



### Purpose of Document

- This Minimum Evidence Framework sets out the criteria and artefacts required for the assessment of a Service.
- This document can be used by both the Service and Assessment teams.
- There are various versions of the Minimum Evidence Framework, which relate to different delivery methodologies (Agile vs. Waterfall) and levels of assessment (DSA1, DSA2, and DSA3).
- The Digital Assurance Office (DAO) will determine which framework should be used, based on the Project Triage Assessment for the Service at this stage / phase. A hybrid assessment may require the use of both the Agile and Waterfall Minimum Evidence Frameworks.

### Instructions for use

Before using the Minimum Evidence Framework, please ensure that you have read the training handbook and assessment Terms of Reference which provide additional guidance on how this document should be used.

**1. Agree on the required Minimum Evidence Framework using the Project Triage Assessment tool.**

**2. Assess the Service against each criteria, using the Minimum Evidence Framework as a guide.**

The tabs below relate to the Digital Scotland Service Standard criteria. Within each tab, the principles from the Standard are called out, along with the evidence points required to assess them.

Refer to the column for this stage / phase of assessment (e.g. Alpha, or Test & Go-Live) to understand the points which should be discussed between the Service and Assessment Teams during the Show and Tell, Service and Assessment Team Briefings, and Summary Meeting. The Assessment Team should also be provided with evidence against each point. This framework suggests artefacts that might be used for this purpose, however other documents may also be provided as appropriate.

- The User-Centred Design Assessor is responsible for assessing the green tabs (Criteria 1-5)
- The Product and Delivery Assessor is responsible for assessing the yellow tabs (Criteria 6-7, 9, and 14)
- The Technical Assessor is responsible for assessing the blue tabs (Criteria 8, and 10-13)

## 1. User Needs

## Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Understand what research has already been done;</b> take time to understand what you already know about users, reflecting on any existing research</p>	<p><i>Evidence that existing research has been explored through desk research.</i></p>	<p>The Service Team should provide an overview/list of secondary research sources used, be able to explain how these have informed the user requirements plan, and demonstrate that the requirements and user requirements plan have been shared for feedback/validation (for example from colleagues, peers, or users and citizens).</p>	<ul style="list-style-type: none"> <li>- Literature review of existing research</li> <li>- Knowledge Base</li> <li>- Quantitative and qualitative sources.</li> <li>- Equality Impact Assessment (EQIA)</li> </ul>					<p>This might take the form of a literature review, research which has been conducted on existing or similar Services, research which has been conducted on similar user groups, information that has informed policy decisions, including the Equality Impact Assessment (EQIA). Teams should reach out to equivalent or other orgs who may have research to share. This corresponds with criterion 12 - reuse. This information will have been used to develop a user research plan, with research questions and gaps identified. This will show the panel the evidence used to develop understanding of user needs and is important at the Design phase.</p>
<p><b>Make sure data guides your decisions;</b> explore what data can help you make decisions, from open data to call centre stats and web analytics</p>	<p><i>Evidence that there is an understanding of what data is available to the team to inform and validate research findings, also what data will be used to test and learn throughout delivery.</i></p>	<p>The Service Team should provide an overview/list of data sources, be able to explain how these have informed the user requirements plan, and demonstrate that the data sources and user requirements plan have been shared for feedback/validation (for example from colleagues, peers, or users and citizens).</p>	<ul style="list-style-type: none"> <li>- List of Data sources and how they will be / are being used</li> <li>- Business process and data requirements</li> </ul>					<p>This will evolve throughout the phases as user needs are developed and tested in delivery. This will include qualitative and quantitative user research and analysis.</p> <p>Data sources include online and offline feedback via webpages or other means like consultations, complaints logs, call centre data. Web analytics for online content.</p>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Do research with a wide range of people;</b> have a clear idea of what you're trying to find out through user research and who you need to include</p>	<p><i>Evidence that shows the approach to primary user requirements gathering</i></p>	<p>The Service Team should demonstrate what primary requirements gathering activities they have undertaken in Design, and how they identified and recruited users.</p>	<ul style="list-style-type: none"> <li>- Documented user requirements</li> <li>- Design Principles</li> <li>- User Requirements Plan</li> <li>- Stakeholder Map of organisations and actors, indicating those that have taken part in providing user requirements</li> <li>- Actor role matrix</li> <li>- Business process and actors matrix</li> </ul>	<p>The Service Team should evidence that they continued to undertake user requirements analysis during Build, and that change requests were assessed with the right stakeholders on an ongoing basis.</p>	<ul style="list-style-type: none"> <li>- Change request review</li> <li>- Stakeholder map</li> </ul>			<p>This should include how users have been identified and recruited, gaps/ research questions, a description of research activities and timelines. There should be provision within the user research plan to address accessibility. It's important this provides confidence in the methods used to develop user needs because this will underpin what's being delivered as a Service. This is a key activity during the Design phase and will be constantly revisited and matured throughout Build, and Test &amp; Go-Live.</p>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Be ethical and inclusive;</b> speak to the right users, removing any barriers that might prevent them in taking part in research, and do no harm to participants</p>	<p><i>Evidence that shows an approach to making sure all potential users of a Service have an opportunity to take part in requirements gathering activities (both in being participants and making sure research methods are accessible).</i></p>	<p>The Service Team should provide an overview of how the ethics of research has been considered as part of requirements gathering planning. This should cover the diversity of requirements participants and the sampling approach, and informed consent to make sure that users fully understand the purpose of the insight and their rights before participating.</p> <p>It should also cover the accessibility and inclusivity of requirements gathering activities - particularly that biases have been removed during analysis, and that requirements and design work will be sensitive to protected characteristics (for example gender, age, disability etc.). Care should be taken on how requirements are communicated.</p>	<ul style="list-style-type: none"> <li>- Ethics policies used e.g., citizen consent</li> <li>- Sampling Approach</li> <li>- Example of Citizen Consent Form</li> </ul>					<p>Steps taken to safeguard against biases in participant sample design, and care and consideration into making sure participants and researchers are safe (for example considering the impact of doing research on sensitive topics). A document is produced and signed off before research activities take place. It may be necessary to complete an EQIA for the user research plan if one has not been completed already at the policy stage.</p>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<b>Do research legally;</b> make sure you are collecting and processing data legally	<i>Evidence that demonstrates an understanding of the legal basis in which personal data is being collected for requirements purposes, with documentation that shows the data is being collected and processed in a way that complies with data protection regulations.</i>	The Service Team should evidence that they have undertaken a data protection impact assessment (DPIA) for requirements gathering activities.	<ul style="list-style-type: none"> <li>- Data Protection Impact Assessment (DPIA)</li> <li>- Data Sharing Agreement (DSA)</li> <li>- Legal compliance policies e.g. UK GDPR</li> </ul>	The Service Team should evidence that changes to the DPIA and DSA are managed appropriately, ensuring that the process is being undertaken legally.	<ul style="list-style-type: none"> <li>- DPIA (updated)</li> <li>- DSA (Updated)</li> <li>- Sign-off on changes to the DPIA / DSA</li> </ul>			Consent - or 'agreement to participate' - must be understandable and appropriate to vulnerable people (participants should understand how their personal data will be used by the project, that there is no pressure to take part and they can stop at any point, how their responses will be stored, used and destroyed). A document is produced and signed off before research activities take place.
<b>Make sure what you deliver is based on evidence;</b> consider how your research becomes insight	<i>Evidence that the delivery team has a robust understanding of who the users are and their needs/problems/lives/context .</i>	The Service Team should provide an overview of user requirements, which should include an overview/ demonstration of how user insights were reached. In doing so, the Service Team should discuss what evidence informed the insights, and how they tested the validity of the insight (e.g. did they validate insights with other members of the team and or	<ul style="list-style-type: none"> <li>- Traceable &amp; Documented functional requirements</li> <li>- Traceable &amp; Documented non-functional requirements</li> <li>- User Requirements Plan</li> </ul>					This understanding should be based on valid research insights and continually developed throughout all phases of delivery. It should be clear that appropriate sense-making (synthesis and analysis of data through collaborative sense-making with other members of the team and users) has taken place following research activities. User research insights should be tracked and communicated through a range of appropriate means, this may include visual storytelling, presentations, stand-ups, hot reports etc. It's important to see the evidence base behind the insights.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		users?) A summary of how the insights have informed design decisions and planning for the Build phase should be provided.						
<b>Test and learn as early as possible;</b> testing with users will help you know you're delivering the right thing, for example showing prototypes to users before developing a product	<i>Evidence that the Service is being tested with users in a manner that is relevant for each phase of delivery.</i>	The Service Team should evidence that the Service is being tested with users, likely through their overview of user requirements.	- User Testing Plan and Approach	The Service Team should provide an overview / demonstration / outputs of any pilots, demos or etc. that may have been set up.	- Evidence of any 'Conference Room Pilots'/'Model Office' or early Demo facilities made available for users feedback - (Updated) User Testing Plan and Approach	The Service Team should provide an overview / demonstration / outputs of any usability testing and improvements.	- UAT Testing Results	
<b>Share your insights;</b> communicate research findings and insights with your team and other organisations who could use them	<i>Evidence that research and insights have been shared with the internal team.</i>	The Service Team should evidence the methods in which user insights were shared with the wider team during Design phase. In addition, they should provide an overview/list of stakeholders (both within the Service team and other organisations) who would benefit from	- User Insight Findings and Briefings - List of Relevant Stakeholders (for Insight Sharing) - Communications Plan					It should be clear that research insights are being communicated to the delivery team (and other organisations where beneficial) in a format that is useful. User research insights should be tracked and communicated through a range of appropriate means, this may include visual storytelling, presentations, stand-ups, hot reports etc. It's important to see the evidence base behind the insights.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		the user insights, and outline how findings will be shared.						

