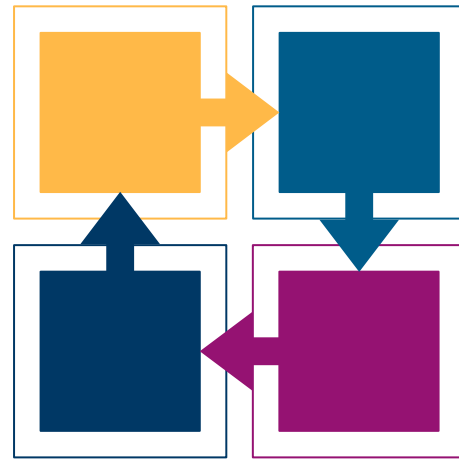# A QUICKREF GUIDE

Business Case & Benefits

A reference guide explaining the concepts and content of the Business Case including how these relate to the PPMA software pages

Finance Office
(Strategy Implementation & Risk)

March 2025

University *of* Glasgow

our values

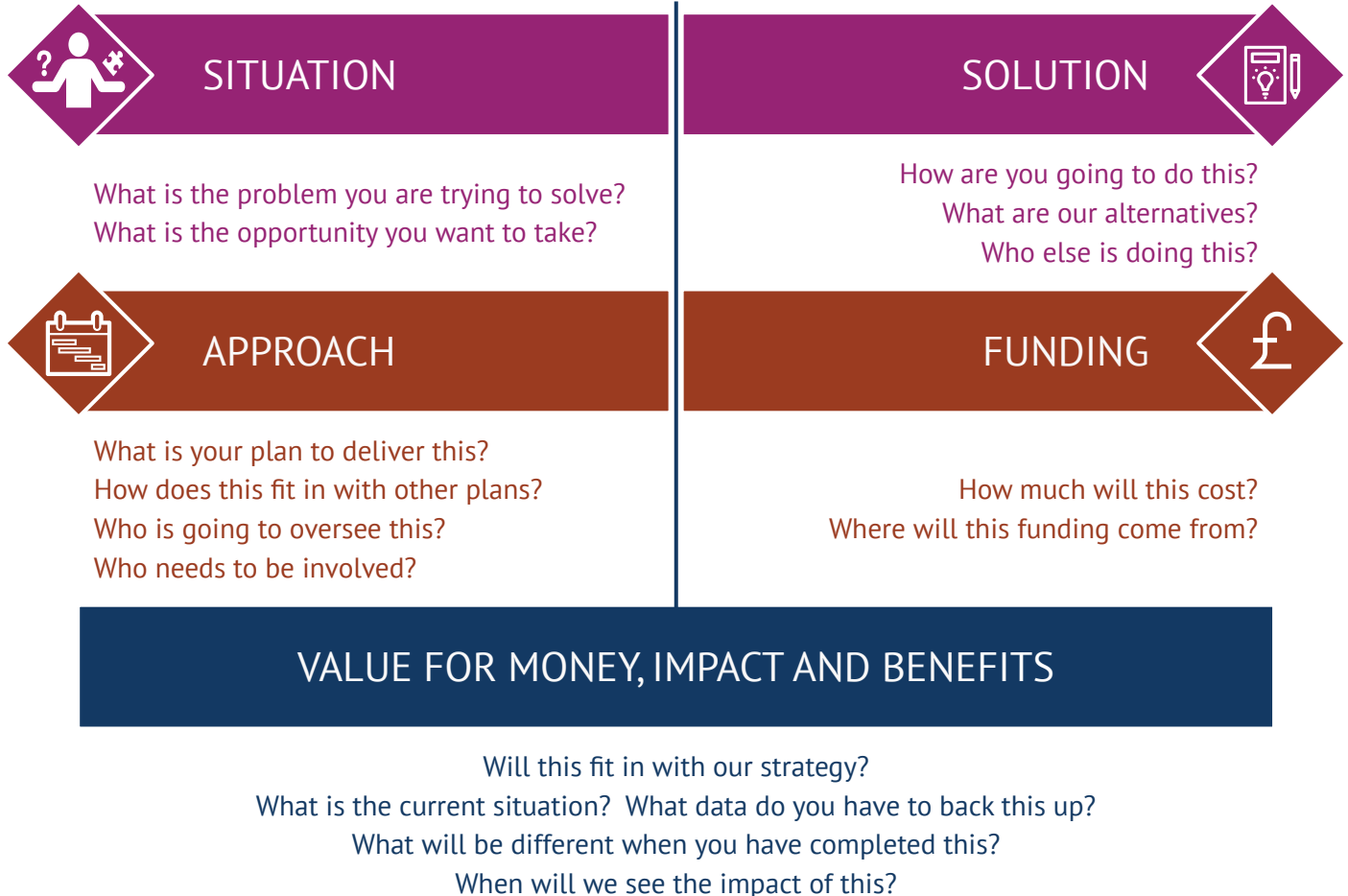| Ambition & Excellence	Curiosity & Discovery	Integrity & Truth	An Inclusive Community
We strive for excellence through our work	We innovate and solve problems together	We uphold honesty, integrity and fairness	We are one Glasgow team, and we care for and respect one another
We defend academic freedom globally	We lead by influence and example	We share our work widely and generously	We advocate for diversity and believe in variety as a vial part of a healthy University
We recognise and celebrate shared success	We engage with lifelong learning and personal development	We do the right thing, not the easy thing - or we don't do it	We champion education as an engine for social progress
We have an unrelenting focus on development	We learn from our mistakes	We take responsibility	We practise and advance Sustainability

