

Project Initiation Document

Project name		Access to Scripts
Project reference number		1139
Project Owner (sign off)	Signature	Martin Ingram
	Date	Click here to enter a date.
Project Manager	Signature	██████████
	Date	Click here to enter a date.
Programme/directorate		NQ Awarding Programme

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1 Background

Access to scripts for centres is currently not part of the Scottish system although it is offered by RoUK awarding bodies. It has been proposed internally that an access to scripts Proof of Concept (PoC) should be considered for 2023. The outcomes/lessons learned from the exercise could shape the service and inform the development of the policy. This will help underpin the service and feed into the NQ Awarding Programme as a project to deliver a wider service in 2024 and beyond.

This approach would assist centres in their continued improvement of teaching and learning and provide considerations which would inform policy and technical development for the wider service to be delivered as part of NQ AW24. This would also assist the candidate in their decision to appeal against their original result in Awarding 2023.

2 Project definition

2.1 Objectives

- For SQA to operationally deliver a service to manage centre requests for access to candidate exam scripts.
- For SQA to learn from the PoC, which will aide and inform a strategic solution for a wider service in 2024 and beyond.

2.2 Project scope

- Develop user interfaces that gives centres the ability to request and download individual candidate and full cohorts of candidate scripts. The subjects included in the PoC are:
 - Media National 5
 - Geography Higher

Only the Marking from Image (MFI) components are within scope:

- Media National 5 Question Paper – X8487501
- Geography Higher Paper 1 – X8337601
- Geography Higher Paper 2 – X8337602

The following table details the centres involved in the PoC and their candidate entry figures for 2023:

Centre	Centre Code	Media X84875	Geography X83376
[REDACTED]	5747031	23	59
[REDACTED]	5583438	7	27
[REDACTED]	8215634	15	17
[REDACTED]	5583632	0	50
[REDACTED]	8627630	0	57

██████████	8550034	0	48
██████████	8358532	0	12
██████████	5746531	27	17
██████████	5222133	17	18
	TOTAL	89	305

- Develop user interfaces that gives selected Operations Directorate staff the ability to request and download individual candidate and full cohorts of candidate scripts per individual centre.

2.3 Project deliverables and desired outcomes

Deliverables

- The technical delivery of a service for a select number of centres and internal Operations colleagues
- High Level Requirements
- Detailed Requirements
- End to end PoC process (internal and external)
- Communications and engagement plan and supporting guidance documents.
- UAT Plan & Test Summary Report
- Overall High-Level Project Plan.
- Test completion / summary reports.
- End Project Report.
- Lessons Learned log
- MI reporting on usage of the service providing an insight for strategic solution.
- An EQIA Assessment
- Inform a Child Rights & Wellbeing Assessment
- A final report capturing key outputs / lessons from the pilot to inform next steps to support full solution for 2024 and beyond

Outcomes

- Provide the PoC centres with the ability, via a user interface, to request and download scripts for selected individual candidates / whole cohorts.
- Through a user interface, provide the relevant SQA Users with the same capabilities of the PoC centres.
- Increased transparency & positive reputational impact

2.4 Exclusions

- Learners will not have direct access the service, they can request access to their scripts through their presenting centre
- A policy to underpin the Access to Scripts service.
- An Access to Scripts service that is scalable for use in 2024.
- Due to the simplicity of the PoC, there isn't a requirement to produce a Training Plan. Guidance documentation will be provided to the centres on the use of the technical solution.

2.5 Constraints

The technical solution is to be made available in conjunction with the opening of the SQA appeals service on the 8 August. Giving candidates the opportunity to access their script(s) to help inform their decision to submit an appeal request.

The service will close on the 4 September. The Project Team will then gather feedback from the centres involved in the PoC and produce a report on their findings. This will be completed by the end of October 2023, giving sufficient time for the NQ Awarding Programme to decide what wider service will be delivered in 2024.

2.6 Interdependencies

Project 1101- Upgrade Customer Portals to Azure B2C. The purpose of this project is to allow for easier maintenance and expansion of the Customer Portal Authentication solution by moving to Azure B2C. If not implemented in time for the Access to Scripts service go-live date, a different technology would have had to be used, delaying the live deployment of the service.

2.7 Assumptions

The following assumptions have been made:

- All resources will continue to be available throughout the lifecycle of the project.
- This is not a strategic solution but a POC.
- The solution will support only those subjects and centres as outlined in this PID.
- Scripts categorised as 'exceptions' will be manually removed from the available script files.

3 Benefits and success criteria

Expected output	Benefit category	Benefit detail	£ value	Baseline	Evidence	Target date/ timescales for realisation	Outcome
Delivery of an Access to Scripts PoC Service	<ul style="list-style-type: none"> • <i>Service improvement</i> • <i>Technical capabilities</i> • <i>Risk Avoidance</i> 	<p>Through the gathering of 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.</p> <p>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.</p>	Alignment to ROUK awarding bodies.	N/A	<i>System available within the required timescales.</i>	<i>08 August to 4 September</i>	<i>We provide a credible qualification system.</i>

5.1 Project approach

The project timelines are tight therefore the project will adopt a hybrid approach of waterfall and agile methodology.