## 2. Whole Problem

## Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<b>Map the landscape.</b> Take time to understand how everything fits together - from user journeys to technology - and share this information.	<i>No specific evidence points for this principle; encompassed throughout the evidence and artefacts below.</i>							
<b>Define your scope.</b> Use what you learn about users to scope your service.	<i>Evidence of clear definition of service scope.</i>	The Service Team should demonstrate a full understanding of the scope of the service and the scope planned for Development.	- Business Case including Scope - Agreed Statement of Work / Terms of Reference including articulation of Scope - Prioritised, Traceable & Documented functional and non-functional requirements - Architecture context diagram - Business capability model - User Journey - High Level End-to-end process	The Service Team should demonstrate a full understanding of the scope of the service developed.	- Prioritised, Traceable & Documented functional requirements (refined) - Prioritised, Traceable & Documented non-functional requirements (refined) - Architecture context diagram - Use-case diagram - Service catalogue - End-to-end process			For example, service description, context diagram, logical data components list/diagram, user journey map/service blueprint annotated with data. In later stages, a security architecture view. The Service Team should be able to explain why the scope has been defined in the way and what is considered outside the scope of the service. This point is essential for UCD, delivery and technology assessors to see, as this is the basis of the service.
	<i>Evidence of clear delivery scope in each phase of project.</i>	The Service Team should define the full scope for delivery, and demonstrate how this plan prioritises the most important user requirements (as determined in Criteria 1).	- Prioritised, Traceable & Documented functional requirements - Prioritised, Traceable & Documented non-functional requirements - Delivery timeline (with prioritised user requirements)	The Service Team should demonstrate a full understanding of the scope of service being delivered.	- Programme plan and phases - Prioritised, Traceable & Documented functional requirements	The Service Team should evidence that they have documented the user requirements not delivered at go live, and which should be considered for next release.	- Details of user requirements successfully delivered - Incomplete/Not Fully Delivered user requirements, and accompanying User Research materials to support the need	



What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Evidence that the scope of the service is based on the user experience.</i>	The Service Team should provide an overview / list of stakeholders or user groups who are part of the wider user journey, and describe how they will be engaged in the development of the service.	- Stakeholder Map - User Profiles					
		The Service Team have undertaken service mapping to better understand the scope of the service from the user's perspective.	- Business Use case diagram - User Journey Map - End-to-end Process flow					This is the end-to-end service and identification of users involved in delivering the service. All technology outputs should be shown in the context of the user journey. This would include any interactions with third parties or stakeholders to help deliver the service (e.g. local authority office, third sector)
<b>Understand constraints.</b> Make sure organisational constraints - like procurement, policy and legislation - are understood and communicated	<i>Evidence to demonstrate an understanding of the policy and legislation which forms the service.</i>	The Service Team should provide an overview/description of the existing policy and legislation which applies to the service, and any new policy and legislation that is likely to impact the service during development or in live.	- Briefing Note / Description of Applicable Policy and Legislation	The Service Team should indicate if the policy or legislation applicable to this service has changed since the Design phase, and the impact this will have on the service.	- Outline of Policy/Legislative Change since the Design phase (where applicable)	The Service Team should indicate if the policy or legislation applicable to this service has changed since Development, and the impact this will have on the service.	- Outline of Policy/Legislative Change since Development (where applicable)	Be able to articulate any known impacts of existing policy/legislation on the user experience and steps to change this. Changes may not be required, however the landscape should be understood.
				The Service Team should demonstrate how policy teams have been involved in the development of the service and that any changes are based on research insights.	- Evidence of a Policy Liaison / Partner	The Service Team should demonstrate how policy teams have been involved in the development of the service and that any changes are based on	- Evidence of a Policy Liaison / Partner	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
						research insights.		
	<i>Evidence to demonstrate appropriate governance is in place for the service.</i>	The Service Team should evidence that a governance framework and terms of reference exist for the service, and that procurement needs have been considered including interaction with relevant procurement teams.	<ul style="list-style-type: none"> <li>- Governance Framework</li> <li>- Terms of Reference</li> <li>- Programme Organisation document</li> <li>- Engagement with procurement teams</li> </ul>					
<b>Remove barriers that will affect the service.</b> This might include working with policy professionals to update legislation.	<i>Where applicable, evidence of any policy or legislation that may affect the Service</i>	The Service Team should highlight any policy or legislative changes that may be required to be amended or removed	<ul style="list-style-type: none"> <li>- Outline of Policy/Legislation identified as impacting the Service</li> <li>- Outline of any plans in place to consult with colleagues to remove barriers</li> </ul>	The Service Team should develop the service within the policy and legislative guidelines set.	<ul style="list-style-type: none"> <li>- Evidence that the service has been developed in line with revised policy and legislative guidance</li> </ul>			
<b>Work with other organisations.</b> Understand where you fit together as part of a user journey and work to improve the experience, for example reducing the number of times users are asked to provide the same information (while respecting their privacy)	<i>Evidence of service interaction and re-use of other services and platforms within Scotland's available services.</i>	The Service Team should demonstrate an awareness of how their service will interact with Scotland's other digital services, and show that this has been incorporated in the Service Design.	<ul style="list-style-type: none"> <li>- Architecture Context Diagram, illustrating where interfaces/data sharing between other services exists</li> <li>- Interface catalogue</li> <li>- Service diagram</li> <li>- Application Portfolio</li> <li>- Application Interaction Matrix</li> </ul>	The Service Team should demonstrate how they have developed their Service as part of the wider available Scottish digital services, re-using common services and capabilities where available.	<ul style="list-style-type: none"> <li>- Details/Demonstration of Shared/Common Capabilities</li> <li>- Updated Architecture Context Diagram</li> <li>- Updated Interface catalog</li> <li>- Updated Service diagram</li> <li>- Updated Application Portfolio</li> <li>- Updated Application Interaction Matrix</li> </ul>	The Service Team should demonstrate that they have carried out end-to-end testing of the Service, including all common capabilities and connections to the wider Scottish services and capabilities.	<ul style="list-style-type: none"> <li>- System Integration Test Results</li> <li>- End to end test results</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Evidence of service pattern awareness, and the end to end process being provided</i>	The Service Team should demonstrate a full understanding of their service pattern, and evidence that they have understand the end to end process	<ul style="list-style-type: none"> <li>- Service Pattern (including those for services with which the in-scope service will interact)</li> <li>- End-to-end process</li> </ul>	The Service Team should demonstrate a full understanding of their service pattern, and evidence that they have understand the end to end process	<ul style="list-style-type: none"> <li>- Process diagram</li> <li>- Demonstration of Components against the above</li> </ul>			

### 3. Joined up experience

### Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
Be responsible for the whole Service, not just the digital parts. Understand how people access your Service and make sure you have a plan for all parts of it.	<i>Evidence that the scope includes all channels required to deliver the Service to the end user, and that the channels through which the Service is delivered meet user needs.</i>	The Service Team should show that they are aware of which channels the Service is currently delivered through (where the Service or an equivalent already exists), and the volume of transactions processed through each channel. Support these findings with additional qualitative user research with the Service's target user groups.	<ul style="list-style-type: none"> <li>- List of channels used by equivalent existing Services (where available)</li> <li>- Analysis of transactions volume by channel</li> </ul>			The Service Team should demonstrate how what they have developed for each channel meets the needs of their different user groups.	<ul style="list-style-type: none"> <li>- Functional testing reports</li> <li>- Non-functional testing reports</li> <li>- Usability Testing of End-to-End User Journeys in each Channel</li> </ul>	Bearing in mind channels will in most cases involve non-digital channels (for example letters, paper forms, scripts for telephone or face-to-face meetings, operational guidance) along with digital experiences such as website guidance and online applications. Requires an articulation of the users involved to deliver the Service and how their needs will be met. This should be covered by the evidence to show the scope of the Service and the user needs (criteria 1 and 2), with the inclusion of the channels used to deliver the Service.
<b>Make sure the online and offline experience is the same.</b> Use consistent design patterns, such as language and style, to help people understand where they are and what they need to do.	<i>Evidence that there is consistency across the channels users will experience as they use the Service.</i>	The Service Team are aware of, or have defined the standards and principles for user experience across different channels.	<ul style="list-style-type: none"> <li>- Assessment of applicable standards for user experience.</li> <li>- Principles for user experience</li> <li>- Evidence that requirements are compliant with the standards and principles.</li> </ul>	The Service Team are using the principles and standards for user experience across the offline and digital channels.	<ul style="list-style-type: none"> <li>- Evidence that requirements are compliant with the standards and principles.</li> <li>- Demonstrate that development work is aligned with the principles and standards.</li> <li>- Test cases are prioritised based on requirements.</li> </ul>	The Service Team should demonstrate that the offline experience (paper forms/guidance, telephony, etc.) delivers the same content and requests the same input (e.g. information, application forms, etc.) as the online experience, and that efforts have been made to ensure that the offline experience is as easy to use	<ul style="list-style-type: none"> <li>- Side-by-side Demonstration of Final Versions of Offline and Online Experience</li> <li>- Test Results</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
						as online equivalents.		
	<i>Evidence that consistent design patterns are used.</i>	The Service Team should demonstrate that they are adhering to the mygov.scot toolkit and style guide where appropriate (and highlight any updates they have made to the mygov.scot patterns where required). Where not appropriate, the Service Team should outline the rationale for this, and demonstrate that their Service will be consistent with other Services offered by their organisation.	<ul style="list-style-type: none"> <li>- Link to Design Patterns in Use</li> <li>- Evidence of Current Development against Design Patterns</li> <li>- Evidence of Updates to mygov.scot Design Patterns, and legitimate case for doing so</li> </ul>	The Service Team should demonstrate that they are adhering to the mygov.scot toolkit and style guide where appropriate (and highlight any updates they have made to the mygov.scot patterns where required). Where not appropriate, the Service Team should outline the rationale for this, and demonstrate that their Service will be consistent with other Services offered by their organisation.	<ul style="list-style-type: none"> <li>- Link to Design Patterns in Use</li> <li>- Evidence of Current Development against Design Patterns</li> <li>- Evidence of Updates to mygov.scot Design Patterns, and legitimate case for doing so</li> </ul>	The Service Team should demonstrate that they are adhering to the mygov.scot toolkit and style guide where appropriate (and highlight any updates they have made to the mygov.scot patterns where required). Where not appropriate, the Service Team should outline the rationale for this, and demonstrate that their Service will be consistent with other Services offered by their organisation.	<ul style="list-style-type: none"> <li>- Link to Design Patterns in Use</li> <li>- Evidence of Current Development against Design Patterns</li> <li>- Evidence of Updates to mygov.scot Design Patterns, and legitimate case for doing so</li> </ul>	The approach to content, graphic and interaction design should be based on evidence and meet standards/best practice, with a focus on re-use where possible. Ideally, an organisation-wide content strategy would demonstrate the process, design principles, style guide and channels, along with content governance arrangements, which would be used for the service in development. If this doesn't exist, a service specific overview for the approach to content would suffice. How design patterns will be developed should be clearly articulated, using existing patterns where possible, making sure these meet accessibility requirements, while alternative formats (braille, large print, easy read etc.) required should be understood from user needs and included in scope of service delivery.
	<i>Evidence that the Service is responsive and works on mobile devices.</i>	The Service Team should evidence that they have identified relevant technology and display standards applicable to the devices that they are targeting, and are able to show how they will achieve the required levels of	<ul style="list-style-type: none"> <li>- Assessment of applicable design and technical standards for the end-user devices in scope.</li> <li>- Requirements are traceable to applicable standards</li> </ul>	The Service Team should evidence that they are building the solution in a way that will be compliant with the expected response levels on mobile devices.	<ul style="list-style-type: none"> <li>- Development requirements are aligned with the functional and non-functional requirements.</li> <li>- Unit tests are aligned with functional requirements.</li> </ul>	The Service Team should demonstrate that their Service is responsive and works on the most commonly used mobile devices/browsers.	- Demonstration of Service on Mobile Device	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		responsiveness and compatibility.	(design and development) for the device. - Relevant non-functional requirements are identified					
	<i>Evidence that data on channel usage will be collected and used to inform continuous improvement plans.</i>	The Service Team should demonstrate that they have thought about how they will collect channel usage data, and developed requirements around it.	- Channel usage data collection requirements - Design for data collection			The Service Team should detail how the channel usage data which will be collected once live will be used to inform improvement plans and performance monitoring, who will be responsible for analysing this data, and how frequently this will be conducted (ideally weekly).	- Demonstration of Channel Usage Data Dashboards - Resource plan for Channel Usage Data monitoring and analysis (may be part of wider Resource plans)	
<b>As the Service is being designed, develop a continuous improvement plan for when the Service goes live.</b> Understand where improvements can be made and plan for the future sustainability of the Service.	<i>Evidence that the delivery team is committed to continuous Service improvement across the entire Service, based on research insight.</i>	The Service Team should evidence that they have defined Service performance metrics, and aligned these with the business and technical outcomes expected, allowing for the monitoring and improvement.	- KPIs for Continual Service Improvement (CSI) - Continual Service Improvement (CSI) templates	The Service Team should evidence that they have developed the Service to enable the monitoring of Service performance metrics and their alignment with the business and technical outcomes expected.	- KPIs for Continual Service Improvement (CSI) - Continual Service Improvement (CSI) templates	The Service Team should provide a fully resourced plan for improvement activities once the Service is live. There is a process in place to monitor Service performance over time, and provide regular reports on	- Improvement Plan - Resource Plan for Improvement Team	It's expected that this will be demonstrated through iterative improvements as the Service is developed, with a plan and resource dedicated to improvements when the Service goes live.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
						improvement opportunities.		

