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Information Needs & Documents Required for Prince2 Project Management

Stage	Required Document	Usage	Description
SU1	Project Mandate	Input	General type of project, its size and complexity and its political and business sensitivities
SU1	Lessons Learned Report	Input	Consult report from previous projects if applicable
SU1	Job descriptions (PM & Exec)	Output	Agreed job descriptions for Project Manager and Executive. Signed if project is of enough size/importance
Programme Management usually would have appointed Project Executive and would have influence over choice of Project Manager			
SU2	Agreed Job descriptions (PM & Exec)	Input	Specifies the existing agreed responsibilities to avoid gaps/overlaps
SU2	Project Mandate	Input	Indicates likely user and customer interests
SU2	Project Management Team Structure	Output	Basis of discussion with the appointees and with the senior management. Includes identifying Board members
SU2	Draft project team job descriptions	Output	Ready for discussion in SU3
Programme Management may choose to appoint all members of the Board or leave this to the Executive			
SU3	Project management team structure	Input	Identification of the planned allocation of roles, amended if necessary
SU3	Draft project team job descriptions	Input	Appointed and confirmed project management team
SU3	Agreed job descriptions	Output	Roles tailored to the project and the individual
Executive responsible for appointments. Will liaise with Programme Management and negotiate availability			
SU4	Daily Log	Output	Project Manager's informal record of actions, decisions, events and jobs to be done
SU4	Risk Log	Output	Record risks, including any noted in Project Mandate or Project Brief
SU4	Project Brief	Output	Submission to the Project Board as part of the justification for initiation. Taken from the Project Mandate or created here
SU4	Outline Business Case	Output	Submission to Project Board as part of justification for initiation. Taken from the Project Mandate or created here
SU4	Project Mandate	I/O	The external trigger from corporate or programme management containing reason for the project
For some projects the Project Brief may be incorporated into the PID. In such a case SU and IP stages would be combined.			
SU5	Project Brief	Input	Contains the information upon which decisions on this sub process need to be made
SU5	Risk Log	Input	Identified risks may affect the approach
SU5	Project Approach	Output	This forms part of the Project Plan description within the PID and is an input to IP1 and PL processes
The Project Manager would carry out this sub-process with work being done by people skilled in the specialist areas involved. Support from Project Support, Project Assurance and under overall direction of Senior Supplier			
SU6	Project Approach	Input	Defines the method by which the work of the project will be carried out. Will have a bearing on the scale of work likely to be involved in IP
SU6	Project Brief	Input	Details of the job to be done (plus any earlier planning work done) are contained in the Project Brief and will help to size the initiation stage
SU6	Risk Log	Input	Updated with any new risks
SU6	Draft Initiation Stage Plan	Output	Essential product to gain approval to perform project initiation. The plan for the initiation stage should be discussed informally with the Project Board

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Stage	Required Document	Usage	Description
SU6	Draft next Stage Plan	Output	A plan for the stage immediately following initiation
If communication with the Project Board is frequent enough, formal reporting arrangements may be unnecessary. Small, low-risk projects may not require too formal a plan for the initiation stage			
IP1	Project Brief	Input	Should contain the customer's quality expectations and Acceptance Criteria
IP1	Quality Standards	Input	Standards with which projects must comply
IP1	Project Approach	Input	Establish the most appropriate approach to quality. There is a need to know how the project's work is to be approached as this could have a fundamental effect on the methods and resources used
IP1	Proj. Mgmt team structure & job desc.	Input / Update	To establish quality responsibilities and add them into job descriptions where appropriate
IP1	Project Quality Plan	Output	Contains results of "Planning Quality (IP1), including (possibly) refined and expanded Acceptance Criteria, and will be an element of the PID output from Assembling a PID (IP6)
IP1	Quality Log	Output	Created in readiness to record all details of quality checks
IP2	Project Approach	Input	Explains what methods will be used to carry out the work of the project and provides a key input into the Planning (PL) process
IP2	Project Brief	Input	Contains the base information about the project. It is the information that this process uses as the primary start point for the Planning (PL) process
IP2	Project Quality Plan	Input	This product is needed because the work carried out, and the time and resources needed to conduct the work will be influenced by the quality required and the quality standards and methods to be adopted
IP2	Risk Log	Update	Risks identified in the log may affect the Project Plan. Conversely the Project Plan may create new risks or modify existing ones
IP2	Project Plan	Output	Ultimate product from the sub-process and its production is the prime reason for carrying out the sub-process
IP2	Next Stage Plan	Output	Passed with the PID (which is produced in IP6) for Project Board Approval
IP3	Project Brief	Input	High-level views of the anticipated business benefits and risks as identified in SU
IP3	Project Approach	Input	Will contain information about the way the work is to be conducted and could provide input to both the Business Case and risk analysis
IP3	Risk Log	Update	Add any identified new risks. Modify with any changes.
IP3	Project Plan	Update	Update with any significant extra activities and resource requirements to counter risk exposure
IP3	Business Case	Update	Extract from the Project Brief and update with the latest (more detailed) information
IP4	Project Plan	Update	Will need to be updated with activities and resource requirements
IP4	Risk Log	Update	Risk levels will have an impact on the scale and rigour of control activities. New or changed risks may be noted as a result of defining control and monitoring activities. Also there is a need to put in place monitoring devices for risks as they develop
IP4	Project Quality Plan	Input	The achievement of quality is one area that must be monitored and controlled. There is, therefore, a need to co-ordinate project controls with the Project Quality Plan