table of contents

The sections of this digital booklet correspond to the business case template
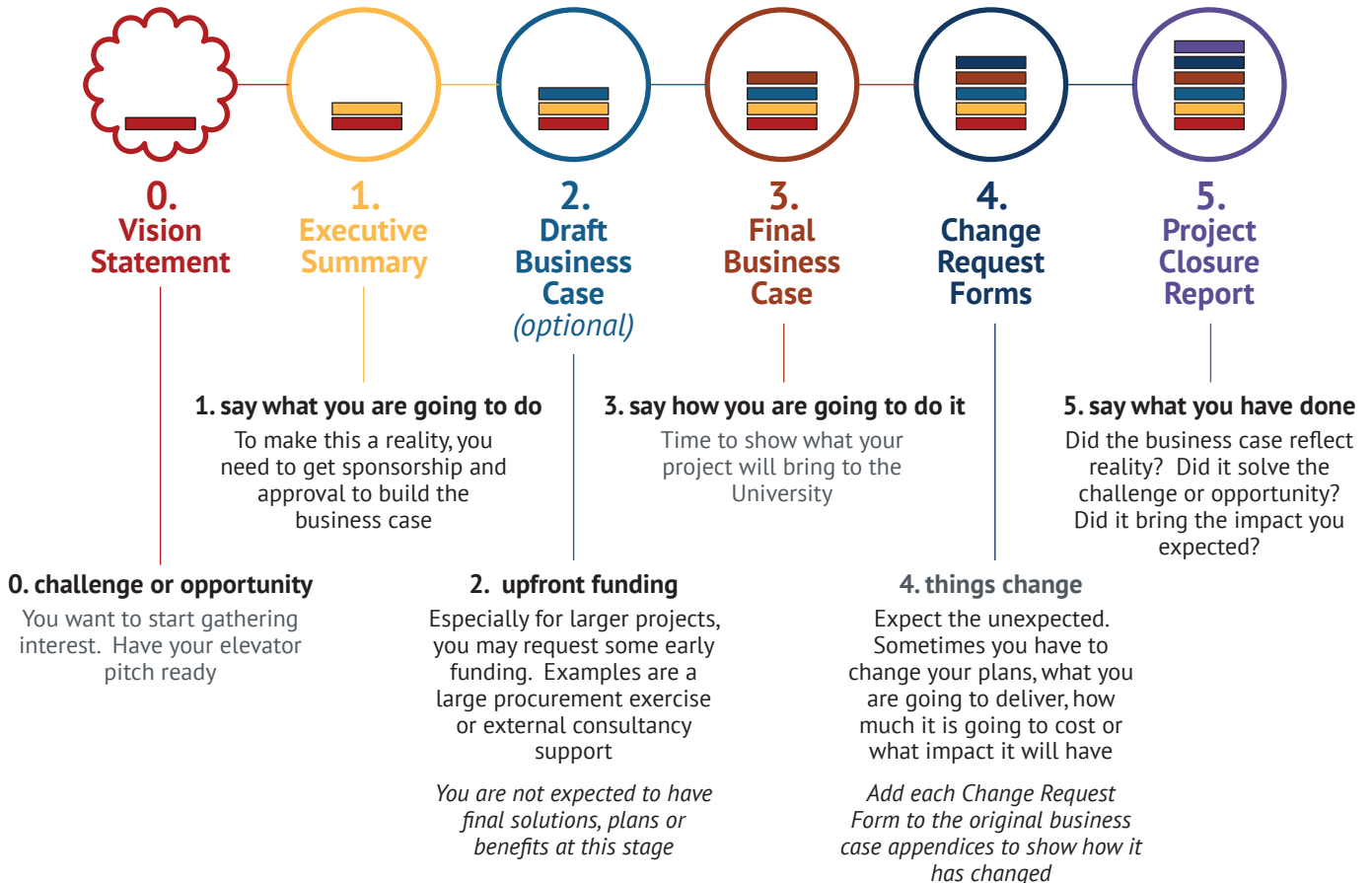
purpose of the business case

Many think a business case is a tick box exercise that you need to write in order to get funding. It is so much more than that. It is used to define...

SITUATION

What is the problem you are trying to solve?
What is the opportunity you want to take?

SOLUTION

How are you going to do this?
What are our alternatives?
Who else is doing this?

APPROACH

What is your plan to deliver this?
How does this fit in with other plans?
Who is going to oversee this?
Who needs to be involved?

FUNDING

How much will this cost?
Where will this funding come from?

VALUE FOR MONEY, IMPACT AND BENEFITS

Will this fit in with our strategy?
What is the current situation? What data do you have to back this up?
What will be different when you have completed this?
When will we see the impact of this?

the business case journey

0.
Vision Statement

1.
Executive Summary

2.
Draft Business Case
(optional)

3.
Final Business Case

4.
Change Request Forms

5.
Project Closure Report

1. say what you are going to do

To make this a reality, you need to get sponsorship and approval to build the business case

3. say how you are going to do it

Time to show what your project will bring to the University

5. say what you have done

Did the business case reflect reality? Did it solve the challenge or opportunity? Did it bring the impact you expected?

0. challenge or opportunity

You want to start gathering interest. Have your elevator pitch ready

2. upfront funding

Especially for larger projects, you may request some early funding. Examples are a large procurement exercise or external consultancy support

You are not expected to have final solutions, plans or benefits at this stage

4. things change

Expect the unexpected. Sometimes you have to change your plans, what you are going to deliver, how much it is going to cost or what impact it will have

Add each Change Request Form to the original business case appendices to show how it has changed

funding summary

Investment funding type	University funded/externally funded/part University & part external
Investment Plan (IP) funding source	See page 9
How much is externally funded?	The total monies from all funding sources outside of the University
What is the total amount in the IP?	Has any budget already been set aside for this project and, if so, how much?
How much has been approved in the IP?	Has this or any other project been approved out of the money set aside?
How much money has been spent to date?	Has any money been spent or committed against the total set aside?
What is the remaining uncommitted spend?	How much money is left in the total set aside that has not already been committed to POs
Financial review by?	This should be the Head of Finance in all cases
Discounted Cash Flow included?	Has a detailed analysis been complete? Your Finance Team will advise if this is necessary and, if so, support the completion of the spreadsheet
Agresso code (if known)	If a project has already been approved then it may have a project code in our financial system, Agresso. The Finance Team should answer this
Funding requested in this submission	**How much has been requested to date?** **How much in this submission is being requested?**