**4. Help Users succeed**

**Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)**

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Usability testing:</b> Test frequently with real and potential users to understand if the Service you've designed works in the way you and they would expect</p>	<p><i>Evidence that users are able to complete end-to-end user journeys, and that the findings of testing with users will translate to Service improvements..</i></p>	<p>The Service Team should evidence their plans to conduct usability testing after development. There are requirements identified for enabling the end-to-end Service / process</p>	<p>- Test strategy (high-level) - User Research - Functional and non-functional requirements for end-to-end process / Service interoperability.</p>	<p>The Service Team should show that they are developing the Service using the prioritised functional and non-functional requirements. The Service Team should demonstrate that they have developed test cases alongside the requirements, meeting the acceptance criteria.</p>	<p>- Functional requirements - non-functional requirements - Test Plans / Scripts</p>	<p>The Service Team should explain how usability testing was undertaken, and demonstrate that all end-to-end user journeys - including assisted digital journeys - have been tested with users. The Service Team should evidence how users with the lowest level of digital skills were included in usability testing.</p>	<p>- Testing Strategy - Usability Testing Reports - Test Plans / Scripts</p>	
						<p>The Service Team should evidence that the majority of users of their Service are succeeding the first time they try to use it, and how they've used analytics and user research to reduce dropout rates for the digital Service.</p>	<p>- Testing Strategy - Usability Testing Reports - Test Plans / Scripts</p>	



What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
						<p>Where appropriate, the Service Team should explain how they've changed the interface design in response to UAT results, showing their build, measure, and learn cycles, the hypotheses they tested, what happened and how users reacted.</p>	<ul style="list-style-type: none"> <li>- Demonstration of Interface Design Changes</li> <li>- Test results from usability testing of Interface Design Changes</li> </ul>	
						<p>The Service Team should describe any problems identified during UAT, and how they resolved these. Where issues were not resolved, evidence of their inclusion in the next release should be provided (as per Criteria 2).</p>	<ul style="list-style-type: none"> <li>- Test results from UAT of Offline Channels</li> <li>- Demonstration of Resolutions to the above</li> <li>- Details of unresolved Bugs, the impact these will have on the user experience if not resolved before go live, and plans to resolve the same</li> <li>- Improvement Plan</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
						The Service Team should evidence that a representative sample of team members were involved in running and observing UAT, to ensure that lessons learned are shared with and understood by the whole team.	- Details of Service Team members involved in UAT	
		The Service Team have undertaken design workshops to run through the finalised designs for the end-to-end Service, to ensure that they meet requirements.	- Design workshops are in place to replay the design. - Support model framework / standard with continuous improvement as part of the process			The Service Team should outline how often they'll carry out research and usability tests as part of the improvement of the live Service.	- Improvement Plan - User Research and Testing Plan(s) for Live Service	
		<i>Evidence that the name of the Service was tested with users.</i>	The Service Team should evidence that they tested whether the name of their Service makes sense to their users.	- User Research regarding Service Name				
<b>Test every part of the Service:</b> Test how users will interact with all parts of the Service, like online applications and letters.	<i>Evidence that the full Service has been tested across all channels.</i>			The Service Team should evidence that they have developed test cases covering the full end-to-end Service across all	- Test Plans / Scripts	The Service Team should explain how they undertook UAT across all channels, and evidence how many users were involved	- Testing Strategy - UAT Statistics (by Channel)	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
				channels, in preparation for the Test & Go-Live phase.		in testing each channel.		
	<i>Evidence that systems and environments are in place to support testing of non-digital parts of the Service.</i>					The Service Team should evidence that the systems and environments required for testing non-digital parts of the Service are available.	- Offline Channel Testing Requirements - Environment Plan	
<b>Use automated testing:</b> Use automated end-to-end testing to ensure systems work as expected as you continually improve the Service.	<i>Evidence that automated testing has been considered, and is in place where appropriate.</i>	The Service Team should demonstrate that they have considered the requirements for automated testing, and have planned to make use of this.	- Testing Strategy including - assessment for automating specific types of tests. - Test Plans / Scripts			The Service Team should demonstrate that they have a plan in place to enable automated testing of improvement developments once live.	- Improvement Plan - Testing Strategy - Test Plans / Scripts	

5. Everyone can use

Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Cutover)	Commentary
Understand how users need to access your Service (including delivery staff). Your user research should provide a comprehensive understanding of the needs of people who will use your Service.	<i>Evidence that the Service Team has a robust understanding of the people who will use the Service, including internal users.</i>	The Service Team should demonstrate that they understand the users' requirements.	<ul style="list-style-type: none"> <li>- Stakeholder Map</li> <li>- Application / Actor Interaction Matrix</li> <li>- Application / Stakeholder interaction Matrix</li> <li>- Documented actor / user Profiles</li> <li>- Prioritised, traceable Non-functional requirements</li> <li>- Prioritised Traceable functional Requirements</li> <li>- User Interviews Plan/Schedule</li> </ul>	<p>The Service Team should evidence that they have used their identified requirements in the development of the Service.</p> <p>The Service Team should evidence that they have developed test cases aligned with the identified requirements during the Build phase.</p>	<ul style="list-style-type: none"> <li>- Prioritised, traceable Non-functional requirements</li> <li>- Prioritised Traceable functional requirements</li> <li>- Test cases are being developed, aligned with requirements, prioritised based on different users / actors requirements.</li> </ul>	The Service Team should provide assurance that appropriate user testing has been carried out, including with organisations and groups which help users to access existing digital or non-digital Services.	<ul style="list-style-type: none"> <li>- UAT Results</li> <li>- UAT Schedule</li> <li>- Test cases are developed, aligned with requirements, prioritised based on different users / actors requirements.</li> </ul>	
		The Service Team should demonstrate that they have gathered user requirements from organisations and groups which help users to access existing digital or non-digital Services.	<ul style="list-style-type: none"> <li>- Stakeholder Map</li> <li>- Application / Actor Interaction Matrix</li> <li>- Application / Stakeholder interaction Matrix</li> <li>- Documented actor / user Profiles</li> <li>- Prioritised, traceable Non-functional requirements</li> <li>- Prioritised Traceable functional Requirements</li> <li>- User Interviews Plan/Schedule</li> </ul>					

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Cutover)	Commentary
Show that all parts of the Service are inclusive: Inclusive design should cover physical space, face to face, telephone, letters and online applications.	<i>Evidence that the Service supports those with assisted digital needs (i.e. the way they plan to help people who lack the skills, confidence or internet access to complete the Service on their own).</i>	The Service Team should demonstrate that they documented additional user requirements for those with assisted digital needs.	<ul style="list-style-type: none"> <li>- Outline/Draft Assisted Digital Support Plan</li> <li>- Design Options being considered for Assisted Digital Support</li> <li>- Documented User Requirements (relating to Assisted Digital Users)</li> </ul>	The Service Team should demonstrate that they have developed a Service that takes into account the needs of those who need digital assistance.	<ul style="list-style-type: none"> <li>- Prioritised, traceable non-functional requirements</li> <li>- Prioritised Traceable functional Requirements</li> </ul>	The Service Team should demonstrate that they undertaken User Acceptance testing of their assisted digital support model.	<ul style="list-style-type: none"> <li>- UAT Results (for Assisted Digital Support Model)</li> <li>- UAT Schedule</li> </ul>	
				The Service Team should evidence that they have developed test cases to test the requirements being developed.	<ul style="list-style-type: none"> <li>- Test cases are being developed, aligned with requirements, prioritised based on different Users / actors requirements.</li> </ul>			
								<ul style="list-style-type: none"> <li>- Assisted Digital Support Model</li> <li>- Approved Funding/Business Case for Support Offerings</li> </ul>
<b>Include diverse perspectives:</b> Engage with as broad a range of people as possible with different situational needs.	<i>Evidence that the Service Team have engaged diverse stakeholders in user research and testing.</i>	The Service Team should demonstrate how they have engaged a broad range of users and stakeholders during requirements gathering, and describe how they recruited participants from hard to reach groups.	<ul style="list-style-type: none"> <li>- Documented User Requirements</li> <li>- Documented User Profiles</li> <li>- Stakeholder Map Matrix</li> <li>- EQIA (Equality Impact Assessment)</li> </ul>			The Service Team should demonstrate how they have engaged a broad range of users and stakeholders in their User Acceptance testing, and describe how they recruited participants	<ul style="list-style-type: none"> <li>- UAT Results</li> <li>- UAT Schedule</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Cutover)	Commentary
						from hard to reach groups.		
<b>Make sure disabled people can take part in user research:</b> User engagement should be accessible.	<i>Evidence that disabled people were engaged in user research</i>	The Service Team should evidence that they have undertaken user research with disabled people, to test that the design of their Service is appropriate and meets the needs of this user group.	- Documented User Requirements - Documented User Profiles			The Service Team should evidence that they have undertaken UAT with disabled people, to test that their Service is accessible to them.	- UAT Results - UAT Schedule	
<b>Use simple language.</b> Make sure the information to support your Service is designed to meet the minimum reading age.	<i>Evidence that efforts have been made to reduce the reading age across all channel content, aiming for an average reading age 9-11 (which is based on national literacy levels).</i>	The Service Team should demonstrate their intent to lower reading age and use simple language across the delivery of this Service.	- Standards for copy creation - Copywriter content review and remediation plan is in place. - Process for continuous review of additional text creation or modification is in place.			The Service Team should demonstrate that their Service materials (both online and offline) and associated communications reflect an average reading age of 9-11, and evidence any changes made to language - either as a result of User Acceptance testing or otherwise - to ensure accessibility and understanding by all user groups.	- Language Assessment Results - Usability Testing Results and Changes relating to Language / Accessibility	Channels being letters, paper forms, scripts, operational guidance and digital experiences such as web guidance and online applications. Content is developed based on particular insights from user research in criteria 1. How users comprehend information and guidance to support the end Service should be tested throughout development. The end Service should not have complex terminology, with difficult concepts explained using simple language. This can be tested using readability tools.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Cutover)	Commentary
<p><b>Commit to testing the accessibility and inclusivity of your Service.</b> This includes accessibility testing and designing access to the Service for those who cannot use digital means.</p>	<p><i>Evidence that the full Service is being designed and developed to be accessible by people with impairments.</i></p>	<p>The Service Team should ensure that provisions are made within the user requirements (see Criteria 1) to address accessibility. An accessibility plan/approach - including a budget if testing is not being undertaken by the Service Team - that covers the scope of the full Service and meets legal requirements should be evidenced.</p>	<p>- Documented User Requirements (relating to Accessibility Provision)          - Accessibility Plan / Approach          - Approved Budget for Accessibility Testing (if not undertaken by Service team)</p>			<p>The Service Team should evidence that they have undertaken further accessibility and inclusivity-focused testing, and demonstrate that testing throughout the development of the Service has covered the end-to-end Service, all channels, and all user groups (including those who are unable to use digital channels).</p>	<p>- Evidence of test cases related to accessibility in UAT</p>	<p>This is based on the development of the user needs and testing with users through each phase.</p> <p>An understanding of the relevant legislation and standards, for example:</p> <ul style="list-style-type: none"> <li>• The Public Sector Bodies (Websites and Mobile Applications)(No. 2) Accessibility Regulations 2018</li> <li>• Equality Act 2010</li> <li>• W3C Web Content Accessibility Guidelines 2.1</li> <li>• British Sign Language (Scotland) Act 2015</li> </ul> <p>It's important that there's provision within any procurements for accessibility compliance. Any 3rd party Service components should meet accessibility requirements.</p>
						<p>The Service Team should evidence that users find it obvious how to request alternative formats or support to access the Service.</p>	<p>- Evidence of Accessibility Testing demonstrating that Alternative Format and Support to Access the Service are clearly understood.</p>	
						<p>The Service Team should evidence that they have completed an Accessibility Statement, in-line with regulations.</p>	<p>- Accessibility Statement</p>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Cutover)	Commentary
<p><b>Set a measurable target for accessibility:</b> Establish what you need to measure and set targets for meeting accessibility requirements.</p>	<p><i>Evidence that the Service Team have set targets to measure the accessibility of their Service.</i></p>	<p>The Service Team should evidence that they have agreed on a series of KPIs for measuring how their Service meets accessibility requirements, and engagement with users with impairments during the design and development of the Service.</p>	<ul style="list-style-type: none"> <li>- Documented User Requirements (relating to Accessibility Provision)</li> <li>- Accessibility KPIs</li> </ul>			<p>The Service Team should outline their progress/performance against their accessibility targets, and demonstrate plans to improve where falling short.</p>	<ul style="list-style-type: none"> <li>- Accessibility KPI Dashboard</li> <li>- UAT Results (for Assisted Digital Support Model)</li> <li>- Accessibility Testing Plan</li> </ul>	
<p><b>Do accessibility testing with real users:</b> Making sure this is done in an environment they are comfortable with.</p>	<p><i>Evidence that accessibility testing is being undertaken in 'real-world' environments.</i></p>	<p>The Service Team have planned to undertake accessibility testing .</p>	<ul style="list-style-type: none"> <li>- Accessibility Testing Plan</li> </ul>			<p>The Service Team have undertaken accessibility testing, and have considered how they will undertake further accessibility testing of improvements once live as part of the Improvement Plan. Accessibility testing undertaken will ideally be undertaken on users' own equipment, to ensure the Service performs as expected in 'real-world' environments.</p>	<ul style="list-style-type: none"> <li>- Evidence of Accessibility Testing in Beta</li> <li>- Improvement Plan</li> <li>- Accessibility Testing Provision</li> </ul>	