Project 1139 will be the first SQA project to use the Azure Dev Ops (ADO) tool for the full lifecycle of a project. Previous SQA projects have adopted ADO but fell short of using it to support the final stage ie testing and observation recording. In the event using ADO causes issues, the Service Transition team will revert to existing methods ie spreadsheets and the existing ALM tool.

5.2 Project tolerances

The standard 10% project tolerance will be applied to this project. Changes within tolerance will be approved by Project Board and those out with tolerance level will require NQ Exam Model sub-programme board and/or NQ Awarding programme board approval. Change Requests will be raised when the tolerance is exceeded.

5.3 Project controls

- The project will utilise Project Online (POL) for management of core artefacts apart from highlight reports. The Awarding Programme highlight report template will be used.
- The Project Manager will provide and maintain project management documentation such as highlight reports and project registers.
- This project will be governed by the Project Board, and it will report to the Exam Model Sub-Programme. The Awarding PMO is responsible for quality assurance and will follow the Portfolio governance stage gate. The project controls used in the project will be in line with the methodology outlined by Awarding:
 - Business Case
 - Project Initiation Document (PID)
 - Project Plan
 - Highlight Report
 - RAID Log
 - KIAD

5.4 Gateway reviews and exit criteria.

The Gateway Review process ensures the project is achieving its time, cost and quality objectives, and the quality of the deliverables is in place to warrant continuing onto the next stage of the project. The Stage Gate Tracker criteria can be tailored to the specific needs of the project and should be completed in conjunction with this section of the PID

Define the baseline criteria to proceed to each stage.

Multiple phase project will be required to complete each gateway review for each phase.

Stage 1 – Business Proposal
Stage 2 – Project Initiation
Stage 3 – Planning & Design

Stage 4 – Build
Stage 5 – Test
Stage 6 – Pre-Delivery
Stage 7 – Delivery, Go Live & Closure

6 Resources

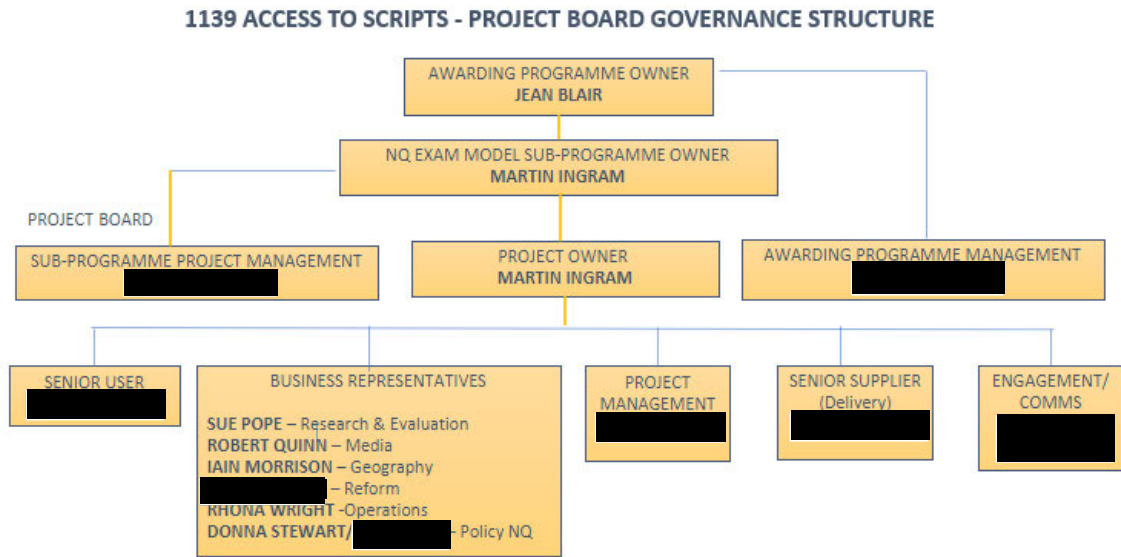
The project requires Business and Business Systems (BS) colleagues. National Computing Centre (NCC) will provide resources to execute security testing also known as PEN testing. SQA partner Edge will provide resources to execute performance testing.