Financial data is entered in the **PM Workbook** financials tab

funding sources dropdown

College surplus roll forward
Donations
Endowments
Estates asset management
Estates campus enhancement
Estates learning spaces
Estates major projects
Estates proposed investments
Estates sustainability
General funds
Innovation
Internationalisation
IT equipment
IT maintenance
IT major projects
Learning and Teaching
Other strategic investments
Research
Residences
Standard commercial
Standard grants and contracts
Student experience

gate process

Investment Submission Form

Gate 1

Decision to start

Should we develop this idea further? No governance required

Business Case

Gate 2

Upfront funding required

Do we need money to develop the business case?

Business Case

Gate 3

Decision to invest

Do we commit fully to the project?

Tracked through system

Gate 4

Readiness checkpoints (there can be more than one)

Can we go live and move to business as usual?

Project Closure Report

Gate 5

Benefits sign off

Did we get the outcome we set out to make?

Find out more in the "Quick Ref Guide to Governance, Risk and Compliance"

gate checklist

Gate	Questions	Roles
Gate 1	Is there sponsorship? Is there a compelling need? Is there funding? Who needs to be involved?	Sponsor Originator of the idea
Gate 2	Is funding required to write a business case? Is there a link to strategy? Are there clear benefits?	Sponsor Project Lead Finance Local PMO
Gate 3	Is the scope clear and unambiguous? Are we clear on what success looks like? Are benefits baselined with targets? Is this the best option?	Sponsor Project Lead Finance Investment Committee
Gate 4	Have we delivered what we said we would? Are all stakeholders aware of any change? Can we start to disband the project? Does the sponsor accept the benefits?	Sponsor Project Lead Delivery Board Finance
Gate 5	Is the project fully closed? Did we achieve the benefits?	Sponsor Finance

1. vision statement

In a nutshell

Explain your project in a single breath

Think about

- Keep this short. It will be used on the Project Status Report
- Make it simple and not one long sentence
- Use plain English. You want everyone to understand the project
- Make it memorable.   You want someone to be able to explain it to others

Give me some examples

- This project will implement a new software system and allow us to remove hundreds of different project data sources into a single source of the truth
- This project will change how we identify and process corporate card payments
- This project will tackle the water ingress in the main building

The Vision Statement is entered in the **PM Workbook** homepage

2. project summary

In a nutshell

I like your vision. Tell me a little more about the project

Think about

- Remember you only have 3 pages to complete the Executive Summary/ Submission Form and you have a lot to enter for the deliverables and benefits

- You will be able to expand in the main business case document background section

- You want to explain the whole project so that, even if the reader goes no further, they understand what you are doing

Give me some examples

- What is the challenge/problem/opportunity you are looking at?
- Why is this important to the University?
- What else is happening in this area across the University/HE?
- What data do you have to evidence the challenge/problem/opportunity?
- What do you want to do?
- How are you going to do that?
- What other options are there?
- Why is this good for the University and how will you prove that?
- How long will this take?

3. prioritisation & categorisation

We use the following criteria to help determine the category of the project; this helps inform decision making about which projects to tackle first

Regulatory	Business Continuity	Strategic Goals	Sustainability	Capability
Statutory or legislative requirement	Failure to invest in this will result in almost certain loss or disruption to business-critical services	Failure to invest would mean we could not achieve our strategic goals	Would result in a direct positive contribution to reduction in our operational carbon footprint	Will result in new service, process or technology that demonstrates a competitive advantage for the University
Potential statutory or legislative requirement	Failure to invest will result in a high risk of loss or disruption to business critical services	Failure to invest would mean we could not achieve certain themes in our strategy	Indirectly supports a positive contribution to reduction in our operational carbon footprint	Failure to invest will lead to a loss in the quality of services, processes or technology
	Failure to invest will result in a significant impact to business services and operations	There may be some impact on the University strategy	Does not relate to our sustainability goals	Failure to invest has the potential to result in a loss in the quality of services, process or technology
	Failure to invest will result in some impact to business services and operations	This may have an indirect impact on our strategy		
This is not a statutory or legislative requirement	Failure to invest will not result in any impact to business services and operations		Would result in an increase to our carbon footprint	This will not lead to improvement to services, processes or technology

Category 1		Category 3
Category 2		Category 4

12 | The Vision Statement is entered in the **PM Workbook** homepage

4. strategic alignment

Wherever possible, you should align the project deliverables to one of the following

Although some of our projects relate to operations, the majority contribute towards delivery of our strategic objectives.