6. Multi-disciplinary team

Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Make sure the team has the right mix of skills:</b> Build a team based on the needs of the Service and stage of delivery, co-located as far as possible.</p>	<p><i>Evidence that a fully resourced and appropriately skilled team has been put in place, and that a separation of duties exists for key roles (Service manager, product manager, delivery manager, and user researcher).</i></p>	<p>The Service Team should outline the make-up of the team (in terms of number of resources, FTE, and skills) highlighting any skill gaps during Design, and evidence an agreed resourcing plan for Build. Assessors should expect some of the following roles to be evidenced: Service manager, project manager, business analyst, solution architect, developer, content designer / copywriter, tester, data lead</p>	<ul style="list-style-type: none"> <li>- Resource Plan (as it was for Design and as planned for Build)</li> <li>- Skills analysis</li> <li>- Programme organisation chart</li> <li>- RASCI matrix across organisations, and roles</li> <li>- Recruiting Plans</li> <li>- Expected staffing levels over time</li> </ul>	<p>The Service Team should discuss the make-up of the team (in terms of number of resources, FTE, and skills) highlighting any skill gaps during Build, and evidencing an agreed resourcing plan for Testing and Go-live. Assessors should expect some of the following roles to be evidenced: Service manager, project manager, business analyst, solution architect, developer, content designer / copywriter, tester, data lead</p>	<ul style="list-style-type: none"> <li>- Resource Plan (for Build and Go-live)</li> <li>- RASCI</li> <li>- Interviews/Status Reporting at workstream level</li> <li>- Performance reporting / KPIs</li> </ul>	<p>The Service Team should discuss the make-up of the team (in terms of number of resources, FTE, and skills) highlighting any skill gaps during Test, and evidence an agreed resourcing plan for Go-Live. Assessors should expect some of the following roles to be evidenced: Service manager, project manager, business analyst, solution architect, developer, content designer / copywriter, tester, data lead</p>	<ul style="list-style-type: none"> <li>- Resource Plan (for Beta and cutover to Live)</li> <li>- RASCI</li> <li>- Training programmes &amp; schedule</li> <li>- Operating model &amp; performance reporting plans</li> </ul>	<p>Evidence that outlines resourcing strategy and plans should demonstrate that there is a deep understanding of the skills required to develop and deliver the technical solutions required by the Service.</p> <p>[This should cross reference the other criteria that mention specific specialist skills e.g. performance management, UR etc.]</p>
	<p><i>Evidence that third party / supplier resources are appropriately capable to conduct the required activity for/in</i></p>	<p>The Service Team should evidence how key supplier resources have been assessed to match expected seniority, skills, behaviours and cultural fit .</p>	<ul style="list-style-type: none"> <li>- Suppliers Resource profiles</li> </ul>	<p>The Service Team should evidence how key supplier resources have been assessed to match expected seniority, skills,</p>	<ul style="list-style-type: none"> <li>- Suppliers Resource profiles</li> </ul>	<p>The Service Team should evidence how key supplier resources have been assessed to match expected</p>	<ul style="list-style-type: none"> <li>- Suppliers Resource profiles</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>collaboration in the Service Team.</i>			behaviours and cultural fit .		seniority, skills, behaviours and cultural fit .		
<b>Make sure the team covers all aspects of the Service:</b> Making sure the expertise is in place to look at offline and online channels and the backend systems the Service will need to integrate with.	<i>Evidence that resource has been allocated appropriately to ensure consistency of Service design and usability across all areas of the user journey, and all channels.</i>	The Service Team should discuss/outline how the team have been allocated/ utilised during Design across the full Service design and channels.	<ul style="list-style-type: none"> <li>- Resource &amp; Capacity Plan</li> <li>- RASCI</li> <li>- Team Schedule</li> <li>- Programme organisation chart</li> </ul>	-The Service Team should discuss/outline how the team have been allocated/utilised during Build across the full Service design and channels.	<ul style="list-style-type: none"> <li>- Resource &amp; Capacity Plan</li> <li>- RASCI</li> <li>- Prioritised requirements and progress reports</li> <li>- Team Schedule</li> <li>- People &amp; Business Change Management Plan</li> </ul>	The Service Team should discuss/outline how the team have been allocated/utilised during Test & Go-Live across the full Service design and channels.	<ul style="list-style-type: none"> <li>- Resource &amp; Capacity Plan</li> <li>- RASCI</li> <li>- Team Schedule</li> <li>- Training programmes</li> <li>- Operating model &amp; performance reporting plans</li> </ul>	Unlike the principle and evidence point above, this area looks at how the resource has been allocated appropriately across workstreams / channels / user needs, to ensure consistency in the quality and usability of the end-to-end Service across all channels.
		The Service Team should evidence that resource/staffing levels and competencies are monitored and tracked to ensure best coverage of needs.	<ul style="list-style-type: none"> <li>- Resource &amp; Capacity Plan</li> <li>- Workstream Status Reports (section regarding resourcing)</li> <li>- Risk Log entries regarding Resourcing</li> </ul>	The Service Team should evidence that resource/staffing levels and competencies are monitored and tracked to ensure best coverage of needs.	<ul style="list-style-type: none"> <li>- Resource &amp; Capacity Plan</li> <li>- Workstream Status Reports (section regarding resourcing)</li> <li>- Risk Log entries regarding Resourcing</li> </ul>	The Service Team should evidence that resource/staffing levels and competencies are monitored and tracked to ensure best coverage of needs.	<ul style="list-style-type: none"> <li>- Resource &amp; Capacity Plan</li> <li>- Workstream Status Reports (section regarding resourcing)</li> <li>- Risk Log entries regarding Resourcing</li> </ul>	
<b>Establish ways of working:</b> Help the team understand what's being delivered, making sure team members know how to work together and manage their day-to-day work.	<i>Evidence of effective communication across delivery - including team ceremonies and wider organisation governance.</i>	The Service Team should discuss their chosen delivery methodology, working and communication practices.	<ul style="list-style-type: none"> <li>- Delivery methodology: Team Ways of Working, Roles and Responsibilities, project charter, etc.</li> <li>- Stakeholder Communication plans</li> <li>- Programme People Plan</li> <li>- Collaboration tooling and methods</li> </ul>	The Service Team should present evidence of their chosen delivery methodology, provide examples of their communications practices in operation, and highlight any changes they have made to the overall methodology to improve delivery.	<ul style="list-style-type: none"> <li>- Delivery methodology: Team Ways of Working, Roles and Responsibilities, project charter, etc.</li> <li>- Stakeholder Communication plans</li> <li>- Programme People Plan</li> <li>- Collaboration tooling and methods</li> </ul>	The Service Team should present evidence of their chosen delivery methodology, provide examples of their communications practices in operation, and highlight any changes they have made to the overall methodology to improve delivery.	<ul style="list-style-type: none"> <li>- Delivery methodology: Team Ways of Working, Roles and Responsibilities, project charter, etc.</li> <li>- Business Change communications</li> <li>- Programme People Plan</li> <li>- Collaboration tooling and methods</li> </ul>	As part of the evidence that the Service Team presents to outline their delivery methodology, illustrative examples should include planning, improving pace of delivery, understanding when a product is done or a milestone met, communications practices and methods for continually improving performance. Demonstrate an understanding of the different types of insights that are generated across the multidisciplinary team and how they are managed into the pipeline and on to delivery.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<b>Promote co-production:</b> Include all parts of the team (for example policy and frontline advisors) in the definition of user needs and decision-making.	<i>Evidence that all parts of the team (for example policy and frontline advisors) were involved in the definition of user needs and decision-making.</i>	The Service Team should demonstrate how policy and frontline advisor teams (or others, where applicable) have been involved in the design of the Service.	<ul style="list-style-type: none"> <li>- Evidence of Policy / Frontline Advisor / Other involvement (e.g. user requirements, etc.)</li> <li>- Stakeholder map</li> <li>- List of concerns</li> <li>- Traceable, prioritised functional and non-functional requirements</li> <li>- Acceptance Criteria</li> <li>- RAID log</li> </ul>			The Service Team should demonstrate how policy and frontline advisor teams (or others, where applicable) have been involved in the testing of the Service.	<ul style="list-style-type: none"> <li>- Evidence of Policy / Frontline Advisor / Other involvement (e.g. user testing, etc.)</li> <li>- Stakeholder map</li> <li>- UAT Results</li> </ul>	
<b>Provide access to expertise where needed.</b> Bring in specialist knowledge to cover gaps in the team.	<i>Evidence that the team have identified and obtained commitment to appoint the resource required for each stage. This could include: domain knowledge (e.g. agency/policy-specific), technical knowledge (e.g. solution/architecture-specific), data SMEs, etc.</i>	The Service Team should evidence where they have identified and obtained specialist resource to support their delivery plan during Design (where applicable). Looking forward to Build, the Service Team should evidence that they have identified the specialist roles required to deliver their plans.	<ul style="list-style-type: none"> <li>- Resource Plan showing clear alignment to the Delivery Plan for Build, highlighting specialist resource requirements with commentary on how this will be achieved</li> <li>- List of specialist resources (may be part of Resource Plan) used throughout expected lifecycle - Design to Run.</li> <li>- Identification of specialist resource gaps during Design and mitigating actions to overcome these going forward</li> </ul>	The Service Team should evidence where they have identified and obtained specialist resource to support their delivery plan during Build (where applicable). Looking forward to Go-live, the Service Team should evidence that they have identified the specialist roles required to deliver their plans.	<ul style="list-style-type: none"> <li>- Resource Plan showing clear alignment to the Delivery Plan for Go-live, highlighting specialist resource requirements with commentary on how this will be achieved</li> <li>- List of specialist resources (may be part of Resource Plan) used throughout expected lifecycle - Design to Run.</li> <li>- Identification of specialist resource gaps during Build and mitigating actions to overcome these going forward</li> <li>- Interviews/Status Reporting at workstream level</li> <li>- People &amp; Business Change Management Plan</li> <li>- Resource skills assessment</li> </ul>	The Service Team should evidence where they have identified and obtained specialist resource to support their delivery plan during Go-live (where applicable).	<ul style="list-style-type: none"> <li>- List of specialist resources (may be part of Resource Plan) used throughout expected lifecycle - Design to Run.</li> <li>- Identification of specialist resource gaps during Go-live and ongoing operations</li> <li>- Operating model &amp; performance reporting plans</li> <li>- Status Reporting on training</li> <li>- Resource skills assessment</li> </ul>	Governance structures should demonstrate that the team understand and articulate the skills that will be required at each stage and identified options for sourcing the individuals. Service Teams should show the model that will be used to hand the Service into BAU in a sustainable manner.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
			<ul style="list-style-type: none"> <li>- Programme People Plan</li> <li>- Target operating model resourcing and skills assessment</li> </ul>					
		The Service Team should evidence that they have managed unfulfilled incremental resource needs through the right combination of hiring and contractors, based on the criticality of the competencies/skills required in short-long term and availability of the skills in the market.	<ul style="list-style-type: none"> <li>- HR recruiting Plans</li> <li>- Programme People Plan</li> <li>- Suppliers Resource profiles and staffing levels</li> <li>- Identification of specialist resource gaps during Design and mitigating actions to overcome these going forward</li> </ul>	The Service Team should evidence that they have managed unfulfilled incremental resource needs through the right combination of hiring and contractors, based on the criticality of the competencies/skills required in short-long term and availability of the skills in the market.	<ul style="list-style-type: none"> <li>- HR recruiting Plans</li> <li>- Programme People Plan</li> <li>- Suppliers Resource profiles and staffing levels</li> <li>- Identification of specialist resource gaps during Design and mitigating actions to overcome these going forward</li> </ul>			
<b>Create a sustainable team to manage the Service.</b> Move key roles in the team to permanent staff (reducing reliance on contractors and third party suppliers) as the Service goes into production.	<i>Evidence that a sustainable team will be in place post go-live</i>			The Service Team should provide evidence that plans have been made for the effective resourcing of a sustainable team to support the Service in live.	<ul style="list-style-type: none"> <li>- Evidence of planning and resource requests made for a sustainable post Go Live Service team</li> </ul>	The Service Team should provide evidence that the team that will be supporting the Service in live is sustainable.	<ul style="list-style-type: none"> <li>- Post Go-Live Service Team breakdown including the SG staff, Contractor Staff and Supplier staff</li> <li>- Resourcing management plan</li> <li>- Onboarding, Training and development plans</li> <li>- Business deployment plans</li> </ul>	

