

# Project Control Plan

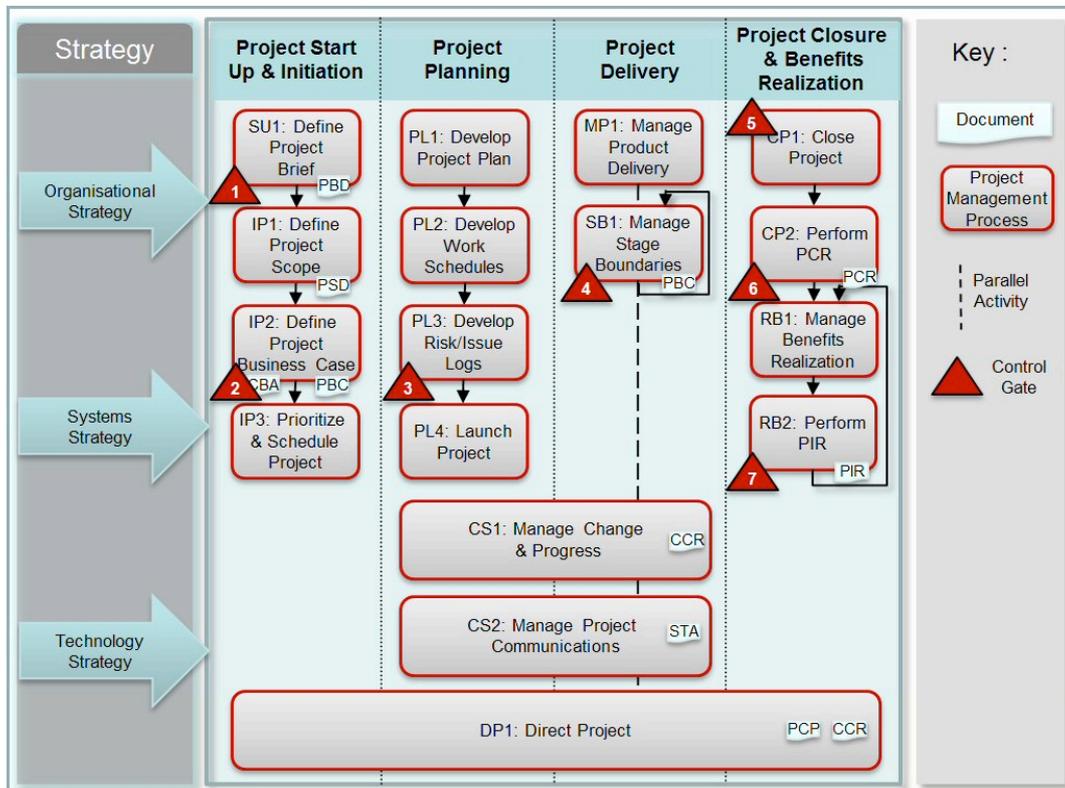
## Project Control Plan Template

PROJECT OWNERSHIP							
Project Name						Project#	
Project Manager							
Project Sponsor							
Control Gates applicable to this project							
CG1	CG2	CG3	CG4	CG5	CG6	CG7	

**Definition:** A Control Gate is a special project milestone at a key transition point in the Project Management Framework. It is a governance review point at which there is an independent assessment of the extent to which the project

- is conforming with the deliverables/documentation quality standards
- is acceptably controlling/mitigating risks and issues
- still has satisfactory stakeholder commitment
- still is acceptably resourced
- still is on course to deliver the scope defined in the Project Scope Document
- still is acceptably on budget (to date and forecasted to end)
- still is acceptably on schedule (to date and forecasted to end)
- still is anticipated to deliver the benefits set out in the Project Business Case
- still is acceptably aligned with current strategic priorities

As a result of the review of the project against the Acceptance Criteria set out for each Control Gate, it will be authorised to continue, be terminated or rescope/redefined.