The choice of strategies in the business case are:

Campus development
Innovation
Internationalisation
Learning and Teaching
Research
Services
Student Experience
Sustainability
UofG 2025

Reimagining our curriculum to prepare students for a challenging and changing world	Embracing challenge-led research to address the needs of global society	Strengthening our partnerships to amplify our local and global impact
Leading with our values and putting people first	Creating space to connect through new collaborative and social space on campus	Building a sustainable future through our research and actions
Investing in our digital realm to enhance the staff and student experience	Adopting collaborative technologies for frictionless and flexible work and study	Engaging with our civic mission via our local and global communities

5. deliverables and benefits

Gate	Stage	Description
Gate 1	**Describe**	Set the initial benefit objectives Document: Investment Submission Form
Gate 2	**Review (optional)**	Review benefit objectives and identify owners, measures, baselines and targets Document: Business Case
Gate 3	**Agree**	Agree benefit targets with owners and finalise investment plan Document: Business Case
Gate 3	**Sign off and commit**	Sign Off the benefits Document: Business Case Input into PPMAnywhere
Gate 4	**Monitor**	Monitor and manage delivery and actuals against benefit targets Update in PPMAnywhere
Gate 5	**Report**	Complete post investment review detailing achievement of benefits Report from PPMAnywhere

5. benefits categories

Benefit title	Benefit description
benchmark improvement	Use where there are rankings such as 10th in the league table or top 25 in the world
compliance	Regulatory or certification. Normally represented as baseline non compliant to target compliant
cost avoidance	Used to describe the risk of not doing something. "If we don't do this then it could cost this much"
cost savings	This refers to a reduction in operational budget as a result of completing the project
funding increase	Creating oppotunities to apply for more funding or increasing our chances to be successful in funding and grant applications
income growth	Generate more money, for example, through more student recruitment
performance improvement	Measurable and positive difference to a process or system such as reduced error rates or improved response times
data quality improvement	This can relate to data accuracy, data use or data access
reduced transactional work	Staff or students spend less time on repeatable and/or adminstrative tasks so they can focus on more value add activities
reputational improvement	Although many of these benefits are not measurable, where they can be used is alongside benchmark improvements or to show how we will be perceived including survey results
risk mitigation	A project outcome will reduce the likelihood or impact of a risk or increase the chances to seize opportunities; this must relate to a risk within PPMAnywhere
staff experience improvement	This is most commonly used as a measurable benefit for specific questions in staff surveys. Non measurable staff experience improvement tends to be shown as "contribution to..."
student experience improvement	This is most commonly used as a measurable benefit for specific questions in student surveys. Non measurable staff experience improvement tends to be shown as "contribution to..."
sustainability	Is there a measurable reduction in our CO2 footprint?

5. the table

Deliverable title	Your title will be used in plans so the shorter the better **KEEP THIS TO ONE OR TWO MAJOR DELIVERABLES. YOU CAN ADD MORE IN SECTION 8**
Deliverable description	A brief description of what will be delivered or changed
Deliverable date	When will the deliverable title be completed by (if phased, use the last phase date)
Cost heading (dropdown)	AV/IT; construction; contingency; equipment; FF&E; hardware; other; professional services; software; staff costs
Cost description	A simple statement or list of what is included in the cost
Cost	Cost amount
Benefit category	• See list on page 17
Measured as a/an (	Examples include "increase in..." or "reduction in..." or "decrease in..."
Measurement type (dropdown)	• £ • % • sqm • time • number • qualitative • CO_2
From (baseline)	What is it just now?
On this date	What date was the baseline taken
To this target	What do we expect it to be once we have completed the project?
By this FY	What financial year is this expected to be fully realised?
Non measurable benefit	Free text on any benefit that cannot be measured with a baseline and target

Benefits are entered in the **PM Workbook** benefits tab

5. notes on the table

In a nutshell

What are you going to deliver?
When are you going to deliver it?
How much is it going to cost?
What will that improve?

Think about

- In section 5 (part of the Executive Summary), you choose the top 1 or 2. In this section you can add in others

- Remember you will be tracking these benefits for a long time. It is better to have a small set of amazing benefits than a large set of granular less important benefits. A small project would have 3 to 5 whereas a large project could have 10 to 15

- Value vs. impact vs. outcomes vs. benefits vs. indicators. See our A-Z guide on www.gla.ac.uk/ppm
  - **A benefit is the positive outcome that will result after delivery of the project objectives**

- If this is a Gate 2 business case to request funding to write the business case, your benefits will still be draft and you may be missing some baseline data. This is OK

- If there is no baseline data and/or target then you should put this into the non measurable section

Give me some examples

- We have a library of these tables on our site at www.gla.ac.uk/ppm

17

6. project background

In a nutshell

Give me the detail of how you got here

Think about

- There is no text limit here
- A picture says a 1000 words
- This is not an academic essay. Remember your audience
- It is better to reference a document and add as a supplemental paper than to summarise lots of papers and make this section unnecessarily long

Give me some examples

- How did this idea come to light?
  - A report or paper?
  - Something that another institution has done?
  - An action from a meeting?
- What evidence is there that this project is needed?
- What meetings or workshops have been held so far and what has been the outcome?
- Are there any benchmarks we can use to compare ourselves against?
- What else is happening in this area across the University?
- Are there any regulatory constraints we need to consider?

7. project objectives

In a nutshell

Tell me exactly what you want to do

Think about

- Make your objectives **SMART**: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime Bound
- A good Business Case will be able to articulate this in 3 to 5 objectives
- There is often only 1 objective; this is OK
- Articulating your objectives well and succinctly demonstrates to the governance body that this is a well considered Business Case
- Think about what you want to be different by the end of this project
- Many get confused when writing these by worrying about outcomes, impact, value, outputs, deliverables and benefits. Don't get hung up on this. Simply summarise the major things you want to achieve

Give me some examples

- Develop an improved version of our research funding system and process so we can rate opportunities and prioritise our funding roadmap in detail by August 2027.
- Develop an advanced employee management system to bring together all relevant employee information by April 2026.
- Improve lighting insulation by installing lightning arrestors in the Boyd Orr by December 2026.
- We will develop a library of example objectives on our site at www.gla.ac.uk

8. performance indicators

KPI title	Associated strategy
CO2 emissions (kT)	Sustainability
Collaborative and contract research/total income	Research
Collaborative space	Estates
Colleague diversity - % declared disabled	People and OD
Colleague diveristy - % BAME	People and OD
Colleague diversity - senior women	People and OD
Colleague engagement	People and OD
Doctorial degrees - awarded/staff R&T FTE	Learning and Teaching
Entry tarriff	Learning and Teaching
Global reputation (THE reputation ranking)	Internationalisation
Graduate employability	Learning and Teaching
International student population	Internationalisation
Large grant capture - number of funding bodies	Research
Operating cash before investment	Finance
Quality of research publications	Research
Research income (£k)/Staff R&T FTE	Research
Student progression	Student experience
Student satisfaction	Student experience
UG mobility	Learning and Teaching
Widening access MD0-20	Learning and Teaching

You can assign your project to one or more KPI in the **PM Workbook** homepage
Contact Planning Insight & Analytics for more information on KPIs

9. milestones and goals

In a nutshell

What's your plan to get there? Are there any major events we should be aware of?

