



## Case Study

### Electricity Supply Board Ireland



The APM Group Limited  
7-8 Queen Square  
High Wycombe  
Buckinghamshire  
HP11 2BP  
Tel: + 44 (0) 1494 452450  
Fax + 44 (0) 1494 459559  
[www.apmgroup.co.uk](http://www.apmgroup.co.uk)

## Contents

---

1. Introduction
  - 1.1 PRINCE2
  - 1.2 Purpose of the Case Study
  - 1.3 Acknowledgements
  - 1.4 Background to the Case Study
  - 1.5 Case Study format
2. Electricity Supply Board (ESB) Organisation Chart
3. PRINCE2 in ESB
  - 3.1 Background
  - 3.2 The Business Case for PRINCE2
  - 3.3 Introducing PRINCE2 into ESB
  - 3.4 Supporting PRINCE2
  - 3.5 Dealing with resistance to using PRINCE2
  - 3.6 Lesson Learned on implementing PRINCE2
4. Business Process Re-engineering using PRINCE2
5. Business Strategy Development Using PRINCE2
6. Converting to the Euro using PRINCE2
7. About PRINCE2
8. OGC Observations
9. About APMG

### **Appendix:**

Detailed Examples of the use of PRINCE2 in ESB

## 1. Introduction

---

### 1.1 PRINCE2

PRINCE2 is a Project Management method. It is a structured approach, which can be tailored for use on any type or size of project.

### 1.2 Purpose of the Case Study

The Case Study has been written in response to requests for examples of PRINCE2 implementation from organisations considering using the method. It describes the use of PRINCE2 at the Electricity Supply Board (ESB) in Dublin.

### 1.3 Acknowledgements

Thanks are due to Tommy Hopper, one of the prime instigators of PRINCE2 in ESB, and his colleagues Eimear Barrett, Cormac Bland, John Healy and Arthur Hutchinson for their time and the information they provided. Thanks are also due to Peter Weaver of The Programme Support Office (the PRINCE2 training provider) who arranged for the Case Study to take place.

### 1.4 Background to the Case Study

ESB is the national electricity utility in the Republic of Ireland. The Case Study material was collected during a visit to ESB on Friday 30<sup>th</sup> November 2001 at a time when ESB were undertaking a major business restructuring exercise to prepare for the full deregulation of electricity services in Ireland in 2005. The company have also had to get ready for conversion to the euro on 1<sup>st</sup> January 2002. More information on ESB can be found at [www.esb.ie](http://www.esb.ie).

### 1.5 Case Study Format

The people mentioned above all have first hand experience of using PRINCE2 on different types of projects and have tailored it to meet their needs. Sections 3 to 6 describe PRINCE2 as seen through their eyes.

Section 2 is an Organisation Chart to show where they fit and to put into context what they have to say.

Information on PRINCE2 is contained in Section 7.

Section 8 contains observations on the Case Study by the UK Office of Government Commerce (OGC) who own PRINCE2.