7. Iterate and improve

Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Get your Service in front of real users as soon as possible:</b> Observe and collect data on how they use it, iterating the Service based on what you've learned.</p>	<p><i>No specific evidence points for this principle; encompassed throughout the evidence and artefacts below, and in Criteria 4 (Help Users Succeed).</i></p>							
<p><b>Plan for continuous improvement.</b> Make sure you have the capacity, resources and technical flexibility to iterate and improve the Service, both in delivery and when you go live.</p>	<p><i>Evidence that the Service has put in place governance structures to ensure improvement on a continual basis</i></p>	<p>The Service Team should outline the governance structure (assurance, outputs, meeting and tracking) put in place for any improvements during Build and Go-live.</p>	<p>- Delivery methodology: Team Ways of Working, etc - Revised Delivery Plans for Build - Programme planning / contingency for bug fixing and re-work - Programme phasing</p>	<p>The Service Team should outline how they undertook re-prioritisation of test cases based on progress during Build phase.</p>	<p>- Prioritized Test schedule</p>	<p>The Service Team should outline how they undertook re-prioritisation of test cases based on testing results and business input. The Service Team should show that they intend on continuing the same practices when continuously improving the live Service.</p>	<p>- Delivery methodology: Team Ways of Working, Standard Ceremonies, etc - Continuous Improvement Plan - Prioritized Test schedule</p>	<p>Materials presented should identify is responsible for generating the insights from across the Service Team, who is responsible for accepting them into the backlog.</p>
	<p><i>Evidence that the Service is designed in a way that can implement change frequently.</i></p>			<p>The Service Team should be able to evidence that the way they are building the Service is not constrained or time-limited, and can be continuously improved once live.</p>	<p>- Technical design approach - Approach to ensure ease of extensibility</p>			<p>The Service Team should be able to identify the tools and techniques they use to build their Service in an iterative manner. This should include both the Service Design principles and the approaches to the technology build.</p>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Evidence that live Service is free of major technical debt / unfixed bugs.</i>	The Service Team are going through a design process that is likely to reduce the likelihood of the creation of technical debt. This includes the standardised, comprehensive definition of requirements, acceptance criteria and a test strategy.	<ul style="list-style-type: none"> <li>- Test strategy</li> <li>- Requirements standards</li> <li>- Acceptance criteria</li> <li>- Standards for implementation e.g. code, configuration</li> </ul>	The Service Team have created specifications for implementation that are traceable to the prioritised requirements, that acceptance criteria are clearly defined, and quality concerns are logged for future fixing.	<ul style="list-style-type: none"> <li>- Functional and non-functional requirements</li> <li>- Specification traceable to requirements</li> <li>- Test case designs</li> <li>- Acceptance criteria</li> <li>- log with section for technical debt or bugs.</li> </ul>	The Service Team should demonstrate that they have solved any technical problems identified, and that the level of bug fixing and technical debt being carried through to the live Service is within acceptable parameters.	<ul style="list-style-type: none"> <li>- Evidence of Bug Fixing (proportion of bugs raised that are closed)</li> <li>- Report on Outstanding Technical Debt/Bug Fixing</li> <li>- Improvement Plan (focus on plan to resolve technical debt)</li> </ul>	
<p><b>Prioritise improvements.</b> Work with your organisation to focus on improvements that have the most value.</p>	<i>Evidence that the team has used data, user and key stakeholder insights to prioritise development work in areas of greatest value to users</i>	The Service Team should discuss how they prioritised requirements during the development of the Service in Design, and point to specific data / insights from user research (including with your organisation) which supports this.	<ul style="list-style-type: none"> <li>- A method for prioritising / quantifying the value of user requirements</li> <li>- Prioritised requirements</li> <li>- Supporting User Research Data / Insights</li> </ul>	The Service Team are able to add or re-evaluate requirements based upon risks, issues or additional requirements generated.	<ul style="list-style-type: none"> <li>- Requests for change</li> <li>- Prioritised traceable requirements</li> <li>- specifications traceable to requirements</li> <li>- Log with section for technical debt or bugs.</li> </ul>	The Service Team should identify priority user requirements to be developed as part of the continuous improvement of the Service post-go live, pointing to specific data / insights from user research (including with your organisation) to support their prioritisation.	<ul style="list-style-type: none"> <li>- Prioritised User requirements</li> <li>- Supporting User Research Data / Insights</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p>Build using continuous delivery techniques. Use technologies and tools like a delivery pipeline and automated testing that allow you to change and release your Service frequently.</p>	<p><i>Evidence that technologies and tools are in place to support frequent changes and releases to your Service</i></p>	<p>The Service Team should outline their choices of development and testing technologies and tools, and how these will enable improvements to the Service during development and once live.</p>	<p>- Demonstration / list of development and testing technologies and tools.</p>	<p>The Service Team should discuss any changes to their development and testing technologies and tools during development, why these changes were made, and how they will enable improvements to the Service during testing and once live.</p>	<p>- Demonstration / list of development and testing technologies and tools.</p>	<p>The Service Team should discuss any changes to their development and testing technologies and tools, why these changes were made, and how they will enable improvements to the Service once live.</p>	<p>- Demonstration / list of development and testing technologies and tools.</p>	

## 8. Create secure service

## Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Work with business and information risk teams.</b> Take advice from senior information risk owners (SIROs), information asset owners (IAOs) and data guardians to make sure the Service meets security requirements and regulations without putting delivery at risk.</p>	<p><i>Evidence of business and information governance input/buy-in.</i></p>	<p>The Service Team should evidence that they have identified the business and information governance stakeholders for the Service.</p>	<p>- Organisational Chart / List of Business and Information Governance Stakeholders confirmed via programme board or other such governance</p>	<p>The Service Team should demonstrate that business and information governance stakeholders have been actively engaged in the design of security for the Service.</p>	<p>- Organisational Chart / List of Business and Information Governance Stakeholders - Evidence of Consultation with / input from Business and Information Governance Stakeholders regarding the Service's security design / requirements.</p>	<p>The Service Team should demonstrate that business and information governance stakeholders have been involved in securing the Service and are in agreement with the approach taken. The Service Team should also indicate that these stakeholders are committed to ongoing involvement in securing the live Service.</p>	<p>- Organisational Chart / List of Business and Information Governance Stakeholders - Evidence of Consultation with / input from Business and Information Governance Stakeholders regarding the Service's security design / requirements. - Evidence of Business and Information Governance Stakeholder sign-off on security of Service. - Plans for Securing Live Service, including details of stakeholders responsible</p>	
	<p><i>Evidence of applicable Legislation, Policy, and Guidance (LP&amp;G) and implications.</i></p>	<p>The Service Team should demonstrate an awareness of the legislation, guidance, and policy that is applicable to their Service to make sure it is secure.</p>	<p>- Overview/List/Table of Legislation / Guidance / Policy relating to the Service</p>			<p>The Service Team should evidence that their Service meets the security requirements set out in legislation/guidance/policy.</p>	<p>- Evidence of Service Security Audit / Sign-Off - Impact Assessment Documentation</p>	
<p><b>Approach risk in a proportionate way.</b> Identify security and privacy threats to the Service and have a robust, proportionate approach to</p>	<p><i>Evidence of agreed approach to security risk management.</i></p>	<p>The Service Team should demonstrate that they have a plan in place to identify threats and risks to the Service, and an approach</p>	<p>- Plan to identify threats and risks to the Service throughout the Service lifecycle.</p>	<p>The Service Team should evidence a well-defined approach to security risk management throughout development.</p>	<p>- Description of Security Risk Approach - Evidence of appropriateness (proportionality, robustness) of approach for this Service</p>	<p>The Service Team should evidence a well-defined approach to security risk management for the live Service.</p>	<p>- Description of Security Risk Approach (updated in Build and ready to operationalise in live)</p>	



