacted by it.
- Project stakeholders are involved in various ways, e.g.:
  - Working groups or Task & Finish groups on different aspects
  - Through the QA process, e.g. as reviewers, critical friends, testers
  - Through project communications at different stages
- Who stakeholders are and how they are going to be involved should be identified in the PID using RASCI (Responsible, Accountable, Supporting, Consulted, Informed).
- Where students are stakeholders, their involvement should follow the SCO Student Voice Approach.
- Stakeholder management is a key part of the Prosci change management approach and this may help you to define your stakeholders and their involvement.
Project assurance

- It is advisable to have an independent review or audit of the project and its processes.
- Within SCO projects, this will usually be peer review / discussion and advice.
- The SCO should also ensure the quality of our outputs and processes in Project Management, Change Management, Benefits Management and Service Design, as a minimum through internal review and discussion.
- It may be advisable to implement more formally on large scale, large budget projects, such as through a contracted third party audit.
- Whether a project is large enough to warrant third party audit may be guided by completion of the Scale of project tool and should be identified at pre-project or Start-up phase as a result.
- Ultimately the project sponsor is accountable for project assurance.
Risks, issues, and related logs
How do we identify risks and issues?

- Review of, and alignment with, University risk register
- Discussion with project team (you could use tools such as PESTLE, SWOT analysis or Cause & Effect analysis for this)
- Involving key stakeholders (e.g. through individual discussion, project meetings, observation of non-project meetings)
- Completion of the Equality Impact Assessment
- Analysis of dependencies
- Identification of assumptions
- Lessons learned from previous projects
- Change management activity
- Specialist activity (e.g. service design or technical development) where appropriate
When does risk management occur?

- Key known risks and dependencies will be flagged during start-up and described in the business case.
- Risk and issue management plan, dependencies and assumptions all defined in PID (MAD in CICS) during Planning phase.
- RAID (Risks, Actions, Issues, Decisions) log also set up during Planning phase (Foundations in CICS).
- Maintaining the RAID log and managing risks and issues should be an ongoing activity by the PM.
When does risk management occur? (cont.)

- Major risks and issues should be reviewed by the Project Board or other governance in line with agreed tolerances which are defined in the PID (e.g. all marked as ‘red’ severity).
- Risk updates are delivered to the Project Board using the Dashboard.
- Risks and issues should be fully reviewed before each project board meeting.
How do we deal with risks and issues?

• Ensure risks and issues are transparent to the project team by capturing in the RAID template.

• Identified risks and issues should be allocated a severity level, allocated a mitigation plan and associated actions.

• Each risk must have an owner, who is responsible for the risk and its associated actions.

• The actions must be SMART (specific, measurable, achievable, realistic and timebound). Where an action needs to be taken by someone outside the project team, ensure that the action to get them to do it is also listed.

• For further guidance, see the University’s Risk Management Manual and the SLP Risk Management Approach.
Risks should be allocated a theme in line with the University’s risk categories. This enables risks to be grouped and enables senior stakeholders to review the project’s risk profile at a strategic level.

### Strategic themes
- Education and Student Experience
- Research and Its Impact
- Strategic Partnerships
- The Power of People

### Our Place Locally and Globally
- Our Public Responsibility
- The Challenge of Resource

### Cross-cutting categories
- Estates, Infrastructure & IT
- Organisational Development & Strategy
- Service Quality
Dependencies

• In developing the Business Case and the PID, you will also identify a number of dependencies external to the project. All dependencies present risks.
• It can be helpful to present these visually to show the dependency flow.
• In order to manage each dependency you will need to identify:
  • The impact of the dependency on your project
  • Whether or when the dependency will be removed
  • Who is responsible for the dependency
  • How you will monitor dependency progress
  • The risks that arise from the dependency.
• These should be defined in the PID and managed via the Dependency log, which can form a part of the RAID log.
Assumptions

• In developing the PID, you will also identify a number of assumptions that you are making around the project.
• You must question each assumption to see if the assumption can be confirmed as fact or otherwise.
• All assumptions are risks and should be translated into risks in the risk log.
• These assumptions should be regularly reviewed to assess whether they remain assumptions, or have been confirmed as fact.
• Assumptions can be managed via the Assumptions log, which can form a part of the RAID log.
Lessons learned

