

Project Management Initiation Document

This document provides an ideal project management plan template which can be used by anyone at any level who is undertaking a project and is looking for a plan structure with all the key topic areas that need to be considered.

Project Initiation Document

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| Version : | #### |
| Date : | ##### |
| Author : | ##### |
| Owner/Sponsor : | ##### |
| Signature of Owner/Sponsor: | ##### |
| Project Manager Signature: | ##### |



Document History

| Version Summary | Date | Version |
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| Initial Draft Project Initiation Document | ##### | 1 |
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Review Feedback & Comments

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Project Approval

This document requires the following approvals.

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1. Purpose of this Document (PID)

The purpose of this document is to define the project in sufficient detail, including background and scope of the project, to form the basis for its management and the assessment of overall success.

In summary, the document will explain:

- The business requirement for the project to proceed
- The objectives of the project
- The benefits of undertaking the project
- The deliverables to be produced
- Scope; what is included/excluded

A standalone PID (Project Initiation Document) will be created for internal use to detail:

- The resources required and their accountabilities & responsibilities
- The time and budget requirements

2. Project Background

Include as much background information as you can. Document why the project has been requested. This will generally be a change in process, policy, organisation or technology.

3. Project Definition

Objectives

The project objective(s) is(are) to:

-

Business Requirements

The key business requirements are to:

-

Business Scenario

**Enter details of the business scenario that this change is applicable to. It may be an existing process, piece of technology, etc.*

Options

**Consider options.*

Quantified Analysis

How do we deal with costs and benefits on a common basis? Decide appraisal period (usually life of main asset). Use constant prices (only include price increases over and above inflation). Discount all costs and benefits to give Present Value in base year. Current discount rate for public sector is 3.5% p.a. The convention is for ongoing costs and benefits to begin in the year after the capital expenditure which gives rise to them.

(Only applies to project with a budget of £25K plus)

Benefit cost ratio: $= \frac{\text{Net TfL Benefit}}{\text{Net Cost}}$



If revenues are also involved then it becomes: =
$$\frac{\text{Net Tfl Benefit}}{\text{Net Cost - Revenue}}$$

Making decisions on benefit / cost results:

Pass mark (1.5: 1)

Below is an example of how to calculate present value for a three year project.

$$\text{Present Value} = \sum \frac{\text{Year 1 Cost}}{(1+0.035)} = \frac{\text{Year 1 Cost}}{(1+0.035)^2} = \frac{\text{Year 1 Cost}}{(1+0.035)^3}$$

| <i>Benefit for customer</i> | <i>Cost to Tfl</i> | <i>Decision</i> |
|-----------------------------|------------------------|---|
| Positive | Negative (financial) | Do project if benefit: cost ratio is greater than pass mark (1.5: 1). |
| Positive | Positive (revenue) | Always do project |
| Negative | Positive (cost saving) | Do project if disbenefit: cost saving ratio is less than pass mark (1:1). |
| Negative | Negative | Don't do project unless forced by legislation, political policy etc. |

Overall Assessment

- If a quantified analysis was done, was the outcome robust to sensitivity tests?
- If not, what is the likelihood of the scenario explored in these tests actually occurring?
- Is the quantified analysis representative of overall value?
- If no quantified analysis, can the value of the project be assessed relative to other existing projects e.g. showing that the proposal has lower cost but similar impact?
- The overall assessment is the single most important part of the business case, as it weighs up all the key factors.

Project Benefits

The primary business benefits associated with this project are (include impacts on strategies):

-
-
-



Project Team

* Enter the project team members in the table below.

| Category | Accountabilities | Deliverables |
|------------------|---|---|
| Project Sponsor: | Active Team Member | <ul style="list-style-type: none"> • Lead the project • Input, agree and commit to project timescales • Challenge the viability of the business requirements • Gather and share information • Ensure project objectives realise business benefits • Update key stakeholders • Share decisions or seek input to decisions • Escalate unresolved matters • Implement solutions |
| | Understands the Business | <ul style="list-style-type: none"> • Seek meaningful business engagement • Understand and consider business risks/ mitigating actions • Build business confidence with stakeholders by championing the changes • Manage business expectations/readiness |
| | Influences Stakeholders | <ul style="list-style-type: none"> • Enable change through appropriate tools/skills & knowledge • Clear communication plan and interventions • Agree business success factors |
| Project Lead: | <ul style="list-style-type: none"> • Lead the project, keep it focused • Input, agree and commit to project timescales • Shares decision or inputs to decisions • Directs project manager and project board | <ul style="list-style-type: none"> • Scope project, benefits and deliverables • Input, agree and commit to project timescales • Identify critical success factors and key milestones • Make decisions on behalf of the Project Sponsor where necessary |
| Stakeholders: | Active team member | <ul style="list-style-type: none"> • Input, agree and commit to project timescales • Prepare for, attend and input modal perspective at meetings • Gather and share information • Promote and support the project • Share decisions or seek input to decisions • Complete necessary actions |
| | Understands the business | <ul style="list-style-type: none"> • Support the programme by inputting the business issues • Identify the business risks and highlights to the project • Build business confidence with customers by communicating changes • Gather feedback from colleagues |