What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
managing fraud and security risks.		for addressing these.						
	<i>Evidence of risk identification and analysis.</i>	The Service Team should demonstrate an understanding of what is required to ensure the Service, as developed at Build, is secure, identifying what data and user data (if any) they'll be collecting, and what threats and risks exist.	<ul style="list-style-type: none"> <li>- Identified Threats, Risks, Impact and Likelihood (may take the form of a risk matrix)</li> <li>- Identified Legal, Policy and Guidelines (LP&amp;G) requirements</li> <li>- Identified Security Requirements</li> <li>- Evidence of mitigations / plans to mitigate each threat/risk identified.</li> <li>- Data Model</li> <li>- Data dissemination diagram</li> <li>- Data Application matrix</li> <li>- Data Catalogue</li> <li>- Data Security Diagram</li> <li>- Test strategy and plan</li> </ul>	The Service Team should demonstrate an understanding of what is required to ensure the Service, as developed at Go-live, is secure, identifying what data and user data (if any) they'll be collecting, and what threats and risks exist. The Service Team should also discuss any risks encountered during Build, and how these were mitigated.	<ul style="list-style-type: none"> <li>- Identified Threats, Risks, Impact and Likelihood (may take the form of a risk matrix) - should be regularly updated</li> <li>- Evidence of mitigations / plans to mitigate each threat/risk identified.</li> <li>- Data Model</li> <li>- Data dissemination diagram</li> <li>- Data Application matrix</li> <li>- Data Catalogue</li> <li>- Data Security Diagram</li> <li>- Data security related prioritised functional and non-functional requirements</li> <li>- Acceptance criteria</li> <li>- Test cases</li> </ul>	The Service Team should detail the actions taken during Build to ensure the security of the live Service, including identifying what data and user data (if any) will be collecting, and what threats and risks exist (including potential pathways for hackers, and the fraud vectors that exist). The Service Team should also discuss any risks encountered during Build, and how these were mitigated.	<ul style="list-style-type: none"> <li>- Identified Threats, Risks, Impact and Likelihood (may take the form of a risk matrix) - should be updated</li> <li>- Evidence of mitigations / plans to mitigate each threat/risk identified.</li> </ul>	
	<i>Evidence of controls in place to address risks.</i>	The Service Team should be able to describe the types of controls necessary to address security risks.	<ul style="list-style-type: none"> <li>- Security architecture and controls design for; Business, Data, Applications, Technology</li> <li>- Test strategy and Plan</li> </ul>	The Service Team should explain the controls that have been designed to protect the Service against identified threats and risks.	<ul style="list-style-type: none"> <li>- Evidence of Proportionate Security Controls (may be expressed as non-functional requirements, etc.)</li> <li>- Security architecture and controls design for; Business, Data, Applications, Technology</li> <li>- Developed test cases</li> </ul>	The Service Team should demonstrate that what the Service they have developed will deter cyber attack, hackers and fraud, and explain the controls that have been designed to protect the Service against identified threats and risks.	<ul style="list-style-type: none"> <li>- Evidence of Proportionate Security Controls (may be expressed as non-functional requirements, user stories, etc.)</li> <li>- Security Architecture View</li> <li>- Evidence that Residual Risk is Acceptable and Signed-Off by Senior Sponsors</li> <li>- Penetration Testing Results</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
							- IT Healthcheck Results	
	<i>Evidence that tools/technologies used in development of Service are secure.</i>	The Service Team should explain what tools/technologies will be used to develop and test the Service during Build and how these will be secured. This must include performance and analytics tools.	<ul style="list-style-type: none"> <li>- Description of Tools/Technologies and how these will be secured.</li> <li>- Tools/technologies with a level of risk should also be included in the risk matrix (see above)</li> <li>- Roles and responsibilities, with expected access permissions i.e. RBAC design.</li> <li>- Governance process for security review of automated processes enabled by tooling</li> <li>- Approval of tools/technologies being used from security perspective.</li> </ul>	The Service Team should explain what tools/technologies will be used to test the Service, and how these will be secured. This must include performance and analytics tools.	<ul style="list-style-type: none"> <li>- Description of Tools/Technologies and how these are/will be secured.</li> <li>- Tools/technologies with a level of risk should also be included in the risk matrix (see above)</li> <li>- Approval of tools/technologies being used from security perspective.</li> <li>- Roles and responsibilities, with expected access permissions i.e. Role Based Access Control (RBAC) design.</li> <li>- Governance process for security review of automated processes enabled by tooling</li> </ul>			
<b>Protect users' personal information.</b> Collect and process users' personal information in a way that's secure and respects their privacy.	<i>Evidence of approach for protection personal data.</i>	The Service Team should show that they have a plan for protecting personal data and have completed a data protection impact assessment screening checklist.	<ul style="list-style-type: none"> <li>- Data protection Impact Assessment Screening Checklist</li> <li>- Strategy / Plan for Personal Data Protection</li> </ul>	The Service Team should present their data protection impact assessment and explain how they arrived at it.	- Data Protection Impact Assessment	The Service Team should present their data protection impact assessment and explain any changes since Build. The Service Team should also evidence a clear privacy and cookie policy for the Service, and describe how it was defined and agreed.	<ul style="list-style-type: none"> <li>- Data Protection Impact Assessment</li> <li>- Privacy and Cookie Policies</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Test your systems.</b> Ensure appropriate security assurance is conducted during development and operations on a continuous basis. Carry out appropriate vulnerability and penetration testing and treat identified risks appropriately.</p>	<p><i>Evidence of appropriate security testing.</i></p>	<p>The Service Team should show that they have a plan for appropriately addressing secure development and security testing.</p>	<p>-Test Strategy document - Plan / Approach for Secure Development practices across the Software Development Life Cycle (SDLC) and Security Testing.</p>	<p>The Service Team should show that they have a plan for appropriately addressing secure development and security testing.</p>	<p>- Plan / Approach for Secure Development practices across the SDLC and Security Testing. - Test cases</p>	<p>The Service Team should provide evidence of penetration/security healthcheck testing and remediation of significant issues. The Service Team should also explain how security testing will be undertaken in a continuous way as the Service is updated in future.</p>	<p>- Penetration Testing Results - IT Healthcheck Results - Remediation Approach - Continuous Improvement Plan (relating to Security Testing)</p>	
<p><b>Make security sustainable.</b> Plan and budget to manage security during the life of the Service, for example by responding to new threats, putting controls in place and applying security patches to software.</p>	<p><i>Evidence of effective operational security.</i></p>	<p>The Service Team should demonstrate an understanding that security needs to be part of the sustainable digital Service in later phases, and evidence a plan for appropriately addressing operational security needs during Alpha.</p>	<p>- Plan / Resourcing for Operational Security Needs</p>	<p>The Service Team should evidence a plan for appropriately addressing operational security needs during Go-live.</p>	<p>- Plan / Resourcing for Operational Security Needs in Go-live.</p>	<p>The Service Team should explain how they plan to keep up to date about threats to their Service, and how to deal with them, and provide evidence of a well defined approach for on-going operational security management.</p>	<p>- Plan / Resourcing for Operational Security Management in Live</p>	

