

**REGISTERS OF SCOTLAND**  
*Executive Agency*



*Information about Scotland's land & property*

**Paper for:** [Target Reader Name]

**Subject:** [Project Name]  
Project Initiation Document

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## Table of Contents

<b>1. PURPOSE .....</b>	<b>3</b>
<b>2. BACKGROUND.....</b>	<b>3</b>
<b>3. PROJECT DEFINITION.....</b>	<b>3</b>
3.1 OBJECTIVES.....	3
3.2 METHOD OF APPROACH .....	3
3.3 SCOPE.....	3
3.4 DELIVERABLES.....	4
3.5 EXCLUSIONS .....	4
3.6 CONSTRAINTS.....	4
3.6 INTERFACES.....	4
<b>4. ASSUMPTIONS.....</b>	<b>4</b>
<b>5. BUSINESS CASE.....</b>	<b>4</b>
5.1 BACKGROUND.....	4
5.2 COSTS.....	4
5.3 BENEFITS.....	5
<b>6. PROJECT ORGANISATION AND STRUCTURE .....</b>	<b>5</b>
<b>7. PROJECT QUALITY AND ASSURANCE.....</b>	<b>6</b>
<b>8. COMMUNICATION PLAN.....</b>	<b>6</b>
<b>9. INITIAL PROJECT PLAN.....</b>	<b>6</b>
<b>10. PROJECT CONTROLS .....</b>	<b>6</b>
<b>11. EXCEPTION PROCESS .....</b>	<b>7</b>
<b>12. RISK LOG .....</b>	<b>7</b>
<b>13. CONTINGENCY PLANS.....</b>	<b>7</b>
<b>14. PROJECT FILING STRUCTURE .....</b>	<b>7</b>
<b>ANNEX A: PRODUCT DESCRIPTION .....</b>	<b>8</b>
<b>ANNEX B: TERMS OF REFERENCE .....</b>	<b>10</b>



## 1. Purpose

This Project Initiation Document (PID) has been produced to capture and record the basic information needed to correctly direct and manage the **[Project Name]**. The PID addresses the following fundamental aspects of the project:

- what the project is aiming to achieve
- why it is important to achieve the stated aims
- who will be involved in managing the project and what are their roles and responsibilities
- Project timetable.

The PID will provide the “Baseline” for the project. It will be referred to whenever a major decision is taken about the project and used at the conclusion of the project to measure whether the project was managed successfully and delivered an acceptable outcome for the user.

## 2. Background

**[Statement covering background information such as what the project has been tasked to do and by whom, date of Board approval to initiate project etc.]**

## 3. Project Definition

### 3.1 Objectives

The objectives of the **[Project Name]** are as follows:

- **[List all project Objectives]**

### 3.2 Method of Approach

The **[Project Name]** will be set up managed and controlled using PRINCE 2 methodology and will form part of the Agency Programme.

**[The method of approach section contains information describing in broad terms how a solution will be provided, this information can be taken from the *Project Approach* document that is produced during the ‘Starting up a Project’ stage. Typical areas to include are as follows:]**

- Description of the approach including a brief overview of any distinct stages that are planned.
- The type of solution proposed (bespoke, contracted out or a modification of existing systems for example)
- Proposed personnel to be involved (external, company staff or combination of both)

### 3.3 Scope

The scope of the **[Project Name]** will be to:

- **[List areas that the project has been tasked to investigate]**



### **3.4 Deliverables**

- **[List all deliverables]**

N.B If external consultants are being employed on the Project a reference to their Terms of Reference (as an annex to the PID) can be included here.

### **3.5 Exclusions**

The following are areas excluded from the scope of the Project.

- **[List all excluded areas]**

### **3.6 Constraints**

The following are constraints on the **[Project Name]**:

- **[List any constraints on the project for example budgetary limits, requirement to comply with the objectives and scope of any overarching initiatives etc.]**

### **3.6 Interfaces**

**[Statement of any interfaces with other groups and projects that will be established and maintained throughout the life of the project]**

## **4. Assumptions**

It is assumed that:

- sufficient staff resource will be made available throughout the life of the project to ensure that the required products can be delivered in line with the Project Plan. The Project Board will have ultimate responsibility for securing and allocating the required resources to the Project.
- all budgeted financial resource for the Project will be made available in line with the agreed payment schedule incorporated into the contract(s). Any changes to the Project Objectives or Scope that fall outwith the agreed budget will be subject to a budgetary review.
- finance will be available to secure external professional assistance and/or consultancy.
- the provision of finance for the Project will remain the responsibility of the Agency.

