

projectName

**Management approach definition (MAD)**

PHASE 2: FEASIBILITY AND FOUNDATIONS

# Purpose of this document

DSDM handbook 8.4.4 Management Foundations; Appendix C 3.4  
Document template version 0.6

* To describe the overall approach for managing delivery of the project products, e.g.:
  + Whether the solution (or part thereof) is to be purchased or developed
  + Whether development/customisation work of what is purchased is to be carried out in-house or externally
  + How any aspects of business change will be managed
* To identify where, amongst the three key constraints, (scope, time and resources/cost) contingency is most likely to be placed.
* To describe how the DSDM approach needs to be tailored for use on this project, considering the Atern principles and the placement of contingency.
* Addressing the use of key elements of the approach such as:
  + MoSCoW prioritisation of requirements
  + Timeboxing of solution product delivery
  + Iterative development of the solution
  + Facilitated workshops
* To identify individuals playing key roles on the project and defining their responsibilities (including any external resources interfacing directly with the internal members of the project team).
* To describe how the following essential project management practices will be applied:
  + Risk management
  + Configuration management
  + Change control
  + Communication
  + Monitoring and control

# Quality criteria

* Is it clear how the solution will be sourced?
* Is the management structure of the project, including the management of external resources, clear?
* Is it clear which of the key constraints of time, resources/cost and scope are fixed (without contingency) and which may be flexed (those with contingency)?
* Is it clear how the project has been configured to best meet the DSDM principles, explicitly describing how MoSCoW, timeboxing, iterative development and facilitated workshops will be used? Where it is not possible or practical to use these, is the alternative clear and are all risks associated with the alternatives being proactively managed?
* Was the project approach questionnaire used to help define the approach?
* Are roles and responsibilities defined to the satisfaction of all those impacted? Have the individuals identified in particular roles agreed these?
* Is the governance mechanism, or at least the decision-making and escalation aspects of it, clear from the description of the organisation structure and the roles and responsibilities?
* Are the essential project management practices as described workable, e.g.:
* Is everybody aware of their responsibilities with regards to identifying risks and owning appropriate countermeasures?
* Are the tools for configuration management in place and does everybody know how to use them that needs to?
* Is the change management process formal enough to control scope, whilst being flexible enough to accommodate changes to the detail of the requirements and/or solution?
* Is it clear who will assess the quality of which products and at what points in the product development?
* Are the plans for communication properly configured for all the different stakeholder groups? Is it clear what will be communicated, to whom, at what points and under what circumstances?

# Document sign-off

|  |  |  |  |
| --- | --- | --- | --- |
| RACI | Role | Name | Date |
| Responsible | **Project manager** |  | **yyyy-mm-dd** |
| Accountable | **Business sponsor** |  |  |
| Consulted | Agile coach |  |  |
| Verified | Business visionary |  |  |
|  | Technical coordinator |  |  |
|  | Team leader |  |  |

# Revision history

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Version | Reason for change | Status | Date |
|  | 0.1.0 | Initial draft | Draft | **yyyy-mm-dd** |
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# 1. Project Overview

## 1.1 Objectives and success criteria

***If required provide a brief explanation of why we are doing this project and how we are going to measure success. Use the ‘business vision for success’ and ‘scope of, and success criteria for the project’ sections of the feasibility assessment as the basis for this section, updating and adding detail as appropriate.***

### 1.1.1 Objectives

Insert objectives here…

### 1.1.2 Success criteria

* The project meets the business case.
* All ‘must have’ (minimum usable subset) requirements have been delivered.
* The project adheres to the eight DSDM principles:
  + Focuses on business need
  + Delivers on time
  + Collaborative development
  + Never compromises quality
  + Builds incrementally from firm foundations
  + Develops iteratively
  + Communicates continuously and clearly
  + Demonstrates control

## 1.2 Key products, milestones and project staging

***Define the key milestones and products. The delivery plan will provide the full schedule and resource allocations so this is the place for highlights only. Where the project is to be managed in stages using discretely funded packages of work ensure that the schedule for these is clear.***

***Note: the work packages should be aligned with delivery increments where possible. A delivery increment normally has an elapsed time of between three and six months. Consider using a table to illustrate the combination of these items and their inter-relationship, e.g.***

|  |  |  |  |
| --- | --- | --- | --- |
| Phase | Product deliverables | Deploy | Milestone and date |
| Sprint X Sprint\_name |  |  |  |
|  |  |  |  |
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## 1.3 Major project dependencies