# Project Control Plan

## Project Control Plan Template

CONTROL GATE 1 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Preliminary costs are defined, reasonable and acceptable</li> <li>Sufficient funds are available to progress the project to Control Gate 2</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>If marked non-discretionary, the project is <i>genuinely</i> non-discretionary</li> <li>Preliminary financial benefits are defined and reasonable</li> <li>The organisational value of the project is defined and compelling</li> <li>The adverse organisational impact of <i>not</i> performing the project is defined and compelling</li> <li>The proposed project is acceptably aligned with the organisational, systems and technology strategies</li> <li>The payback period is defined and reasonable</li> <li>The payback assumptions are defined and reasonable</li> </ul>
RESOURCES	Sufficient resources are available to progress the project to Control Gate 2
STAKEHOLDERS	<ul style="list-style-type: none"> <li>There is an agreed Project Sponsor</li> <li>Key Stakeholders are defined</li> </ul>
QUALITY	The Project Brief Document has been completed and signed-off

PROJECT INITIATION APPROVAL (Control Gate 1 Criteria met?)		
Input: Project Briefing Document		
Name	Signature	Date
Project Sponsor		
CIO		
Accepted/Rejected/Deferred/Returned		
If Rejected/Deferred/Returned, reasons		
<b>This authorises project expenditure up to Control Gate 2</b>		

# Project Control Plan

## Project Control Plan Template

CONTROL GATE 2 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Project costs over the project's life and the life of its deliverables are defined and agreed</li> <li>Cost estimating assumptions are defined and reasonable</li> <li>Sufficient funds are available to complete the project without reducing the scope</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Project planned start and end dates are defined and agreed</li> </ul>
SCOPE	<ul style="list-style-type: none"> <li>The business objectives of the project are defined and agreed</li> <li>The scope of the project is defined and agreed (and baselined)</li> <li>Any project scoping assumptions are defined</li> <li>Any constraints under which the project will operate are defined</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>Sought business outcomes and success criteria are defined and agreed</li> <li>Project financial benefits over the life of its deliverables are defined and agreed</li> <li>Benefits estimating assumptions are defined and reasonable</li> <li>The payback period is defined and reasonable</li> <li>The payback assumptions are defined and reasonable</li> <li>The proposed project is acceptably aligned with the organisational, systems and technology strategies</li> <li>Intangible project benefits are defined and agreed</li> <li>The business case is commercially compelling</li> </ul>
RESOURCES	<ul style="list-style-type: none"> <li>Project resources are available to complete the project in the specified timescales without reducing the scope</li> <li>Support/technical resources are available to complete the project in the specified timescales</li> <li>User resources are available to complete the project in the specified timescales</li> </ul>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>There is evidence that the Project Sponsor and key stakeholders are actively engaged</li> <li>There will be real Project Sponsor accountability for realizing benefits (with costs/benefits hitting departmental budgets)</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>The inherent risk of project delivery failure (the PM3 Delivery Exposure assessment) is defined and reasonable</li> <li>The inherent risk of project benefits realization failure (the PM3 Value Exposure assessment) is defined and reasonable</li> </ul>
QUALITY	<ul style="list-style-type: none"> <li>The Project Scope Document has been completed and signed-off</li> <li>The Project Business Case document has been</li> </ul>

# Project Control Plan

## Project Control Plan Template

	completed and signed-off <ul style="list-style-type: none"><li>The initial Milestone Plan has been created and agreed with the Project Sponsor</li></ul>
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<b>PROJECT PLANNING APPROVAL (Control Gate 2 Criteria met?)</b> Inputs: PM3 initial Milestone Plan, Project Brief Document, Project Scope Document, Project Business Case, IT Project Budget		
Name	Signature	Date
Project Sponsor		
CIO		
Projects Review Board		
If rejected/deferred, reasons		
<b>This authorises project expenditure up to Control Gate 3</b>		

