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Project Closure Report

Project name		Access to Scripts
Project reference number		1139
Project Owner <i>(sign off)</i>	Signature	Martin Ingram
	Date	08/11/2023
Project Manager	Signature	██████████
	Date	08/11/2023
Programme/directorate		Programme

Reason for closure	Completed
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	Name	Date
Decision approved	Project Board	08/11/2023
Report completed (Manager)	██████████	02/11/2023
Report approved (Owner)	Martin Ingram	08/11/2023
Report submitted (Programme/Director)	Exam Model Sub-Programme Board	13/11/2023

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1 Review of achievement of the project's objectives

The 1139 Access to Scripts project was initiated to deliver a Proof of Concept (PoC) for 2023 that would give 9 centres access to their candidate exam scripts for the MFI components of National 5- Media and Higher – Geography.

The aim of the PoC was to gather the outcomes/lessons learned to shape the service and inform the development of the policy. This will underpin the service and feed into the NQ Awarding Programme as a potential project to deliver a wider service in 2024 and beyond.

1.1 Objective 1:

For SQA to operationally deliver a service to manage centre requests for access to candidate exam scripts.

- **ACHIEVED:** The project successfully delivered a tactical technical solution. The service was available to centres and specific internal staff from 8 August to 4 September inclusive.
- **NOT ACHIEVED:** The service was not fully automated, the removal of candidate scripts from the service had to be a manual exercise.

1.2 Objective 2:

For SQA to learn from the PoC, which will aide and inform a strategic solution for a wider service in 2024 and beyond.

- **ACHIEVED:** The project successfully gathered feedback from the 9 centres and internal colleagues. A report on its findings plus a recommendation on the way forward has been submitted to the Awarding Programme Board for review.
- **NOT ACHIEVED:** The wider stakeholder (learner, parent, education sector) engagement was not achieved and would have to be considered if this service was rolled out in the future.

2 Review of performance against the Business Case

Given this project delivered a PoC, there was only one benefit identified that was recorded in the retrospective Business Case:

Through gathering feedback and lessons learned from the delivery of a trial Access to Scripts service, SQA will be able to shape a future service and inform the development of a policy.

The delivery of the service will also allow transparency of the exam service and keep learners informed to allow them to be armed for their next decision.

The project was successful in delivering the benefit.

3 Review of performance against the Project Plan

The project adopted a hybrid approach of waterfall and agile methodology due to restricted timelines to meet the live implementation date of 8 August. This approach meant that the project proceeded at risk, i.e., various stages were fully active without a Business Case and Project Initiation Document (PID) in place.

This resulted in a number of performance indicators not being fully defined prior to work commencing and therefore, couldn't be monitored against actuals. Both documents were produced retrospectively near the end of the project.

3.1 TIME: The project was successful in meeting its live implementation date of 8 August for delivery of the technical solution. The schedule of work was a workback schedule ie scheduling from the due date backwards and assigning resources to tasks in reverse order. In the absence of a PID, the key milestones were recorded in the weekly highlight report issued to the Project Board.

At the time the project commenced the production of the file containing the scripts for the PoC centres and subjects would be delivered by SQA's partner RM at a cost. It however became apparent the scripts could be retrieved inhouse. This exercise took approximately 2 hours to complete.

On production of the workback schedule, it became apparent that delivery of the full technical solution wouldn't be possible by the due date of 8 August. To meet this unmoveable date an automated function for removing unwanted scripts was replaced by a manual process. The entire process from identifying the scripts, cross-referencing; quality assuring and the actual removal of the scripts from the files took a few hours to complete.

The original build milestone was delayed by 4 days. This time was however recovered during the testing phase and therefore had no impact on the live implementation date of the Access to Scripts service.

Once the pressures of delivering the technical solution had subsided, a schedule for closing the service and writing a 'findings' report was produced:

- The service was withdrawn on 4 September to coincide with the withdrawal of the appeals service.
- The production of a report on the PoC findings took place after the feedback from the PoC centres/ internal colleagues was gathered and analysed. The report was issued to the Project Board, Exam Model Sub-Programme Board and finally to the Awarding Programme Board on 2 November.

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- [REDACTED]
- [REDACTED]

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

3.3 TOLERANCES: The project followed the standard project tolerance of 10% against the known baseline data i.e.:

- live implementation of the technical solution – 8 August
- [REDACTED]

The tolerance was not exceeded.