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Stage	Required Document	Usage	Description
IP4	Communication Plan	Output	Identify all communication paths, frequency, methods and reasons
IP4	Job descriptions	Update	Incorporate decision-making authorities and responsibilities into job descriptions where appropriate
IP4	Project controls	Output	This will form part of the PID
Make sure the level of control is appropriate for the project. Don't over control			
IP5	Project Plan	Input	Contains all the information about the products that the project is expected to produce
IP5	Project Quality Plan / Configuration Management Plan	Update	Updated with the project filing structure as part of the Configuration Management Plan
IP5	Issue Log	Output	Created in readiness to record Project Issues
IP5	Lessons Learned Log	Output	A blank log ready to record aspects of the project that go well or badly
Key to success is complete and rigorous naming conventions and version numbering, so that it is clear what information is being looked at, and for the Project Manager to have confidence that there is firm control over all master versions of information and products			
IP6	Project Brief	Input	Provides information for the Background and Project Definition sections of the PID
IP6	Project management team structure and job descriptions	Input	Information for the Project Organisation section of the PID
IP6	Project Approach	Input	To be incorporated into the PID
IP6	Project Quality Plan	Input	To be incorporated into the PID
IP6	Project Plan	Input	To be incorporated into the PID
IP6	Business Case	Input	To be incorporated into the PID
IP6	Risk Log	Input	To be incorporated into the PID
IP6	Project Controls	Input	To be incorporated into the PID
IP6	Communication Plan	Input	To be incorporated into the PID
IP6	Project Tolerances	Input	To be incorporated into the PID
IP6	PID	Output	Final end product of Assembling a PID (IP6) and of Initiation (IP)
As part of a programme, the PID must be created with the needs of the programme in mind. One way to ensure this is for programme management to play a part in developing the PID			
DP1	Risk Log	Input	Are there risks that affect the decision to authorise the initiation stage?
DP1	Job descriptions	Input	Details of job responsibilities are confirmed, particularly those for Project Board members
DP1	Project management team structure	Input	Details of who is to be involved in the management of the project
DP1	Project Approach	Input	Information needed as part of the decision to go ahead. Does it fit corporate programme strategy?
DP1	Project Brief	Approval	Baselined after approval by the Project Board
DP1	Initiation Stage Plan	Approval	The plan for the initiation stage to be approved by the Project Board
DP1	Project start-up notification	Output	Formal notification to those that need to know that the project has started
DP1	Authorisation to proceed	Output	Confirmation to the Project Manager that the work defined in the initiation Stage Plan may start
Where the project is part of a programme, the PID may have already been produced, thus shortening the normal project initiation process. In such cases, the project may start with "Authorising a Project" (DP2). It is still the responsibility of the Project Board to ensure that all necessary steps have been taken and documented			
DP2	Next Stage Plan	Approval	Approval by the Project Board of the next Stage Plan
DP2	End Stage Report	Input	Report on initiation stage performance