# Project Control Plan

## Project Control Plan Template

CONTROL GATE 3 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Refined and updated forecasted project costs are agreed</li> <li>Any cost variances to date are acceptable</li> <li>Any forecasted cost variances are acceptable</li> <li>Sufficient funds are available to complete the project without reducing the scope</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Planning assumptions have been documented</li> <li>Any delivery schedule slippage to date is acceptable</li> <li>Any forecasted delivery schedule slippage is acceptable</li> </ul>
SCOPE	<ul style="list-style-type: none"> <li>The objectives of the project are unchanged</li> <li>All Change Control Requests have been agreed and signed-off</li> <li>The extent of any scope variation is acceptable</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>The sought business outcomes and success criteria of the project are unchanged</li> <li>Refined and updated forecasted project benefits are agreed</li> <li>Any forecasted benefits variances are acceptable</li> <li>The updated payback period is acceptable</li> <li>The project is still aligned with the organisational, systems and technology strategies</li> <li>The business case for this project is still commercially compelling</li> <li>The project benefits realization plan is rigorous (what outputs deliver what benefits and who is accountable for realizing those benefits when and how)</li> </ul>
RESOURCES	<ul style="list-style-type: none"> <li>Project resources are available to complete the project in the specified timescales without reducing the scope</li> <li>Support/technical resources are available to complete the project in the specified timescales</li> <li>User resources are available to complete the project in the specified timescales</li> </ul>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>There is evidence that the Project Sponsor and key stakeholders are still actively engaged</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>The inherent risk of project delivery failure (the PM3 Delivery Exposure assessment) is still acceptable</li> <li>The inherent risk of project benefits realization failure (the PM3 Value Exposure assessment) is still acceptable</li> <li>Delivery and Value Risks have been defined, rated by impact and probability and mitigation/avoidance actions agreed and assigned</li> </ul>
ISSUES	<ul style="list-style-type: none"> <li>Delivery and Value Issues have been defined, rated by impact and mitigation actions agreed and assigned</li> </ul>
QUALITY	<ul style="list-style-type: none"> <li>The Project Business Case document has been updated and signed-off</li> <li>The Stakeholder Analysis document has been completed</li> </ul>

# Project Control Plan

## Project Control Plan Template

	and signed-off
	<ul style="list-style-type: none"><li>• The Milestone Plan has been created and agreed with the Project Sponsor and key stakeholders</li><li>• All required users/stakeholders have been actively involved in the specification of the planning deliverables</li></ul>

<b>PROJECT LAUNCH APPROVAL (Control Gate 3 Criteria met?)</b> Inputs: PM3 Milestone Plan, PM3 Risk/Issue Logs, PM3 Notes & Assumptions, PM3 Delivery/Value Exposure, Revised Project Business Case, Stakeholder Analysis, Project Reporting Plan		
Name	Signature	Date
Project Sponsor		
Project Board		
If cancelled/rescoped, reasons		
<b>This authorises project expenditure up to Control Gate 4</b>		

# Project Control Plan

## Project Control Plan Template

CONTROL GATE 4 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Refined and updated forecasted project costs are agreed</li> <li>Any cost variances to date are acceptable</li> <li>Any forecasted cost variances are acceptable</li> <li>Sufficient funds are available to complete the project without reducing the scope</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Any delivery schedule slippage to date is acceptable</li> <li>Any forecasted delivery schedule slippage is acceptable</li> </ul>
SCOPE	<ul style="list-style-type: none"> <li>The objectives of the project are unchanged</li> <li>All scope variations have been agreed and signed-off</li> <li>The extent of any scope variation is acceptable</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>The sought business outcomes and success criteria of the project are unchanged</li> <li>Refined and updated forecasted project benefits are agreed</li> <li>Any forecasted benefits variances are acceptable</li> <li>The updated payback period is acceptable</li> <li>The project is still aligned with the organisational, systems and technology strategies</li> <li>The business case for this project is still commercially compelling</li> </ul>
RESOURCES	<ul style="list-style-type: none"> <li>Project resources are available to complete the project in the specified timescales without reducing the scope</li> <li>Support/technical resources are available to complete the project in the specified timescales</li> <li>User resources are available to complete the project in the specified timescales without reducing the scope</li> </ul>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>There is evidence that the Project Sponsor and key stakeholders are still actively engaged</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>The inherent risk of project delivery failure (the PM3 Delivery Exposure assessment) is still acceptable</li> <li>The inherent risk of project benefits realization failure (the PM3 Value Exposure assessment) is still acceptable</li> <li>Any slippage in actions mitigating/avoiding risks is acceptable</li> </ul>
ISSUES	<ul style="list-style-type: none"> <li>Any slippage in actions mitigating issues is acceptable</li> </ul>
QUALITY	<ul style="list-style-type: none"> <li>The Project Business Case document has been updated and signed-off</li> <li>All required technical deliverables have met their quality criteria and been signed-off</li> <li>All project delivery activities have complied with relevant standards &amp; procedures</li> <li>All required users/stakeholders have been actively involved in the specification/design/testing of the work deliverables</li> </ul>