Think about

- A milestone is a marker on the plan. It can note start and finish of a project, completion of a major phase of work or any major event. It has no duration, with the same start and end date

- A task is a single activity with a clear start and end date

- A goal is used in this context as the heading for a major stage, phase or deliverable

- These dates are shown on your status report and homepage. The mandatory dates below are shown on programme and portfolio dashboards and roadmaps

Milestone or goal	Notes
MANDATORY: The project will start	When is the project official? This is normally the date the business case is approved. Gate 3
MANDATORY: We will start handing over to BAU	When will you "go live", deliver your product, make the change, etc.?
MANDATORY: We will close the project by	When will every activity on your plan be complete with the possible exception of some of your benefits. Gate 4
MANDATORY: We will have realised all benefits by	When will all benefits be finally measured? Gate 5
OPTIONAL: Example: Court presentation	

10. options analysis

In a nutshell

What else could we do?

Think about

- There are always alternatives. Remember that you will likely be asked to back up each option with the impact on cost, plans, deliverables and benefits. This can quickly become overwhelming with too many options

- As a minimum, you should explain fully what it will mean if we do nothing. 9/10 times this directs back to the inability to resolve the challenge, seize the opportunity or realise the proposed benefits

- The majority of the projects will have 3 further options outlined:

  - If money and time was no object, here is **the maximum** we could do

  - If we had to do **the bare minimum**, here is what we could do

  - Here is our **preferred option.** It is somewhere in between the maximum and minimum and represents the best Value for Money to the University

Give me some examples

- This is different for each project but look at the exemplar business cases on our site at www.gla.ac.uk

11 to 15. collaborations

Completing the business case requires input from other parts of the University

Finance Office	Investment and benefits management is led by the Finance Office (Strategy Implementation and Risk). This team manages the Risk Framework and Portfolio Framework as well as the business case process. All business cases seeking spend >£500k will be managed through this team. Support is available in writing the business case and managing risk. **Email: uofg-investment@glasgow.ac.uk or uofg-risk@glasgow.ac.uk**
Heads of Finance	The University Services and each College Head of Finance is responsible for ensuring that business cases are robust before submission including identification of funding source. **Your local Finance Team can support you in writing your business case.**
Estates	Estates has a Project Management Office to support all aspects of Estates programmes of work. If your project has an Estates element to it, section 13 of the business case must be completed. **Contact your Estates Business Partner or email: estates-pmo@glasgow.ac.uk**
Sustainability	Achieving our sustainability goals is central to our values system. Projects that will directly, indirectly, positively or negatively impact on our carbon footprint or strategic ambition must complete section 14 of the business case. **Visit www.gla.acuk/myglasgow/sustainability**
Procurement	Most capital projects require procurement of services or goods and must follow UofG procurement processes. This is detailed in section 15 of the business case. **Contact your Procurement Business Partner or email: procurement-helpline@glasgow.ac.uk**
Information Services	All projects with a technology element must complete section 16 of the business case. Information Services has a project management function to support all technology-led projects. **Contact your Information Services Business Partner or email: project_delivery@glasgow.ac.uk**
The Anywhere Platform	Online training is available directly from uofg.ppmanywhere.com. For licence requests or contacting the PPM support team, please use the **IT Helpdesk.**
Online and self-service resources	**www.gla.ac.uk/ppm**

16. data validation

One of the most challenging topics when writing the business case is to ensure that all data is trusted and can be validated. This is of especial importance when defining the current (baseline) benefits data.

The Planning, Insight & Analytics function provides specialist expertise and leads on our data integrity and best practice analysis

Support and leadership provided by Planning Insight & Analytics	Professionalising our approach to data and managing data as a key institutional asset to support our University objectives through: • Establishing transparent data ownership • Engaging to improve understanding and trust • Standardised practices for accessing data • Ensuring our data is fit for purpose • Leveraging technology to enhance data knowledge
Business Glossary	An A-Z of all terminology used across the University can be found at www.gla.ac.uk/myglasgow/planning/ourdata/glossary
Reporting and Analytics Catalogue	A list of available reports is available at www.gla.ac.uk/myglasgow/planning/ourdata/catalogue This includes BI Online, Colleague Engagement Survey and NSS Analytics
Surveys	Surveys managed by Planning, Insight & Analytics includes Graduate Outcomes, NSS (National Student Survey), UofG Student Survey and Staff Surveys
Data Visualisaiton	Visit *https://gla.sharepoint.com/sites/insight/Lists/Data%20Glossary/Public.aspx* to access data visual applications that the University uses to allow users to view data via interactive dashboards