6.1 Internal resource

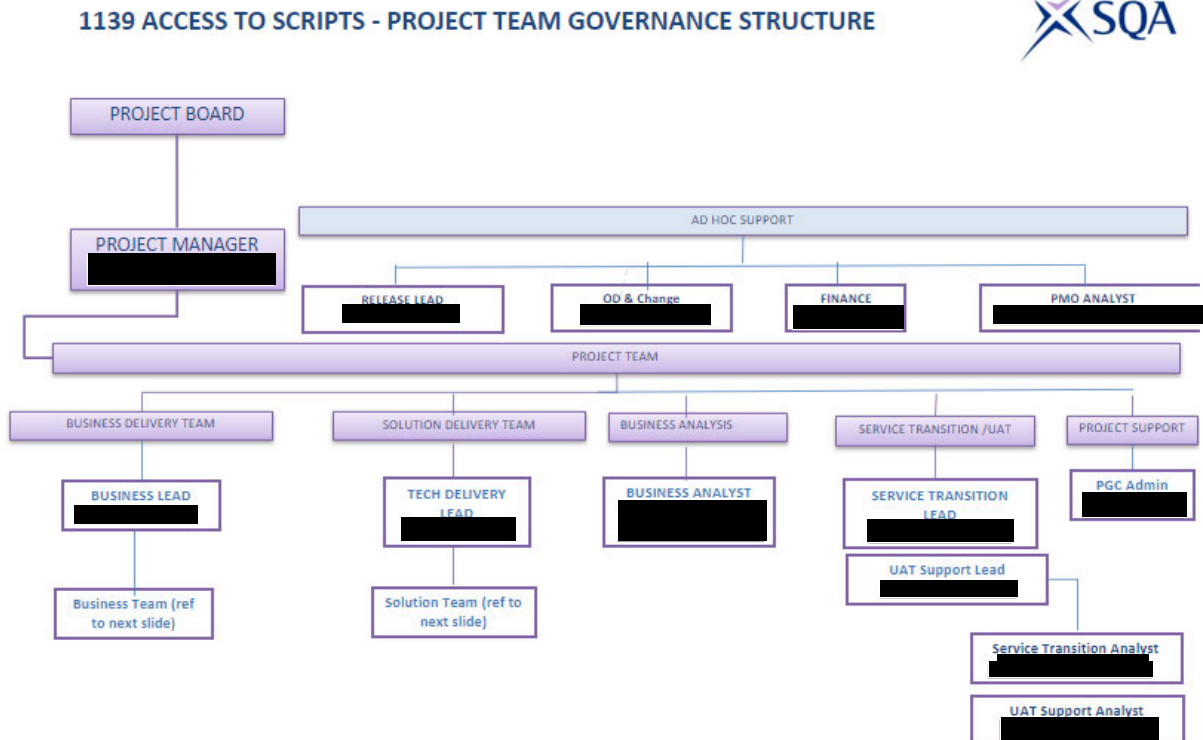
Directorate <i>For Business Systems staff indicate specific area</i>	Project role	Number of days on project
PGC	Project Manager	50
App Solutions	Business Analyst	40
App Solutions	Principal Software Engineer	13
App Solutions	Software Engineer	70
App Solutions	QA Engineer	40
App Solutions	Senior Supplier Delivery	4
App Solutions	Technical Delivery Lead	10
Service Delivery	Release Lead	2
Service Delivery	UAT Support Lead	8
Service Delivery	Service Tran Analyst	14
Service Delivery	UATSupport	2
Operations	UAT Testers	17
██████████	Service Transition Lead	2
Total number of internal staff days on project		272

6.2 Project Team Description

The Project Board:

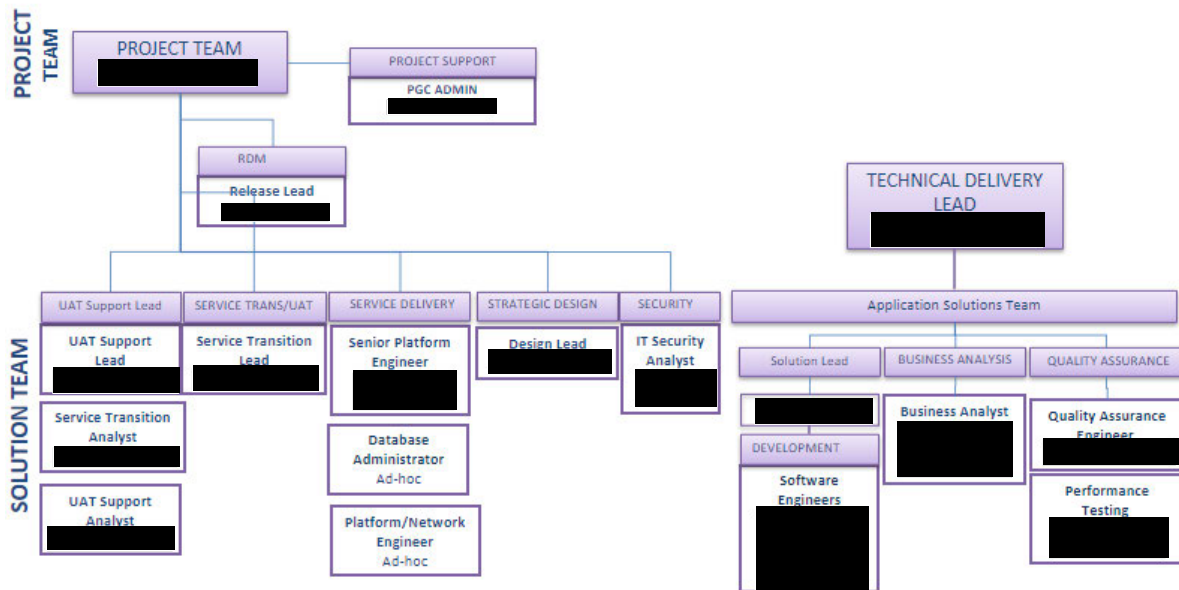


The Project Team:



