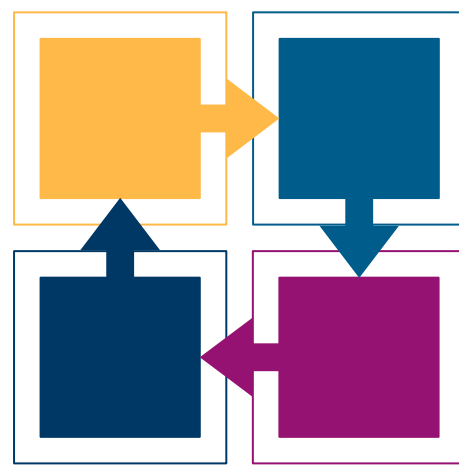


A QUICK REF GUIDE

Project GRC (Governance, Risk and Compliance)

A reference guide explaining the concepts and content of the risk register, our governance processes for projects and how we quality check our project delivery



Finance Office
(Strategy Implementation
& Risk)

May 2024



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 vital 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

introduction

- Also in the series:
- Project concepts
 - Running Full projects
 - Running Change projects
 - Running Simple projects
 - Project roles
 - Business Cases and benefits
 - PPM Reporting
 - PPMA software

This digital booklet is one of nine in the Quick Ref series. It is intended to provide anyone in the University with a broad understanding of how projects are approved and governed throughout the lifecycle.

Project risks vary slightly from strategic, operational, health & safety and cybersecurity risks although all overlap with each other. This booklet will help define what a project risk means as well as quick reference techniques to identifying, assessing, addressing and managing risk.

Finally, the booklet will provide the reference points you need to ensure project compliance including what data is mandatory on the PPMA software and what questions must be answered before moving forward in the workflow.

These digital booklets are designed to give you the key take-aways and allow you to quickly access definitions and processes. More detailed documentation, processes, examples and support can be found on our website at www.gla.ac.uk/ppm

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 PPMA software

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?

gate questions

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

gate 1: decision to start

Investment Submission Form

Gate 1

Decision to start

Should we develop this idea further?

What are the key questions asked at this gate?

- Is there sponsorship for this idea? Will someone back this idea?
- Is there a compelling need for this idea?
- Is there likely to be funding available?
- Is this a large scale project that requires funding to develop the business case?
- Are there technology elements
- Are there estates elements
- Will this impact on our sustainability goals?
- Will we need to use Procurement?

Where do I find this information?

- The Investment Submission form (template on www.gla.ac.uk/ppm)
- Gate checklist
- PPMA software

Hints and tips

- This stage is approved locally as there is no funding agreed yet
- Although the Investment Submission Form includes costs and benefits, you will only be able to best estimate at this point and almost certainly not have baseline and targets agreed
- It is at this point you will choose which workflow you want to use (full, change or simple)

What happens next?

- Your Head of Finance and/or Super User (PMO) will move your project into the next stage if approved
- Your project will become “live” in the PPM software and the full PM Workbook will be opened

gate 2: upfront funding required

Investment Submission Form

Gate 2

Upfront funding required

Do we need money to develop the business case?

What are the key questions asked at this gate?

- Are key stakeholders fully engaged?
- Have we considered the different options, including doing nothing?
- Is there a clear link to our strategic objectives
- Is there funding available in the Investment Plan?
- Can we articulate, at a high level, the key benefits and outcomes this project will deliver?
- Are we able to articulate the key milestones and goals?
- Has the business case been reviewed by the Head of Finance?
- Are there technology elements
- Are there estates elements
- Will this impact on our sustainability goals?
- Will we need to use Procurement?

Where do I find this information?

- The Business Case (template on www.gla.ac.uk/ppm)
- Gate checklist
- PPMA software

Hints and tips

- This will need to go to Investment Committee if not in the Investment Plan or >£500k
- Although you will be able to better understand benefit baselines and targets, you need this funding to finalise them. You will not be held to account at this point
- Start to involve Planning Insights and Analytics to help you with the next stage
- There is a Quick Reference Guide to Business Case and Benefits for further support

What happens next?