| Email Planning Insight & Analytics at planning@glasgow.ac.uk

17. approach

	FULL	RIBA	CHANGE	SIMPLE	JDI
other terms used	PRINCE2 Waterfall	RIBA (Royal Institute of British Architects)	Agile Kanban	Adaptive	Just do it Fast-track
sizing	best for large scale projects	Estates projects only	large or small projects	best for small projects	very small projects with no spend
approach	highly structured	highly structured	highly structured	less structured	little structure
stages	8	8	4	3	2
number of gates	4 +1 optional	4+1 optional	4 +1 optional	4	3
scope	fixed and agreed upfront	fixed and agreed upfront	value is agreed and scope remains flexible	fixed (with a small degree of flexibility) and agreed upfront	simple and fixed
planning	fixed and agreed upfront	fixed and agreed upfront	responding to change takes precedence over planning	flexible against agreed high level plan	simple and flexible
documentation	detailed requirements and other documents	detailed requirements and other documents	working solutions takes precedence over documentation	focus is on post project documentation	minimal: no business case
changes	scope and plans are fixed and difficult to make changes once started	scope and plans are fixed and difficult to make changes once started	scope and plans are highly flexible	scope is fixed and controlled; plans are highly flexible	no business case means no change control
Knowledge required	structured training and experience required	structured training and experience required	structured training and experience required	little training and no experience required	Basic PPMA
Great for	regulatory and legislative projects where you are very clear on where you want to go and how you are going to get there	construction and maintenance	software development and change projects projects where you are not clear or can flex where you want to go and how you are going to get there	projects where you know where you want to go but not sure how to get there	Team projects that do not need any level of approval. Only for projects with no capital spend meaning no business case

17. approach and governance

In a nutshell

How are you going to deliver this?

Think about

- The role of the Project Sponsor is pivotal. This role will assume full accountability for the project including the realisation of the benefits

- The role of the Project Manager is responsible for the delivery of the project deliverables stated in the business case.

- The project workflow is only required for information as it is captured in the PPMA software

- When creating your resource requirements, sometimes an organisation chart is easier demonstrate your needs. You can insert an organisation chart as long as you can demonstrate if the resources are available or not

- How will demonstrate that there is robust challenge throughout the delivery of the project? Is there a governance board that you can join or will you need to create your own one? Is the project large enough to warrant a separate governance body? What decisions can they take?

Give me an example of resources

This is very project specific but you may want to consider

- Academic subject matter expertise

- Buildings and planning permission expertise

- Financial support

- Technical support

- Business Change support

- Training support

17. governance

Give me an example of governance

- The Student Experience Delivery Board will act as the governing body

- A new Project Board will be set up to oversee this project

- This project does not require a Project Board, however, regular updates will be given to the Capital Programme Steering Group

- If setting up a new Project Board, you should demonstrate what the remit of that Board will be. Adding an appendix to your business case will better support your submission

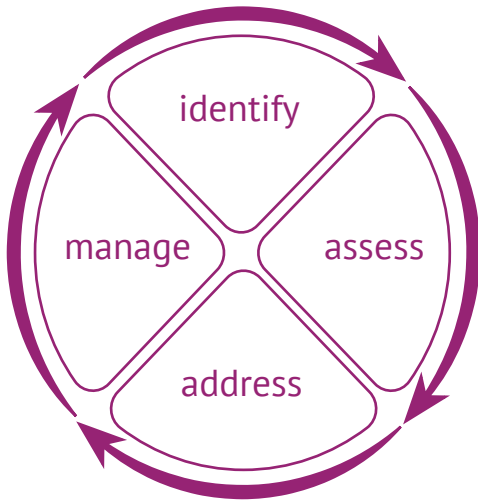|	
Board remit	What is the purpose of the Board? Examples are: • Set the direction for the project • Drive the development of the business case
Scheme of delegation	What decisions can this Board make? Examples are: • Agree requirements • Agree the procurement approach and recommended supplier
Board membership	Who will be a Board member? Examples are: • Project Sponsor and Manager • Director of Professional Services; Finance representation; Information Services
Board responsibilities	What do you want the Board members to do? Examples are: • Act as advocates for the project • Secure and manage resources • Identify and mitigate risk
Format and cadence	How often and how do you want to meet? For example, 6 weekly and online
Inputs	What is expected to be provided before the meeting? e.g. Project Status Report
Outputs	What is expected to be provided after the meeting? e.g. action tracker and decision log

18. assumptions & dependencies

	Give me some examples		
	Notes	**Example descriptions**	**Example mitigations/ comments**
Risks (see pages 27 and 25)	The risk register on PPMA is based on the UofG Risk Management Policy and Framework. This has been significantly simplified in this section to 2 columns	**Resource Availability** The delivery relies on availability of staff from across the University. If they are not made available, the project will fail	Project Sponsor to meet with each Head of School and function to formally agree all resource requirements
Assumptions	Have we made any educated guess or plans based on estimates? *Assumptions are not held on PPMA*	**Procurement Process** We have assumed the procurement process will be no longer than 6 weeks	This is based on previous procurements of the same kind. We have not checked this with Procurement
Constraints	What could possibly limit us delivering the project? *Constraints are not held on PPMA*	**Regulation Change Deadline** The project must be completed before the end of the FY in order to meet the changes in regulations	The project is scheduled to be complete 6 months before end of the FY allowing plenty of contingency for unforeseen challenges
Dependencies	**Dependency in**: Who and what are we waiting on before we can do certain activities? **Dependency out**: who and what are we waiting something we are delivering before the start on theirs?	**Policy change approval** We are dependent on the Legal Team approving changes to the policy	We have built a 3 week window into the plan to allow for any slippage. After this, there will be a knock on effect on final delivery dates

28 | Risks are entered on the **PM Workbook** in the risk tab
Dependencies are entered in the **PM Workbook** in the milestone and goal tab

18. risk

The Risk Framework

identify

Think..."if this happens, it could be bad for the project" or "if this happens then it means we could do something different and it would be good for the project"

assess

Think..."what are the chances of this happening?" and "how bad or good would it be for the project?"

address

Think..."what can I do that will stop or change the chances of this happening and/or the impact it could have on the project" or "what is already in place?"

manage

Think..."are the things we are doing making a difference?" and "has anything changed since the last time we looked at this?"