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Stage	Required Document	Usage	Description
DP2	Request for authorisation to proceed	Input	A request from the Project Manager for authorisation by the Project Board to proceed with the submitted Stage Plan. The Project Board, of course, has the authority to reject the plan. It may ask for a resubmission or decide to close the project. The Project Board also defines the levels of tolerance for the next stage
DP2	PID	Approval	Baselined after approval by the Project Board
DP2	Authorisation to proceed	Output	Approval by the Project Board to begin the next stage
DP2	Stage Plan	Output	Approval by the Project Board
DP2	Progress Information	Output	The Communication Plan may indicate the need to advise an external group of progress
The PID will include details of the controls that will enable the Project Board to keep overall control of the project. This will include step-by-step approval for the project to proceed via a series of end stage assessments, confirmation of tolerance level for the project and stage after initiation, and details of what will happen if any stage exceeds tolerance.			
DP3	Next Stage Plan or Exception Plan	Approval	Plan for which the Project Manager is seeking approval
DP3	Project Plan	Input	To allow the Project Board to review the whole project status
DP3	Business Case	Input	To allow the Project Board to check that the project is still justified
DP3	PID	Input	Used to provide a baseline against which to assess the advisability of any deviations
DP3	Project management team changes	Input	To allow the project board to ratify any appointment changes
DP3	Risk Log	Input	Check that the risks are still acceptable
DP3	End Stage Report	Input	Report of stage just completed. Helps assessment of current situation
DP3	Request for authorisation to proceed	Input	Usually a stage approval from the Project Board to sign
DP3	Authorisation to proceed or trigger premature closure	Output	Authorisation to proceed with the submitted plan. During project initiation, the Project Board decides how formal or informal it wishes the approval to be. The Project Board, of course, has the authority to reject the plan. It may ask for a resubmission, or decide to close the project. The Project Board also defines the levels of tolerance for the next stage
DP3	Stage Plan or Exception Plan	Output	Approved by the Project Board
DP3	Progress Information	Output	The Communication Plan may indicate the need to advise an external group of progress
Ensure “no surprises”. The project situation should be discussed informally between Project Manager and Project Board and any problems sorted out prior to a next stage authorisation request			
DP4	Highlight Report	Input	Regular feedback on progress from the Project Manager
DP4	Exception Report	Input	Early warning of deviation. May trigger the creation of an Exception Plan
DP4	Request for advice	Input	Situations where a decision is needed that is beyond the authority of the Project Manager
DP4	Communication Plan	Input	Details of any interested parties
DP4	Information from external sources	Input	Collection of information pertinent to the project from outside sources
DP4	Corporate or programme management reports	Output	Feedback on project process to outside sources
DP4	Project Board guidance	Output	Guidance and instruction to the Project Manager following request for advice or as a result of information from corporate or programme management

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Stage	Required Document	Usage	Description
DP4	Exception Plan request	Output	Request in reaction to the inputs noted above, particularly the Exception Report
DP4	Trigger for premature closure	Output	Possible closure of the project before its expected end
DP4	New Project Issues	Output	Information from the Project Board or via them from external sources may trigger the creation of new Project Issues in “Capturing Project Issues” (CS3)
If there is to be change in the composition of the Project Board, advice and approval of programme management should be sought			
DP5	PID	Input	Used as the baseline against which to assess how far the project deviated from its initial basis. Also contributes some of the information against which to judge the success of the project
DP5	Communication Plan	Input	Used to identify all recipients of information on project closure
DP5	Operational and maintenance acceptance	Input	Confirmation that the final product(s) can be used and supported
DP5	Customer acceptance	Input	Confirmation that the customer accepts the final product
DP5	Project closure recommendation	Input	Assurance from the Project Manager that facilities, support and resources can be withdrawn
DP5	End project report	Approval	More information on which to judge the success of the project. Approved for distribution to all interested parties
DP5	Follow-on Action recommendations	Approval	Recommendations for all Project Issues classified as pending and other future actions
DP5	Post-Project Review Plan	Approval	Suggested plan for assessing the achievement of project benefits. Ratified by the Project Board to be passed on to the people responsible for carrying it out
DP5	Lessons Learned Report	Approval	Project lessons that have been learned that might be useful to pass on to other projects
DP5	Project closure notification	Output	Notification to all interested parties that facilities, support and resources can be withdrawn
It is a sensible precaution to have written confirmation of acceptance from those who will be responsible for the operation and maintenance support of the delivered product			
CS1	Authorisation to proceed	Input	Authorisation from the Project Board to proceed with the stage
CS1	Product Description(s)	Input	Description of the required product(s) including quality criteria
CS1	Work Trigger	Input	Information from “Authorising a Project” (DP2), “Authorising a Stage or Exception Plan” (DP3), “Taking Corrective Action” (CS7) or “Reviewing Stage Status” (CS5) requiring the creation or modification of a new Work Package
CS1	Stage or Exception Plan	Update	The Stage Plan may need to be updated as a result of discussions between the Project Manager and the Team Manager during “Authorising a Work Package” (CS1) or because of changes generated in “Taking Corrective Action” (CS7)
CS1	Configuration Item Records	Update	Change the status of any products allocated as part of the Work Package
CS1	Work Package	Output	Formal handover of responsibility for the detailed conduct of the work and delivery of any products from the Project Manager following agreement with the Team Manager
CS1	Risk Log	Update	Updated with any new or modified risks after negotiation with the Team Manager