***Describe any key business dependencies, or dependencies associated with other programmes or projects that exist for this project. Outline the strategy for dealing with these.***

* Major project dependencies…

# 2. Project approach

## 2.1 Development approach

***Based on the output of the DSDM project approach questionnaire (PAQ), describe how the DSDM lifecycle will be tailored to meet the needs of the project. Specifically in the use of the key DSDM techniques of facilitated workshops, iterative development, MoSCoW prioritisation and timeboxing.***

We plan to use the full DSDM Agile project management lifecycle:

1. Pre-project (Pre)
2. Feasibility and foundations (FF)
3. Exploration, engineering and deployment (EED)
4. Post-project (Post)

During exploration, engineering and deployment (EED) we will adopt a Scrum-like approach:

* Prioritised product backlog, created from the prioritised requirements list (PRL). Prioritised for each sprint (using MoSCoW) and confirmed by the business visionary.
* Daily stand-up meetings (also called scrums).
* Iterative approach using timeboxes of 2 week sprints, each with a deployment (or multiple deployments) of working software/web pages.
* Burndown chart, updated daily, will demonstrate to the team progress of scheduled work.
* Work will be collaborative, both within the team and with real customer involvement (business ambassadors and advisers).

We will need to plan several sprints/iterations in advance so we can liaise with business ambassadors and advisers to ensure their availability. Exploration towards appropriate solutions will take place both within facilitated workshops and on a one-to-one basis with business ambassadors/advisers.

### 2.1.1 Timebox (sprint)

Our standard timebox/sprint will follow this pattern:

Week 1

* Monday Sprint kick-off; write acceptance/success criteria for stories and features
* Tuesday
* Wednesday
* Thursday
* Friday AM Fix-it Friday (BAU); PM 5% time

Week 2

* Monday
* Tuesday Meeting with DPL developers from Units and Schools (with demo)
* Wednesday
* Thursday Iteration demo and review to stakeholders (30 minutes)
* Friday Sprint retrospective

### 2.1.2 Sprint kick-off/planning meeting

Mondays are set aside in the digital communications team’s ‘universe of work’ for sprint kickoff and planning conversations. This is split into two blocks:

#### 09:30 to 12:30 — Backlog planning

The first task during the sprint kick-off/planning meeting is to establish time budgets for each of the development team members (BAU vs project allocations) based on a split of 30%/70% BAU/project work (50%/50% for some team members).

Then the team will stack up enough BAU work (or at least review the prioritised backlog for BAU dev work), including blog posts and BAU meetings, before focusing on the project backlog.

Before moving to look at project work, each of the cards prioritised to be completed during the new, current sprint must be in a ready state (including blog posts).

#### 14:00 to 17:00 — Make cards ready for development

If the backlog review work has been completed before 12:30, then the team may choose to move on to getting cards into a ready state.

Looking at the project board ensure that the priority of each card is understood and agreed.

Taking each card, one by one, discuss what is required and ‘make ready’ the card (see below for definition of ready). You may break down cards into smaller tasks but the total time of the smaller tasks combined should not exceed the time of the parent card. The total time must include time set aside for QA.

Once a card is in a ready state, mark the Trello card with the READY label.

Work may not begin on development until all the cards are in a ready state.

#### 2.1.2.1 Backlog refinement meetings

Periodically, (every 2 to 4 sprints as required, depending on the length of the project) the solutions development team (ideally with the business visionary) should meet to re-evaluate the project backlog (the prioritised requirements list). Each requirement will be re-evaluated using MoSCoW prioritisation, and re-estimated given the team’s experience from the previous iteration timebox.

### 2.1.3 Daily stand-up meeting

Daily stand-up meeting will begin at 09:30 prompt each morning, regardless of who is not there.

The team will gather, standing around the screen to run through three questions:

1. What did I do yesterday?
2. What will I do today?
3. Are there any blockers (to be addressed by the team leader and/or project manager)?

### 2.1.4 Team member absences

If a team member has an unplanned absence (e.g. off sick) for more than one day, the project manager and team leader must reassess the backlog to decide whether everything scheduled for this sprint is still manageable given the adjusted team availability and capacity.