• You should log Lessons Learned as you go through the project, so you can refer to them with ease when you come to presenting lessons learned at the end of each stage and at the end of the project.
• You can use an additional tab in the RAID log for this, to keep it central.
• More guidance can be found in the SLP Lessons Learned Log guidance, although this goes beyond a minimum standard.
The RAID template

- Risks, Issues, Actions, Decisions: Reviewed and managed on a weekly basis
- Dependencies, Assumptions and Lessons Learned: Can be reviewed less frequently, but as a minimum before each Project Board.
- RAID template
- Some useful guidance on completing a risk register can be found in the University’s Risk Management Manual and the SLP Risk Management Approach.
Delivery and quality
Delivery

Delivery requirements are largely dependent on what is being delivered. What the deliverables are, how they will be delivered and to whom should be defined in the PID and in each stage plan.

Deliverables should not be delivered without passing the relevant quality control checks and time must be allocated for this in the schedule.
What do we mean by quality?

Quality refers to how well the outputs or deliverables of a project meet a set of requirements, are fit for purpose, and meet the user’s expectations.

It is different from benefits, which are related to the achievement of the overall aims of the project and their impact and normally occur after project completion.

For example, in a retail website project, the quality may be related to the absence of bugs, the accessibility of the final product, and good user reviews in beta testing. This are all managed and controlled within the project life cycle. The benefits of the project may occur after the website goes live and may relate to such things as the company’s profits increasing due to the increased availability of products online.
Quality areas

There are four areas of quality¹:

- Quality planning: Ensuring that the team understands the quality requirements and how they will be achieved, at the outset of the project and at each stage.
- Quality assurance: An review of the project’s quality processes. On larger projects this should be independent (e.g. 3rd party audit). On smaller projects this can be carried out by the project office or project manager.
- Quality control: The actual checks or tests carried out on each deliverable at each stage.
- Continual improvement: How the lessons learned from this project and its process are captured and acted on. (See Lessons learned.)

¹ These are based on the APM approach to Quality Management.
Quality planning

1. The quality plan can be a section in the PID, or this can be a separate document - see [Quality Plan template](#).
2. This quality plan outlines the acceptance criteria, responsibilities, controls, quality assurance processes and any relevant standards.
3. The quality plan is defined for every deliverable in each stage plan.
Quality control

- Each deliverable must have a set of measurable acceptance criteria. You can then define how you will quality control, test or check each deliverable to ensure it meets those criteria.
- There are a number of different ways you could do this, depending on the deliverable and the desired outcome, for example: functional testing; user review; sampling; reviewing documentation.
- End user review is essential to the quality of the deliverables and should be included where possible.
- The quality control management process should be defined. For example, do you need to set up test environments or bug tracking software? Do you need to employ testers? How do you ensure that fixes are verified? How do you ensure version control?
Configuration and change
Configuration management

- Configuration management refers to how document and product versions are controlled.
- A plan for configuration management should be completed as part of the PID.
Change control

• A plan for change control should be included in the PID. Some changes may be actionable by the project team, but any change to the project scope or which affects other tolerances should go through a change control process.

• The normal process for change control consists of the following steps:
  a. Any stakeholder can request a change, which is then logged
  b. The change request is reviewed
  c. A decision is made (by the sponsor, project board or whoever they delegate to); the decision is yes, no, do it later, or need more information
  d. The project manager implements the decision and updates all the relevant documentation.
Documents and reports
General

• Any document produced should carry as a minimum:
  • Consistent nomenclature
  • Consistent version numbering
  • Author
  • Revision history
  • Purpose of the document

• Specific Agile outputs (e.g. product backlog) are not listed here as they aren’t part of a minimum standard.
Business case

Delivery
• Outline at Start-up
• Full at Planning
• Reviewed at End Phase

Contents
• Description of project
• Request and approval gateways
• Project information (links to other projects, benefits)
• Assessment of need
• Strategic fit and objectives
• Options, including Do nothing
• Timescales
• Costs
• Risk assessment
• Post-project considerations
Scope

• What we are delivering in detail; divided into outputs / products / features as relevant
• Be clear on exclusions
• If Agile, may take form of a product backlog rather than a full definition
• Even if not Agile, worth MoSCoWing as early as possible
Project Initiation Document (PID)