- At the end of this stage, you will have written the full Business Case to deliver the project
- Your Head of Finance and/or Super User (PMO) will move your project into the next stage if approved

gate 3: decision to invest

Business Case

Gate
3

Decision to invest

Do we commit fully to the project?

Key questions for the Sponsor

- Is the total project scope/vision clear and unambiguous?
- Are we clear on what success looks like?
- Are we clear on any impact to staff or student experience?
- Are we confident that stakeholders/those impacted have been made fully aware?
- Are we clear on who is holding this project accountable for successful delivery and realisation of benefits?

Key questions for the Head of Finance

- Is there sufficient funding available?
- If applicable, has the Discounted Cash Flow been checked?
- **Is there at least one measurable benefit? Do the measurable benefits have a category, baseline, target and owner??**

Key questions for the Project Lead

- Have all risks, assumptions, constraints and dependencies been identified and articulated?
- Are there sufficient resources (or stated funding) to deliver this project?
- Has the governance been agreed?
- Is there a high level plan with start and end dates, each stage and gate date as well as any key milestone?
- If a procurement exercise was required, has Procurement signed the business case off?
- If there is an impact on sustainability, has a Sustainability Project Form been completed?
- Have data and data security considerations been included?
- Is a Data Protection Impact Assessment required?
- Did the project go through EDA?
- Have Planning Insights and Analytics reviewed the validity of the benefits data baselines and targets?

What happens next?

- The project is approved (and moved into delivery) or rejected (and moved back to pipeline)

gate 3: decision to invest

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 14 of the business case must be completed. Contact your Estates Business Partner or email: estates-pmo@glasgow.ac.uk

Information Services

All projects with a technology element must complete section 17 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

Procurement

Most capital projects require procurement of services or goods and must follow UofG procurement processes. This is detailed in section 16 of the business case. Contact your Procurement Business Partner or email: procurement-helpline@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 15 of the business case. Visit www.gla.ac.uk/myglasgow/sustainability

Planning Insights and Analytics

This team has access to most of the available data sources across the institution. This is invaluable when identifying performance indicators or benefit baselines. This is covered in sections 9 and 12 of the business case. Contact your PIA Business Partner or email planning@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
- There is a Quick Ref Guide to Business Case and Benefits
- See the Project Academy on www.gla.ac.uk/ppm for training and self training materials

gate 4: readiness checkpoints

Tracked through PPMA system

Gate 4

Readiness checkpoints (there can be more than one)

Can we go live and move to business as usual?

What are the key questions asked at this gate?

- Has this met our success criteria/definition of ready?
- Have all issues and changes made to scope been agreed and implemented?
- Will the change be accepted by all those impacted?
- Are we able to move towards closure or handover to business as usual?
- Can we articulate how this has contributed towards strategy?
- Have all agreed testing processes/acceptance criteria been successfully completed?
- Has all training been completed with ongoing guidance available, if required
- What were the lessons learned and are these uploaded to PPMA software?
- Can the project be ramped down and closed?
- Is the final cost within 5% tolerance of budget?
- Are all maintenance and ongoing costs fully articulated and input into Agresso?
- If required, are all contract management processes in place?

Where do I find this information?

- Gate checklist
- Tracked through PPMA software

Hints and tips

- Most of the data to answer these key questions will be on PPMA software. It is imperative that the system is kept up to date or reports will not show an accurate picture
- Many projects deliver in phases. The questions asked here tend to focus on the final phase

What happens next?

- Only your Head of Finance and/or Super User (PMO) will be able to close down the project

gate 5: benefits sign off

Project Closure Report

Gate 5

Benefits sign off

Did we get the outcome we set out to make?

What are the key questions asked at this gate?

- Can the project be fully closed
- Have all stakeholders been informed of the status of the benefits realisation?
- Are we able to articulate that the benefit has been realised?
- Have the financial benefits been baked into future planning rounds?
- Has the project been removed from the Portfolio Dataset?

Where do I find this information?