MoSCoW prioritisation should be followed with ‘coulds’ dropped before ‘shoulds’ before ‘musts’.

Changes to the sprint must be recorded in the project control pack (change log) and signed off by the business visionary.

### 2.1.5 Sprint demos

There will be an informal (sprint review) demo to the solutions development team on Monday morning of week 2, straight after the daily stand-up meeting. This is in part to help the team get back up to speed after the weekend, but also to review the work completed with fresh eyes to assess whether any further iterative improvements can be made.

The sprint demo is an opportunity for developers and business visionary/sponsor to meet to see in action what has been created, to ask questions, and sign off what has been done. The sprint demo should be held on the afternoon of the last Thursday of the sprint, from 14:00 to 14:30.

### 2.1.6 Pair programming and mob programming

The team will adopt a mostly pair programming approach, with team members paired to help improve skills and abilities.

## 2.2 Management/governance review strategy

***Outline here the overall approach to management and governance reviews and, where applicable, testing. Do not provide detail here as it will be provided by the development approach document (part of the solution foundations).***

Digital communications team strategy meetings on Tuesday mornings will offer a weekly opportunity to meet with the business visionary to review progress and raise any non-urgent issues.

End of sprint reports will be first sent to the business visionary for quality assurance before forwarding to the business sponsors.

## 2.3 Contract management strategy

***Where appropriate describe procedures for managing a third party contracts related to product development or delivery. Try to build as many of the DSDM concepts as possible into this strategy.***

### TerminalFour (T4)

We currently have a long-established customer support relationship with TerminalFour (T4). The T4 client support team are available via online self-service, phone or email Monday to Friday from 09.00 to 23.00 GMT, except on bank holidays that are common to both the UK and Ireland (Eire).

Issues are prioritised as follows:

* Priority 1: System is non-functional or essentially unusable.
* Priority 2: System is partially usable or a temporary workaround is available.
* Priority 3: Issues having a significant impact on operations.
* Priority 4: Minor issues such as request for information, documentation clarification, etc.
* Non-Service Support: not covered under the support agreement.

The support process can be found online: <https://community.terminalfour.com/support/handbook/>

# 3. Project organisation

## 3.1 Roles and responsibilities

***This is the latest point at which people must be allocated to roles and responsibilities. Describe these here. Ensure that any gaps are recorded in the risk log and a mitigation strategy is defined***

### Project level

|  |  |  |  |
| --- | --- | --- | --- |
|  | Role | Name | Contact details |
|  | Business sponsor |  |  |
|  | Business visionary |  |  |
|  | Project manager |  |  |
|  | Technical coordinator |  |  |

## Solutions development team roles

|  |  |  |  |
| --- | --- | --- | --- |
|  | Role | Name | Contact details |
|  | Team leader |  |  |
|  | Business analyst |  |  |
|  | Business ambassadors |  |  |
|  | Business advisers (and key contacts) |  |  |
|  | Technical advisers |  |  |
|  | Solutions developer — content |  |  |
|  | Solutions developer — design |  |  |
|  | Solutions developer — coding |  |  |
|  | Solutions tester |  |  |

## Other roles

|  |  |  |  |
| --- | --- | --- | --- |
|  | Role | Name | Contact details |
|  | Workshop facilitator |  |  |
|  | Agile Coach |  |  |

Comments about role gaps...

## 3.2 Empowerment of teams

***Optimal agility requires optimal empowerment of teams. Too little empowerment will slow the teams down. Too may result in too much ‘tactical’ compromise in the solution. In both cases quality is often sub-optimal. Describe here the level of decision-making and responsibility the team have and the escalation procedures when outside their empowerment boundaries.***

### 3.2.1 Solutions development team

The digital communication team has ownership of the digital pattern library (DPL) and are also the primary users of the DPL. The team is fully empowered to make decisions about design and code and style standards.

### 3.2.2 Energised teams

The solutions development team will have the freedom to organise and plan the workload in collaboration with the business visionary and business ambassadors. The task backlog contained within each sprint will be the collective responsibility of the solutions development team.

Team members may choose to work individually on tasks, or collaboratively in a pair programming arrangement.

Team members should be encouraged to switch off interruptions such as email and instant messaging, and to be shielded from unnecessary meetings. Each team member should be aware of their ‘universe of work’—the time they have each week allocated to business as usual tasks vs portfolio and project work.