9. Define success

Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Map to the national outcomes in Scotland's National Performance Framework.</b> Describe which national indicators your Service contributes to.</p>	<p><i>Evidence that the Service has aligned to the SNPF.</i></p>	<p>The Service Team should be able to present their mapping of SNPF to the Service and identify the applicable indicators.</p>	<ul style="list-style-type: none"> <li>- Long list of metrics informed from SNPF</li> </ul>	<p>The Service Team should be able to provide examples of how the Service is being built in alignment to SNPF outcomes.</p>	<ul style="list-style-type: none"> <li>- Traceable prioritised requirements</li> <li>- Aligned KPIs to SNPF</li> </ul>	<p>The Service Team should be able to prove the Service is being built aligned to SNPF outcomes, and contributing to it.</p>	<ul style="list-style-type: none"> <li>-KPI publishing and contribution process</li> <li>- KPI data gathering</li> <li>- Completed testing</li> </ul>	<p>The Service Team should articulate how their product will deliver SNPF outcomes.</p>
<p><b>Understand what success looks like for your Service.</b> Identify metrics which will tell you what's working and what can be improved.</p>	<p><i>Evidence that the Service has identified what success will look like for their delivery and uses those principles to define priorities for delivery.</i></p>	<p>The Service Team should present the evaluation criteria they have used to determine suitable KPIs, aligned with the overall business case, objectives and success factors. A long list of potential KPIs have been identified.</p>	<ul style="list-style-type: none"> <li>- KPIs and metrics</li> <li>- Evaluation criteria for KPIs and metrics</li> <li>- Business case</li> <li>- Project objectives</li> <li>- Critical success factors</li> </ul>	<p>The Service Team should be able to show that the solution is developing the KPIs and evaluation criteria as defined in the design phase. The Service Team are able to show how they are prioritising development and testing efforts based on success criteria, and metrics.</p>	<ul style="list-style-type: none"> <li>- KPIs and metrics</li> <li>- Prioritised Requirements.</li> </ul>	<p>The Service Team should demonstrate where delivery (testing / development) has been prioritised based on project success criteria.</p>	<ul style="list-style-type: none"> <li>- KPIs and metrics</li> <li>- Prioritised Requirements.</li> </ul>	<p>The Service should demonstrate how the success criteria aligns to applicable policy intent including user needs and what data points will be used to monitor the criteria.</p> <p>The Service should demonstrate that they can measure performance and work to a methodology that captures those insights and feeds them back into the backlog.</p>
<p><b>Use a wide range of data to make improvements.</b> Collect and use performance data from different sources, both online and offline.</p>	<p><i>Evidence that the Service has identified what success will look like for their delivery and uses those principles to define priorities for delivery.</i></p>	<p>The Service Team are leveraging various sets of similar projects performance data to understand how they can design the Service in a way to that will be suitable to their stakeholder needs.</p>	<ul style="list-style-type: none"> <li>- Project outcomes</li> <li>- Requirements Traceability Matrix</li> <li>- Traceable, prioritised requirements</li> <li>- Research report into relevant or similar public / private projects that have been successful.</li> </ul>	<p>The Service Team have incorporated the identified data points into the overall design.</p>	<ul style="list-style-type: none"> <li>- Project outcomes</li> <li>- Requirements Traceability Matrix</li> </ul>	<p>The Service Team should evidence that the Service is ready to run, with a plan in place to regularly review the performance of the Service, taking into account external data sources for inspiration and comparison.</p>	<ul style="list-style-type: none"> <li>- Performance review plan and schedule</li> </ul>	<p>The Service should demonstrate how the success criteria aligns to applicable policy intent including user needs and what data points will be used to monitor the criteria.</p> <p>The Service should demonstrate that they can measure performance and work to a methodology that captures those insights and feeds them back into the backlog.</p>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		The Service Team are using performance information in the project design principles, and being adequately represented in requirements.	- Project Principles	The Service Team should have a mechanism in place that will allow for regular review of the performance data in comparison to peers.	- Performance review plan and schedule - Project Principles			
<b>Continually review the performance of the Service.</b> Use data to make decisions about how to fix problems and improve the Service.	<i>Evidence that the Service uses performance and management information to continually monitor the Service as it is developed and delivered.</i>	The Service Team should evidence how they have used performance and management information to drive their understanding of the hypothesis during Design and how it has informed the recommendations emerging from this stage of delivery. Candidate KPIs are identified.	- KPIs and metrics - Stakeholder assessments to understand level of satisfaction with design process, and team understanding - Analysis of existing Service data sets to understand positives and negatives	The Service Team should be able to present the initial view on the KPIs for the live Service, how they will be measured and how the team anticipate using the insights that they develop within the production lifecycle.	- Stakeholder assessments to understand level of satisfaction with design process, and team understanding - Analysis of existing Service data sets to understand positives and negatives - List of KPIs - KPI calculations - Design for KPI data collection and reporting - Plan for ongoing KPIs review and remediation actions	The Service Team should be able to present evidence that the product has been built with performance management as an integral feature. This may include for example, on site analytics.	- Performance reports	The Service Team should share the specific KPI data points that they are using within a particular phase and identify how they have been used to drive forward the design and/or delivery of the product. This could include examples from the backlog e.g. how an exemplar story has been developed on the basis of performance data, performance dashboard metrics or artefacts used in the wider governance structures for the product.
						The Service Team should be able to provide evidence that the team has resource in place to provide analysis of the performance and management information for the live Service.	- Plan for ongoing KPI review and action / remediation planning	
<b>Improve your management information over time.</b> Review and improve your metrics and data collection practices	<i>Evidence that the Service Team have reviewed and enhanced their management information KPIs</i>	The Service Team should evidence how they have enhanced their management information KPIs.	- KPIs and metrics - List of relevant KPIs that have been identified and added, with rationale as to why					<i>The Service Team should share the specific KPI data points that they are using within a particular phase and identify how they have been used to drive forward the design</i>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
as you learn more about user needs.	<i>where appropriate.</i>							<i>and/or delivery of the product. This could include examples from the backlog e.g. how an exemplar story has been developed on the basis of performance data, performance dashboard metrics or artefacts used in the wider governance structures for the product.</i>
<b>Publish data to help inform and improve future government Services.</b> Publishing information about your Service will help government be open, accountable and make evidence-based decisions on future Services.	<i>Evidence that the Service Team publish data that will help improve future government Services.</i>	The Service Team have identified indicators that are suitable for publishing, and sharing with other government Services. For example this would include the usage rates over time, performance indicators	<ul style="list-style-type: none"> <li>- KPIs and metrics</li> <li>- Research into standard / re-usable metrics to share with other government departments in their demand assessment, design or implementation</li> </ul>	The Service Team should evidence that they have built reports to manage / report on key performance indicators, and that they have developed the methods necessary to collect and publish this information.	<ul style="list-style-type: none"> <li>- Related Prioritised functional and non-functional requirements</li> <li>- Information gathering and publishing process developed.</li> <li>- Publishing plan</li> <li>- test cases</li> </ul>			The Service Team should present evidence that they have identified appropriate channels for sharing the data that is generated through the delivery of their Service. Depending on the Service this may range from publishing data online through to sharing through internal government networks.

10. Choose the right tech

Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Understand the technologies needed to deliver the Service.</b> Work out the different components required to build and operate the Service.</p>	<p><i>Evidence of understanding of Service context</i></p>	<p>The Service Team should show they understand the users' needs and full scope of service, so that an appropriate technical solution can be designed</p>	<ul style="list-style-type: none"> <li>- E2E process</li> <li>- Service Decomposition Diagram</li> <li>- Prioritised level functional requirements</li> <li>- Non-functional requirements</li> <li>- Solution context diagram</li> <li>- Integration Architecture</li> <li>- Interface catalogue</li> </ul>	<p>The Service Team have built the service including all necessary interactions within its wider context.</p>	<ul style="list-style-type: none"> <li>- E2E process</li> <li>- Service Decomposition Diagram</li> <li>- Prioritised functional requirements</li> <li>- Non-functional requirements</li> <li>- Solution context diagram</li> <li>- Integration Architecture</li> <li>- Interface catalogue</li> <li>- Test cases</li> </ul>			
	<p><i>Evidence of decomposing the Service into components / building blocks</i></p>	<p>The Service team are able to identify the basic building blocks / components required to create the working service - mapping the functionalities required to the technologies and services available.</p>	<ul style="list-style-type: none"> <li>- functional requirements</li> <li>- non-functional requirements</li> <li>- Service function to component mapping</li> <li>- Service decomposition diagram</li> </ul>					

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Show how decisions on technology have been made.</b> A technology options appraisal should demonstrate evidence and data-driven decision-making based on quality and cost, using a proportionate approach. Consider security in the appraisal.</p>	<p><i>Evidence of technology governance</i>  <i>The Service Team should show a defined architecture governance framework is in place for the project, that assures ongoing alignment with the business, and appropriate checks for technical design compliance with architecture principles and requirements.</i></p>	<p>The Service Team should evidence a defined architecture governance framework is in place for the project, that assures ongoing alignment with the business, and appropriate checks for technical design compliance with architecture principles and requirements. Explain how technical governance will be proportionate and how it will balance control with rapid decision making and progress.</p>	<ul style="list-style-type: none"> <li>- Key design decisions document</li> <li>- Governance chart</li> <li>- Governance &amp; Assurance process for Architecture decisions</li> <li>- Terms of Reference for Governance boards</li> <li>- Evidence of Governance reviews, actions and remediation.</li> </ul>	<p>The Service Team should demonstrate effective governance and ratification of decision making. Explain how technical governance is working, how it's proportionate and how it balances control with rapid decision making and progress.</p>	<ul style="list-style-type: none"> <li>- Evidence of Governance &amp; Assurance reviews, tracking and completion of governance recommendation actions and remediation.</li> <li>- Risk register is regularly updated and maintained.</li> <li>- Technical debt is identified and tracked</li> </ul>	<p>The Service Team should demonstrate effective governance and ratification of decision making. Explain how technical governance is working, how it's proportionate and how it balances control with rapid decision making and progress.</p>	<ul style="list-style-type: none"> <li>• Evidence of Governance and Assurance reviews, tracking and completion of Governance recommendation actions and remediation</li> <li>• Risk register is regularly updated and maintained</li> </ul>	
	<p><i>The Service Team should show how architecture options have been developed that have been derived from the project strategic drivers, principles and expected outcomes, consider also cost, and appropriateness (effort vs value).</i></p>	<p>The Service Team are able to demonstrate the architecture options developed are aligned with strategic drivers, principles, expected outcomes.</p>	<ul style="list-style-type: none"> <li>- Architecture option Assessment scoring model</li> <li>- High level architecture options and rationale for each</li> <li>- Initial scoring of architecture options</li> </ul>					



What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Reuse first, then buy or build depending on requirements.</b> Reuse existing technology from across government where possible. Otherwise use technology based on maturity/availability of components that meet requirements and user needs. Buy or source commodity components (including open source technologies) where there are mature solutions that meet use needs in a cost effective way. Develop unique or novel components using an iterative approach.</p>	<p><i>The solution team must be able to identify potential technology solutions for re-use across the organisation</i></p>	<p>The Service Team should be able to Identify, potential technical re-use components and solutions for the project that may be able to meet the user needs and requirements, at an acceptable level of investment.</p>	<ul style="list-style-type: none"> <li>- Architecture option</li> <li>assessment scoring model</li> <li>- assessment of available technical components for potential re-use considering functionality provided</li> <li>- Formal gap assessment</li> <li>- Cost assessment against existing Technology solutions to close gaps</li> </ul>					
	<p><i>The solution team must be able to identify suitable external alternatives where no re-use technology solution exists</i></p>	<p>The Service Team are able to demonstrate an understanding of the functionality to be procured or selected externally</p>	<ul style="list-style-type: none"> <li>- Market scan of potential solution providers</li> <li>- Market scan of potential Service providers</li> <li>- Cost model / Benchmark of providers costs</li> </ul>					

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Unique requirements not found in the market are considered for implementation, with a plan for procurement.</i>	The Service Team are able to demonstrate an understanding of the outcomes expected from any custom development work required to close any functional gaps. If uncertainties on the specific requirements of functional gaps exist, the team are considering rapid prototyping and iterative development within an acceptable funding model, aligned with identified outcomes.	<ul style="list-style-type: none"> <li>- The Service Team are able to determine expected outcomes of The development</li> <li>- High-level requirements may be identified</li> <li>- Discussions are underway to estimate funds required, and The assess overall costs involved.</li> <li>- Solution integrator/ development house long-list is in place.</li> <li>- Costs are estimated</li> <li>- Procurement plan is in place</li> </ul>					
<b>Make the Service cost effective.</b> Use appropriate tools and technologies to create and operate a good Service in a cost effective way - making sure the team understand the total cost of ownership of the technology	<i>Evidence that the team understand total cost of ownership for the technology, and that the technologies supporting their Service design are cost optimal.</i>	The Service Team should be able to show cost comparisons of the architecture options developed.	<ul style="list-style-type: none"> <li>- High level cost assessment for each option considering implementation (effort, duration, labour) and license costs over a X year period.</li> </ul>					

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<p><i>Evidence that the team are using appropriate tools and technologies to create and operate a good service in a cost effective way</i></p>	<p>The Service Team have assessed the cost drivers across potential tools and technologies in the design of the solution, and assessed them against how the solution will be implemented and used to determine the tools needed. Design principles are decided on in order to achieve the cost-effective operation of the service.</p>	<ul style="list-style-type: none"> <li>- Architecture principles</li> <li>- Tooling costs comparison</li> <li>- Standards for implementation</li> </ul>					
<p><b>Make technology choices that allow flexibility.</b> Design the Service to allow for different technology choices in future - for example, reducing the chances of getting locked into contracts for specific tools and suppliers, or use technologies that can easily be scaled.</p>	<p><i>The architecture design has flexibility as a core principle - Integration architectures are designed with composable Services in mind.</i></p>	<p>The Service Team are able to demonstrate that architecture principles and standards are defined and used in order to develop flexible architecture options. Proprietary technologies (without compatible alternative suppliers) are treated with caution.</p>	<ul style="list-style-type: none"> <li>-Architecture Principles</li> <li>- Key design decisions taken that demonstrate active compliance or rationale for exception with The Principles</li> <li>- assessment of licensing and exit considerations in the technology options assessment</li> </ul>	<p>The Service Team should evidence that the solution has been developed in accordance with the principle of flexibility.</p>	<ul style="list-style-type: none"> <li>-Architecture Principles</li> <li>- Key design decisions taken that demonstrate active compliance or rationale for exception with the principles</li> </ul>			

