



## **Stage: Initiation**

### **Project Proposal 2006/7**

**[Project Name]**

**[Business Area]**

*For list see <http://www.projects.ed.ac.uk/>  
Or state new*

**[Programme Name]**

*As above or state new*

<b>Project Sponsor:</b>	
<b>Author (Business):</b>	
<b>Author (MIS):</b>	

**Date: [dd/mm/yy]**

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## 1 Project Details

### 1.1 Summary

Please provide a brief executive type summary of the project including: background, current situation, objectives, timescales and expected benefits. i.e. Why do the project? What will the project achieve? To Whom and When? What benefits can be expected from the project?

When the project eventually starts, the above paragraph will become the Project Home page overview published on the University's project website at:

<http://www.projects.ed.ac.uk/>

### 1.2 Business Objectives

Please identify the main business aims of the project. An objective should be a concrete statement describing what the project is trying to achieve. e.g. a 50% reduction in the time taken to maintain support on product y by upgrading versions. The objective should be written so that it can be evaluated at the conclusion of a project to see whether it was achieved or not. A well-worded objective will be **S**pecific, **M**easurable, **A**ttainable/Achievable, **R**ealistic and **T**imebound (SMART). The table below is provided to give a summary for the section, in many cases no further description will be required, however if your objectives require more detailed descriptions than can be easily accommodated in the table please insert more detail in this section after the table.

Objective Number	Objective Description

### 1.3 Deliverables and Limits

The deliverables are the changes that the project has to make in order to achieve the business objectives. Typically these will be system implementation or change to achieve the business process changes described in objectives. In many projects mis-understandings often arise because there are limits to the scope of the project that have not been clearly stated e.g. the system will only be available to a certain group of users, the deliverable is only intended to capture a proportion of the transactions, the system will only be delivered on University supported browsers. Typical deliverables for IT projects are listed below.

- New IT Service
- New MyEd channel
- New Software system
- Suite of Reports
- Implementation service
- Infrastructure Upgrade
- Business Process Change
- Communication Strategy

Deliverable Number	Deliverable Description

## 1.4 Timing and Multi Year Projects

### 1.4.1 Timing

If the project has a time dependency such that if it is delivered later than the required date then the benefit will not be realised or would be deferred by a long period. This kind of dependency is called a 'hard milestone'. Usually these milestones will be based on the University's business cycle, but can also be driven by product cycles. Please give the hard milestones and the reason for the dependency, eg Deliverable X must be completed by September 2007 in time for start of academic year 2007/8, or Deliverable Y must be completed by April 2007 to comply with legislative changes. If there are no hard milestones please put 'None' in this section.

### 1.4.2 Multi-Year

The University planning process requires resources to be allocated against an annual programme. In some cases projects will not fit conveniently within the University's financial year. This may simply be a timing issue around a short well defined project eg a new service is required in the Autumn and work has to start in the previous financial year in order to achieve a hard milestone so the project will straddle two financial years. However it may be that we are embarking on a large change project that will take several years of concerted effort to achieve e.g. EUCLID or RELP.

In these large projects it is often the case that the estimates for resources for later stages can only be done in outline at the beginning of the project. This is acceptable and the costing template should be used to indicate best estimates. It is required that proposals for multi year projects are resubmitted in the annual planning round so that deliverables and resource estimates for the relevant planning year can be reviewed and updated if necessary.

For multi year projects please indicate the stage breakdown of the project by financial years and the timing of output. e.g. deliver business case by December, Tender by April, Award Tender by September, Implement first set of business process going live September following year, etc. Detail of later years may be sparse but the expected work programme for the coming year needs to be sufficiently defined that resources can be allocated appropriately.

This section is only required for multi year projects.