It is also the responsibility of each team member to take care of themselves, e.g. go home on time every day, spend time with friends and family, eat healthily, exercise, and get plenty of sleep. This will help ensure that the team is energised as well as empowered.

### 3.2.3 Resolving issues (escalation process)

Escalation can occur in every project when situations develop that make reaching the projected results difficult or impossible. This can occur at different hierarchical levels within the project. The necessary decision-makers will jointly determine whether or not to change the parameters of the project (usually time, scope or budget) in order to create a feasible (sub) project while maintaining coherence. This will mean that issues can often be resolved through discussion with the team leader, project manager or business visionary, thus avoiding formal escalation. In Agile DSDM projects, usually there are three decision levels, as shown below: these are steering level, project level and team level.

1. **Steering level—EWPB (programme level) and BTB (portfolio level)**Decisions about project scope (goals and high level results), time, budget, high-level resources and other management constraints. These are defined in the outline plan, management foundations, and delivery plan documents.
2. **Project level**  
   Decisions about approach, phasing, increments strategy, function and non-functional requirements at a high level, intermediate results, resources, technical architecture, and technical guidelines. These are defined in the management and solution foundations products, including, where applicable, the business area definition (BAD), system architecture definition (SAD) and development approach definition (DAD).
3. **Solutions development team level**  
   Decisions about daily and weekly planning, decisions on who does what, low-level functional and nonfunctional requirements, the approach to delivering results. These are embedded in timebox plans and various aspects of the evolving solution.

#### 3.2.3.1 Escalation procedure

1. The person or group who wants to escalate has to decide whether there is something they can do within their own empowerment (their personal terms of reference) to secure the situation (i.e. it is not worth escalating).
2. If the issue has to be escalated, the next level in the chain should immediately be alerted and the team currently handling the issue should prepare a description of the situation, possible hazards, possible solutions outside the current mandate and recommendations to be formally presented (either in writing or by a structured face-to-face presentation). It might be useful to write a note encapsulating this because formalising the issue helps structure it and may expose a hitherto unconsidered solution within the current remit of the owning team.
3. Within 48 hours (or within the previously agreed timescale for resolving escalated issues), the next level jointly decides upon what action is required. It is essential that all parties to the decision are sufficiently empowered to make the decision work. The decision could be either to escalate up the management hierarchy, or to solve the problem: waiting is not an option. The decision reached has to be carefully documented, together with the main reasons why the decision was reached and which actions should be taken by whom in order to implement the decision.

While the problem is being escalated, the team(s) involved should concentrate on consolidating results or on activities that are not influenced by the decision at hand. In this way, no time is wasted and the project can progress fluidly with minimal delays caused in part by the frequency of some existing University decision making structures.

Issues that need to be escalated formally can be done using the exception report in the delivery control pack. If an exception is escalated to the next level this should be recorded on the same document to ensure that information is not lost.

## 3.3 Organisation structure and reporting lines

***Describe here (ideally using organisation diagrams) the project team structures including the DSDM team roles and how they fit in the overall project structure. Definition of the reporting lines out of the project, eg for governance by a steering committee.***

The digital communications team reports to the digital communications portfolio board (DCPB) which is responsible for allocating resources and determining priorities.

* BTB (Business transformation board)
  + EWPB (External website programme board)
    - Project team
      * Project manager / business ambassador
      * Team leader
        + Development team

We have a matrix structure of organisation within the digital communications team:

* Corporate Communications is responsible for:
  + Line management of digital communications team (DCT)
* Programme board
  + Authority over project selection and prioritisation
  + Review project ideas, terms of reference and (outline) business cases
  + Review project status, to decide whether to continue, revise, or terminate projects in flight
  + Allocate available resource to projects
  + Periodically review work streams capacity
  + Run programme board meetings
  + Provide information about the portfolio (e.g. status, resourcing options, escalation)
  + Resolve escalations within remit
* Business Transformation Board (BTB)
  + Review portfolio status e.g. validates proposed work load for the next 6 months, in conjunction with ICT strategy and planning group (ICTSPG)
  + Agree resource levels for team
  + Review project status
  + Resolve escalations

# 4. Project controls

## 4.1 Monitoring and control procedures

***Outline here the approach to estimation planning, monitoring and control on this project. This will include (if applicable): progress reporting/tracking process and frequencies, key reviews, health checks and audits. The delivery control pack is the product that encompasses the outputs of these processes.***

### 4.1.1 Estimation planning

All user stories and tasks within the sprint will be broken down into cards small enough to be completed within one day, and prioritised using the MoSCoW technique.