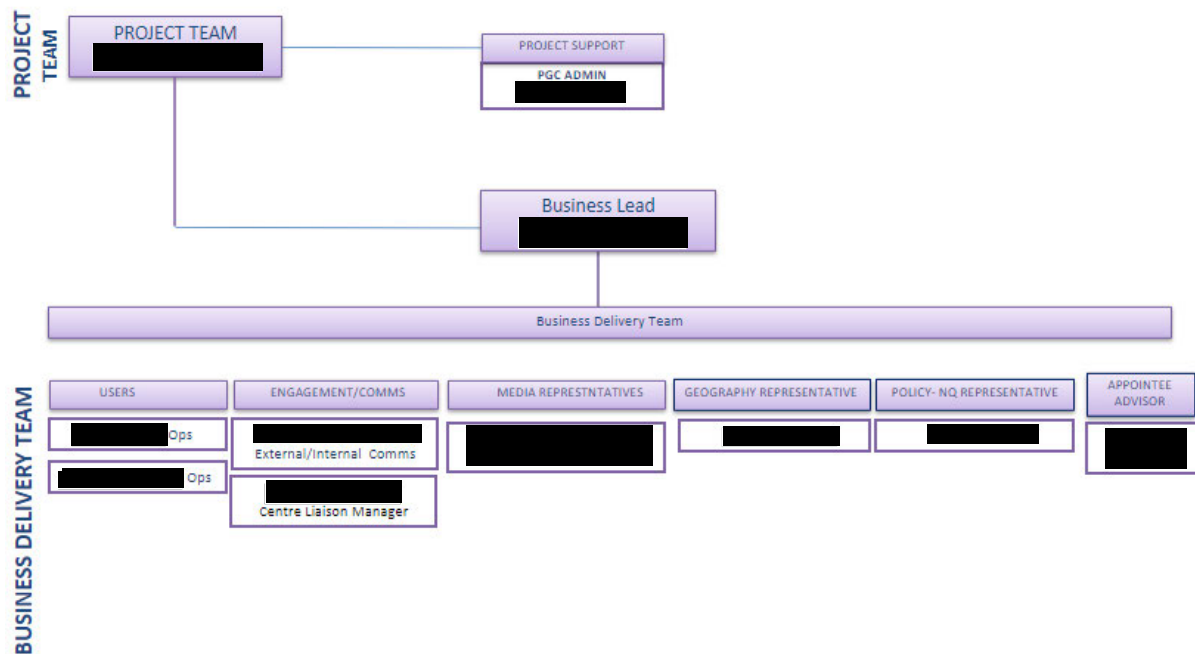
The Solution Team:

1139 Solution Team Governance Structure



The Business Team:

1139 Access to Scripts Business Delivery Team Governance Structure



6.3 Roles and Responsibilities

Details the roles and responsibilities for each member of the project from Project Board to Project team member. If a RACI has been developed and agreed replace the tables below.

Table 1 Project role definitions

Project Role	Engagement	Description
Project Owner MARTIN INGRAM	Project Board	<ul style="list-style-type: none"> - Ultimate ownership of, and authority for, the project and Business Case. They are the key decision-maker, responsible for championing the project internally and externally; and are accountable for the deliverables and project plan meeting the business objectives. - They serve as the authority on the project for Project Board, Programme Manager, and key stakeholders. As chair of the Project Board, they are the ultimate arbiter in resolving conflicts when the Project Board cannot reach consensus. - The Project Owner acts as the key communication link between the programme, project, and stakeholders. - By providing vision, ensuring stakeholder and resource commitment, and monitoring and directing the project, the Project Owner ensures the project meets the business benefits in a cost, resource, and risk-conscious way.
Project Board	Project Board	<ul style="list-style-type: none"> - Chaired by the Project Owner, the Project Board takes ownership of overall strategic project direction and acts as a means of resolving conflict. Board members are accountable for the approval of all major plans, changes, risks, issues, dependencies, and prioritisation of deliverables. - They act as the voice of the project to the outside world and are the decision-makers and quality and resource assurance representatives for the project, Project Owner, and key stakeholders. - By taking individual and collective responsibility for the project, the Project Board ensures the project quality, resourcing and efficiency, minimising risk so that the project meets its' business benefits. - Sign-off gateway reviews.
Senior Supplier (Design) ██████████ ██████████	Project Board	<ul style="list-style-type: none"> - Sourced as Solution Architect, although for very sizeable / complex work initiatives an Enterprise Architect may be assigned to provide oversight, but this will be by exception at Strategic Design's direction. - The primary point of contact for the PM in relation to solution design matters - The Senior Supplier (Design) leads solution supply discussions to the point that the High-Level Solution Design has completed (during the planning stage) - Responsible for the delivery of a clearly agreed and defined set of products. Products are produced by the project for use by the Delivery community. - Responsible for ensuring the products produced by the project satisfy project requirements including Non-Functional. - Responsible for production of the High-Level Solution Design and approval through governance procedures. - Responsible for the engagement and initial management of external product suppliers. This would typically encompass; identification of supplier(s) with suitable products and/or services, input to commercial and contractual requirements, defining and implementing a suitable engagement model for project.

