|  |  |
| --- | --- |
| **<Project Name (in document properties)>** | |
| Project Owner | <Project Owner name (in document properties)> |
| Organisational unit | [Portfolio, Faculty or Directorate Name] |
| Version | [Version of the Business Case]  [Each approval increments the version number by 1] |
| Approval status | [WIP | In review | Endorsed | Approved] [Add date & name of endorsement or approval] |

**Guidance**

The template contains pre-filled text in many sections. They can be retained as is or adapted as best suites the project.

Text <in brackets and in blue or red and smaller font> are guidance notes for that section and must be deleted before submitting the document for endorsement and approval.

Text in [square brackets] denote options or expected values to be used in that field or section.  
An applicable value is to be chosen (left in the field) and inapplicable ones removed.

This text box must be removed before submitting the document for endorsement and approval.

EXECUTIVE SUMMARY

<Please provide a half page summary of the project. The summary introduces the need / problem and its impact, the recommended solution and the preferred approach to implement the solution. Key benefits, costs & resources & time required and significant risks should be included. When possible, please re-use the material from the Project Business Case.

The summary together with the table below must fit on a single page. This enables the summary to be shared as a one double-sided printout (pages 1-2 of this document) as needed in various committee meeting materials and easily referred to by ACU management and executive.>

The <Project Name (in document properties)> project implements … to enable ACU to achieve [the key benefits] …

|  |  |  |  |
| --- | --- | --- | --- |
| **Executive Sponsor** | <Executive Sponsor's name (in document properties)> [Position, unit] | | |
| **Program alignment** | [Infrastructure Futures / Staff Futures / Student Futures / other] | | |
| **Primary Focus** | [Develop new / Improve existing / Replace end-of-life / Compliance] | | |
| **Outcome** | | | **Benefit category** |
|  | | |  |
| **Key benefits** | | | **Benefit category** |
|  | | |  |
|  | | |  |
| **University goals** | | **Contribution by this project** | |
|  | |  | |
|  | |  | |
|  | |  | |
| **Start** | **Initial Go-Live** | **Delivery finalised** |  |
| Month year / quarter year | <Initial Go-Live>  Month year / quarter year | <Practical completion>  Month year / quarter year |  |
| **Project budget**  (funding allocated) | **Estimated operating cost** (through FY 2026) | **Complexity**  (when PID is approved) |  |
| [In full dollars]  Capex: $  Opex: $ | [In full dollars]  Overhead: $  Opex: $ | [Rating: simple / medium / complex] |  |

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**Approvals**

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name, position** (or committee name) | **Date** | **Comments** |
| Author |  |  |  |
| Contribute |  |  |  |
| Review | [Specialist or working group] |  |  |
| Review | [Specialist or working group] |  |  |
| Review | [Peer / colleague] |  |  |
| Endorse | [Benefits Owner] |  |  |
| Endorse | [Business Change Manager] |  |  |
| Approve | [Executive Sponsor, Project Board or Steering Committee] |  |  |

<**Author** = the one who’s responsible for writing the document (typically a single person). **Contribute** = staff or external parties who have provided input to the Business Case. **Review** = specialist or similar who can confirm the validity and accuracy of the information presented.  
**Endorse** = Manager or executive who can confirm the Business Case is of good quality and well justified and ready to be presented for approval.  
**Approve** = Approving party as per the ACU Project Management Model and Delegations of Authority; a single approval is requested.>

**Document Version**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Name** | **Changes made** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

<For any edits, increment the version number by a decimal (starting from 0.1). Approvals will change the version number to the next whole number (starting from 1.0), any subsequent edits increment from there. E.g. 0.1 > 0.2 > 0.3 > 1.0 > 1.1 > 1.2 > 2.0, etc. When a new version is approved, remove the version numbering of any edits / drafts (decimal changes) and retain only the approved versions on the list.  
Please note that all approved versions will need to be retained in the project file.>

PURPOSE OF THE DOCUMENT

The Project Initiation Document (PID) is a core template to be completed in the Plan phase of a medium or large project. It defines how the project delivery will be organised and carried out. Large projects will also complete additional planning documents to accompany this PID.