Financial Year	Year of Project	Breakdown of Project Stages/Deliverables
2006/07		
2007/08		
2008/09		

## 1.5 Risks

Please identify the main risks associated with this project. A risk is the possibility that something can go wrong and interfere with the completion of the project. Assumptions, constraints and dependencies are other factors that can affect a project. It is best to describe these other factors as risks. e.g. a project may depend on project X being completed. The risk to this project is that project X may not be done.

Risk	Description

## 2 PROJECT CATEGORY and JUSTIFICATION

### 2.1 Category

Please indicate the category of this project by putting a brief statement beside the appropriate category. The Essential categories will need a more detailed justification statement in the Project Justification section.

<b>Essential (External)</b>	<i>These are externally driven projects that must be done, as they are regulatory or technology obsolescence in nature. e.g. HESA return, Tax Year-end changes or an upgrade to the version of the Oracle database.</i>
<b>Essential (Internal)</b>	<i>These are internally driven projects that must be done as a result of a major university organisational type change such as introduction of the new curriculum or a change to the structure of the academic year. Note: These are NOT projects that give for example very high benefits or are the most important one for a particular business area.</i>
<b>Funded</b>	<i>These are projects that are being funded through another source such as an external grant, the University Bond or by the sponsoring department themselves.</i>
<b>Very Important</b>	<i>These are projects that business areas really want to do as they give major benefits, improvements etc.</i>

### 2.2 Justification

The project should be able to justify itself on one or more of the criteria as this justification will be used in the prioritisation process.

Please put statement or "N/A" against the following criteria: -

<b>University Goals And Operational Priorities</b>	<i>Details of these goals and operation priorities can be found in the UoE <a href="#">strategic plan</a>.</i>
Excellence in Education	<i>The University of Edinburgh aims to be a leading international provider of undergraduate and postgraduate education that meets high academic standards and enables all who can benefit to realise their full potential.</i>
Excellence in Research	<i>The University of Edinburgh aims to build on it's standing as one of the world's leading research-intensive institutions; to be a vibrant research community that stimulates new ideas and discoveries; and to contribute to the economic, social, cultural and environmental development of Scotland and the world.</i>
Excellence in knowledge transfer and commercialisation	<i>The University of Edinburgh aims to maximise the potential contribution of its knowledge, ideas, skills and expertise towards realising Scottish Executive and UK Government objectives and the welfare of society as a whole.</i>
Quality infrastructure	<i>The University of Edinburgh aims to attract, support and develop staff of outstanding calibre; and to provide a modern and stimulating working and learning environment.</i>
Quality services	<i>The University of Edinburgh aims to have strongly customer-focused services of world-class quality.</i>
Quality knowledge management	<i>The University of Edinburgh aims to provide knowledge management infrastructure and services that empower the university's business.</i>
Promoting opportunity and diversity	<i>The University of Edinburgh aims to embed equality and diversity as fundamental principles and assist all staff and students to realise their full potential.</i>
Developing leadership and management	<i>The University of Edinburgh aims to have strong leadership and effective management at all levels.</i>
Advancing Internationalisation	<i>The University of Edinburgh aims to be truly international across the range of the University's activities.</i>

Engaging with the wider community	The University of Edinburgh aims to promote understanding of, and support for, the University and its work; and to make a positive intellectual, educational, economic, scientific, health-related and cultural contribution to society.
Building effective partnerships and collaborations	The University of Edinburgh aims to secure maximum benefit from the opportunities for partnership working and collaboration across all aspects of our business and at local, national and international levels.
Effective governance and ensuring sustainability	The University of Edinburgh aims to be a well-governed sustainable institution, optimising the use of its resources.
<b>KMS Milestone</b>	As well as statement must refer to actual line number in KMS milestone grid.
<b>OTHER</b>	All essential projects must have a statement justifying the essential categorisation which are normally of a legislative, regulatory change or technology obsolescence in nature. Continuing Multi-Year project should also have a brief justification statement.

Please remember that not all of the above categories need to be used for justification purposes, only those that are applicable.