- Gate checklist
- A report is generated from the PPMA software
- Project Closure Report

Hints and tips

- Sometimes it can take several years for benefits to be realised. The PPMA system will produce an annual report showing remaining benefits still being tracked

What happens next?

- The project will remain "open" in the PPMA system until all benefits are realised but will not show in live project dashboards
- Once benefits are signed off, the project will go into archive

prioritisation

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 have a direct positive contribution towards reducing our carbon footprint and meeting sustainability goals	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 reducing our carbon footprint and meeting sustainability goals	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	

approvals

Local financial approval for investments <£500k and already in the Investment Plan	<ul style="list-style-type: none"> 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 approval for all other investments	<ul style="list-style-type: none"> <£500k and not in the Investment Plan go to Investment Committee >£500k goes to the Investment Committee >£3m goes to Senior Management Group and Finance Committee >£25m goes to Finance Committee, Senior Management Group and Court
Additional business case approvals required	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Many programmes and projects establish a Working Group to complete the initial activities up to and including writing the business 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	<ul style="list-style-type: none"> You can find out more about our corporate and academic governance structure, including the Scheme of Delegation, at www.gla.ac.uk/governance

mandatory data

Data you must complete when creating a project

Field name	Notes
Project name	Cannot be changed once created
Region	Always set to UK
Start date	When you think the project could start.? This is not baselined and you are not held to it
End date	When you think the project could end? This is not baselined and you are not held to it

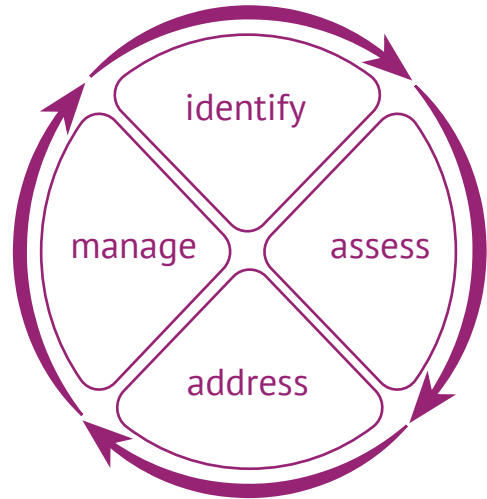
Data you must complete initiate a project

Field name	Notes
Vision Statement	Free text and will be used in all reporting
Assigned to	Who is leading on this project? This is from the business and not the project manager
Primary business objective	Drop down list. N/A is an option
Strategy	Drop down list. N/A is an option
Deliverable heading	The title of what will be delivered
Deliverable description	Free text field of what will be delivered
Delivered by	Drop down list. Not who requires the project but who will lead delivery?
Delivered by date	When will the deliverables be completed? This may change at gate 3
Gate dates	

mandatory data

To get onto pipeline	To get to gate 1	To gate to gate 2 or 3
Project Name	Assigned To	Summary deliverable heading
Portfolio	Vision Statement	Summary deliverables description
Region (always UK)	Primary business objective	Delivered by date
Start date (best estimate)	Strategy	Investment Plan total available
End date (best estimate)	Benefit type (minimum 1)	Investment Plan approved
	Delivered by	Spend to date
	Investment funding type	Remaining spend
	Investment funding source	Does Estates need to be involved (+ questions if yes)
	Externally funded amount	Impact on sustainability
	All prioritisation questions	Does Procurement need to be involved (+ questions if yes)
		Does Information Services need to be involved (+ questions if yes)
		All gate dates