## **5. Business Case**

**[Insert the original Business Case for the Project under the following headings]**

### **5.1 Background**

### **5.2 Costs**

#### **5.2.1. Consultancy**

## [External consultancy resource costs]

### 5.2.2.Resource.

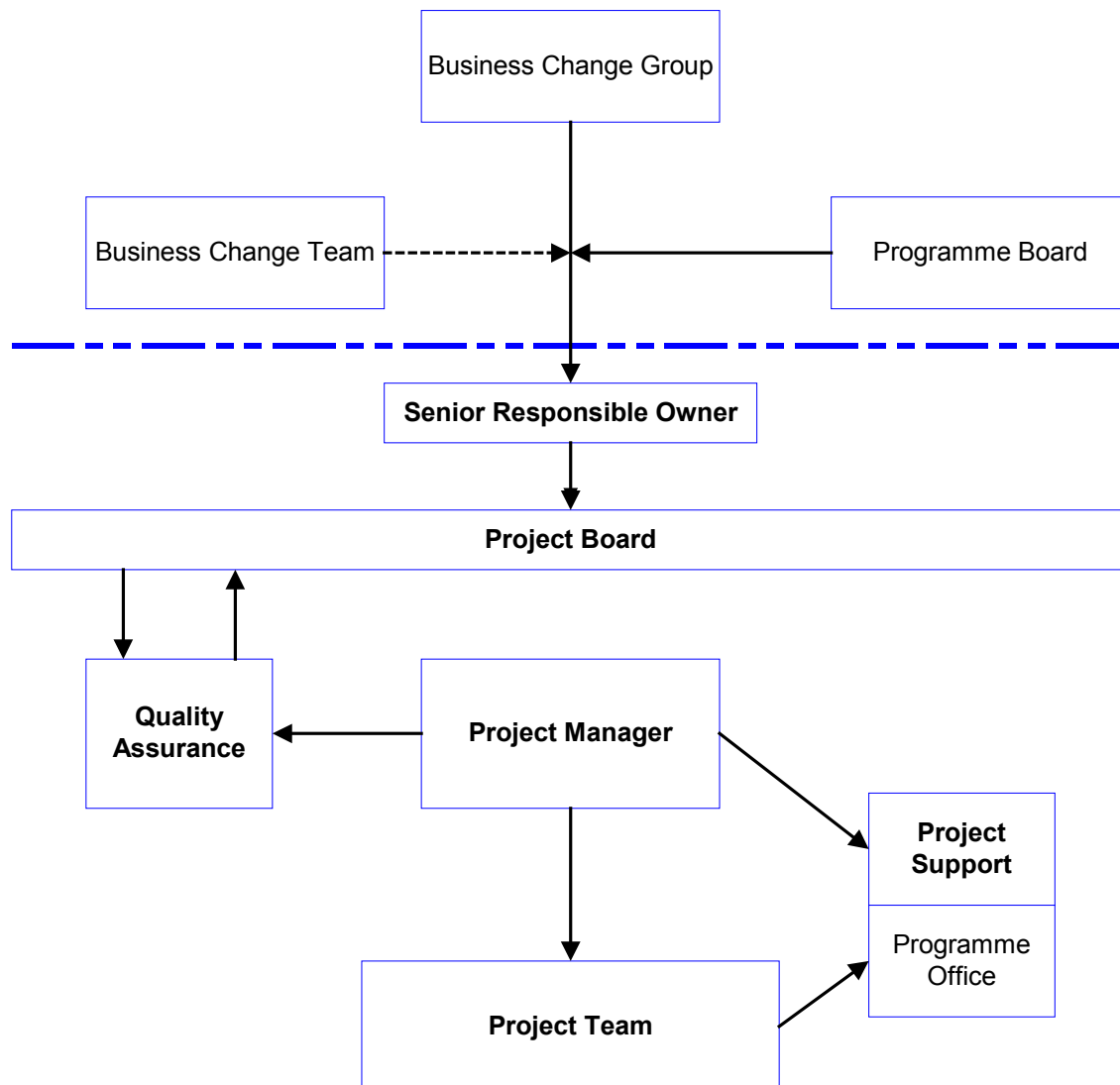
## [Internal Agency resource costs]

### 5.3 Benefits

## [Statement covering perceived benefits]

## 6. Project Organisation and Structure

[Statement outlining where the project fits into the overarching Programme structure, who will provide steering for the project (usually the project Board) and responsibilities for monitoring and Quality Assurance of the project products]





## 7. Project Quality and Assurance

7.1. The delivery of all products will comply with the standards and QA requirements set out in the **[Project Name]** Quality Plan. Overall quality standards will be governed by the Programme Quality regime as laid out in the Programme Office Quality Management Strategy.