Types of project risks	Describing your risk	Root cause analysis	Impact analysis
Financial/project budget Time/planning Scope/deliverables Outcomes/benefits	List all the things that could happen Write it as "there is a risk that..."	What are the reasons for this description? List all the things that would have to happen to make this a reality Write it as "due to..."	What would happen if anything in the description list actually happened. Think about all the chain reactions. Write it as "this will result in..."

18. assessing project risks

Risk category	1 - very Low impact	2 - low impact	3 - medium impact	4 - high impact	5 - major impact
Project finance and cost	Overspend of less than 1% of agreed budget	Overspend between 1% and 3% of agreed budget	Overspend between 3% and 5% of agreed budget; minor changes to current procurement or current supplier contracts required	Overspend or underspend between 5% and 10% of agreed budget; major changes to current procurement or current supplier contracts required. Additional Investment Submission required	Overspend or underspend of greater than 10% of agreed budget; new procurement or new supplier contracts will be required. Additional Investment Submission required
project resources	We have capability abut there may be an acceptable delay in freeing the capacity to complete the work	We have the capability but there be an unacceptable delay in freeing the capacity to complete the work	We do not have the capability and would need to train current resources to complete the work within acceptable time and/or cost constraints	We do not have the capability and would need to source externally or recruit to complete the work within acceptable time and/or cost constraints	We do not have the capability and sourcing expertise is likely to increase costs and/or time to unacceptable levels
Project scope and business case	Scope change or functionality/quality/ business case impact is barely noticeable	Scope change or functionality/quality/ business case impact is noticeable but accepted by the Sponsor	Scope change or functionality/quality/ business case is noticeable and would require a minor change request	Scope change or functionality/quality/ business case is noticeable and will require a major change request	Scope change or functionality/quality/ business case would not be accepted by the Sponsor
Project time and planning	Slippage of less than 2% of project lifecycle or less than 4 weeks. Has no impact of the implementation of business activities.	Slippage between 3% and 10% of project lifecycle or between 1- and 2-months slippage. Delay of up to two weeks for non-business critical activities and up to 2 days on business-critical activities.	Slippage between 10% and 15% of project lifecycle or between 2- and 3-months slippage. Delay of up to 4 weeks for non-business critical and up to 1-week delay to business-critical activities.	Slippage between 15% and 20% of project lifecycle or between 3- and 6-months slippage. Delay of up to 2 weeks for business-critical activities.	Slippage of greater than 20% of project lifecycle or more than 6 months slippage or a delay of greater than 2 weeks for business-critical activities.
Probability	1% to 20% chance of happening (unlikely)	21% to 40% chance of happening (don't think so)	41% to 60% chance of happening (50/50 chance)	61% to 80% chance of happening (fairly sure)	81% to 99% (almost certain)
Proximity	More than 1 year away	6 months to 1 year away	3 months to 6 months away	1 month to 3 months away	Almost immediately

19. governance approvals

Local financial apporoval for investments <£500k and already in the Investment Plan	• Colleges go through their College Management Group • Externally funded equipment investment is through your College Management Group • Estates projects go through the Capital Programmes Steering Group (CPSG) • Technology projects go through the IT Financial Planning Committee (ITFPC) • See your Finance Business Partner for more information about your own
Financial apporoval for all other investments	• <£500k and not in the Investment Plan go to Investment Committee • >£500k goes to the Investment Committee • >£3m go§es to Senior Management Group and Finance Committee • >£25m goes to Finance Committee, Senior Management Group and Court
Additional business case approvals required	• Significant technology spend may also be reviewed by the Information Policy and Strategy Committee • Significant Estates spend may also be reviewed the Estates Committee • See your Finance Business Partner about possible other reviews required
Working Groups and Delivery Boards	• Many programmes and projects establish a Working Group to complete the initial activities up to and including writing the busienss case • Upon formal approval, the majority of projects will establish a Delivery Board chaired by the Sponsor to oversee the delivery and handover stages of the project
Corporate and academic governance	• You can find out more about our corporate and academic governance structure, including the Scheme of Delegation, at www.gla.ac.uk/governance

making changes after approval

In a nutshell

Things happen. Changing parts of the project is inevitable

Think about…

Change Request Form	When you do need to change something, this should be recorded for future audit trails and reference. A Change Request Form is created, approved and added to the appendices of the business case
Contingency	When approving the business case, you may want to put something aside for a rainy day. This could be 5% budget or an extra month in the plan. You may not need it but it is there just in case. Contingency should be explicit in the business case
Delegated authority	Depending on role and/or grade, certain individuals may be able to make financial decisions without further approval required. This is normally limited to the Project Sponsor
Thresholds	If there is any delegated authority, the maximum for time or cost is called the threshold. Thresholds should be clearly indicated in the Project Assumptions in section 19
Approval beyond delegated authority	If approval is required for a change that is above any contingency, greater than any delegated authority or beyond any agreed assumed thresholds, the Change Request Form and business case must be submitted to the original approval body at Gate 3. See page 31 for further details

Changes are recorded in the **PM Workbook** in the changes tab

making changes after approval

	Head of Finance	Director of function	Exec Director of function	Investment Committee	Local Committee or Board	Finance Committee
<£50k	Overspend <£50k with available contingency is approved locally unless there is a major change to scope, plans or benefits; in these cases, contact your Head of Finance					
£50k - £200k	can approve	can approve	can approve	can approve	can approve	can approve
£200k to £500k	cannot approve	cannot approve	cannot approve	can approve	can approve	can approve
>£500k	cannot approve	cannot approve	cannot approve	can approve	can approve	can approve