risk process



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

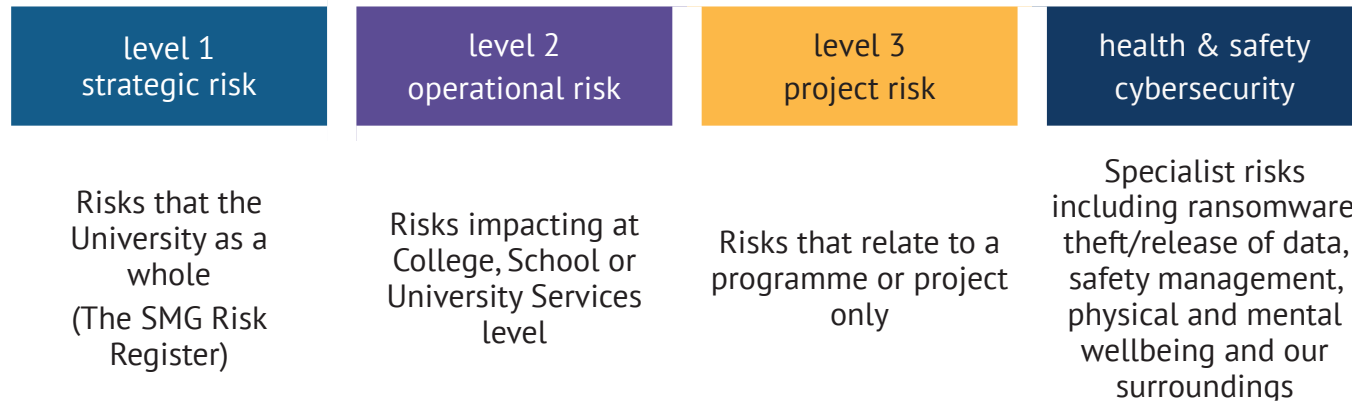
Think...“what are the chances of this happening?” and “how bad or good would it be for the project?”

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?”



identifying risk

...this **COULD** happen...what **IF** this happens...I am **WORRIED** about this...



in a meeting

You may be in a meeting and hear one of the phrases above. Adding risk to your agenda can help call out challenges and opportunities



run a risk workshop

We run targeted workshops to help identify risks. The first of these is called “what keeps you awake at night”



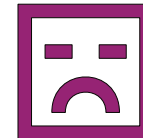
previous experience

You may have done a similar project previously and know from experience what could go wrong



evidenced elsewhere

You know of similar projects or other institutions and teams where they had issues and these could happen in your project too



bad feeling

You simply have a bad feeling that something could happen that will adversely impact on the project



good feeling

You see the chance of something happening that would give us an opportunity resulting in an even better deliverable, goal, benefit or outcome

project risk impact statements

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 but 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, proximity and route

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% chance of happening (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

There are always 4 things you can do:

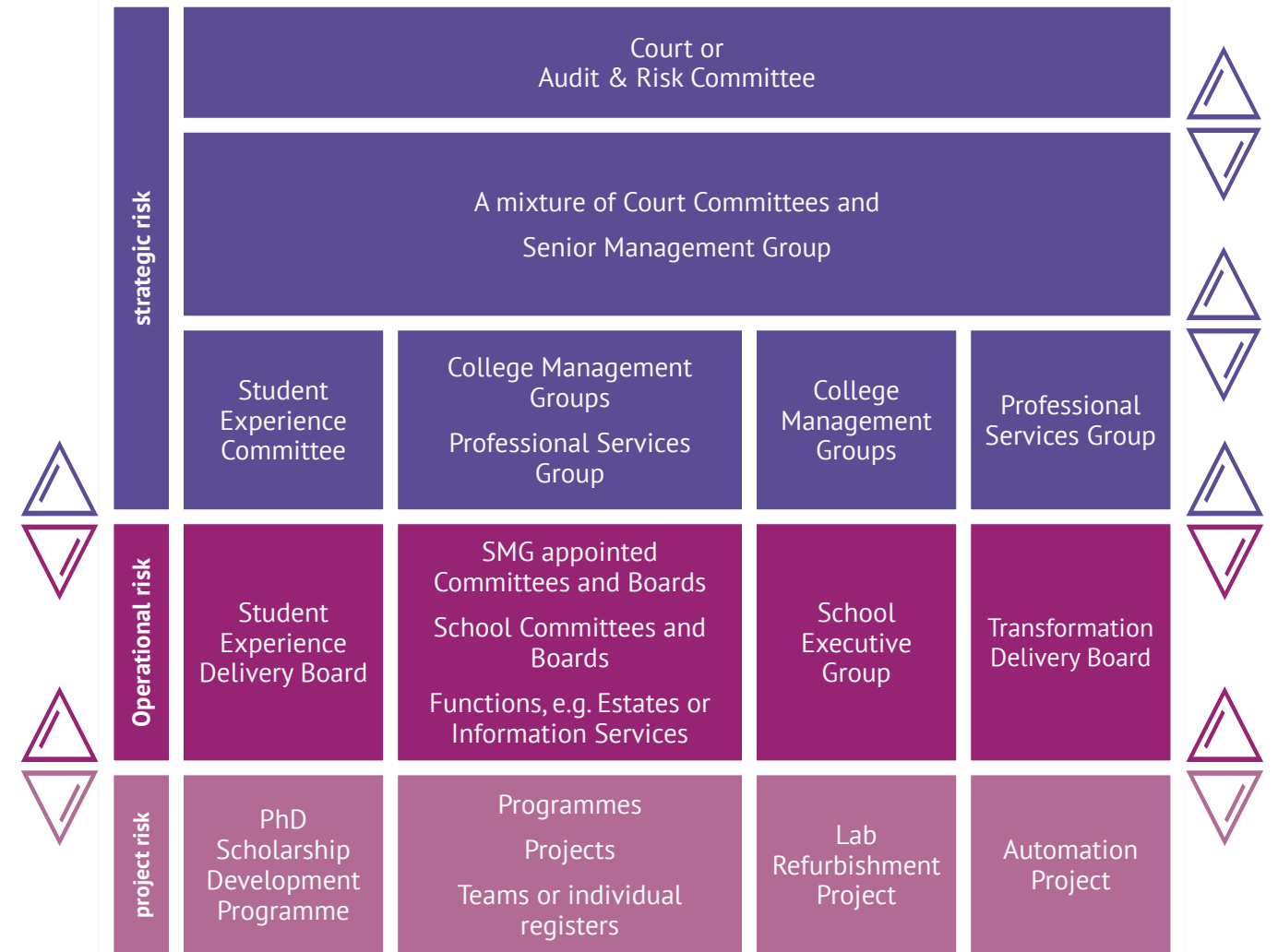
REDUCE	Can we make it less likely that the risk will happen or, if it does happen, can we soften the impact on the project?
RESOLVE	Can we completely remove all likelihood that this risk will happen or ensure that there will be no impact to the project?
TRANSFER	Can we pass this to an external partner to manage on our behalf?
ACCEPT	Do we agree that there is nothing we can do and prepare as best we can OR that the impact is so low that the University can accept the consequences if the risk occurs?

risk rating and heatmap

5 - almost certain this will happen	5	10	15	20	25
4 - fairly sure this will happen	4	8	12	16	20
3 - 50/50 this will happen	3	6	9	12	15
2 - don't think this will happen	2	4	6	8	10
1 - unlikely to happen	1	2	3	4	5
	1 - very Low impact	2 - low impact	3 - medium impact	4 - high impact	5 - major impact

	LOW TO MEDIUM (1-6)	MEDIUM TO HIGH (8-15)	MAJOR (16-25)
risk rating	Requires minimal attention. Should be reviewed and updated periodically to ensure mitigation is effective	An effective mitigation plan should be signed off at the appropriate level and updated regularly to ensure mitigation and controls are effective	Requires immediate and continuous attention. Should be considered for escalation to next level.

risk escalation



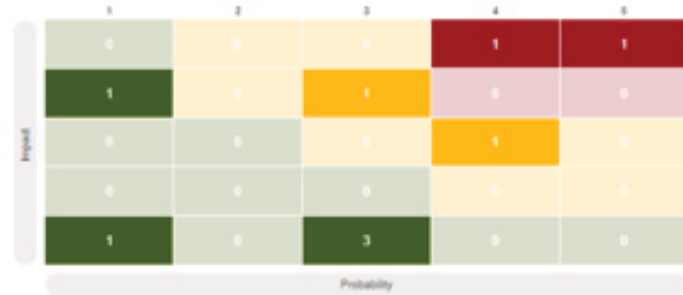
risk summary report

Date: 12-Apr-2024 Run on: 12-Apr-2024 Run by: Admin Admin Portfolio: University Programme: - Bus. Obj: - KPI: - Budget Threshold: - Risks: Strategic & Operational Risks Only