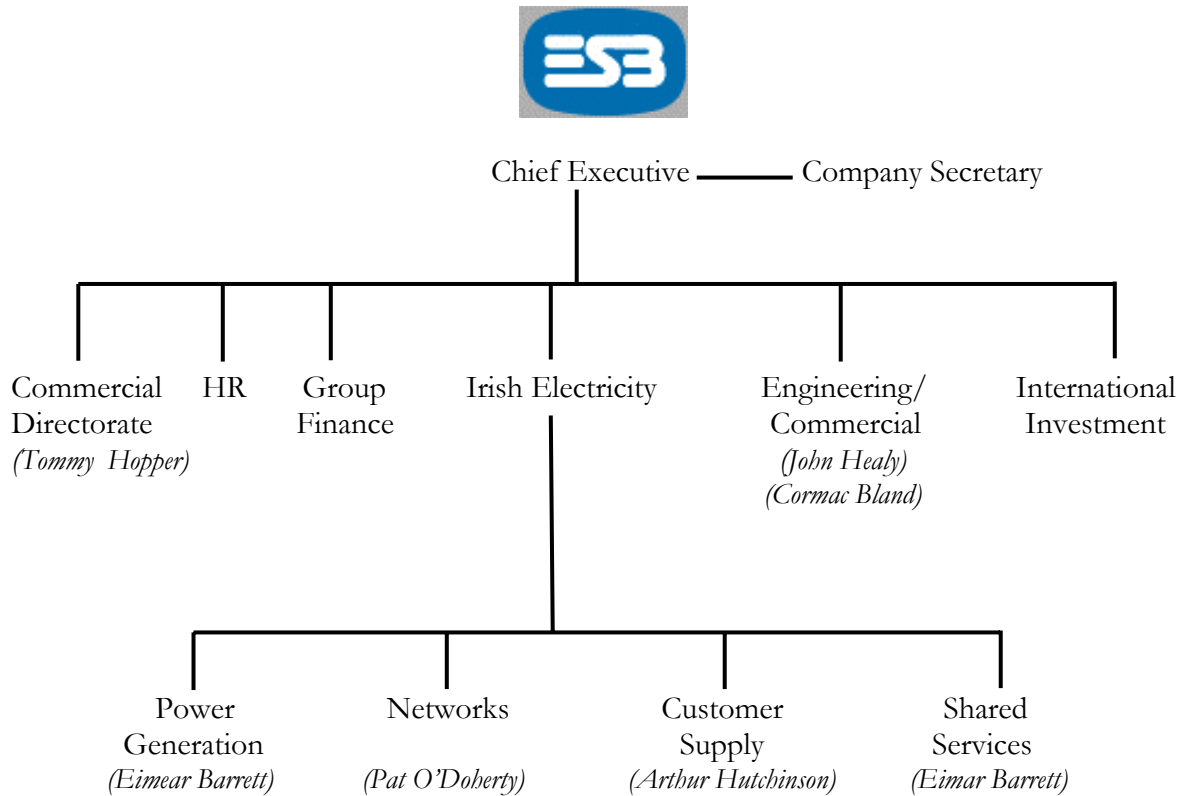
Section 9 describes APMG who commissioned this Case Study.

The Appendix contains detailed examples of the use of PRINCE2 in ESB.

## 2. ESB Organisation Chart

---

Below is the organisation chart of ESB to show where the contributors to the Case Study are located.



### 3. PRINCE2 in ESB

---

#### 3.1 Background

ESB is the national electricity utility in the Republic of Ireland. The electricity market in Ireland is in the process of being deregulated. This has necessitated a radical restructuring of ESB's business and the information systems which support it.

#### 3.2 The Business Case for PRINCE2

In 1996, ESB commissioned Deloitte & Touche Consulting Group to produce an IT Strategy. This strategy identified PRINCE2 as an appropriate Project Management methodology for use in ESB.

Pat O'Doherty was then responsible for IT enabled business change in ESB's Customer Services Business Unit. One of his main concerns was that the portfolio of projects which resulted from the strategy work and the associated multi-million pound investment were properly planned, specified and managed and achieved full business support at all stages to ensure delivery of the expected business benefits. He therefore readily accepted the consultants' recommendation to use PRINCE2 as a structured approach to Project Management.

#### 3.3 Introducing PRINCE2 into ESB

Subsequently, Tommy Hopper, then an internal Senior Business Consultant in the IT Solutions Department, was charged with introducing the method to the organisation. He went through a procurement procedure to find the appropriate PRINCE2 Accredited Training Organisation to run in-house training and to provide consultancy services. With a view to using PRINCE2 on two pilot projects, the key players on these projects (Tommy, Pat and other Project Board members and team members) went on the first in-house 2-day Training Course and they used the two pilot projects as case studies.