* Solutions development team, using business ambassadors and business advisors as appropriate, will estimate the time required to complete each requirement/feature using planning poker.
* Estimates will be given in ideal hours. For example, if the team estimates that it would take three people one hour to complete a task this would score 3.
* Planning poker cards will use the standard (adjusted Fibonacci) sequence: 0, ½, 1, 2, 3, 5, 8, 13, 20, 40, 100, ∞.
* Tasks that are given a score of 20 story points or more must be broken down into smaller tasks and re-estimated.

Sprint planning will take place on the first Monday of each sprint.

There may be periodic backlog refinement workshops as the team progresses through the project, to update estimates based on experience.

### 4.1.2 Team velocity

* The team’s velocity (how many story points they have the capacity to complete in a sprint) will determine how much work they stack up for the next sprint.
* The project manager will review the historical accuracy of estimates and adjust team velocity accordingly.
* The project manager will factor in planned absences, as well as contingency for unexpected events, when setting future sprint velocities.

### 4.1.3 Monitoring

* The project manager will produce a daily **burndown chart** to visually communicate the amount of work remaining during a sprint. This will be available before the daily stand-up meeting.
* The **risk log** (with countermeasures identified) will be updated, by the project manager, as required for the duration of the project, and signed off by the required parties.
* Team **retrospectives** at the end of each sprint, as well as at the end of each project phase and at the end of the project, will enable the team to improve to reflect on what happened during the iteration and identify actions for improvement as the project proceeds.
* **Issues and bugs** raised throughout the project will be recorded on an issues log. This can be found in the delivery control pack spreadsheet.
* **Communications** will be logged in the delivery control pack spreadsheet.

The digital communications team (DCT) **strategy meeting** on Tuesdays at 10:00 will be used as a project health-check to monitor progress and predict whether all targets will be met by the end of the sprint. As this meeting is with the business visionary, we will use this meeting to decide whether any ‘could’ or ‘should’ requirements should be dropped from the sprint.

### 4.1.4 Reports

* The project manager will submit a weekly project status report (in consultation with the business visionary, technical coordinator, and team leader) to the business sponsor. This will describe:
  + Current status
  + Deliverables completed
  + New issues
  + New risks
  + Deliverables to be completed during the next sprint
* The project manager will submit a monthly report to the external website programme board (EWPB).
* The project manager will submit a six-monthly report to the Business Transformation Board (BTB). This will also be sent to the ICT Strategy and Planning Group (ICT SPG) for information only.

## 4.2 Configuration management process

***The configuration management process must be defined and implemented by the end of Foundations. Describe which classes of deliverables are under configuration management control and outline what tools, techniques etc. will be used to ensure all the project assets are protected and kept in a known state. The detail of the configuration management of technical deliverables (software, testing products, user documentation etc. is dealt with in the development approach definition (DAD).***

### 4.2.1 Code

* Code standards and style guides that define how code is written and organised can be found online: <https://www.st-andrews.ac.uk/digital-standards/service-manual/code-standards/>.
* The digital pattern library (DPL) will be used to define standards for page layout and and pattern use. This will ensure a consistent look and feel with other digital products at the University. No pattern may be used that is not included in the DPL; and only patterns that may be used more than once may be added to the DPL.
* The digital pattern library uses Grunt (<https://gruntjs.com>) to control the configuration of development libraries.

### 4.2.2 Version control

Git will be the standard for version control of source code for digital pattern library amendments and additions; the following **GitHub repository** will be used as the remote:

https://github.com/standrewsdigital/REPO\_URL

We will use **GitHub Flow** (<https://guides.github.com/introduction/flow/>) as the workflow. As the guide says, “GitHub Flow is a lightweight, branch-based workflow that supports teams and projects where deployments are made regularly.”

* All new features must be created in a new branch.
* Commit small, tested changes, and commit often.
* When you are ready to merge the changes back into the master branch open a pull request in GitHub (this can also be done in GitKraken, a graphic user interface Git client).
* Pull requests must be peer reviewed by another developer. Conversations about code should be documented in the GitHub pull request.
* Once reviewed, deploy the code into production to ensure that it works.
* Once verified in production, merge the branch into master.