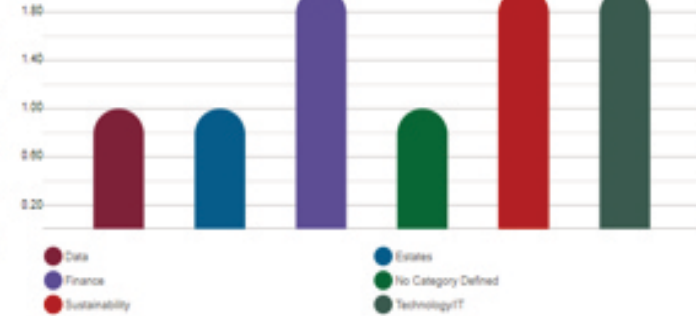
University of Glasgow

Risk Summary

Risk Heatmap



Risks by Category



Red & Trending Up - Project Risks

Project Name	Title	Category	Movement	Current Impact	Current Probability	Current Assessment	Residual Impact	Residual Probability	Residual Assessment	Next Review Date
No Data Found										

Red & Trending Up - Strategic & Operational Risks

Risk Register	Title	Category	Movement	Current Impact	Current Probability	Current Assessment	Residual Impact	Residual Probability	Residual Assessment	Next Review Date
College of Arts and Humanities	class	Data	Stable	5 - Major Impact	4 - Very High Probability	20.0	3 - Medium Impact	4 - Very High Probability	12.0	
College of Arts and Humanities	CRP 1 Test	Sustainability	Worsening	1 - Very Low Impact	3 - Medium Probability	3.0	3 - Medium Impact	3 - Medium Probability	9.0	29-Mar-2024
Strategy Implementation Portfolio	Risk 1	Finance	Worsening	4 - High Impact	1 - Very Low Probability	4.0	2 - Low Impact	4 - Very High Probability	4.0	05-Mar-2024
University	Cyber Security attack	Technology/IT	Worsening	5 - Major Impact	5 - Almost Certain	25.0	5 - Major Impact	2 - Low Probability	10.0	27-Mar-2024
University Services	Steven's IS Risk 20240208	Technology/IT	Worsening	3 - Medium Impact	4 - Very High Probability	12.0	1 - Very Low Impact	1 - Very Low Probability	1.0	27-Jun-2024

risk on a page report

Each risk can be presented on a page through the PPMA system:

Value, impact and benefits realisation (ID: 530)

Current	Trend	Residual	Risk Owner	Last Review Date	Next Review Date	Strategy	Escalation Group / Committee
16 4 - High Impact 4 - Very High Probability	↓	8 4 - High Impact 2 - Low Probability	Exec User	19-Mar-2024	21-Jan-2025	Finance	Audit and Risk Committee

Risk Description

There is a risk that:

- Investments do not effectively articulate and deliver benefits
- Lack of a consistently applied Business Case format
- Lack of systematic approach to Value for Money
- An evolving strategy delivery function
- An historic lack of focus on post investment reviews
- Lack of resources (people and systems) to actively manage outcomes, impact and benefits
- Lack of tools to track non capital spend on projects
- Lack of baseline data for investment cases

Due to:

- Money and effort is wasted
- We do not embed our returns on investment into future planning rounds
- We cannot demonstrate value for money to stakeholders
- We are unable to quantify and communicate our successes
- Investments are not prioritised against best value for money
- Unable to demonstrate delivery against strategy and strategic objectives

This will result in:

- We do not achieve our strategic ambitions
- Cash shortfalls in the long term
- An adverse impact on our internal reputation if we are not seen to be delivering against our investments