This document has been preceded by a Project Business Case which has defined the business justification for the project, and outcomes and benefits expected from this project, and this PID should be read together with the Project Business Case. The PID can be treated as forming a contract between the Project Owner and the Project Manager to implement approved business changes as described in the Project Business Case and this PID.

The PID is submitted for approval to the relevant governance body. The approval leads to the project moving into its Implement phase and the delivery commencing. The PID is periodically reviewed during the project, especially following an approval of any project change requests, to confirm it remains valid and any changes are submitted for re-approval.

1. PROJECT OBJECTIVE

This section summarises the reasoning for the project. This is provided as a reference and the information has been provided in more detail in the Project Business Case.

1. Business opportunities or needs

<This section has been presented in the Project Business Case and can be summarised here, as needed, for reference.>

[A bullet-point summary of the business opportunities or needs that are addressed by the project; i.e. the main objectives of the proposed project, background and benefits sought from addressing it.]

1. PROJECT OUTPUTS
2. Solution option to be implemented

<This section is based on the Options Analysis section in the Project Business Case, providing the option approved for implementation. From that section, copy or summarise the recommended solution to here. This summary provides the background for a more detailed scope statement and other information about the delivery in later sections of the PID.>

This project implements the following solution option which was approved in the Project Business Case. Sections later in this PID will describe how this solution will be implemented and measured.

|  |
| --- |
| **Recommended solution** |
| [Headline / title for the option.  Description of the option and why it is recommended.] |

1. Outputs and project scope

<This section provides a list of project outputs to be delivered to ACU operations or services. These outputs / deliverables are required for the respective outcome of the change. The list should cover all items (‘specialist products’ in Prince2) that the project is expected to produce.  
All project management artefacts which are part of the ACU Project Management Model and expected of the project can be omitted from the list.  
In the ‘Out of scope’ section, the comments should refer to where or how the corresponding outputs will be or should be developed or why the item should not be considered in relation to this project.>

The overall business change is enabled when outputs from this are used successfully. A successful business change leads to benefits to the University (and potential external parties), fulfilling the Project Business Case.

1. In scope of the project

Once the project has implemented the outputs (deliverables) intended and they are in use, an outcome is received in form of improvements in services provided or efficiency. The intended outputs of this project are identified below and they form the scope of this project.

|  |  |  |
| --- | --- | --- |
| **Objectives or changes targeted** | **Output delivered by the project** | **Components to be delivered** (detailed scope) |
|  |  |  |
|  |  |  |
|  |  |  |

1. Out of scope of the project

The following items are not considered as part of this project. Should there be a need to develop those, they would be a part of another project. Alternatively, addition of any of them into this project will be considered through a project change request.

|  |  |
| --- | --- |
| **Objectives or changes excluded** | **Comments** |
|  |  |
|  |  |
|  |  |

1. Acceptance criteria

The Project Owner has set the following acceptance criteria for this project. When these acceptance criteria have been met, the delivery is considered complete and the project proceeds to the Close phase.

|  |  |
| --- | --- |
| **Acceptance criteria** | **How measured / evidenced?** |
|  |  |
|  |  |
|  |  |

1. Business impact

The recommended solution will have the following business impacts within staff, students and external parties.

|  |  |  |  |
| --- | --- | --- | --- |
| **Staff impacted** | **Impact category** | **Level of impact** | **Expected timeframe** |
|  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Students impacted** | **Impact category** | **Level of impact** | **Expected timeframe** |
|  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **External parties impacted** | **Impact category** | **Level of impact** | **Expected timeframe** |
|  |  |  |  |

1. Risks

Through the analysis performed, the following significant uncertainties have been identified and should be considered in the decision-making. They present threats (potential adverse events) which – if eventuated – will impact on the success of the project delivery and benefits realisation.

**Note:** Only items rated ‘High’ are included in this section. The project maintains a Risk Register which contains all risks identified and details on assessments and responses. Please refer to section Risk Management in this document for further information.

