

Figure 8.2 Client requirements.

- Client's aims, performance specifications and project description
- Project's business priority or strategic objective
- Project objectives (time, cost and quality) and their relative priorities
- Constraints and success criteria

Figure 8.3 Project requirements.

- Project scope
- Project deliverables
- Functional requirements, to meet the performance specifications
- Acceptance criteria of end product
- Project identification and coding
- Assumptions required to deliver end product

educated in any of a number of disciplines, has the continuous duty of exercising control over project time, cost and performance. To achieve such control it is important to produce a project brief, referred to in project management terms as the Project Requirements Definition (PRD) document.

The Project Requirements Definition is the full definition of what the project is about. It includes the items shown in Figures 8.2 and 8.3. The items in Figure 8.2 follow directly from the client's requirements while those in Figure 8.3 are concerned primarily with the definition of a successful outcome.

This vital strategy document is used by the project manager to obtain the client's decision and full authorization for the project. It provides a contract between the client and the project manager and forms the baseline for changes. It provides the starting point for developing a detail project plan and provides a reference point for review and audits at later stages of the project. The term 'Project Requirements Definition' is used in business jargon; in many ways it is equivalent to the agreed design brief to which the urban designer works. The rigour of the design brief and programme in urban design would be greatly enhanced by the inclusion of measurable criteria for determining a successful outcome.

development of a project, particularly if they are likely to be the users. This issue was discussed in earlier chapters.

In the field of urban design the project manager may, of course, be the person leading the design work, although much will depend on the nature of the project or the client's available expertise and interests. The project manager, who may be

Figure 8.4 Relationship between scope for change and cost of change.