The participants were very positive and put the new procedures into effect immediately. In fact they deferred the commencement of one project because it was realised that the deliverables had not been properly defined, the risks had not been assessed and the Project Board organisation had not been thought through, leaving the project with little chance of success.

As described in Sections 3-7, PRINCE2 has been used extensively in ESB. A total of 80-90 people at all levels in the organisation, have now been through the 2-day training course (7 have gone on to PRINCE2 Practitioner level). Although there has been some scepticism going into the course, most people have come out of it keen to apply PRINCE2. However, putting the new concepts into practice back at base, often alone, has not been without difficulties.

### 3.4 Supporting PRINCE2

After the initial 2-day training, follow up training has been ad-hoc and demand driven. An approach has emerged of 'just in time training', which is project specific e.g. Project Board Briefings and Workshops on how to produce a Project Initiation Document.

Tommy and his colleague John Healy have provided informal support. Awareness of PRINCE2 spreads by word of mouth and '*people come looking for us*'. They strongly advise concentrating on the *principles* of PRINCE2, especially in connection with products, quality and risk. Also, as recommended by the method itself, they advise *applying it to the level to which it is appropriate*. Partly, this means tailoring PRINCE2 to fit what is already working well and to avoid duplication, for example, not using a Highlight Report where a report being used for financial control already exists and could serve the same purpose of keeping the Project Board up to date.

There is no in-house PM Manual at present, but there are plans for a PM Guide (on the Intranet). What does exist is a set of guidelines and templates (see Section 7) on specific PRINCE2 topics, which Project Managers can pick off ESB's Intranet to save time and effort. The inherent danger with this, Tommy observes, is the temptation to cut and paste rather than think through the project in hand. There is also a sample set of project documentation, which Tommy generated by 'retrofitting' PRINCE2 to a project which had set up a Call Centre.

Tommy reflects that the use of PRINCE2 has grown organically, through individuals buying into the method as they worked on projects using it and felt the benefits of clarity, scope, roles and responsibilities and project deliverables. On the whole, people are positive about PRINCE2. Following training, a frequent feedback comment is '*I wish I had known about this before*'.

Some people however, do wonder if it is worth it, especially when they are new to the method and at the beginning of a project with lots to do. What is more, there are now many Project Boards in existence and frequently, there are demands on certain individuals to join multiple Project Boards. However, with experience, readily slip into role and the PRINCE2 becomes second nature.

Tommy is now an IS Architect working in Corporate IS, which is responsible for the organisation's IT strategy and owns and promotes corporate policies and standards. He feels the time is right for the organisation to consider setting up a Project Support Office. John Healy and the IT Consulting organisation in ESB are currently assessing the business case for a Project Support Office.

### 3.5 Dealing with resistance to using PRINCE2

Cormac Bland is a Software Developer and Project Manager with 9 years experience at ESB. PRINCE2 came to his attention in a variety of ways. He heard about it through working with Tommy Hopper; he was attending an evening class on Project Management, which mentioned PRINCE2 in passing and he also saw PRINCE2 referred to on the ESB Intranet. Concluding that PRINCE2 was the 'coming thing' he booked himself onto one of the in-house 2-day courses early in 2001 and subsequently onto a full PRINCE2 Practitioner Course which he said was '*very demanding but would be useful even if you do not sit the exam*'.

Cormac has used PRINCE2 on several projects, including an initial feasibility project for an internal ESB Division and one for an external customer where the Invitation to Tender cited PRINCE2 as a requirement

When asked about his experience of applying PRINCE2 to these projects, Cormac's immediate response was *'It's one thing to say it's standard, it's another to get people working with it. The problem is educating people on-project on the benefits and the use of PRINCE2 when they haven't had an opportunity to look at it beforehand. For example, people on projects are generally activity focussed yet the PRINCE2 focus on deliverables with product based planning is really useful but not easy to convey on the run.'* To address the situation, material is being produced for a PRINCE2 Briefing suitable for use at the beginning of a project.