Project Role	Engagement	Description
Senior Supplier (Delivery) [REDACTED]	Project Board	<ul style="list-style-type: none"> - Sourced from relevant service area (i.e., Application Solutions, Data Solutions or Service Delivery) - The primary point of contact for the PM in relation to solution delivery matters - The Senior Supplier (Delivery) leads solution supply discussions to after the point that the High-Level Solution Design has been completed (during the planning stage) - Responsible for the delivery of a clearly agreed and defined set of products. Products are produced by the project for use by the User community. - Responsible for ensuring the products produced by the project satisfy user requirements and meet defined project quality targets. - Accountable for the production of the Detailed Level Solution Design, Environment Build Plan, Solution Build, Release Notes, Service Transition Document, Data Migration preparation, in collaboration with the solution lead - Responsible for the engagement of external product suppliers required for the duration of the project. This would typically encompass ongoing performance review.
Project Manager [REDACTED] [REDACTED]	Project Board / Project Team	<ul style="list-style-type: none"> - The Project Manager manages delivery of all project deliverables and drives the project forward on behalf of the Project Owner. - They are the person responsible for delivering the agreed project objectives and are responsible for the day-to-day management and leadership of the Project Team. - They act as the focal point for providing clear information and communication about the project to all stakeholders, by providing timely and accurate information, the Project Manager allows the Project Owner and Project Board to take informed project decisions. - Manage the co-ordination of partners (internal and external), and working groups engaged in their projects in order to ensure the alignment of all project related activities.
Senior User [REDACTED]	Project Board	<ul style="list-style-type: none"> - The Senior User takes ownership of the project on behalf of current and future users. They are the person responsible for ensuring that user perspectives are taken into consideration at all points in the project and that users are bought-in to the project. - They act as the linchpin between the project and the users through being the voice of all users to the project, communicating and monitoring user needs, and assuring quality, functionality, and usability of project deliverables for the user and business. They often continue to serve user needs post-project to ensure change and user benefits are sustainable. - By understanding and representing users' perspectives and requirements at all points during the project, the Senior User assures the Project Owner and Programme Board that the deliverables will meet user needs and provide the specified user benefits.

Project Role	Engagement	Description
Change Manager ██████ ██████	Project Team	<ul style="list-style-type: none"> - Support the people side of change on projects, made up of the following points: <ul style="list-style-type: none"> • Facilitate Vision & Change activity. • Completion of stakeholder analysis • Conduct Change Impact Assessment • Create Training, User Documentation and Comms addressing change impact
PMO - Project Assurance ██████ ██████	Project Support	<ul style="list-style-type: none"> - PMO provides independent monitoring of all aspects of the project's performance and outputs/deliverables. - Project Assurance ensures that the project's outputs are fit for purpose and satisfy the specified requirements. - Part of gateway reviews including checking all documentation has been completed. <p>Note: While this role is performed by PMO Analysts it is independent of the Project Coordinator role</p>
Project Admin Support ██████████	Project Support	<ul style="list-style-type: none"> - Project administrative support covers: <ul style="list-style-type: none"> • Arranging meetings • Minute taking • Paper distribution <p>For small/medium sized projects, project administration services should be sufficient to support the PM. It is recognised, however, that for large projects/programmes support and coordination activities increase in size and complexity.</p>
Design Lead ██████ ██████	Project Team / Solution Team	<ul style="list-style-type: none"> - Will be sourced from one of the Architect roles (i.e., Business, Solution, Infrastructure, Data) - Responsible for driving the Discovery phase of the project, leading to a High-Level Solution Design - Responsible for production of the High-Level Solution Design - Responsible for progressing the High-Level Solution Design through the design approval process. - Works with a nominated technical resource from the supplier to define the high-level solution design where a supplier has been engaged in relation to solution delivery
Solution Architect ██████ ██████	Project Team	<p>Responsible for defining the baseline and target Application Architectures for SQA in alignment with the Business, Technical and Data architectures. A Solution Architect will be most heavily involved in a project during the Initiation phases, after which they will act a design consultant.</p> <ul style="list-style-type: none"> - Responsible for researching and outline the potential technology options to address a business problem • - Responsible for production of a high-level solution design. - Responsible for socialising the high-level solution design to the delivery lead. - Responsible for representing the project in any high-level solution design assurance. - Responsible for providing technical consultancy in any procurement exercises • - Acts as a consultant during the delivery stage: <ul style="list-style-type: none"> ○ To provide advice to the delivery lead on aspects of the design and design decisions ○ To ensure that the detailed solution design and implementation do not deviate from the original design. <p>This role <i>is not</i> responsible for producing the detailed solution design, but may provide advice along the lines of the consultancy role mentioned above</p>

