

projectNAME

**Terms of reference**

PHASE 1: PRE-PROJECT (AND FEASIBILITY)

# Purpose of this document

DSDM handbook 8.2.1 Terms of Reference (definition); Appendix C 1.1  
Document template version 0.5

* To state the **business drivers** for and **objectives of the project.**
* To give a preliminary indication of any areas within the **scope**.
* To identify which **business processes and/or systems** (whether automated or not) might be impacted by the new solution and which might need to change in order to accommodate it.
* To outline **quantified benefits** to be delivered.
* To state any **dependencies and constraints** already known.
* To assess the **risk** related to the project and realization of benefits.
* To define the major **products to be delivered** by the project.
* To identify **resources required** for the feasibility/foundations phases.
* To justify and secure **funding** for a feasibility investigation and foundation phase.

# Quality criteria

* Are the business drivers for the proposed project clear?
* Do the stated objectives of the project clearly support the business drivers?
* Is the scope, at least of the feasibility investigation, clear?
* Are any known business constraints (e.g. a required completion date) clearly stated?
* Are any known technical/architectural constraints clearly stated?
* Are the effort and timescale estimates for the feasibility phase (and possibly the foundations phase) realistic?
* Have all facilities and equipment required for feasibility phase been identified?
* Are all those likely to be involved with or impacted by the project identified (at least for the Feasibility phase)?

# Document sign-off

|  |  |  |  |
| --- | --- | --- | --- |
| RACI | Role | Name | Date |
| Responsible | **Your role** |  | yyyy-mm-dd |
| Accountable | **Business sponsor** |  |  |
| Consulted |  |  |  |
| Verified | Project manager |  |  |
|  | Business analyst |  |  |

# Revision history

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Version | Reason for change | Status | Date |
|  | 0.1.0 | Initial draft | Draft | yyyy-mm-dd |
|  |  |  |  |  |
|  |  |  |  |  |

# 1. Business drivers

***State the reason for this proposal for a project and specify which institutional strategic points of focus the proposal supports. If the proposal does not support any specific points of focus, explain why it should be considered. Also, describe the state of any current system(s) i.e. are they completely inadequate, near or at end of life, functional but could be enhanced?***

Business drivers...

# 2. Objectives

***State the key objectives of the proposed project. Objectives must be SMART (specific, measurable, agreed, realistic and time-based). These should be clearly referenced to their associated institutional strategic points of focus and be described in terms of the business problem or opportunity (not in terms of a possible solution). A short bulleted-list should suffice.***

***Note: the objectives should clearly indicate, but not be limited to, what the project hopes to achieve in terms of sustaining University operations, reducing risk, reducing institutional costs, whether the ability of a user/provider to perform a task will be improved and to what degree will the project result in a reduction or an increase in staff resource/systems.***

Objectives...

# 3. Scope

***Present an initial view of the project sufficient to provide a focus for investigation in the feasibility/foundations phases. Consider including what must be in scope, would ideally be in scope and is ruled out of scope. For clarity, consider inserting a simple context diagram to illustrate interfaces with people and processes and major information flows related to the likely system solution.***

***Note: also specify which schools and/or service units will be impacted by the proposed project.***

Scope...

# 4. Constraints

***State any* high level *technical and/or business constraints that are already known about. Ensure that regulatory and legal constraints are identified, e.g. must comply with current financial services authority guidance, must comply with consumer protection legislation (CPL), must deliver in time for next year-end accountancy process. A short bulleted-list should suffice.***

***Note: Specify the urgency of the project:***

***If the project is required within the next 24 months, please justify why this is the case with reference to the impact on the expected benefits/disbenefits, if it is not delivered within that timeframe.***

Constraints...

# 5. Benefits

***State the nature and magnitude of the anticipated benefits that would be enabled if the project were to go ahead. Even if only a very rough quantitative assessments benefits if possible it would be helpful to state them in a range that reflects a wide confidence estimate (for example, increase revenue by £50,000 to £100,000 per year).***

***As approval of the project will usually be based on an analysis of cost and benefit, it is important to quantify benefits where possible but be sure to also state qualitative benefits where appropriate.***

***Where appropriate, provide a very high-level plan to show how accruing benefits will be delivered.***

***Your estimates should be provided in value ranges that represent best case and worst-case scenarios.***

***Note: remember the estimates here are needed only to justify and prioritize further investigation during the feasibility/foundations phases where estimates will be explored in more detail. Approval for the project and confirmation of the budget should come at the end of Foundations and not at this point in the lifecycle.***

Benefits...

# 6. Assumptions, dependencies and risks

***State any known assumptions, dependencies and risks that may impact on the success of the project or the delivery of the benefits.***

## Assumptions

Assumptions...

## Dependencies

***Identify any other projects that have dependency on this project. Consider any other projects currently planned or in progress on which this project depends and, if appropriate identify any projects that are, or will be dependent on this one.***

Dependencies...

## Risks

***Note: Focus here on high-level risks that are likely to influence the decision on whether/when to proceed into the Feasibility/Foundations phases. If sensible, create a risk log for these and more detailed risks that will need managing if the project proceeds.***

Risks...

# 7. Deliverables

***List the major deliverables for the project. Identify not only the components of the proposed solution such as software but also any supporting documentation and models as well as essential management and quality products.***

Deliverables...

# 8. Resources and facilities required

***Identify any resources required for Feasibility and, if appropriate, Foundations phases.***

Resources and facilities...

# 9. Timescales and costs

***Provide credible estimates of timescale and cost for the feasibility/foundations phases. Provide rough estimates for the whole project that will be refined during the Feasibility/Foundations phases.***

***Remember, your estimates should be provided in value ranges that represent best case and worst-case scenarios. Where a single figure estimate is demanded select a value from the range based on your confidence of coming in within cost which in turn should be based on the consideration of any risks that you are aware of (e.g. inexperienced resources, “fluid” business requirements etc.).***

***If the high value represents the figure you are 95% confident in coming within and the low value represents the figure you are 5% confident of coming within it is recommended that you choose a figure that you are 80% confident of coming within based on the likelihood and impact of the risk you are considering.***

***Note: Reluctance to provide costs with so little effort given over to understanding the requirements is inevitable. Remember the estimates here are needed only to justify and prioritize further investigation during the feasibility/foundations phases where estimates will be explored in more detail. Approval for the project and confirmation of the budget should come at the end of Foundations and not at this point in the lifecycle.***

Timescales and costs...

# 10. Stakeholders

***List the key players who will need to be involved in the feasibility and foundations phases and perhaps even in later phases of the project where anticipated.***

* Stakeholder
* Stakeholder
* ...