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Stage	Required Document	Usage	Description
CS1	Quality Log	Update	The Quality Log may need to be updated as a result of discussions between Project Manager and the Team Manager during “Authorising a Work Package” (CS1) to reflect any modification of entries for any planned quality checking to be done
CS1	Product Checklist	Update	(If used) The Product Checklist may need to be updated as a result of discussions between the Project Manager and the Team Manager during “Authorising a Work Package” (CS1) or because of changes generated in “Taking Corrective Action” (CS7)
CS1	Issue Log	Update	Updated with any actions taken on Project Issues
A Work Package should not spread over more than one stage. If there is any danger of this, it should be broken down so that its intermediate parts fit into one management stage or another			
CS2	Checkpoint Reports	Input	Flows of information, either written or oral depending on the need for formality. The update from the information will cover current status of Work Packages against plan
CS2	Quality Log	Input	Results of quality checking work done
CS2	Issue Log	Update	There may be new Project Issues that affect the status of the stage or vice-versa
CS2	Work Package Status	Input	To update the Stage Plan
CS2	Stage Plan	Update	Update with actuals to date, forecasts and adjustments
CS2	Product Checklist	Update	(If used) Update with actuals to date, forecasts and adjustments
CS2	Stage Status Information	Output	Holds a summary of progress information
CS2	Team Plan	Input	Sets out the work to be done and any reporting requirements
CS2	Product Status Account	Output	To provide information on the status of the Work Package products
CS2	Configuration Item Records	Update	Change the status of any products allocated as part of a Work Package
Stage status information could consist of the Checkpoint Report(s), Work Package Status, the Quality Log and any other such information, or could be a summary of these. In many instances it will be the contents of the Daily Log, especially on smaller projects			
CS3	New Project Issues	Input	Any Project Issues being raised against the project from whatever source to be logged in the Issue Log and the type of Project Issue to be decided
CS3	Issue Log	Update	Repository of all Project Issues and their status
As part of a programme, Project Issues must be copied to the programme support office for it to look for any impact on the programme as a whole or on other projects within the programme			
CS4	Business Case	Input	Reference back to the Business Case to evaluate the impact of the Project Issue
CS4	Stage Plan	Input	One of the bases for impact analysis
CS4	Project Plan	Input	To check whether a Project Issue affects the project
CS4	Issue Log	Update	A list of all outstanding Project Issues and their status, updated with impact analysis information
CS4	Risk Log	Update	Current risks that may be affected by a Project Issue. To be updated if any action is recommended that will affect a risk or generate a new one
Impact analysis should be done as soon as possible for a new project. Time should be built into the stage plan for people with the necessary expertise to do the analysis. Reviews of open Project Issues should occur on a regular basis			
CS5	Issue Log	Input	This product will show the current situation regarding all Project Issues. These may be needed for reference when deciding on appropriate action to deal with them
CS5	Risk Log	Input	This product shows the current understanding of the problems and threats to the project