3.4 CHANGES: Change Requests (CRs) are normally raised to formally authorise amendments to the performance indicators recorded in the PID e.g. timelines, budget etc. As this project progressed without a PID, adopting the CR process was inappropriate. Instead, any changes to the informally agreed indicators were approved by the Business Lead and/or Project Board. Two changes fell into this category:

- **Scope:** the service couldn't be fully automated, a manual process had to be introduced. BP1139 Access to Scripts -Scope Change.msg
- **Time:** the build milestone had to be extended by 4 working days. 05 20230718 1139 Access to Scripts PB Meeting minutes v1.0.docx

3.5 RESOURCES: The following table displays the Business System resources recorded in the retrospective PID against the actual resources used as of 2 October 2023.

Directorate <i>For Business Systems staff indicate specific area</i>	Project role	Retro PID figures	Actual figures	Difference as of 02/10/23
PGC	Project Manager	50	39.5	-10.5
App Solutions	Business Analyst	40	37	-3
App Solutions	Principal Software Engineer	13	12	-1
App Solutions	Software Engineer	70	70	0
App Solutions	QA Engineer	40	36	-4
App Solutions	Senior Supplier Delivery & Technical Deliver Lead *	14	9.5	- 4.5
Service Delivery	Release Lead	2	1.5	-0.5
Service Delivery	UAT Support Lead	8	5.5	-2.5
Service Delivery	Service Tran Analyst	14	11	-3
Service Delivery	UAT Support	2	1.5	-0.5
Service Delivery	Service Transition Lead	2	1.5	-0.5
Operations	UAT Testers	17	16.5	-0.5
Total number of internal staff days on project		272	241.5	30.5

* The Technical Lead role was covered by a contractor who left SQA prior to project completion. The Senior Supplier – Delivery therefore took on a dual role. Contractor time on a project is recorded as a cost and not as a resource.

In the absence of resource estimates at the start of the project, the monitoring of resource usage against estimates wasn't possible. At the outset of the project, the

Business System resource managers were made aware of the resources required to support the project and given high-level timelines.

The securing of resources beyond the Business Systems directorate was the responsibility of the Business Lead. An activity executed by these resources (apart from UAT) is not recorded in the above table as it's classed as Business As Usual (BAU).

No issues regarding resource availability both by Business Systems and the relevant Business areas materialised.

4 Review of deliverables

4.1 Quality: The following outputs have been delivered by the project to the acceptance of the Project Owner and Business Lead:

- The technical delivery of a service for a select number of centres and internal Operations colleagues. The service was not fully automated as originally planned (ref: 3.1).
- End to end PoC process (internal and external).
- MI reporting on usage of the service providing an insight for a strategic solution.
- An EQIA Assessment.
- A final report capturing key outputs /lessons from the pilot to inform the next steps to support a full solution for the future.

4.2 Handover

A handover to a specific business area has not been necessary given the purpose of the project was a PoC. Access to the service was removed on 4 September 2023.

4.3 Outstanding Work

A Child Welfare assessment was drafted but deemed unnecessary for a PoC. The draft will be retained with the EQIA to be used as a basis for future related projects.

5 Lessons learned

A technical and a business orientated lessons learned session took place separately. The lessons learned logs from both sessions were merged to create a final log. Detailed below is the link to the merged log:

[\[REDACTED\]](#)

Some of the main themes from the lessons learned are described below – this is not the complete list, please see the Lessons Learned Log for a full list and corresponding actions.

- Future project(s) follow the embedded SQA project governance process.
- Engagement with key stakeholders is made at the earliest opportunity.
- A policy is created to support EQIA and Child Welfare assessments.
- EQIA and Child Welfare assessments are completed prior to detailed requirements being gathered.
- A strategic solution is designed and built to cope with a higher volume of traffic and an increase in subjects and centres.

6 Post-completion review

A post completion review was not necessary given the purpose of the project was a PoC. The access to the service was removed 4 September 2023.

Version control

Version	Date	Author	Amendment details
0.1	02/10/2023	██████████	Initial Draft
0.2	24/10/2023	██████████	Input from PMO
0.3	31/10/2023	██████████	<p>a. not achieved added by ██████████</p> <p>3.1 amended the groups in which the report was issued to.</p> <p>4.3 added the child welfare link</p>
1.0	09/11/2023	PMO	Project Board Approval
1.1	21/11/2023	██████████	Amendments made to section 3.1 and 4.2 following Project Board feedback
2.0	24/11/2023	PMO	Exam Model Sub-Programme approval

Audience

Name	Role	Date issued
██████████	Project Manager	02/11/2023
██████████	Senior Supplier	02/11/2023
Martin Ingram	Project Owner	02/11/2023
██████████	Business User	25/10/2023
All other Project Board members	Board Members	02/11/2023

Related documentation

List any related documentation.