1. In delivery

The following opportunities or risks may impact the project’s ability to deliver successfully to the plan. The Project Owner and Project Manager will work on maximising opportunities and mitigating threats where possible.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk name** | **Impact** | **Response** | **Cost to mitigate** |
|  |  |  |  |

1. In adoption

The following opportunities or risks in adoption may impact the user’s ability to successfully adopt the project deliverables into use. The Project Owner will work with the impacted faculty, business unit or team leads to maximise the opportunities and mitigate the threats identified.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk name** | **Impact** | **Response** | **Cost to mitigate** |
|  |  |  |  |

1. In operations

The following operational opportunities or risks resulting from this project may impact ACU at the faculty or directorate, portfolio, or university level. They may allow further improvements in or alternatively hinder the service delivery when the project output is used. They may also change the University’s overall risk position in a positive or adverse manner.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk name** | **Impact** | **Response** | **Cost of impact** |
|  |  |  |  |

1. IMPLEMENTATION
2. Prioritisation in delivery

<A priority order between the four aspects presented in the triangle is added to the table in this section. This should be done by the Project Owner in consultation with the Project Manager. E.g. if the project needs to deliver before an academic year starts and any slippage would cause severe problems (e.g. regulatory non-compliance), then the time aspect would become the highest priority and the project needs to work towards securing timely delivery even if it would need sacrificing other aspects, e.g. adherence to the budget or developing the full scope intended.>

The project will balance its priorities as specified below. This is based on a “Project Manager’s paradigm” which often is presented as a triangle and relies on a concept that if the project is constrained, it needs to prioritise specific aspects of the paradigm over the others. The Project Owner in liaison with the Project Manager has prioritised these aspects in this project in the order given below. This guides the decision-making to ensure the highest priority aspect is met with the highest likelihood.

|  |
| --- |
| **Priority order for the project** |
|  |
|  |
|  |
|  |

1. Project team and suppliers

The project uses the following resources to deliver the outputs. Their work in project-related activities is directed and overseen by the Project Manager. The Project Sponsor’s and potential Project Board or Steering Committee member time is excluded from this estimate.

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name, team, supplier** | **Engagement duration** | **FTE load** |
| Project Manager |  |  |  |
| Business Analyst |  |  |  |
| Business Change Lead |  |  |  |
| Subject matter experts |  |  |  |
| Delivery partners (internal) |  |  |  |
| Delivery partners (external) |  |  |  |

1. Project schedule

<The schedule information here is presented at a high level, using milestones. The full details are maintained by the Project Manager in their schedule file. The milestones should refer to the project outputs and be named in a way which has relevance to the future users of the project outputs. Project internal milestones can usually be omitted from this list, e.g. server installations, as they would not impact the future users in any manner during the project. Milestone reporting is based on the information presented in this section.>

The following timeline and milestones have been planned for the implementation. They are based around the optimal delivery time, i.e. when the receiving users would be best equipped and available to adopt the project outputs or when the delivery should take pace to meet ACU’s commitments to external parties or regulatory requirements.

A more detailed project schedule has been developed and is baselined in conjunction of approving the Project Initiation Document (PID). The schedule is continuously maintained by the Project Manager and reporting of progress is done at the milestone level.

|  |  |
| --- | --- |
| **Delivery approach** | [Single delivery / incremental delivery / X stages] |

|  |  |
| --- | --- |
| **Milestone** | **Expected timeframe** |
| Project Business Case approved |  |
| Planning completed, Project Initiation Document (PID) approved |  |
| Contractual arrangements and procurement in place |  |
| [Any development milestones] |  |
| [Any development milestones] |  |
| Business readiness developed |  |
| **Initial Go-Live** (solution taken into use by the first users) |  |
| [Any development milestones] |  |
| [Any development milestones] |  |
| **Delivery finalised** (practical completion, acceptance of the delivery) |  |
| [Any trial production milestones] |  |
| Solution adopted into production in full |  |
| **Output benefits measured** |  |
| Project closed, Post-Implementation Review (PIR) approved |  |
| [Any interim milestones in the business change] |  |
| **Outcome benefits realised** (last measure) |  |

1. Financial model

<The financial model is based on the tool used to develop the model for the Business Case. Review and update the details and present them here and in Appendix 1 for approval of how the budget will be spent in the implementation.>

The following financial budget has been developed for the project. On approval of this PID, the project budget is baselined for the expected spending and potential revenue or financial benefits.