What's more, busy people need to be convinced that it is worthwhile getting to grips with PRINCE2. Cormac's approach is to use PRINCE2 first to help in the aspects of Project Management, which are most familiar to the people working on the projects for example the need for proactive change control in a dynamic environment. He also does not insist on PRINCE2 terms if this would be a barrier to its use. He says that he needs to be expedient so that people who are hard to convince feel the benefits for themselves.

In working with the external customer, Cormac found that although they had stated PRINCE2 as a requirement in the ITT there was a similar resistance to overcome. He found the best way to comply with the requirement was to implement PRINCE2 on the project via the influence of the customer's IT department.

As a last resort, when Cormac meets resistance to PRINCE2, he will ask about project success to date. If, as is often the case, there have been cost and time overruns and/or the wrong outcome he will ask *'what have you got to lose by trying PRINCE2?'*

PRINCE2 is designed to be tailored to fit the project in hand. When asked how he goes about the start up of a project and the tailoring of PRINCE2, Cormac says he makes sure he understands the project aim, the people, the timescales and the budget and the current level of PRINCE2 experience in the team.

He gets interested parties together for a non-threatening exchange of information – people are not always sure what they want at first - and to get early involvement and ownership. So far he has not used the term 'Project Brief' because it may have caused alarm, people would have wanted to know *'why are you calling it that'* or even *'are you trying to put one over on us'*.

Cormac believes the benefits of using PRINCE2 are that:

- Spare responsibilities are recognised
- Risks are managed
- Quality is emphasised
- More accurate planning results from splitting the project into stages
- PRINCE2 can (and should) be tailored to the particular project

However he sees that, when people do not know what it is, PRINCE2 sounds like an overhead and they feel threatened by it. He has therefore been opportunistic in his implementation of PRINCE2.

However he believes success breeds success, especially though internal audit feedback, and he is finding that people who see PRINCE2 in action are asking how they can use it on their projects.

### **3.6 Lessons Learned on implementing PRINCE2**

On being asked what advice he would give to organisations who are starting to implement PRINCE2, Tommy Hopper responded:

- Visit/speak to companies using PRINCE2
- Think about what you need to do in your organisation to enable PRINCE2
- Identify an executive PRINCE2 ‘champion’
- Follow good practice in choosing training and consulting organisation
- Have a strategy for roll-out
- Run pilot projects
- Provide guidance on ‘how we run projects here’
- Provide support to Project Managers
- Keep up to date with PRINCE2 developments

#### 4. Business Process Re-engineering using PRINCE2

---

John Healy is a Senior Consultant/Project Manager, IT Services. He has been instrumental in applying PRINCE2 to the extensive business process reengineering work necessary to change ESB from a monopoly supplier to a competitive organisation operating in a deregulated marketplace.

As the first response to the call for deregulation, the ESB Executive produced a 'Strategic Intent Document'. The work to deliver against this Strategic Intent was broken down into three phrases and which became known as TRANSFORM. The three phases were identified as Opportunity Assessment, Design, and Implementation.

A high level Project Initiation Document for the Opportunity Assessment Phase of TRANSFORM was developed and the project commenced by bringing together approximately 20 people from across the organisation. They were grouped into functional streams to assess the challenges and opportunities facing the Company and to decide what needed to change to address them. With such wide-ranging terms of reference and the innate complexity of the business it was important that the groups worked efficiently and delivered specific outcomes.

To this end, the groups were charged with delivering Design Documents covering specifics such as 'Functionally based Organisation Structure, (to replace the existing geographically based one), 'To-be Process Models', 'Definitions for new systems', etc. To ensure consistency, the right level of detail and good quality designs, a PRINCE2 Product Description was written for each Design Document.

Originally, people were reluctant to use the Product Descriptions. John observed '*They did not like the notion of PRINCE2*'. The Stream Managers were experienced people with their own proven methods of working. Some existing projects were brought under the TRANSFORM umbrella and there was understandable resentfulness of having to change their way of working to fit in.