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Stage	Required Document	Usage	Description
CS5	Project Plan	Input	Check to establish whether any stage problem (or potential change) would have an impact on the Project Plan
CS5	Product Checklist	Input	(If used) This shows the current actual and planned delivery dates for key products
CS5	Quality Log	Input	Assess the stage of quality checking
CS5	Business Case	Input	This is checked for any impact on the current stage progress
CS5	Configuration Item Records	Input	These provide information on the current status of products
CS5	Stage Plan	Input	The Stage Plan, updated in “Assessing Progress” (CS2), provides the baseline against which progress and the meeting of stage tolerances are measured
CS5	Concession	Input	Decision by the Project Board to accept a Project Issue without corrective action
CS5	Plan Deviation	Output	The information to be passed to “Taking Corrective Action” (CS7)
CS5	Tolerance threat	Output	Trigger for Exception Report
CS5	Stage status information	I / O	Information regarding the current progress of the project. This information goes forward to “Reporting Highlights” (CS6)
CS5	Stage end notification	Output	Trigger for “Managing Stage Boundaries” (SB) (at the appropriate time near the stage end)
CS5	Trigger for project end	Output	Trigger for “Closing a Project” (CP) (at the appropriate time near the end of the final stage)
CS5	Work trigger	Output	Trigger for the issue of new Work Packages from “Authorising a Work Package” (CS1)
As part of a programme, any new or changed risks must be fed to the programme support office to check for possible impact on other parts of the programme. The status of items near or on the critical path (“Planning” (PL)) may need to be monitored more frequently than other elements of the plan			
CS6	Stage Plan	Input	Information on products delivered, tolerances and the status of schedule and budget, including any deviations reported from CS2
CS6	Product Checklist	Input	(If used) Status of actual and planned product deliveries
CS6	Previous Highlight Report	Input	Have all products forecast to be delivered been delivered? Have earlier problems been resolved?
CS6	Checkpoint Reports	Input	Progress information from the team
CS6	Stage status information	I / O	Information about progress on the project against the plan
CS6	Risk Log	Input	Have any risks changed?
CS6	Issue Log	Input	Information about any potential problems which need to be brought to the attention of the Project Board
CS6	Quality Log	Input	Status of quality checks planned and carried out
CS6	Communication Plan	Input	Identification of interested parties who may need information at this time
CS6	Highlight Report	Output	Information formatted as required by the Project Board
CS6	Communication to interested parties	Output	Content as defined in the Communication Plan
The report should be kept as short as possible, consistent with the information needs of the Project Board. A suggested target is a one or two page report			
CS7	Plan Deviation	Input	The plan problem that requires corrective action
CS7	Project Board guidance	Input	Response to request for advice
CS7	Configuration Item Records	Update	Records updated to show any new product copies issued and any status changes required
CS7	Issue Log	Update	This contains details of any Project Issues that could be causing deviations from plan. Updated with any change in status caused by corrective action

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Stage	Required Document	Usage	Description
CS7	Risk Log	Update	The change in a risk may be causing the need for corrective action. Risks in the log may affect the choice of action. Updated with any change in status caused by corrective action
CS7	Stage Plan	Input	May show the problem or the spare effort and time available to address the problem. Updated with any change caused by corrective action
CS7	Product Checklist	Input	(If used) May show the problem or the spare effort and time available to address the problem. Updated with any change caused by corrective action
CS7	Work trigger	Output	Corrective action
CS7	Request for advice	Output	Request for advice on corrective action
Beware the effect cumulative effect on the budget, and the costs of small changes. And beware the direction in which some small changes may be taking the project			
CS8	Tolerance threat	Input	Trigger for Exception Report
CS8	PID	Input	This baseline allows comparison of any change against original expectations
CS8	Business Case	Input	The latest version allows examination for impact of the Project Issue on the Business Case
CS8	Stage Plan	Input	Updated with the actuals so far, this shows the likely impact on the stage of the deviation in question
CS8	Project Plan	Input	This indicates the project status and the overall effect of any deviation
CS8	Issue Log	Input / Update	Details of the change(s) that may have caused the exception situation. Update the Issue Log with the current status when the Project Board's decision has been received
CS8	Risk Log	Input	Details of the risk exposure that may have caused the escalation
CS8	Exception Report	Output / Input	Description of the exception situation, its impact, options, recommendation and impact of the recommendation for the Project Board. Subsequent Project Board Approval of the Exception Report, which should be filed for audit purposes
CS8	Project Board decision	Input	May be a request for an Exception Plan, cause a premature closure of the project, result in deferring the change or cause a concession to be granted depending on the decision
CS8	Trigger for premature closure	Output	As a result of the Project Board's decision to close the project prematurely
CS8	Exception Plan request	Output	As a result of the Project Board's decision to request an Exception Plan
CS8	Concession	Output	As a result of the Project Board's decision to grant a concession
CS8	Configuration Item Records	Update	Fields such as status may be updated, plus the addition of links to the relevant Project Issue
CS9	Work Package	Approval	Approval by the Project Manager that the Work Package is complete and acceptable
CS9	Quality Log	Input	Confirmation of successful quality checks
CS9	Configuration Item Records	Update	Change of product status
CS9	Work Package status	Output	To update the Stage Plan
MP1	Work Package	Input	Package put together by the Project Manager in "Authorising Work Package" (CS1) for the Team Manager's agreement. May be revised in coming to an agreement
MP1	Team Plan	Output / Update	A Team Plan is created or details of the Work Package are added to the team's existing plan