A breakdown of the budget is provided in [the](#Appendix1) Project Financial Model workbook.

<Copy below the financial model summary table from the Business Case Financial Model workbook > For Documents worksheet, area B40:E58>

1. Quality criteria

The following quality criteria have been agreed to for this project. They form the basis of all quality assurance and the fulfilment of the criteria allows the Executive Sponsor to approve the completion of the project delivery. They are derived from and closely linked to the Business Requirements and will be used to inform detailed test plans and test cases or other similar validation activities. They also are directly linked to the quality expectations set in the Project Business Case.

|  |  |  |
| --- | --- | --- |
| **Output** | **Expected performance** | **Tolerance** |
|  |  |  |
|  |  |  |
|  |  |  |

1. Dependencies

The project has been identified to have the dependencies listed in the table below. They have been further analysed during the project planning phase and are included in the project schedule for continuous monitoring.

|  |  |  |
| --- | --- | --- |
| **THIS PROJECT DEPENDS ON** |  |  |
| **Project name** | **Input coming to this project** | **Timing or milestone** |
|  |  |  |

|  |  |  |
| --- | --- | --- |
| **THIS PROJECT PROVIDES TO** |  |  |
| **Project name** | **Output provided from this project** | **Timing or milestone** |
|  |  |  |

1. Constraints

The project has identified the following constraints which are likely to impact its capacity or ability to deliver. They may refer to timing, availability, readiness or other factors related to the team, outputs or the project environment. Should a constraint impact the project while it is active, the priorities presented in section ‘Prioritisation in delivery’ will guide the decisions related to the impact.

|  |  |  |
| --- | --- | --- |
| **Constraint or cause** | **Impact to the project** | **Timing of the constraint** |
|  |  |  |

1. Assumptions

<The Business Case presented assumptions made while it was developed. They should be reviewed, and the applicable ones carried over to the PID. Any new assumptions made during the Planning phase are added to the list below.>

The following assumptions have been made when planning the project. They set boundaries to how the project will be delivered and may influence decisions to be made throughout the project implementation.

| **Assumption** | **Impact if the assumption is incorrect** |
| --- | --- |
|  |  |

1. PROJECT ORGANISATION
2. Stakeholders and governance

<The key stakeholders are named in this section. For each individual role, give their organisational position and name. For teams or groups, refer to them with their name as it is in the ACU or portfolio organisational chart.  
The project governance group should be arranged as follows: simple projects are governed by the Project Owner only, medium projects by a Project Board (three members), and large project by a Steering Committee (up to seven members). Remove any surplus roles from the table below, and respectively add those significant stakeholder groups that are not yet listed.>

The following key stakeholders and governance arrangements have been agreed to for the project. The table below identifies key roles and a diagram illustrates their relationships within the project. The project organisation can be altered, as decided by the project governance group.

The roles and responsibilities follow the definition included in the [ACU Project Management Model](http://www.acu.edu.au/staff/our_university/projects).

| **Role** | **Portfolio / unit, position, name** |
| --- | --- |
| Executive Sponsor |  |
| Benefit Owner(s) |  |
| Business Change Manager |  |
| Senior User |  |
| Senior Supplier |  |
| Steering Committee membership (complex projects only) |  |
| Project Manager |  |
| SME’s and other contributors |  |
| Delivery partners (internal, external) |  |

<Insert an organisational chart or other visual representation of the relationships between the roles>

1. Project controls

The daily progress of the project is controlled by the Project Manager. This ensures the required quality, timelines and budget are adhered to as planned. The Project Manager will review the progress at least on a weekly basis. The results of the review may lead to adjustments to the project and will also inform the milestone reporting. To assist in this task, the following controls are in place.

* Project schedule. A detailed list of activities, their timelines, resources allocated, and any associated costs (unless indicated elsewhere).
* Project Control workbook. The workbook contains a Risk Register, Issue Register and Change Register which are used throughout the project.

1. Progress reporting

The progress of the project is reported on a milestone report. This report lists the key milestones or outputs, their approved timelines (delivery date) and currently forecast delivery dates. It also summarises the financial position of the project. The reporting is based on the currently approved baseline for the project.