Version numbering will strictly follow the semantic versioning 2.0.0 standard (<https://semver.org>):

* MAJOR version when you make incompatible API changes
* MINOR version when you add functionality in a backwards-compatible manner, and
* PATCH version when you make backwards-compatible bug fixes.

#### Consequences for breaking the build

The consequence for merging in broken code into the master branch is to have the **Object of Shame**™ on the developer’s desk for the rest of that day plus their name added to the broken code leaderboard.

### 4.2.3 Content

* The service manual (<https://www.st-andrews.ac.uk/digital-standards/service-manual/>) will be used to define standards for content, both written and media (images, audio, video, etc.), and information architecture.
* TerminalFour (T4) and WordPress (WP) have their own version control systems which will be used if content needs to be rolled back quickly.

### 4.2.4 Hosting

* Configuration of hosting servers will be the responsibility of the IT Services systems team.
* Beyond DC1001/4 T4v8 installation, all new content and pages will be built in T4v8.

### 4.2.5 Project management

* All tasks will be managed within Trello. Nothing should be worked on that is not in Trello. This will help the team understand what work is required, what work is in progress, or has been completed.

### 4.2.6 OTHER\_ELEMENTS\_AS\_REQUIRED

* ...

## 4.3 **Change control process**

***This section describes how changes will be managed. Remember that changes to the detail of requirements and the way these are reflected in the solution should not be managed through a formal change control process – it slows things down too much and usually leads to avoidance of the process. Formal change management should be applied to scope need to be managed by a formal process even if the detail of requirements, evolution. The change log (if required) will be part of the delivery control pack.***

Changes to scope must be agreed by the business visionary before the change is adopted.

Significant changes will be recorded in the change log (which can be found as a separate worksheet within the risk log).

1. Document the proposed change in sufficient detail, which is both clear and unambiguous.
2. Justify the change (why and benefits?).
3. Identify when the change needs to be accepted by.
4. Identify the impact of the change.
5. Seek authorisation for the change.
6. Note the proposed action.
7. Keep track of the current status of the change:
   1. Review — is currently being assessed.
   2. Accepted — has been agreed and built into plans.
   3. Rejected — the project will continue unchanged.
   4. Closed — the change has been actioned.
8. Implement any agreed actions.
9. Monitor the impact of the change, and if appropriate take remedial action.

(Taken from *Brilliant Checklists for Project Managers*, Richard Newton, 2011)

### 4.3.1 Dropping cards

Cards prioritised as ‘must’ may only be dropped from a sprint with the express permission of the business visionary and project manager; a verbal agreement is acceptable. This must be logged in the changelog within the delivery control pack spreadsheet.

Cards prioritised as ‘should’ and ‘could’ may be dropped from a sprint with the permission of the team leader and project manager. These must be logged in the changelog within the delivery control pack spreadsheet.

### 4.3.2 Adding cards

As an agile project progresses and more is discovered about the product, there may be occasions when previously-unforeseen tasks need to be added to the prioritised requirements list (PRL).

Cards may be added to the PRL only with the express permission of both the business visionary and project manager. This may require the timebox plan to be adjusted and some features to be dropped to enable the project to deliver on time and within budget. This must be logged in the change log within the delivery control pack spreadsheet.

### 4.3.3 Technical changes

Where relevant, technical changes will be subject to approval by the Change Advisory Board (CAB). This will be the responsibility of the technical coordinator.

Change in scope or requirements must be agreed with the business visionary, in accordance with the Agile DSDM method.

Other changes, within scope, will be managed by the solutions development team.

## 4.4 Risk management process

***The approach to managing risk and the risk escalation process. The risk log is part of the delivery control pack.***

The risk log will be created and risks captured during the Foundations phase. All team members will be made aware of the risk log and be required to read it.

All fields in the risk log are compulsory, and all should be completed.

1. **Reference number** (if risks are ever dropped or removed, you must not renumber the log as consistency are important).
2. **Description (IF…)** of risk (If X happens—describe what X is)
3. **Category** of risk (can be found in risk log notes).
4. **DSDM phase** the risk pertains to.
5. **Date captured**.
6. **Impact**—low 1, medium 2, high 3.
7. **Likelihood**—always 5, to never 1.
8. **Risk score** (impact × likelihood)
9. **Owner**—Who takes responsibility for this risk?
10. **Action required to mitigate against (THEN…)**—What should be done to reduce or eliminate this risk?
11. **Action required to resolve (ELSE…)**—If the risk actually happens and things go wrong, what to do to put things right?
12. **Resolution due date**—when does the risk end? (You may say things like “Until end of EED”).
13. **Added by** — Who added the risk to the log?
14. **Notes**—Any comments that may be helpful.