Project Role	Engagement	Description
Solution Lead ██████████ ██████████	Project Team / Solution Team / Delivery Team	<ul style="list-style-type: none"> - Sourced from relevant service area (i.e., Application Solutions, Data Solutions, or service Delivery) - Responsible for leading solution team to produce the Detailed Solution Design, Environment Build Plan, Solution Build, Release Notes, Service Transition Document, Data Migration preparation and execution. - Provides task descriptions, effort, and duration to inform the project schedule. - Responsible for progressing the detailed solution design through the design approval process. - Responsible for delivering the products in line with the approved detailed solution design documentation. - Works with a nominated technical resource from the supplier to define the detailed solution design where a supplier has been engaged in relation to solution delivery
Business Intelligence Team NOT REQUIRED	Project Team / Solution Team / Delivery Team	<ul style="list-style-type: none"> - Provide project support through utilisation of a variety of tools, applications, and methodologies to collect and integrate data from internal systems and external sources. - Prepare collected data for analysis and development and execution of associated queries against the data. - Creation of reports, dashboards and data visualisations to make analytical results available to the business. - Assist with data migration and interfaces work and will lead the way with master data management.
Data Governance ██████████	Project Support	<ul style="list-style-type: none"> - Ensure projects adhere to the defined data strategies, standards, and processes
Business Analyst ██████████ ██████████ ██████████ ██████████	Project Team / Solution Team	<ul style="list-style-type: none"> - Analyse business requirements - Take part in prototype and discovery exercises. - Act as a proxy for the Product Owner when called on to do so. - Clarify requirements for the product development team. - Work with product owner to understand and define requirements and create user stories. - Assist the product owner in defining appropriate acceptance criteria. - Collaborate with testing engineers and developers - Provide useful analysis sufficient to needs of development just-in-time

Project Role	Engagement	Description
Solution Delivery Team (Software Engineers) [REDACTED] [REDACTED]	Project Team	Use Agile, Lean and Continuous Delivery principles to produce software in short working cycles, supports cross disciplined teams to design, develop, run and improve SQA's technology product suites. <ul style="list-style-type: none"> - Write clean, secure and well-tested code fit for use in order to deliver software solutions for the end user. - Design, robust scalable software solutions using recognised design patterns to deliver a consistent quality user experience - Follow best practice guidelines and help to improve those guidelines to aid understanding, operation and problem resolution - Actively maintain estimate and progress updates in relevant systems to enable planning and delivery of software goals - Inspect the performance/sprint metrics and adapt to improve team performance to deliver high performing software solutions - Ceremonies such as daily stand-ups and sprint planning. - Help plan, build & deploy releases to ensure the rollout of the software.
Quality Assurance Team [REDACTED] [REDACTED]	Delivery Team / Scrum Team	<ul style="list-style-type: none"> - Responsible for planning, coordination and development of automated testing to support Applications Solutions products - Responsible for Performance and Load Testing - Conduct Quality Assurance testing of vendor applications and internal system developments conforming to industry standards (ITIL and ISEB/ISTQB). - Develop and maintain robust automated test scripts from User Stories or Requirements using defined automated test tools whilst working in collaboration with Product Owners, Business Analysts and/or Business End Users if needed. - Evaluate testing outcomes to identify issues, defects and trends to support the resolution and re-testing as needed. - Create and develop Test Planning, interim and summary documentation to enhance an Agile (Scrum – a loose set of guidelines that govern the development process of a product from design to completion) based approach to testing and reporting.

Project Role	Engagement	Description
Service Transition Analyst [REDACTED] [REDACTED]	Project Team / Solution Team	<p><u>UAT discipline</u></p> <ul style="list-style-type: none"> • Host UAT Workshop • Responsible for creation of UAT Test Plans, UAT Summary Reports and UAT reports. • Input to UAT Entry/Exit criteria • Day to day co-ordination of UAT Support & UAT personnel • Peer review of UAT deliverables including RTM, UAT test cases, UAT defect outputs • Management of UAT defect workflow • Represent Service Transition at project stage gates reviewing and validating service transition/UAT artefacts ensuring compliance with agreed standards • Support from UAT Lead where required, Quality reviews <p><u>Service Transition discipline</u></p> <ul style="list-style-type: none"> • Co-ordinate Service Delivery colleagues to identify appropriate Service Transition artefacts for each release • Provide support and guidance to all stakeholders on Service Transition activities throughout lifetime of project • Deliver Service Transition documentation to Service Delivery colleagues for review and acceptance in to live service. • Support PM to resolve Service Transition/UAT non-conformance issues pre and post go live • Co-ordinate customer post live checks • Support from ST Lead where required, Quality reviews
Service Transition Lead [REDACTED] [REDACTED]	Project Team / Solution Team	<ul style="list-style-type: none"> - Resource manage, lead, coach and train team ensuring any modifications or transitions to the live operational environment, affecting new, modified or retired services, are supportable, meet the agreed expectations of customers and align to IT Infrastructure Library (ITIL) framework. - 100% ownership of all Service Transition activity project/maintenance - First point of escalation for Service Transition issues
UAT Support Analyst [REDACTED] [REDACTED]	Project Support	<ul style="list-style-type: none"> - Create, peer review and execute manual / automated test scenarios (including UAT Regression) - Support data creation / manipulation of UAT data sets - ALM administration/training
UAT Support Lead [REDACTED] [REDACTED]	Project Team / Solution Team	<ul style="list-style-type: none"> - Resource manage, lead, coach and train team to ensure effective delivery of (UAT) support to business users throughout entire Maintenance / UAT lifecycle. - 100% ownership of all UAT Support test activity project/maintenance - First point of escalation for UAT issues