Delivery
- Full at Planning
- Reviewed and revised at the end of each management phase and stage

Contents
- Business case summary
- Project definition (Background, benefits, outcomes and outputs, scope, exclusions, constraints, assumptions, dependencies, users, stakeholders)
- Project approach
- Team, roles and governance
- Quality plan
- Risk management plan
- Tolerances
- Communication plan
- Project plan (deliverables, milestones, activities, resources, timescales)
- Project controls
- Configuration management plan
- Change management plan
- Plan for BAU handover
Project dashboard

• The project dashboard is used as a tool for reporting to Project Boards. It should be completed and delivered in advance of every Project Board.

• Specific guidance on completing the dashboard can be found here and should be read before using the dashboard.
Stage report

Delivery

• At stage / phase end
• Delivered to Project Board

Contents*

• Summary
• Business case review (to date), including benefits
• Project objectives review
• Stage objectives review
• Deliverables review
• Lessons learned
• Risks and issues summary

* Not all of these will be required at the end of Planning phase.
Stage plan

Delivery
• At stage / phase end
• Delivered to Project Board

Contents
• Summary
• Stage deliverables
• Stage quality plan
• Stage plan (schedule, milestones, resources, activities, budget if available)
• Dependencies and assumptions
• Key risks and issues
End project report

Delivery

• At Closure phase
• Delivered to Project Board

Contents

• Summary
• Business case review
• Project objectives review
• Deliverables review
• Benefits review
• Risks & issues review
• Lessons learned
• Recommended next steps
Useful resources
SCO Benefits management approach
SCO Service design approach
Scale of project tool
Equality Impact Assessment
Meeting Notes template
SCO Student Voice Approach
Risk Management Manual
SLP Risk Management Approach
SLP Lessons Learned Log guidance

RAID template
Business Case template
Project Initiation Document (PID)
Project dashboard
Project dashboard guidance
Stage report
Stage plan
End project report
<table>
<thead>
<tr>
<th><strong>Agile</strong></th>
<th>Method of project management, used especially for software development, that is characterised by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assumption</strong></td>
<td>Something you rely on to be true for the success of the project.</td>
</tr>
<tr>
<td><strong>Business as Usual (BAU)</strong></td>
<td>The day-to-day business function; differs from a project, which has a start and an end.</td>
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<tr>
<td><strong>Business Case</strong></td>
<td>A document which describes why a project is needed.</td>
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<tr>
<td><strong>Business Lead</strong></td>
<td>The person in the business who is responsible for the outcomes of the project.</td>
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<tr>
<td><strong>Dependency</strong></td>
<td>Something external to the project which affects your project’s activities or outcomes.</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>The process by which a project is given oversight to ensure its success and strategic relevance.</td>
</tr>
<tr>
<td><strong>Issue</strong></td>
<td>Something that has occurred that may affect your project’s outcomes.</td>
</tr>
<tr>
<td><strong>MoSCoW</strong></td>
<td>A method of prioritisation that labels features, requirements, deliverables or fixes as Must, Should, Could or Won’t for now.</td>
</tr>
<tr>
<td><strong>Project Board</strong></td>
<td>A board set up specifically for the purposes of the project to provide oversight and ensure its success.</td>
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<tr>
<td><strong>Project Change Triangle (PCT)</strong></td>
<td>A Prosci framework for showing the sponsorship, project management and change management elements of any change effort.</td>
</tr>
<tr>
<td><strong>Project Sponsor</strong></td>
<td>A senior person within the business who visibly promotes, supports and communicates the project and its change outcomes.</td>
</tr>
<tr>
<td><strong>RASCI</strong></td>
<td>Also RACI. A way of defining stakeholders as Responsible, Accountable, Supporting, Consulted or Informed.</td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>Something that might occur, which if it did would affect your project’s outcomes.</td>
</tr>
<tr>
<td><strong>Subject Matter Expert</strong></td>
<td>Someone who provides expertise into a project activity or reviews an output.</td>
</tr>
<tr>
<td><strong>Tolerance</strong></td>
<td>The ‘wiggle room’ allowed to the project team or project board in areas of scope, quality, budget and cost.</td>
</tr>
</tbody>
</table>