Actions	Owner	Date
Define and rollout standardised Business Case Template	PMO Super	31-Dec-2024
Review the need and scope for an investment reporting tool that includes benefits management	PMO Super	31-Dec-2024
Define and rollout a Benefits Management Framework including benefits register for all projects >£3m	PMO Super	31-Dec-2024
Identify and deliver Project Sponsor training	PMO Super	31-Dec-2024
Develop and publish an outcomes, impact and benefits roadmap	PMO Super	31-Dec-2024
Identify and deliver training on business case writing	PMO Super	31-Dec-2024

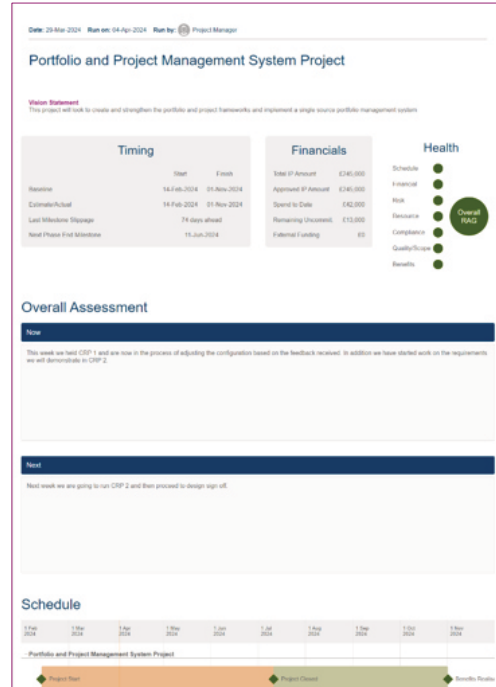
Controls	Owner	Date
Review of benefits register at Investment Committee as a standing item	PMO Super	31-Dec-2024
Create a schedule and include post implementation reviews as a standing item at Investment Committee	PMO Super	31-Dec-2024

mandatory project status report

Investment and portfolio reporting is managed bottom up at the University. That means we are reliant on Project Managers providing detail at the project level that we can aggregate upwards.

Therefore, the Project Status Report is a mandated report that needs to be completed **weekly**, although it may be as simple as copying the previous week's report.

Project Status Reports can appear in multiple reports and it is important to remember that the RAG status and RAG rationale text field could be seen at any level across the University.



Section	Notes
Timing	Taken from the project overview page
Financials	Taken from the financials page
Health	Manually updated by the Project Manager
RAG rationale	Free text outlining why the overall status of the project is as it is. Can appear in many other reports
Now/Next	Free text on what is happening
Schedule	Taken from the PM Workbook
Risk	Red, amber and worsening risks (PM Workbook)
Change	Unapproved Change Requests
Benefits	Current status on all benefits

mandatory committee report

Given the volume of reporting across the University and the use of PPMA as a single source of truth, it is important that we **present and visualise the data in a consistent way**.

The Committee Report is actually 5 reports that are combined. They can be run at any level from a programme to a School/function to a College/University Services up to the whole University. You can run reports on all sections, several or all them

Data is aggregated upwards and can be filtered at the hierarchy level as well as key fields.

Section	Notes	
Project Summary	Pie chart with health of all projects Infographic with projects in stages Table of all red and amber projects	As well as programme and portfolio, the report can be filtered on:
Risk Summary	Heat map of all risks Bar chart of risk by category Table of red and worsening project risk Table of red and worsening operational risks	Portfolio
Timeline Summary	Gantt chart showing gate and major milestones	Programme
Financial Summary	Key financial figures totals Table of individual projects and financials	Business objective
Benefits & KPI Summary	Financial benefits total Table of red RAG benefits Table of KPIs impacted within the report	KPI
		Budget (<£500k, £500k to £m, £3m to £25m and >£25m)
		RAG (all projects or just red and amber)
		Risk type (project, operational or both)

Other guides in this series

project
concepts

running
projects in
full workflow

running
projects in
simple
workflow

project
roles

running
projects in
change
workflow

business
cases and
benefits

PPMA
reporting

PPMA
software