However, people increasingly saw the benefit. In John's words '*Product Descriptions make you really think about the what, why and how of what you are producing and, in particular of the quality criteria – they made the case for PRINCE2*'. One Senior Manager was responsible for delivering a key element of TRANSFORM. His project was well advanced and running successfully. However, he liked what he saw in PRINCE2 and 'retrofitted' it to his project to check what he had done so far. He got his team '*to think in terms of Product Descriptions*' and some new information came to light, in particular, in terms of the fitness for purpose and scope of some deliverables.

The Opportunity Assessment Phase of TRANSFORM was directed by a Project Board made up of the Managing Director and Functional Heads. '*The Project Board followed PRINCE2 closely and they felt strongly in control*'. All the Product Descriptions for the Design Documents were reviewed and signed off. A useful spin-off was that the project Board also had ready-made presentation material with which to keep the rest of the organisation informed.

Some of the Design Documents were for key projects, which had to follow on from the Assessment Phase, and they naturally evolved into Project Briefs for the follow-on work. In fact they were more detailed than the usual PRINCE2 Brief, containing as they did some information normally included in a PRINCE2 Project Initiation Document (PID) such as detailed costs and timescales (they became known as 'Pidlets').

During the Design Phase the designs for the new business processes and systems had to be turned into detailed specifications, for example, Departmental Organisation Charts, Job Descriptions, Process Flows, System descriptions. There were many teams producing the detailed specifications and external specialist management consultant resources were also required. The external consultants brought in their own approach, which was based on PRINCE2 but incorporated their own procedures. John reflects that *'Merging the internal and external approaches seemed to lead to excessive levels of bureaucracy. Producing PIDs was complicated and seemed to become an end in itself. For those people coming new into TRANSFORM, not having felt the benefit of the Product descriptions, it coloured their view of PRINCE2.'*

However, as a result of this experience, some PRINCE2 web tools have been developed in-house plus new templates to streamline PID creation, project tracking & reporting. These will hopefully benefit future project teams working in the Implementation Phase.

The Implementation Phase of TRANSFORM is just getting underway with final appointments in the new organisation being made. The newly appointed Business Managers are currently working on a model for implementation. The final structure of the Implementation Phase will include a strong role for PRINCE2.

## 5. Business Strategy Development Using PRINCE2

---

Arthur Hutchinson is Information Systems Manager for ESB Customer Supply responsible for the IT investment, which will underpin the redesigned business processes for customer services and billing.

Before using PRINCE2, in his previous role in ESB International Computing, Arthur would have projects run to ISO standards using an internally developed project lifecycle approach. When bidding for external work, which required PRINCE2 this approach would be mapped onto PRINCE2. The mapping became very complex and involved significant effort on large projects.

Therefore, in his new role, when Arthur commissioned a project to produce an IT Strategy, he decided to have it run using PRINCE2. He is enthusiastic about the method. In particular, he likes the way it focuses the mind on the business case for a project and clarifies business goals. Producing the Project Initiation Document for the IT Strategy project raised questions about the underlying business strategy for which answers were not readily available. The IT Strategy was therefore put on hold and a project started to produce a more clearly defined Business Strategy with the General Manager and Operations Manager of ESB Supply on the Project Board.

The IT Strategy could then follow more effectively. Arthur comments that *'without the PID forcing us to think in terms of business goals we would have come from an IT view of user requirements and we would not have owners on the Board signed up. PRINCE2 drives decisions back to the business area, not IT. In turn the business goals are reflected in the purpose and quality criteria of each product and stated clearly in each Product Description. PRINCE2 also makes roles and responsibilities clear. There are clear expectations of people and the project. Most people I work with are on board with PRINCE2. Once you are familiar with it, crystallising the concepts into a practical approach is easy and it becomes a mental checklist'*.