| Category | Accountabilities | Deliverables |
|---------------------------|--------------------------|--|
| | Influences business | <ul style="list-style-type: none"> • Manage customer concerns and expectations • Input into communication from a modal perspective • Provide meaningful feedback to the business • Shape resource requirements • Promote the project/change • Stakeholder management |
| Engagement/Comms Manager: | | <ul style="list-style-type: none"> • Develop and own the engagement plan • Develop and own the communications plan • Facilitate the workshops • Consolidate feedback/requirements • Assist Project Sponsor, Project Manager, and Stakeholders wherever needed |
| Project Manager: | Active team member | <ul style="list-style-type: none"> • Project management and delivery of plan to timeline and budget • Support project team and sponsor • Track and report progress • Identify, report and escalate risks/issues/dependencies |
| | Understands the business | <ul style="list-style-type: none"> • Share business knowledge with project team • Build business confidence with customers by communicating changes • Assist in the identification of any additional resources in so far as this is possible. • Seek and collate business feedback for project team to consider and respond • Identify and deliver appropriate engagement opportunities |
| | Influences business | <ul style="list-style-type: none"> • Consult with stakeholders • Raise/escalate issues to seek early resolution • Agree terms of reference • Drive project delivery through project team activities |

Change/Training Requirements

Enter details on what mechanisms/tools will be put into place to facilitate the implantation and acceptance of the change that this project will deliver. This may include emails communications, classroom training, e-learning etc.

4. Impact Analysis

Document any impact to delivering the change. Please consider impact to people, process, technology, SLAs, Reporting etc. Impact should be assessed pan-TfL. Enter the relevant information in the sections below. If there is no impact to a particular item, please state "No Impact".

People

Replace this text with any impact to People



Process

Replace this text with any impact to Process

Technology

Replace this text with any impact to Technology

Service Level Agreement(s)

Replace this text with any impact to Service Level Agreement

Behavioural

Replace this text with any impact to Behaviours

Business Readiness

Please document any other changes that are scheduled to be implemented at the same time that may cause the business not to be ready for this change. These changes may be occurring outside of your direct area so please investigate thoroughly.

5. Budgetary

Please indicate any budgetary requirements for delivering this piece of work, types of cost to consider:

One-off costs:

- Initial costs e.g. construction, purchase, publicity, redundancy payments etc*
- Part-life costs e.g. overhaul or partial renewal may be needed at some point between initial investment and eventual replacement.*

Ongoing costs e.g. annual maintenance, administrative overheads etc.

Cost savings....

- One-off cost savings e.g. part of a renewed asset would have needed replacing anyway at a later date.*
- Operating cost savings e.g. modernised asset requires fewer staff and/or less maintenance.*

Cost avoided?

- Without the project, an essential unbudgeted expense would inevitably be incurred by TfL: Cost avoided (unexpected new obligation as a result of a court case, findings of inquiry etc)*

And also take into account....

- Optimism bias (Contingency budget): (Add 44% from the total cost of the project)*

6. Project Delivery

Project Deliverables

Outline all the deliverables of the project. This may include, the PID, a communication plan, a revised process, changes to technology, a training plan etc.

Major Milestones

List all the main milestones for this project. As a minimum this should include, Initialisation, Design, Delivery, Close. Although there are bound to be more milestones pertinent to the project.



Resource Requirements

List the resource requirements needed to deliver the project. You will be able to complete this section once you have a finished project plan. Please include the named individuals (if known, otherwise function) and the number of days required.

Measures of Success

- Cover majority of project, not just one small area
- Cover implementation and handover, not necessarily the longer-term success of the project
- Specify quantified improvement from x to y
- Specify periods or dates over which comparisons are to apply
- Specify how the measurements are to be made
- Specify who will be reporting back and when, typically 6 - 12 months after implementation, clear of any teething troubles

7. Project Governance & Control

Change Control Process

Once approved and formally signed off, this document (PID) and the project plan are subject to the following Change Control Process:

Issue Resolution Process

If at any time the Project Manager cannot resolve an issue, the following process will be followed:

RAID Log

The RAID (Risks, Actions, Issues, Documents) log will be managed by the Project Manager and is the central source for the ongoing management of all project related risks, actions, issues and documents.

8. Constraints, Dependencies, Assumptions and Risks

Constraints

Replace this text with any constraints that the delivery of the project is bound by.

Dependencies

Replace this text with any dependencies that delivery of the change will be based upon.

Assumptions

Replace this text with any assumptions you have made in delivering the change.

Any non-standard assumptions used in the analysis of costs and benefits for example:

- Property acquisitions/disposals can be completed at current market rates
- Special Value of Time for particular market segment
- Aspirational targets for demand growth
- Partial achievement of benefits at first, with total benefits coming in when a later stage is completed

Current Risks

Replace this text with any risks you have identified prior to delivering the change. Once the document is signed off, all further risks will be recorded in the RAID log.



9. Feasibility

** Demonstrate feasibility with details of study undertaken (how feasible is the project)*

10. Appendices

NB to ensure that Headings for Appendices appear in the table of contents, please format them using style "PID Headings 2"



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