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Stage	Required Document	Usage	Description
MP1	Risk Log	Update	The team manager adds any risks identified in the Team Plan to the Risk Log
MP1	Quality Log	Update	Add any extra information on quality checks
MP1	Authorised Work Package	Output	The Work Package is agreed by the Team Manager
MP2	Authorised Work Package	Input	Work agreed with the Project Manager
MP2	Team Plan	Update	Record allocation, planned effort, actual effort and progress, plus any modifications required, are all used to update the Team Plan
MP2	Quality Log	Update	Details of the checks carried out on the product to ensure conformance to quality standards are added to the Quality Log
MP2	Checkpoint Reports	Output	Progress reports to the Project Manager at the frequency defined in the Work Package
MP2	Completed Work Package	Output	Completed Work Package
MP3	Completed Work Package	Input	Details of the work agreed with the Project Manager updated with actual information
MP3	Quality Log	Input	Confirmation of successful quality checks
MP3	Work Package	Output	Work Package ready for approval by the Project Manager
If the Work Package contains a number of products to be developed, they may be handed over to the project's configuration management system as they are approved. This may imply a period of time before the Project Manager is notified that the whole Work Package has been completed			
SB1	Stage end notification	Input	Indication from Reviewing Stage Status (CS5) that the end of a stage is approaching
SB1	Current Stage Plan	Input	The results of the current stage may affect the planning of the new stage activities
SB1	Project Plan	Input	This shows the products required from the next stage
SB1	PID	Input	Contains the 'what' and 'why' of the project and is the document that specifies the Project Board's terms of reference
SB1	Issue Log	Input	May contain information that affects the next stage or Project Issues marked for reassessment at stage end
SB1	Project Quality Plan	Input	Provides details of standards to be used in development and quality checking
SB1	Quality Log	Update	Add details of any new quality checks planned
SB1	Risk Log	Update	Current risks may affect the next Stage Plan and the next Stage Plan may create or modify risks
SB1	Project management team structure	Update	This should be updated with any changes for the coming stage
SB1	Next Stage Plan	Output	Produced via 'Planning' (PL)
As part of a programme it is unlikely that staff will record this level of detail, except for inter-project dependencies. The Project Plan is a more appropriate level. However, the programme may wish to hold a copy of the Stage Plan for reference			
SB2	Current Stage Plan	Input	The results of the current stage may affect the project planning
SB2	Next Stage Plan or Exception Plan	Input	The extra detail in the Stage Plan or Exception Plan may reveal the need to modify the Project Plan
SB2	Project Approach	Update	Events may have occurred that modify the approach
SB2	Issue Log	Update	There may be Project Issues that need to adjust the Project Quality Plan
SB2	Project Quality Plan	Update	Quality results so far may show the need to adjust the Project Quality Plan