Risks should be reviewed weekly (by both the project level and solutions development teams); key risks should be escalated to the project sponsor.

## 4.5 Communication

***Describe how the various project products will be communicated to various audiences. Example communication plan below. Change and resize any of the columns as required. Insert additional rows as needed. Add all the things you want/need to communicate with the objective, who to and compete the remaining columns.***

## Pre-project

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| What | Objective | Who | How | Media | When | Responsible |
| Terms of reference | Business approval | Business sponsors | Meeting | Word | 2015-08-11 | PM / BA |

## Feasibility and Foundations

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| What | Objective | Who | How | Media | When | Responsible |
| Business case | Business buy in | DCPB & business users | Meeting  Website | Word  HTML | 2015-09-16 | PM / BA |
| Feasibility prototype | Feedback | Business users | Demonstration | HTML | July to August | PM / BA |
| MAD, DAD  SAD, BAD | Educate solutions development team on the project foundations | Solutions Development Team | Meeting | PowerPoint Word | TBC | PM |

## Exploration, Engineering and Deployment

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| What | Objective | Who | How | Media | When | Responsible |
| Iteration demo | Invite all stakeholders to iteration demos | All stakeholders, inc. business sponsor | Email | Outlook | Week before each demo | PM |
| Evolving solution | Feedback and acceptance | All stakeholders | Iteration demo and review meetings | HTML  PowerPoint etc. | Every two weeks | Team leader |
| Status report | Project progress | Business sponsor | Status report | Word | Every two weeks | PM |
| Status report | Project progress | All Stakeholders | Blog  Social media | HTML | End of each month | PM |
| Status report | Project progress | DCPB | Status report | Word | Every month | PM |
| Status report | Project progress | BTB | Status report | Word | Every 6 months | PM |
| Burn down chart | Project progress | Development Team | Trello | Image | Daily | PM |
| Service manual | Education and embedding new best practice | All stakeholders | Email  Website  Meetings  Blog | Outlook HTML | Two weeks before final deployment | PM / BA / Content lead |
| Solution deployment | Permission to make significant changes | Change Advisory Board (CAB) | CAB request | Online | Week before deployment | Technical coordinator |
| Solution deployment | Advance notice of imminent changes | IT Service Desk | Email | Outlook | 48 hours before deployment | PM |

## End of project / Post project

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| What | Objective | Who | How | Media | When | Responsible |
| End project report | Project sign-off | Project Sponsor | Meeting | Word | TBC | PM / BA |
| Benefits assessment | Review accrued benefits | Project Sponsor, DCPB/BTB | Meeting | Word | Post-project | Benefits owner |

# Appendix A- DSDM project approach questionnaire (PAQ)

***The project approach questionnaire (PAQ) is initially completed as part of the feasibility assessment (where used). At that time it was used primarily to indicate the likely configuration of Atern for the project and to indicate any areas where education or changes to restrictive standards might allow for greater agility. It is completed again towards the end of the foundations phase to reassess the preliminary position and to help baseline the combined management/ delivery approach described in this document and the delivery approach document (part of the solution foundations.***

Copy the DSDM Project Approach Questionnaire (PAQ) into this

# Appendix B - Delivery plan

***If they are to be presented and approved in combination the delivery plan, which shows the overall schedule of timeboxes and resource allocation, may be appended here. Note that the timebox aspects of the delivery schedule (describing in more detail what each timebox will deliver) will be further evolved in timebox plans later in the project.***

## Sprint 1 Sprint\_name [capacity\_100] 1–12 Month

* Must (60%)
  + Lorem ipsum dolor sit amet
  + Consectetur adipiscing elit
  + Vivamus sodales pretium turpis
* Should (20%)
  + Nunc leo nunc
  + Consectetur adipiscing elit
  + Vivamus sodales pretium turpis
* Could (20%)
  + Morbi ac eros ac lectus suscipit tempus
  + Consectetur adipiscing elit
  + Vivamus sodales pretium turpis