

Guidance

G2118

Lifts and Escalators Renewals Project Change Request

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1 Purpose

The purpose of this Work Instruction is to describe the delivery process for controlling project changes. It explains the requirements to obtain authority for change before implementation by the Project Team. This document should be read in conjunction with the Pathway Handbook: [Manage the Project, Programme or Delivery Portfolio](#) – Page 17 to 19 – Change Control and is aligned to its principles and guidelines. This Pathway document is the primary level document from which this local work instruction is derived.

2 Scope

This Work Instruction applies to all staff and projects within L&E Renewals

3 Guidance

3.1 Categories of Change

3.1.1 There are 2 main categories of change:-

A) Changes which must be notified to the Programme Change Board and submitted on a CRF form

Any change which could have an impact on the following **MUST** be recorded on a Project Change Request form (CRF) and be submitted for review by the Programme Change Board:

- Is the proposed project change a crystallisation of a risk or opportunity recorded in ARM? **OR**
- Does the proposed project change require an increase or decrease to the total project base EFC? **OR**
- Does the proposed project change alter any PMM, PAM or TfL Milestone? **OR**
- Does the proposed project change involve alteration to the Scope of Works?

B) Any Other Changes:

- All other changes should be recorded on the CRF Pro-forma and be authorised by the Project Manager

THE AUTHORITIES GRANTED BY SIGNING OFF THE CRF DO NOT RELIEVE THE PROJECT MANAGER FROM HIS/HER RESPONSIBILITIES TO FOLLOW ALL GOVERNANCE REQUIREMENTS, PARTICULARLY WITH DUE REGARD TO THE PROCUREMENT PROCEDURES.

NOTE:

- 1) Where ambiguity in scope exists, for the purpose of change management, the assumption will be that the lowest cost option is the agreed scope. Therefore any scope proposal that is not the lowest cost option is deemed to be a project change & is subject to the CRF procedure. This establishes a starting point for all ambiguous scope items & forces whoever wants a more costly scope to invoke the CRF procedure.

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- 2) The 'CRF Owner' will normally be the Project Manager however in certain circumstances the CRF will have been requested by a person outside of the Project Team (i.e Sponsor, COO etc). In those circumstances, the 'CRF Owner' cell of the CRF will be completed accordingly.

3.2 When Change Controls Start

- Change control applies, as a minimum, from the end of Stage 1 through to the end of Stage 6 of the project lifecycle. Change control may be applied outside these minimum requirements as deemed necessary by the Programme Manager L&E Renewals, or for unapproved projects, the Sponsor.

3.3 PROCEDURE AND KEY DELIVERABLES

CHANGE REQUEST BY THE PROJECT MANAGER

Where a CRF is to be raised as a result of complying with category A or B above, the following procedure shall be adopted.

The CRF **must** be used for all project change requests. Project Change Requests shall be submitted by the Project Manager and duly authorised before the change has been implemented.

The Project Manager shall record that a change has been requested by completing the Period Project Report highlighting the scope, schedule, cost or other variance in the "CRF" section of the report.

PPR reports showing CRF requests and approvals shall be tabled by each PM each period as part of the Project Review Meeting process. This report should include a statement showing individual usage of project reserve, together with a balance remaining.

The Project Manager is ultimately responsible for the compilation of the CRF and prior to completion, Project Managers shall satisfy themselves that any Scope, Engineering, Schedule Cost, Safety, Procurement and Risk Management issues have been accounted for and feedback reported.

Some circumstances may require changes to be implemented on an urgent basis, particularly those related to site works e.g. health and safety matters etc. Associated instructions for these changes must be issued taking reasonable cognisance of the financial authorities given to the Project Manager. The CRF's for these urgent instructions must be retrospectively raised and approved as soon as practicable afterwards.

The Project Manager is responsible for ensuring all members of his Project team, his SPM and his Head of Delivery are aware of, and support, the change.

In all cases it is also necessary to provide details of how any risk associated with a CRF has been already mitigated as well as any future mitigation measures planned.

The PM will submit an electronic copy of Category A CRF requests, together with details of the requestor, to the Head of Project Controls by 5 pm each Tuesday, who will register the CRF, add to the agenda for the next L&E Renewals Programme Change Board review meeting and create an accessible file in Livelink containing copies of all CRFs to be submitted for stakeholder review. The agenda and link will be circulated 24 hours prior

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