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Stage	Required Document	Usage	Description
SB2	Project Plan	Update	Revised with actuals from the current stage and the forecast from the next Stage Plan. Also updated to reflect any changed or extra products sanctioned by the Project Board
SB2	Risk Log	Update	Changes to the Project Plan may affect risks
If the Project Plan is being updated because the scope of the project has changed, make sure that there is an audit trail between cause and effect – for example, ensure that the changes are recorded as Project Issues			
SB3	Project Plan	Input	Have any changes to the Project Plan been made that affect the Business Case?
SB3	Issue Log	Update	Are there any new Project Issues that threaten (or could improve) the Business Case? Do Business Case changes raise new Project Issues
SB3	Business Case	Update	Revised to account for any changes to the project that may affect it
SB3	Risk Log	Update	Are there any new risks that threaten the Business Case?
Reviewing the Business Case is best done after the Project Plan has been updated			
SB4	Business Case	Input	Needs to be referenced in case it has new information regarding risks
SB4	Project Plan	Input	Revised Project Plan may provide information as a basis for risk actions and impacts
SB4	Stage/Exception Plan	Input	New plan may contain new risks or alter existing ones
SB4	Issue Log	Update	Are there any new Project Issues that are caused by (or could improve) the new risks?
SB4	Risk Log	Update	Has anything changed
SB5	Current Stage Plan	Input	Contains information about the products, cost and dates of the current stage
SB5	Business Case	Input	Used to review the contribution of the current stage towards achievements and benefits
SB5	Issue Log	Input	Identifies the Project Issues raised during the stage and reports on how they were dealt with
SB5	Risk Log	Input	Source of information about the status of current risks
SB5	Quality Log	Input	Source of information about the quality checking activities and results from those who reviewed products for quality
SB5	Communication Plan	Update	May contain a requirement to send information to an external interested party at this time. May need updating for new interested parties, for example, new suppliers or new Project assurance
SB5	Next Stage Plan / Exception Plan	Input / Output	Future impact on the project for the End Stage Report
SB5	Lessons Learned Log	Update	Update with any new lessons learned during this stage
SB5	Configuration Item Records	Update	Checked to establish that all products are complete and approved. Also checked to ensure details such as version number are correct. Updated where the information in the records does not match the real state of the products
SB5	Request for authorisation to proceed	Output	This may be formal or informal according to the project's situation
SB5	End Stage Report	Output	Performance of the stage against plan
As part of a programme, the programme support office must examine the End Stage Report, the next Stage Plan and the updated Project Plan to ensure that the project stays in line with the programme			
SB6	Current Stage Plan	Input	This is the plan from which the deviation has occurred and that will define the tolerances and the extent of the deviation. It can also be used to extrapolate what would happen if the deviation were allowed to continue
SB6	Exception Report	Input	This will contain details, such as recommended action, that will contribute to the Exception Plan
SB6	Issue Log	Input	This may contain details of the reasons for the project or stage being forecast to deviate beyond its tolerances. The

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Stage	Required Document	Usage	Description
			plan itself may contain new risks or change existing ones
SB6	Risk Log	Input	This may contain details of the reasons for the project or stage being forecast to deviate beyond its tolerances
SB6	Project Plan	Input	This shows the products required from the stage
SB6	PID	Input	Contains the 'what' and 'why' of the project and is the document that specifies the Project Board's terms of reference
SB6	Product Status Account	Input	This will provide information on products that are still incomplete
SB6	Quality Log	Update	Add details of any new quality checks planned
SB6	Exception Plan Request	Input	If the response to the Exception Report (CS8) caused the Project Board to ask for an Exception Plan (DP4), this would be passed on by CS8 as the trigger to this sub-process
SB6	Exception Plan	Output	The product of this sub-process, a plan that replaces the current Stage Plan
SB6	Project management team structure	Update	This should be updated with any changes for the remainder of this stage
As part of a programme, the programme support office must examine the Exception Plan to ensure that the project remains consistent with the programme			
CP1	PID	Input	Contains a statement of the project's Acceptance Criteria
CP1	Configuration Item Records	Input	To be checked for completeness and input to the Product Status Account
CP1	Product Status Account	Input	Confirmation from the customer's configuration management records that all products are approved
CP1	Configuration Management Plan	Input	To confirm how products are to be handed over to the configuration library of those who will maintain the product in its operational life
CP1	Configuration audit	Output	Confirm that all products have been approved
CP1	Issue Log	Input	Check if all Project Issues have been closed
CP1	Trigger for premature closure	Input	Instruction from the Project Board to close the project before its expected end
CP1	Notification of project end	Input	The trigger from stage monitoring that the normal end to the project is near
CP1	Communication Plan	Input	Identification of any other interested party who needs to know
CP1	Customer acceptance	Output	Confirmation that the customer accepts the products
CP1	Operational and maintenance acceptance	Output	Confirmation that the product can be operated and supported
CP1	Project closure recommendation	Output	A note to be sent to the Project Board stating that the project is about to close and that supplied facilities and resources will no longer be needed. The Communication plan should be consulted to ascertain any other recipients
CP1	Management Information	Archive	Preserve the useful and important project records for future use by auditors or other enquirers
CP2	Issue Log	Input	Unactioned Project Issues will form the basis of any Follow-on Action Recommendations
CP2	Business Case	Input	This will reveal benefits whose achievement cannot be measured immediately and will therefore need a post-project review
CP2	Risk Log	Input	Check for any risks to the operational use of the end product(s)
CP2	Post-Project Review Plan	Output	Suggested plan for a post-project review for ratification by the Project Board
CP2	Follow on action recommendations	Output	Recommendations for further work, which the Project Board must direct to the appropriate audience for attention