## 6. Converting to the Euro using PRINCE2

---

Eimear Barrett is a Chartered Secretary who operates the ESB in-house Health Insurance Scheme, Medical Provident. On 1<sup>st</sup> January 2002, Ireland converted to the Euro and Eimear had needed to change her department's information system to switch to the Euro, while continuing to operate using the Irish Pound until the end of the 2001. At the same time she incorporated new health regulations and looked for more efficient working and better management information.

Eimear, while an experienced user of the output of her information system, is not an IT specialist and had no understanding of what was involved in a project to develop a system. So, in her own words '*I needed help*'. Her Line Manager told her about PRINCE2 having been on one of the ESB courses himself. At first she thought '*codswallop – Project Management is surely common sense*'. However, the project was complex and timescales critical so she sought out and studied the course material then, in June 2001, went on a 2-day course herself.

Asked about her experience of using PRINCE2, Eimear's response was:

*It helped me to get off to a good start, in particular because I had a Project Board who were experienced in using PRINCE2 and had an open mind to this new way of thinking.*

*I was very busy and took out of PRINCE2 what I felt would help me most and kept the documentation to a minimum. In particular, I used a Project Initiation Document, the change control techniques and the lessons learned approach (for staff development purposes in future).*

*A lot of pre-project work had been done on the business case for the project and the bid for capital investment but it would have helped if I had been given a specific brief for the project stating scope clearly. I didn't produce a Project Brief for myself but went straight into producing the Project Initiation Document, which concentrated on timetable, costings and products. I found the PID really useful. Doing Product Descriptions was really helpful. Having to identify and define the products gave me an understanding of what I had to deliver. Also, there were many changes and revamps and we were losing resources so when ever I felt we were going off track, I went back to the PID to remind myself what the end result would be. Also the PID drove the decision making on the project.*

*Originally, I was doing everything myself. Nor did I really understand the Project Manager's role is so I took the Job Description out of the PRINCE2 Manual, tailored it for my circumstances and saw how I could get support from others'*

When asked how she went about the tailoring PRINCE2 Eimear said '*I flicked through the Manual at coffee time and looked at it in terms of my environment. Some things I positively discounted like Checkpoint Reporting, Highlight Reporting and Exception Reporting because these were covered by the meeting we had every morning which were necessary given the short timescale*'.

The critical functions of the new information system were available and tested to Eimear's satisfaction in 6 months, a month before monetary conversion. Work continues on some non-critical enhancements to the system. Eimear believes this would not have been possible without the help of PRINCE2. In particular it helped to get her thoughts in order and give a structure to the project.

## 7. About PRINCE2

---



PRINCE2 is a Project Management method covering the organisation and management of projects. It is designed to be tailored for use on any type of project.

Although PRINCE was originally developed for the needs of IT projects, the latest version, PRINCE2 which was released in October 1996, is a generic, best practice approach to meet the needs of the whole organisation.

It is widely used in both the public and private sector and is the de-facto standard for Project Management in the UK. PRINCE2 is increasingly being used in several countries outside the UK, including USA, Australia, New Zealand, The Netherlands, France, Italy, Hong Kong, South Africa, Croatia and Poland.

PRINCE2 is in the only public domain method and therefore free to use. It is unique in being an off-the-shelf, practical method, which is well supported by development, and training resources.

PRINCE2 was designed and developed by a group of Project Management specialists under contract to OGC (see below) and over 150 public and private sector organisations were involved in reviewing the quality of the method as it was produced.

PRINCE2 stands for Projects in Controlled Environments i.e. it shows how to set up a controlled environment in which to run a project well.

PRINCE2 is owned by the UK Office of Government Commerce (OGC). More information on PRINCE2 can be obtained by calling the OGC Service Desk on 0845 0004999 or by visiting their website at [www.ogc.gov.uk/prince2](http://www.ogc.gov.uk/prince2). PRINCE2 is a registered trademark of OGC.