The report uses “traffic light” indicators to categorise the health of the project at the time of reporting. The report is issued as per the Communications Plan for the project.

1. MANAGEMENT OF THE PROJECT
2. Project change management

The project will delivery to the approved scope, quality expectations, timeline and budget, as defined in this PID. Any changes which would materially impact any of those parameters will need to be presented as a project change request and approved by the project governance group. An approved change will trigger the project to be re-baselined.

The Project Manager is authorised to adjust the workings of the project as long as it develops the full scope to the agreed quality expectations, and is forecast to remain within 90% - 105% for the approved project duration and within 90% - 100% of the budget. Any change which would cause an impact larger than above, including any change to the scope or quality, are approved by the project governance group.

In conjunction of any approved changes, the Executive Sponsor will review the project’s Business Case to confirm it remains valid. Should the changes materially impact the Business Case, it is adjusted respectively and re-submitted for approval.

1. Risk management

Risks are potential future events which may impact the project’s ability to deliver to its plans, either in a positive or negative manner. Risk management in this project follows the practice set out in the ACU Risk Management Procedure. The procedure defines the practices for threats (adverse events) and this project applies a similar approach also to opportunities (positive events).

All identified opportunities and threats are recorded in the Risk Register, assessed and assigned an owner. All items rated ‘high’ have an exploitation or mitigation plan developed and actively managed by the risk owner in liaison with the Project Manager.

All stakeholders can raise new risks in the project and assist in the assessment and exploitation or mitigation of risks, as requested by the Project Manager. The information related to a risk is added to the Risk Register and the Project Manager is notified.

The Project Manager reviews the currently open risks as part of the weekly review of the project controls. The risks rated ‘high’ are included in the milestone reporting.

1. Issue management

Issues are events which have taken place or will take place in the future and have an impact to the project’s ability to deliver to its plans. All issues identified are recorded in the Issue Register, assessed and actioned. When required, a project change request is raised in the project due to changes that need to be made to the project.

All stakeholders can raise new issues in the project and assist in the assessment of them, as requested by the Project Manager. The Project Manager is notified when a new issue is added to the Issue Register.

1. Quality management

The project will perform quality reviews to the outputs (deliverables) to confirm they meet the quality expectations and perform as planned. The quality reviews are based on quality criteria which are developed in liaison with the Senior User and Senior Supplier (or Executive Sponsor). The quality criteria informs the specific tests or other verification activities to be performed.

The quality criteria are aligned to the Business Requirements expressed for this project and also link to the acceptance criteria. These three together form the basis for confirming the outputs to be delivered fulfil the expectations, are implemented correctly and perform as required.

1. Stakeholder management

The relationships with stakeholders in this project are managed by the Project Owner and the Project Manager together. The Project Owner is responsible for any relationships to parties external to the project organisation and for any communication to the public. The Project Manager is responsible for any communication within the project organisation.

All regular communications to stakeholders follow the Communications Plan. Any additional communications required are issued at the discretion of the Project Owner or the Project Manager.

The key stakeholders are listed in the section ‘Stakeholders and governance’. They have been further categorised and presented below.

<Insert a stakeholder assessment quadrant or similar representation of the key stakeholders  
based on their interest and influence on the project, or their impact to or by the project.>

1. Business change management

The project will follow the business change management guidelines presented in the ACU Project Management Model. The potential business changes within the impacted stakeholders are assessed and planned for using the methods and tools available through the guideline.

1. Lessons management

The project will record any lessons learned during all phases of the project. The Project Manager will maintain a Lessons Register for this purpose. The information is used to further improve the project initiation and delivery practices and any potential operational practices, where applicable.

Any stakeholder in the project can raise new lessons. The minimum information to be captured is a title for the lesson, the cause or trigger for the observation, the desired future practice, and an assignment details of any recommended follow-on tasks (who to action, when).

The ownership of any action recommended is assigned to the respective supervisor or manager of the team who will be most impacted by the recommended improvement or continuation of good practices. Any recommended changes to the ACU Project Management Model will be assigned to the Portfolio Project Office (PPO).

1. APPENDIX 1 – Title

Contents