NB: Any project in the wider student area, submitted to MIS as part of the planning round for 06-07, will be referred to the EUCLID project board for consideration.

As part of the submission to the MIS planning round users/project sponsors will need to include the following to assist the PB in considering the proposal:

- An outline of how the development is in the corporate interest;
- An explanation of why it cannot wait for the implementation of the student record package;
- An outline of how the proposed development progresses our business toward a package solution.

When bringing forward proposals for enhancements to the existing system the Project Board will expect not just information about positive ways in which the proposal would assist the EUCLID Project but also an impact analysis on issues such as whether it would delay/potentially threaten successful completion of the Project on time and within scope and budget. The impact analysis will be added to the proposals by the Project Team, in consultation with MIS, SDDM and the user community as appropriate. Appropriate individuals will be invited to attend the relevant meeting of the Project Board.

### 3 PROJECT BENEFITS and COSTS

This section details the estimated benefits and costs over a 5-year period on the basis of the information currently available and. Section 3.1 should be completed where benefits are expected. Section 3.2 must be completed where additional Funding and/or Resources is required. Section 3.3 is the imbedded detailed costing worksheet which must be completed in collaboration with MIS.

#### 3.1 Five Year Benefits

It is not mandatory to show benefits for projects in the following categories:

- Essential – External
- Essential – Internal
- Funded,

However if the benefits are known or easily calculated they should be included.

Please provide some background information on the reasoning and method used to arrive at the benefit figures e.g. where a time saving has been identified as a benefit, please identify how the £ amount was calculated, providing details of any assumptions made regarding numbers of staff impacted etc.

Tangible Benefits	
Benefit	Assumptions

Those benefits where there is no associated financial saving are considered to be intangible, e.g. increased access to the user community. Please provide details of any intangible benefits and associated assumptions expected for this project.

Intangible Benefits	
Benefit	Assumptions

### 3.2 Other Funding and Staff Resources to be secured

The project may be dependant on additional funding which has still to be secured and/or other staff resource being made available. The project may also need work undertaken by another business area e.g. an interface to the Finance system may be required. In a case like this, the other business areas, Finance, needs to be consulted and agree to provide the necessary resources.

Please provide details below of additional funding or resources requirements and where the sponsoring business area has still to secure additional funding or staff resources in order to do this project?

Additional Funding / Resources Requirements	Secured? YES /NO

Note: This will not affect the project in the prioritisation process.

### 3.3 Detailed Benefits and Costs Worksheet

5 Year Summary	IT Services	Support Groups	Colleges	Total						
									MIS day rate	£230
<b>Benefits</b>									External day rate	£1,000
<b>Costs</b>									EUCS day rate	£230
				<b>Cost/Benefit Ratio</b>	<b>#DIV/0!</b>				Business Area day rate	£230
<b>BENEFITS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>				
IT Services										
Support Groups										
Colleges										
<b>Total</b>										
<b>COSTS</b>	<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
<b>IT Services</b>	Days	Cost	Days	Cost	Days	Cost	Days	Cost	Days	Cost
<b>MIS Total</b>										
MIS BSG										
MIS DSG - Dev										
MIS DSG - TS										
MIS DSG - SS										
MIS CSG										
EUCS										
External Consultancy										
Hardware										
Software										
<b>Support Groups</b>										
<b>Colleges</b>										
<b>Year 1: Detailed Resource Estimate by Stage (in DAYS)</b>	<b>IT Services</b>								<b>Support Groups</b>	<b>Colleges</b>
	MIS BSG	MIS DSG (Dev)	MIS DSG (TS)	MIS DSG (SS)	MIS CSG	EUCS	External Consult.	Business Partner	Other	All
Planning										
Business Analysis										
System Analysis & Design										
Build / Configure										
Integration										
Acceptance										
Deployment										
Benefits Review										
<b>Total Resource</b>										
<i>Area below here can be used for any detailed benefits costings</i>										