The Stationery Office is the official publisher of PRINCE2. They can be contacted on 0870 600 5522 or by visiting [www.tsonline.co.uk](http://www.tsonline.co.uk).

## 8. OGC Observations

---



**Office of Government Commerce**

This Case Study highlights the need for a sensitive approach to the implementation of new management practices, such as PRINCE2, in order to gain corporate commitment and successful results. A classic example of a 'barrier' is terminology. The discipline of Project Management is no different than other specialisms, in that it uses words and phrases which are not in common use within other functional disciplines. ESB has recognised this problem early on and dealt with it in a very pragmatic way – allowing individuals to understand and apply PRINCE2 concepts to familiar issues before addressing some of the more sophisticated elements. A very useful lesson for other organisations introducing PRINCE2.

Another point emphasised here is the approach ESB has taken to tailoring the generic management framework of PRINCE2 to the particular organisation and individual project requirements. For example, ESB has utilised existing (and effective) management practices, such as the morning meetings, rather than introduce unnecessary overheads. Furthermore, the use of Intranets to provide easy access to ESB standards and guidelines means that the introduction and application of PRINCE2 practices can become seamlessly embedded into organisational disciplines.

PRINCE2 is easily mapped to the requirements of ISO quality management standards. The comment made about having to map ESB's previous approach to PRINCE2 in order to respond to external bids indicates that there are measurable savings on ESB's bid time and costs as a result of adopting PRINCE2. As with all benefits, perceived or otherwise, it would be worth capturing this information so that ESB has further tangible evidence of business improvement.



In partnership with OGC, The APM Group Limited (APMG) provides PRINCE2 training Accreditation and an Examination scheme. They maintain a list of Accredited Training Organisations and Registered PRINCE2 Consultants.

Richard Pharro, Managing Director of APMG commissioned this Case Study in response to a demand from many organisations seeking help on understanding the relevance of PRINCE2 to their business. Richard comments *'We are grateful for the very open views from Tommy, Cormac, John, Arthur and Eimear in providing an honest and pragmatic insight into applying PRINCE2 within ESB. Their experience shows that PRINCE2 can be used for a range of projects in an organisation undergoing significant change, but it is neither a quick fix nor a question of simply unwrapping and applying PRINCE2. If the trouble is taken to think about the internal politics and sensitivities of the individuals involved, and bring in parts of PRINCE2 at the appropriate time, significant progress can be made and benefits accrued. Over time individuals exposed to the advantages of PRINCE2 will become more comfortable and seek to apply it in a deeper and more rigorous manner'*.

*'We would like to thank them and ESB in sharing their experiences with us in this very frank manner'*.

The APM Group Limited  
7-8 Queen Square  
High Wycombe  
Buckinghamshire  
HP11 2BP  
Tel: + 44 (0) 1494 452450  
Fax + 44 (0) 1494 459559  
[www.apmgroup.co.uk](http://www.apmgroup.co.uk)

*Copyright APMG 2001*

*This report can be copied and used by any Accredited Training Organisation (ATO) registered with APMG.  
No other use or copying is permitted.*

**Appendix**  
**Detailed Examples of the use of PRINCE2 in ESB**

---

This section gives a glimpse of how PRINCE2 is used on a day-to-day basis in ESB.

The following are included:

**1. TRANSFORM and PRINCE2**

This is an extract of the guidance given to people starting TRANSFORM projects. It contains an easy to use checklist of quality criteria for a Project Initiation Document, which helps to ensure that the Project Manager has thought through the project and started on a firm footing.

**2. Project Risk Procedure**

This is an extract from the guidance available to Project Managers on managing risk. It succinctly states what is required. In one page it is ensuring risks are acknowledged and controlled, saving wheel reinvention by saying how to do it and avoiding misunderstanding by ensuring everyone takes the same approach.