Project Role	Engagement	Description
Release & Deployment ██████████	Project Support	<ul style="list-style-type: none"> - Responsible for the planning, management, and deployment approval of releases throughout the delivery lifecycle ensuring no clashes with other projects or deliveries - Responsible for agreeing deployment windows and slots across test, pre-production and production in line with project requirements, impact, resource availability and business priorities - Provides advice and guidance around release governance standards, processes and best practice - Responsible for Live Readiness Review and provision of the requirements for release to live activities and coordinates releases - Reviews project and technical documentation and provides input and sign off to live implementation documentation - Responsible for ensuring the right deployment personnel are available for test, pre-production and live deployments and have all the relevant deployment documentation - Appropriately, raising the change tickets and getting it approved by coordinating with change team if Release team needs to perform the deployment. - Responsible together with Platform Services for housekeeping and ensuring lower environments are in sync with Production
Platform Engineer ██████████ ██████████	Solution Team	<ul style="list-style-type: none"> - Environment Build including server build, DNS changes and IP address assignment - Backup/restore of systems on regular bases - Regular monitoring of the systems - Licence and certificate installation and management - System access control. - Regular Administration, maintenance and support of systems
Database Admin ██████████	Solution Team	<ul style="list-style-type: none"> - Database build, administration and monitoring - Ensure database access control get monitored on regular basis and improve the security of databases - Backup and restore of databases - Licence management - Troubleshoot databases. - Ensure databases are kept up to date by undertaking regular patching and upgrading the version
Network (covered by Platform Engineer) NOT REQUIRED	Solution Team	<ul style="list-style-type: none"> - Configure firewall rules and control access to internal and external networks - VLAN Configuration - Regular maintenance and administration of network devices - Network Monitoring - Network Troubleshooting and capacity planning
Security ██████████ ██████████	Solution Team	<p>Provide specialist Security advice, guidance and support, made up of the following points:</p> <ul style="list-style-type: none"> - Advise regarding security standards & best practice - Security Risk Assessment of activities and solutions - Manage & Coordinate penetration testing requirements - Advise around aspects of DPIA
Product Analyst NOT REQUIRED	Project Team	<p>Provide support to 3rd party applications. For example: Business World, Offices365 and Ivanti. This support can extend to undertaking admin tasks in relation to the 3rd party application and /or liaison with provider representatives.</p>

Project Role	Engagement	Description
Procurement NOT REQUIRED	Project Support	Provide specialist procurement advice, guidance and support, made up of the following points: <ul style="list-style-type: none"> - Advise of the potential routes to market - Develop procurement documentation i.e. ITT, ITQ, mini competition document - Manage procurement activity to ensure legal compliance, value for money, best practice principles and cost avoidance. - Manage the evaluation process of bids received - Arrange contract acceptance paperwork
Business SME ██████ ██████	Project Team	Subject Matter Experts (SMEs) are individuals with specific areas of expertise called upon from time to time to assist with the project. They will represent their departments and functions in the business requirement workshop and system testing.
Finance Business Partner ██████ ██████	Project Team	The Finance Business Partner provides independent monitoring of project finance information. Activities include the allocation of budget, monitoring of expenditure and producing finance reports.
SQA Communications Manager ██████ ██████	Project Team	Drafts and circulates communications relating to the project. Roll is typically assumed by PM for all but high impact projects.

Table 2 Portfolio role definitions (consultative role to projects)

Project Role	Engagement	Description
<p>Business Architect NOT REQUIRED</p>	<p>Project Team / Scrum Team</p>	<p>Responsible for defining the baseline and target Business Architectures (Roles, Functions, Processes and Services) for SQA in alignment with Application, Technical and Data architectures.</p> <ul style="list-style-type: none"> - Work with the Business Analysts to gain an understanding of the product backlog and the functionality being required. - Assess the impact of change on our existing Business Roles, Functions, Processes and Services. - Ensure appropriate Design Assurance has been undertaken and documented. - Advise the project team on any wider business changes that may impact delivery. - Review sprint outcomes to ensure alignment with agreed priorities, strategy and approach. - Identify possible opportunities by analysing the existing Business Architecture (this will likely be an ongoing BAU initiative). - Provide consultancy to the project following High Level Solution Design and review/update design based on detailed design work carried out by the delivery team - Business Architect will re-work the Business Architecture to take cognisance of any changes to Business Objects and relationships between Applications and Processes as a result of the Project. This task will be part of the Business Architect team's worklist. However, a line in the Project plan would be required.
<p>Data Architect NOT REQUIRED</p>	<p>Project Team</p>	<ul style="list-style-type: none"> - Owns the standards, policies, and strategies for data management in support of corporate objectives. - Leads the data modelling functions within SQA. - Defines and maintains logical and physical data models to support business needs whilst using industry best practice to ensure the highest design quality. - Uses models to support management of data through entire lifecycle including master data management and data quality aspects. - Develops, communicates, and enforces use of design principles, strategies, policies and practices whilst ensuring appropriate standards are adhered to across the change portfolio. - Collaborates with colleagues to develop and embed good practice.