## 8. Communication Plan

The Project will conform to the standard Communication Plan as devised by the Business Change Group and Programme Office.

## 9. Initial Project Plan

**[Outline of the main stages of the Project in tabular, timeline or Project Plan (Gantt Chart) format]**

## 10. Project Controls

10.1. The **[Project Name]** will be controlled in line with PRINCE2 methodology and will fall under the overall operational monitoring of the Programme Manager. The following elements of PRINCE2 will be used:

10.2. The Project Board must authorise the acceptance of all major products within each stage before the Project is allowed to move to the next stage. The Project Board will meet regularly on a **[add frequency]** basis.

10.3. The Project Manager will control the day to day activities of the Project through the maintenance and management of the following products:

- Business Case
- Project Plan
- Risk Log
- Issues Log
- Quality Log

10.4. The Project Team will meet **[Add frequency]**

10.5. The Project Manager will provide the Project Board with **[Add frequency]** Highlight Reports detailing progress being made, budget and resource status and any new issues that may have arisen.

10.6. The Project Manager will provide End Stage reports to the Project Board at the end of each distinct Project stage.

10.7. The financial tolerance for the Project will be +/- **[Add agreed tolerance levels]** %

10.8. The time tolerance will be +/- **[Add agreed tolerance levels]** days



## 11. Exception Process

11.1. The Project Manager will be responsible for ensuring that Exception Reports are produced for the Project Board as required. These will detail any the effect the exception would have on the Project and recommend a way forward. The Project Board will authorise or seek authority for any changes to the Project.

Exception Reports will be triggered where:

- costs and/or timescale for an approved Stage Plan are forecast to exceed the tolerance levels set.
- an unmitigated risk threatens the viability of the Project.
- the escalation of a Project Issue is likely to cause changes to the Project Plan.

11.2. If requested by the Project Board, the Project Manager will produce an Exception Plan that takes account of the impact of the issues raised in an Exception Report.

## 12. Risk Log

12.1. An initial Risk Log can be included here for information and to provide an historical record. The Project Risk Log will thereafter be maintained as a separate document.

## 13. Contingency Plans

13.1. Explanation of how it is intended to deal with the consequences of any risks that materialise during the course of the project. Contingency plans will normally be requested by the Project Board if they are deemed necessary.

## 14. Project Filing Structure

14.1. Project information will be filed according to the structure set out in the Programme Office Quality Management Strategy.



## Annex A: Product Description

### [Project Name] - Project Initiation Document

#### Purpose

To define the project, to form the basis for its management and the assessment of overall success. There are two primary uses of the document:

- to ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project
- to act as a base document against which the Project Board and Project Manager can assess progress, change management issues, and on-going viability questions.

#### Composition

The following are the base elements of information needed to correctly direct and manage a project. They cover the following fundamental questions about the project:

- **what** a project is aiming to achieve
- **why** it is important to achieve it
- **who** is going to be involved in managing the process and what are their responsibilities
- **how** and when it is all going to happen.

The information will be held in various ways and the following contents should not be read as a list of contents for one document, but should rather be seen as the information needed in order to make the initiation decisions.

- **Background**, explaining the context of the project, and how we have arrived at the current position of requiring a project.
- **Project Definition**, explaining what the project needs to achieve. Under this heading may be:
  - project objectives
  - defined method of approach
  - project deliverables and/or desired outcomes
  - project scope
  - constraints
  - exclusions
  - interfaces
- **Assumptions**
- **Initial Business Case**, explaining why the project is being undertaken
- **Project Organisation Structure**, explaining who will be on the Project Management Team
- **Project Quality Plan**
- **Communication Plan**
- **Initial Project Plan**, explaining how and when the activities of the project will occur (for details of the Project Plan content see the separate Product outline)
- **Project Controls**





- **Exception process**
- **Initial Risk Log**, documenting the results of the risk analysis and risk management activities

## Derivation

- Supplier's project management standards
- Customer's specified control requirements
- Much of the information should come from the Project Mandate, enhanced in the Project Brief.

## Quality Criteria

- Does the document correctly represent the project?
- Does it show a viable, achievable project which is in line with corporate strategy, or overall programme needs?
- Is the project organisation structure complete, with names and titles?
- Have all the roles been considered?
- Does it clearly show a control, reporting and direction regime which is implementable, and appropriate to the scale, business risk and business importance of the project?
- Is the project organisation structure backed up by agreed and signed job definitions?
- Are the relationships and lines of authority clear?
- Does the project organisation structure need to say to whom the Project Board reports?
- Do the controls cover the needs of the Project Board, Project Manager and Team Leaders?
- Do the controls satisfy any delegated assurance requirements?
- Is it clear who will administer each control?



## Annex B: Terms of Reference