## **TRANSFORM & PRINCE2**

### **Introduction:**

The initial PRINCE processes at the early stages of a Project lifecycle are:

- *Starting a Project (SU)*
- *Initiating a Project (IP)*

### **Starting a Project (SU):**

*This is the first PRINCE process. It's objective is to facilitate a controlled start to the Project. The main input is the Project Mandate, which outlines the reasons for the Project, the outcome expected, etc.*

*The Project Manager produces the Project Brief and plans for the next stage (the Initiation Stage).*

### **Initiating a Project (IP):**

*This stage lays a firm foundation for controlling the direction, management and progress of the Project.*

*The objectives of the stage are:*

- confirms valid Business Case
- creates the PID
- assigns ownership to the Project Board
- approves progression to next stage
- baselines the project

It is essential that the Project Board and Project Manager agree that the Project can be successfully scoped and managed to its completion.

### **The PID:**

*The PID is central to the operation of a Project run under PRINCE. It is developed by the Project Manager and approved by the Project Board. The PID:*

- *Defines the Project's control structure*
- *Consolidates all relevant information*
- *Ensures the Project starts on a sound basis*
- *Acts as a base that enables the Project Board and Project Manager assess progress*

*The Quality criteria associated with the PID are:*

- Does it correctly represent the project?
- Does it comply with overall programme needs?
- Is the organisation structure complete?
- Have all the roles been considered?
- Are controls in place and complete?
- Are the relationships clear?

*The PID checklist is designed to enable the Project Manager determine if all the relevant issues have been addressed.*

### PID Quality Checklist

Criteria	Yes/No
<p>Does the document identify:</p> <ul style="list-style-type: none"> <li>▪ What a project is aiming to achieve</li> <li>▪ Why it is important to achieve it</li> <li>▪ Who is on the Project Team</li> <li>▪ The various Project team roles and responsibilities</li> <li>▪ The Project timescales</li> </ul>	
Does it show a viable, achievable project which is in line with overall programme needs?	
Is there a clear and persuasive business case/justification for the project?	
Is the project organisation complete?	
Are roles and responsibilities clearly assigned (and understood)?	
Does it clearly show a control, reporting and direction regime which is implementable, and appropriate to the scale, business risk and importance of the project?	
Is the project organisation backed up by appropriate role descriptions which are understood and agreed by the relevant individuals?	
Are the relationships and lines of authority clear?	
Are the reporting requirements to programme management clear?	
Do the controls cover the needs of the Project Board, Project Manager, and Team Leaders?	
Are the products to be delivered clearly identified and described?	
Are the quality criteria associated with the products adequate in scope and precision to ensure fitness for purpose can be assessed?	
Are key risks identified, together with corresponding actions for monitoring and management?	
Is the PID consistent with appropriate & current ESB standards?	

## Revision History

Version	Date	Author	Reason for Change
1.0	23/08/99	Tommy Hopper	First draft

### Procedure SMP-PJPR003 – Project Risk

#### 1.0 SCOPE:

This procedure covers risk analysis and management.

#### 2.0 RESPONSIBILITY:

The Project Team have the responsibility for the identification and prioritisation of risk.

The Project Manager has the responsibility for the co-ordination and follow-up on risk and the production of updated risk log. The Project Manager must brief the Project Board on risk and risk management.

Assignees have the responsibility for the actioning and management of risks assigned to them.

The Project Board have the responsibility to review risk at each end-stage assessment.

#### 3.0 DESCRIPTION:

- All relevant parties are involved in the risk identification process.
- Risks are scored from 1 – 10 , depending on probability and severity.
- On the basis, risks are prioritised in terms of High, Medium and Low risk.
- Risks are assigned to owners and actions, strategies, avoidance measures or contingency plans are prepared.
- The project board are informed about the Risks and the management strategies.
- At regular intervals (for example at the end of a stage), risks are reviewed, new risks identified, changes to priority or status are noted, risks are re-prioritised and re-actioned and an update is prepared for the Project Board.