Project Role	Engagement	Description
<p>Infrastructure Architect NOT REQUIRED</p>	<p>Project Team</p>	<p>Responsible for defining the baseline and target Technical Architectures for SQA in alignment with the Business, Application and Data architectures. The Infrastructure Architect is rarely directly involved in a project team, most of their activity within a project will be coordinated by the Solutions Architect. The exception to this is projects which have a strong infrastructure focus where the Infrastructure and Solutions Architects' involvement in a project will be reversed.</p> <ul style="list-style-type: none"> - Responsible for researching and outline the potential technology options to address a business problem - Responsible for production of a high-level solution design - Responsible for socialising the high-level solution design to the delivery lead - Responsible for representing the project in any high-level solution design assurance - Responsible for providing technical consultancy in any procurement exercises - Acts as a consultant during the delivery stage: <ul style="list-style-type: none"> o To provide advice to the delivery lead on aspects of the design and design decisions o To ensure that the detailed solution design and implementation do not deviate from the original design - This role <i>is not</i> responsible for producing the detailed solution design but may provide advice along the lines of the consultancy role mentioned above.

7 Risk summary

All identified risks will be captured in the 1139 project's RAID Register. The RAID is owned and maintained by the project manager, but it is the responsibility of all project members to provide input in terms of initial identification and ongoing monitoring.

The RAID Register can be located within Project Online & will be regularly reviewed at Project Team meetings. A copy of the RAID log is held in the project SharePoint folder for ease of access. [REDACTED]

8 Privacy by design and default

DPIA Stage 2 has been completed and approved. The link will take you to the DPIA submission. [REDACTED]

9 Vision and case for change

"To provide centres with access to scripts, so that we demonstrate transparency of SQAs exam service in line with other awarding bodies in the UK".

10 Stakeholder analysis

Due to the short delivery timelines, there was insufficient time for Change Management to undertake a standard stakeholder analysis event. In its place, the Business Lead identified the stakeholders impacted and reviewed the outcomes with the Change Management representative.

[REDACTED]

11 Business impact

The PoC will only impact the Operations Team within SQA for a short period of time given the Access to Script service will be closed down on 4 September 2023.

12 Communication plan

The communication lead has produced two separate engagement plans. The first covers the engagement with the centres prior to using the service. The second is in relation to gathering their feedback after the service has been used. Both plans can be accessed using the links below. The Project Board will approve all draft communications.

[REDACTED]

[REDACTED]

13 Timescales

The estimated timescales for this project are:

1139 - Access to Scripts Proof of Concept	Milestone Date
Project Kick-Off	22/05/2023
BP1139 Approved	02/08/2023
BC Approved	19/09/2023
PID Approved	19/09/2023
Comms Plan Agreed	27/06/2023
DPIA Stage 2	28/07/2023
EqIA	01/08/2023
Marking Instructions and Guidance	04/08/2023
Detailed requirements signed off	21/07/2023
Build Completed	21/07/2023
UAT Completed	28/07/2023
Go-Live	08/08/2023
Close and Decommission Service	04/09/2023
Report – 1139 Proof of Concept ‘findings’	19/10/2023
Project Closure	19/10/2023

Please see the supporting project plan for the details behind the high-level tasks in the table above.

14 Approval

This document requires approvals to be signed off and filed in project files.

Name	Title	Date of approval	Signature
Martin Ingram	Project Owner	Click here to enter a date.	
██████████	Business Lead	Click here to enter a date.	
Various	Project Board	Click here to enter a date.	
██████████	Finance Business Partner	Click here to enter a date.	

NB: If there has been a significant increase in external budget or staff days compared to the approved business case further approval from Portfolio Board may be required. PMO will be able to advise if this is required.

15 Version control

Individual project version control

Version	Date	Author	Amendment Details
0.1	26/07/2023	██████████ ██████████ ██████████	Initial draft
0.2	20/09/2023	██████████	Added ██████████ to the participating centres in section 3.2. Amended wording of benefit in section 3
1.0	Click here to enter a date.		Final version

16 Distribution list

Name	Role	Date issued
██████████	Project Manager	Click here to enter a date.
Various	Project Board	Click here to enter a date.
Martin Ingram	Project Owner	Click here to enter a date.
██████████	Business User	Click here to enter a date.
PMO	Governance	Click here to enter a date.