Give me some examples

Finance and cost	Inflation has raised the materials cost since approving the business case. You need to ask for 14% more budget
Resources	You have been asked to deliver extra parts to the project. You need to ask for more resources
Scope and business case	The system can't do what you expected meaning you will have less functionality. You need to remove benefits from the business case
Time and planning	Contract negotiations have failed. You need to go back to the beginning of the procurement process and will be 3 months later than expected

change request form and register

Register Heading	Mandatory fields
parent entity	Is this a change to a project, programme or portfolio. It is normally a project
parent entity type	What is the level above. If a project then the parent is a programme
change request number	This is generated by the system
status	Currently analysing; pending approval; rejected; approved
change title	A very short title that will show in reports
change description	An explanation of why the change is necessary
change request reason	Risk; budget transfer; opportunity; planning change; programme delay; project transfers; technical scope change; user drive scope change
change raised by	Who has asked for this change?
change assigned to	Who will manage the change
effective date	When does the change have to happen by
change against	Scope; budget; benefit; plan; resource
change in cost	How much additional budget is required excluding VAT? £0 if none
cost category	AV/IT; budget transfer; construction; contingency; furniture, fixtures and equipment; hardware; other costs; professional services; software; staff costs
total slippage	How much additional time is required (in weeks). 0 if none
approved by	Who or which committee/board has or will approve this?
approved date	When was or when will this be approved?

change request form and register

| Register Heading	Optional fields; mainly used in Estates projects
original cost	What was the original budget line?
agreed cost incl. VAT	How much additional budget is required including VAT
remaining contingency	If applicable, how much of the project will be left if this is approved?
attachments	Are there any additional documents included?
In cost report	Estates only
Compensation event instruction number	Estates only

Reports available

change spreadsheet	A spreadsheet can be created using the **Change Request Export Report** and sending to Excel
change request form	The data can be exported in a PDF Change Request Form using the **Change Request Form Report**

project closure report

Overview	Copied from the original business case
Funding overview	Updated table that was presented in the original business case
Vision statement	Copied from the original business case
status	Currently analysing; pending approval; rejected; approved
Project deliverables	Copied from the original business case with a status of achieved, partially achieved or not achieved. Provide notes on why the status was given
Additional project deliverables	New deliverables added after the business case including any note to timescales and costs
Goals and milestones	Copied from the original business case with status of achieved, partially achieved or not achieved
Closed benefits	A note of original and additional benefits that have either been achieved, partially achieved or not achieved together with explanatory notes
Remaining benefits	A note of original and additional benefits that will continue to be tracked after the project has closed
Lessons Learned	A simplified extract from the Lessons Learned Log including categorisation and positive/negative notes. Refer to QuickRef Guide to Project Concepts
Outstanding actions	Any remaining actions, with owners and dates to be completed after the project has closed
Change Request Summary	A note of all approved and rejected Change Requests submitted throughout the project
approved by	Who or which committee/board has or will approve this?
approved date	When was or when will this be approved?

getting support

www.gla.ac.uk/ppm

37
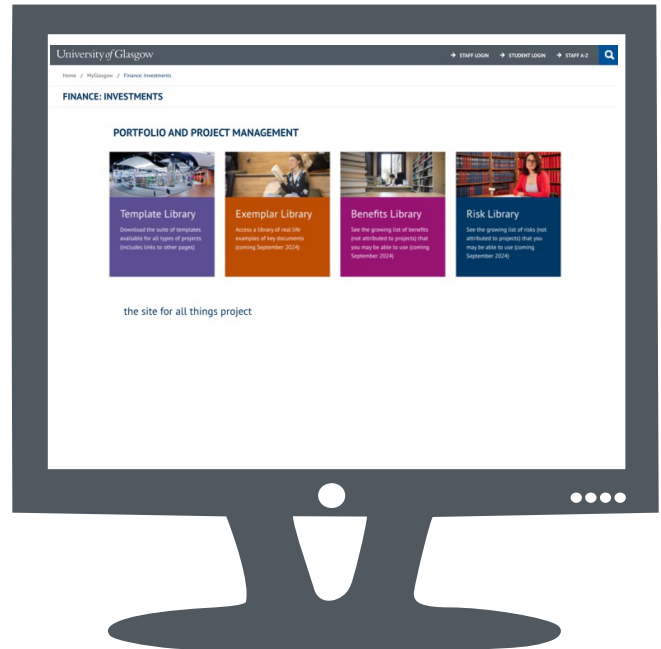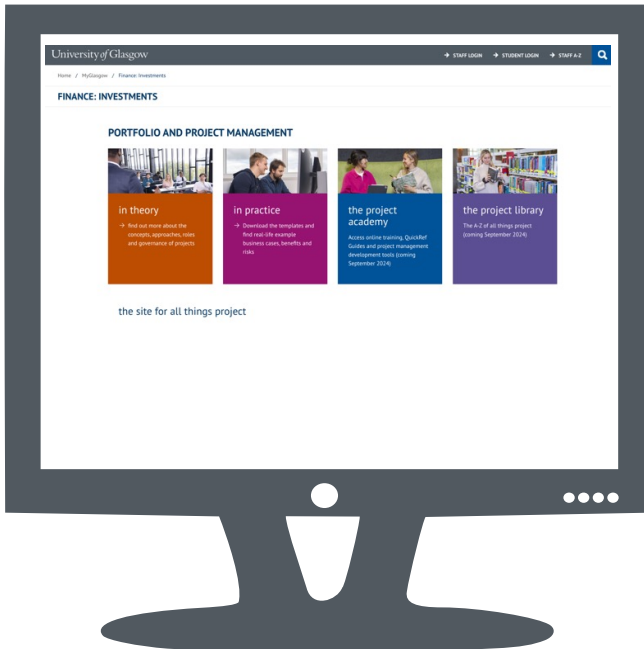
Other guides in this series

project concepts	running projects in full workflow	running projects in simple workflow
project roles		running projects in change workflow
project governance risk and compliance	PPMA reporting	PPMA software