# Project Control Plan

## Project Control Plan Template

- Independent quality reviews have been conducted on all delivery work and deliverables

PROJECT CONTINUATION APPROVAL (Control Gate 4 Criteria met?) Inputs: PM3 Milestone Plan, PM3 Risk/Issue Reports, PM3 Delivery/Value Exposure, Revised Project Business Case		
Name	Signature	Date
Project Sponsor		
Project Board		
If cancelled/rescoped, reasons		
This authorises project expenditure up to the next iteration of Control Gate 4 or, if the last, Control Gate 5		

# Project Control Plan

## Project Control Plan Template

CONTROL GATE 5 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Any forecasted variance between the originally budgeted project operational and support costs and the current anticipated costs are acceptable</li> </ul>
SCOPE	<ul style="list-style-type: none"> <li>The objectives of the project are unchanged</li> <li>All scope variations have been agreed and signed-off</li> <li>The extent of scope variation is acceptable</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>The sought business outcomes and success criteria of the project are unchanged</li> <li>Refined and updated forecasted project benefits are agreed</li> <li>Any forecasted benefits variances are acceptable</li> <li>The updated payback period is acceptable</li> <li>The project is still aligned with the organisational, systems and technology strategies</li> <li>The business case for implementing this project is still commercially compelling</li> <li>The project benefits realization plan is rigorous (what outputs deliver what benefits and who is accountable for realization)</li> <li>The purpose of this change has been clearly articulated, including how it will benefit customers, staff and other stakeholders</li> </ul>
RESOURCES	<ul style="list-style-type: none"> <li>Resources are available for the system implementation</li> <li>Resources are available for the system support</li> <li>Resources are available for the system operation</li> <li>Redeployment of project/development staff is planned</li> <li>Business change management resources are fully available to facilitate benefits delivery in the agreed timescales</li> <li>The people affected by the change have the knowledge, skills and abilities to make the change succeed</li> </ul>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>The users are trained and ready to use the system</li> <li>Service Delivery are ready to run the system</li> <li>System support staff are ready to support the system</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>Sponsor and key stakeholders accept any residual risks</li> </ul>
ISSUES	<ul style="list-style-type: none"> <li>Sponsor and key stakeholders accept any residual issues</li> </ul>
QUALITY	<ul style="list-style-type: none"> <li>The User Acceptance Report has been completed and signed-off</li> <li>The Operations Acceptance Report has been completed and signed-off</li> <li>All required technical deliverables have met their quality criteria and been signed-off</li> <li>All project delivery activities have complied with relevant standards &amp; procedures</li> <li>All required users/stakeholders have been actively</li> </ul>

# Project Control Plan

## Project Control Plan Template

	<p>involved in the specification/design/testing of the work deliverables</p> <ul style="list-style-type: none"> <li>• Independent quality reviews have been conducted on all delivery work and deliverables</li> <li>• The cut-over approach to the new ways-of-working has been agreed (e.g. pilot, proof-of-concept, parallel running, big-bang)</li> <li>• There is a proven roll-back plan in case the new ways-of-working 'fail' after go-live</li> <li>• Knowledge transfer to the support staff has been completed successfully</li> </ul>
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PROJECT GO LIVE APPROVAL (Control Gate 5 Criteria met?)		
Inputs: User Acceptance Report, Operational Acceptance Report		
Name	Signature	Date
Service Delivery Manager		
Service Support Manager		
Project Sponsor		
Project Board		
If rejected, reasons		
This authorises project expenditure up to Control Gate 6		