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As part of a programme, the Project Board's recommendation to close the project should be reviewed by programme management in the light of the list of follow on actions recommended.			
CP3	PID	Input	Original statement of the project objectives, scope and constraints
CP3	Issue Log	Input	The reason for Of-Specifications may provide lessons for future projects
CP3	Risk Log	Input	What risks were considered and what happened to them may provide lessons for future projects
CP3	Project Quality Plan	Input	This will indicate whether the quality policy and procedures were adequate and correctly stated
CP3	Quality Log	Input	Statistics of the number of quality checks made and the errors found are useful to a quality assurance function
CP3	Configuration Item Records	Input	Are there any discrepancies between the records and reality? These may inform the conduct of future projects
CP3	Lessons Learned Log	Input	This should be an ongoing document from the start of the project, completed with relevant notes on the good and bad lessons learned about management and specialist procedures, forms, other documents, tools and techniques
CP3	Project Plan	Update	Updated with the figures from the 'final' stage. Will be reviewed when producing the End Project Report. It may also be useful when preparing the Lessons Learned Report
CP3	Daily Log	Input	This may contain useful information which can be analysed as part of the End Project Report. It can also be useful when preparing the Lessons Learned Report
CP3	Business Case	Input	Any benefits realised already should be described in the report
CP3	Lessons Learned Report	Output	This takes the Lessons Learned Log and writes it up into a report to be passed via the Project Board to the group charged with maintaining such quality standards
CP3	End Project Report	Output	Evaluation of the achievement of objectives as defined in the PID and of the management performance of the project
PL1	Project Approach	Input	The approach may impact on the number of stages and plan levels required
PL1	Project Quality Plan	Input	The contents of plans, level of detail and monitoring needs will be affected by the Project Quality Plan
PL1	Corporate or programme planning standards	Input	These may identify the planning and estimating tools to be used
PL1	Project Brief (or PID)	Input	Scope of the work to be planned
PL1	Plan design	Output	A statement of the planning approach, levels of plan, tool set to be used and major monitoring methods
PL2	Plan design	Input	This defines the level of plan required, the tools and estimating techniques to be used, and the approach to change the contingency allowances
PL2	Project Quality Plan	Input	This will guide the selection and placement of quality control activities. Also contains the Configuration Management Plan. This will identify products which will require Configuration Item Records
PL2	Product Breakdown Structure	Output	A hierarchical table of all the products required to be created in the plan
PL2	Product Descriptions / Configuration Item Records	Output	A description of each product plus its quality criteria. This is also the initial creation of the Configuration Item Records for the products
PL2	Product Checklist	Output	(If used) A draft list of the major products of the plan
PL2	Product Flow Diagram	Output	A diagram showing the sequence in which the products should be produced

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Stage	Required Document	Usage	Description
PL3	Product Flow Diagram	Input	The products and their dependencies are the basis of defining the required activities and their dependencies
PL3	Product Descriptions	Input	The derivation section of the description may contain information helpful in identifying dependencies
PL3	Risk Log	Input	The Risk Log may contribute risk monitoring activities that need to be added to the plan
PL3	List of activities	Output	All the activities required to produce the products
PL3	Activity dependencies	Output	Any dependencies between the activities in the preceding list
PL4	All planning information so far	Input	Products and activities that require estimation
PL4	Activity estimates (effort and duration)	Output	Estimated activities are passed to <i>Scheduling</i> (PL5)
PL5	Activity estimates	Input	When studied with the resource, these give the activity duration
PL5	Activity dependencies	Input	These give the required sequence of work in the schedule
PL5	Resource availability	Input	The start and end dates of resource availability, plus the amount of time they are available in this period, are required
PL5	Schedule	Output	A list of activities and their allocated resources, plus the dates over which the activities will take place
PL6	All planning information so far	Input	Basis of the risk assessment
PL6	Risk Log	Update	Any new risks should be added to this
PL7	Assessed plan	Input	Basics of the final planning package
PL7	Product Checklist	Update	(If used) Start and end dates added to the list
PL7	Complete plan for approved	Output	For approval by the Project Board

Mike Spain 2006 ©

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