# Project Control Plan

## Project Control Plan Template

CONTROL GATE 6 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Any variance between the originally budgeted project costs and the final actual costs are acceptable</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Any variance between the original scheduled project delivery date and the final actual delivery are acceptable</li> </ul>
SCOPE	<ul style="list-style-type: none"> <li>The objectives of the project are anticipated to be realized</li> <li>Any variance between the original features/functionality agreed in the Project Scope Document and that finally delivered is acceptable</li> <li>The final extent of scope variation on the project is acceptable</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>The sought business outcomes of the project are anticipated to be realized</li> <li>The success criteria of the project have been acceptably met</li> <li>The business benefits (set out in the Project Business Case) are anticipated to be realized</li> <li>Plans are in place to measure the benefits realized</li> </ul>
RESOURCES	<ul style="list-style-type: none"> <li>Adequate resources are available for the system implementation</li> <li>Adequate resources are available for system support</li> <li>Adequate resources are available for system operation</li> <li>Redeployment of project/development staff is complete</li> </ul>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>Users are actively using the system</li> <li>There is evidence that the Project Sponsor and key stakeholders are now actively engaged in realizing the project's promised benefits</li> <li>There is real Project Sponsor accountability for realizing benefits with project costs and predicted benefits hitting his/her departmental budgets</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>Any slippage in actions mitigating/avoiding value risks is acceptable</li> </ul>
ISSUES	<ul style="list-style-type: none"> <li>Any slippage in actions mitigating value issues is acceptable</li> </ul>
QUALITY	<ul style="list-style-type: none"> <li>The Project Completion Report has been completed and signed-off</li> <li>The functional quality of the delivered system is acceptable</li> <li>The technical quality of the delivered system is acceptable</li> </ul>

# Project Control Plan

## Project Control Plan Template

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PROJECT COMPLETION APPROVAL (Control Gate 6 Criteria met?)		
Inputs: Project Completion Report		
Name	Signature	Date
Service Delivery Manager		
Service Support Manager		
Project Sponsor		
Project Board		
Projects Governance Board		
If cancelled/rescoped, reasons		
This authorises system support expenditure up to Control Gate 7		

# Project Control Plan

## Project Control Plan Template

CONTROL GATE 7 CRITERIA	
COSTS	<ul style="list-style-type: none"> <li>Any variance between the originally budgeted support and operational costs and the final actual costs are acceptable</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Any variance between the benefits delivery plan scheduled benefits delivery dates and the actual delivery dates are acceptable</li> </ul>
SCOPE	<ul style="list-style-type: none"> <li>The objectives of the project have been realized</li> </ul>
VALUE	<ul style="list-style-type: none"> <li>The sought business outcomes of the project have been achieved</li> <li>The success criteria of the project have been acceptably met</li> <li>The benefits (set out in the Project Business Case) predicted to be realized by this time have largely or entirely been achieved</li> </ul>
RESOURCES	<ul style="list-style-type: none"> <li>Adequate resources have been available for system support</li> <li>Adequate resources have been available for system operation</li> </ul>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>There is evidence that the Project Sponsor and key stakeholders are actively engaged in realizing the project's promised benefits</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>Any slippage in actions mitigating/avoiding value risks is acceptable</li> </ul>
ISSUES	<ul style="list-style-type: none"> <li>Any slippage in actions mitigating value issues is acceptable</li> </ul>
QUALITY	<ul style="list-style-type: none"> <li>The Post-Implementation Report has been completed and signed-off</li> <li>Operational Service Level Agreement targets are being routinely met</li> <li>Support Service Level Agreement targets are being routinely met</li> </ul>

# Project Control Plan

## Project Control Plan Template

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POST-IMPLEMENTATION APPROVAL (Control Gate 7 Criteria met?)		
Inputs: Post-Implementation Report, PM3 Outcome Measurement Report		
Name	Signature	Date
Service Delivery Manager		
Service Support Manager		
Project Sponsor		
Project Board		
Projects Governance Board		
If terminated/rescoped, reasons		
<b>This authorises system support expenditure up to agreed system termination</b>		