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<b>Use cloud services</b> (including infrastructure as a service, platform as a service, software as a service and cloud native technologies) before equivalents, or provide strong evidence that a different approach is better	<i>Evidence that the Service Team are adopting public cloud Services, or can evidence why these are not suitable.</i>	The Service team are able to evidence a public cloud-first infrastructure design, and assessment of options that weights public cloud appropriately. Exceptions are documented with strong rationale.	<ul style="list-style-type: none"> <li>- Architecture Principles</li> <li>- Architecture options assessment.</li> <li>- High level design / Solution Architecture document</li> <li>- Architecture components, description and usage</li> <li>- Exceptions and rationale</li> </ul>					
<b>Use open source.</b> When sourcing components, open source technologies should be given equal consideration to commercial/proprietary technologies in options appraisals.	<i>Evidence that the Service Team are adopting open source technologies where appropriate, or can evidence why these are not suitable.</i>	The Service Team are able to demonstrate open-source alternatives have been assessed and given equal consideration to commercial / proprietary technologies in options appraisals.	<ul style="list-style-type: none"> <li>- Options analysis</li> <li>- options assessment criteria</li> <li>- Open source candidate components (tools) for The Solution</li> </ul>					
<b>Use open standards. Identify the industry-approved standards you will adopt.</b> Using industry standards means systems and Services can integrate more easily.	<i>Evidence that the Service Team are adopting open standards where appropriate, or can evidence why these are not suitable.</i>	The Service Team have identified relevant open standards to the project. The standards have been assessed for suitability for adoption. Factors considered include license arrangements, maintenance of standards, risk and opportunities. Where suitable, the open	<ul style="list-style-type: none"> <li>- List of identified open standards</li> <li>- Assessment of Open standards to utilise</li> <li>- principles.</li> <li>- High Level Design / Solution Architecture Document</li> </ul>	The Service Team are implementing the selected open standards and are assuring the implementation remains compliant with the standard, terms and conditions.	<ul style="list-style-type: none"> <li>- Open standards implementation plan</li> <li>- Open standards compliance checks</li> <li>- Test cases</li> </ul>	The Service Team has confidence that the Open standards selected for implementation have been correctly implemented.	<ul style="list-style-type: none"> <li>- Design documentation for The Open standards</li> <li>- test results</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		standards are adopted.						
<p><b>Manage dependencies on legacy technology. Understand where the Service integrates with or depends on legacy technology.</b> Make sure you plan to manage any changes due to upgrades</p>	<p><i>Evidence that the Service Team have sought to minimise their dependency on legacy technology, and understand how best to manage legacy technologies throughout the lifespan of the Service.</i></p>	<p>The Service Team are able to demonstrate that they have identified legacy technical components that are solution is dependent upon. Constraints are understood, and mitigations are identified.</p>	<ul style="list-style-type: none"> <li>- High level design / Solution Architecture document</li> <li>- List of legacy applications used in the service</li> <li>- Design and implementation constraints covering;</li> <li>- Data formats</li> <li>- Interface and communication standards</li> <li>- Maintenance Windows and freeze periods due to business/ technical changes.</li> <li>- Development lifecycle - rate of change release and fix</li> <li>- Capacity and performance</li> </ul>	<p>The Service Team are able to verify that identified mitigations are being effective, and are not causing undue slippage or issues.</p>	<ul style="list-style-type: none"> <li>- Project plan (original and current baseline)</li> <li>- Release management plan for the service</li> <li>- Interface catalogue</li> <li>- RAID log</li> <li>- Test cases for release management, integration</li> </ul>	<p>Mitigations for constraints are determined, and in place</p>	<ul style="list-style-type: none"> <li>- Ongoing release management plan for the service, taking into account legacy system constraints.</li> <li>- Test results</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Create a sustainable plan for procurement and contract management.</b> Reduce risk by breaking procurements into smaller parts where possible</p>	<p><i>Evidence of a procurement approach developed in collaboration with the appropriate sourcing/procurement team</i></p>	<p>The Service Team are able to identify the types of procurement that may be required e.g. software and or Services, the plan for procurement, how the procurements are broken down into smaller parts, and managed in line with applicable standards.</p>	<ul style="list-style-type: none"> <li>- Procurement standards / policies</li> <li>- Procurement plan</li> <li>- Outline programme plan</li> <li>- Expected roles and responsibilities</li> </ul>					
		<p>The Service Team should describe how they will ensure they receive value for money when buying any technologies/tools.</p>	<ul style="list-style-type: none"> <li>- Sourcing strategy</li> <li>- Procurement plan</li> <li>- Weighted assessment criteria</li> <li>- Vendor management plan;</li> <li>- Contract management</li> <li>- Billing plan / milestones and acceptance criteria</li> <li>- Change request estimation , and governance</li> <li>- warranty and support</li> <li>- Assurance and review plan</li> <li>- expected supplier roles and responsibilities in the context of the programme</li> </ul>	<p>The Service Team are able to demonstrate that ongoing value for money is being delivered by the tools and services procured. Vendor management plans are in place, and regular performance and progress reports are in place.</p>	<ul style="list-style-type: none"> <li>- Vendor performance management reports</li> </ul>	<p>The Service Team have a plan for ongoing vendor management in place.</p>	<ul style="list-style-type: none"> <li>- Vendor performance management reports</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
			<ul style="list-style-type: none"> <li>plan</li> <li>- Vendor performance management metrics</li> </ul>					
<p><b>Consider the impact of your Service on the environment.</b>            Create a Service that reduces waste and energy consumption where possible, for example through cloud computing, minimising use of paper and reducing travel needed for the delivery or use of Services.</p>	<p><i>Evidence of reducing environmental impact</i></p>	<p>The Service Team should explain how they plan to reduce the environmental impact of the service. for example through defined ways of working for both themselves and their suppliers that reduce environmental impact of the solution throughout its lifecycle.</p>	<ul style="list-style-type: none"> <li>- Procurement plan</li> <li>- Procurement selection / scoring criteria</li> <li>- Environmental impact assessment section.</li> <li>- programme ways of working</li> <li>- Architecture Principles</li> <li>- Architecture options assessment</li> <li>- Evaluation and comparison of suppliers</li> </ul>	<p>The Service Team are able to demonstrate that the ways of working in an environmentally friendly way will be continuously improved. The solution design is reviewed and refined to improve overall environmental efficiency.</p>	<ul style="list-style-type: none"> <li>- Plan for Procurement</li> <li>- Procurement selection / scoring criteria</li> <li>- Environmental impact assessment section.</li> <li>- Programme ways of working</li> <li>- Architecture principles</li> <li>- Architecture Options assessment</li> <li>- Evaluation and comparison of suppliers</li> <li>Environmental impact report</li> </ul>	<p>The Service Team are able to demonstrate that the ways of working in an environmentally friendly way will be continuously improved. The solution design is reviewed and refined to improve overall environmental efficiency.</p>	<ul style="list-style-type: none"> <li>- Plan for procurement</li> <li>- Procurement selection / scoring criteria</li> <li>- Environmental impact assessment section.</li> <li>- Programme ways of working</li> <li>- Architecture principles</li> <li>- Architecture Options assessment</li> <li>- Evaluation and comparison of suppliers</li> <li>environmental impact report</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
			Environmental impact report					
		The Service Team have defined supplier selection and architecture options evaluation criteria to include environmental aspects.	<ul style="list-style-type: none"> <li>- Procurement plan</li> <li>- Assessment criteria</li> <li>- Assessment scoring</li> </ul>					



## 11. Open source code

## Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Write code in the open from the start.</b> Publish this in an open repository - minus any sensitive information, like secret keys and credentials.</p>	<p><i>Evidence of a plan/approach for making software open source</i></p>	<p>The Service Team, on a per component basis, should evidence that they have identified what aspects of the solution can and should be open-sourced. A plan to open source these aspects is made.</p>	<ul style="list-style-type: none"> <li>- Open source assessment model / questions</li> <li>- Open source assessment per component, identifying potential aspects suitable for open source.</li> </ul>	<p>The Service Team should evidence that the open source code has been made available by publishing publicly, and securely where required</p>	<ul style="list-style-type: none"> <li>- Operating model</li> <li>- Approach, processes and governance related to open source collaboration and sharing</li> <li>- List of components that are to be open sourced</li> <li>- Source code repository</li> <li>- Process for publishing open-source code</li> <li>- Security assessment of open source release process</li> <li>- Published source code</li> </ul>	<p>The Service Team should explain how they're making new source code open and reusable. Also explain the code they've not made open and why.</p>	<ul style="list-style-type: none"> <li>- Source code repository</li> <li>- Process for open-sourcing</li> <li>- Security assessment of process to open source</li> </ul>	<p>For example, a documented approach, increasing in detail through the phases, or reference to an organisational one.</p>
<p><b>Understand when you should not publish code.</b> Identify and describe where code is too sensitive to publish.</p>	<p><i>Evidence of ownership of intellectual property. Security and risk assessment.</i></p>	<p>The Service Team should understand how to identify which parts of the solution may not be able to be published due to sensitivity or IP ownership. This could include security, legal or other reasons.</p>	<ul style="list-style-type: none"> <li>- Open source assessment questions / evaluation criteria</li> <li>- Risk assessment criteria</li> <li>- Open source assessment per component</li> </ul>	<p>The Service Team should demonstrate they a process for risk assessment is in place, and is being used to assure that sensitive material, or proprietary code is not published.</p>	<ul style="list-style-type: none"> <li>- (Updated) Open source assessment per component'</li> <li>- Open-source assessment Results</li> </ul>	<p>The Service Team are confident in their process and risk assessment to identify items unsuitable for publishing.</p>	<ul style="list-style-type: none"> <li>- (Updated) Open source assessment per component</li> <li>- Open-source assessment</li> <li>- Open-source Risk assessment results</li> <li>- Security review of risk assessment process.</li> </ul>	<p>For example, clear understanding of who is developing code (employees, contractors) and the contract position for software developed by a third party.</p>
<p><b>Describe how you'll do open source.</b> Have a clear process for the lifecycle of the service, for example how you'll manage pull requests and fork code.</p>	<p><i>Evidence of availability and support for reuse</i></p>	<p>The Service Team should have a process for the lifecycle of the service, for example how to manage pull requests and fork code.</p>	<ul style="list-style-type: none"> <li>- Process for making open source code available</li> </ul>	<p>The Service Team should explain how someone else can reuse their code and show any code they've built in an</p>	<ul style="list-style-type: none"> <li>- Provide a screen shot of the source code in the open repository</li> <li>- Provide the information necessary for others to</li> </ul>	<p>The Service Team should explain how a team in another department can reuse their code and show their code in an open internet source code repository.</p>	<ul style="list-style-type: none"> <li>- Documentation of how to use specific open source code.</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
				open internet source code repository	effectively use the open source code			
	<i>Evidence of detailed approach for managing open source software - assumes that the project will place software on a public platform for reuse</i>	The Service Team are able to demonstrate, where appropriate and where strategically desired, that a draft operating model for the people, process and technology required to provide and manage open-source software effectively are understood, i.e. proactive management, bug fixing etc. on behalf of others	<ul style="list-style-type: none"> <li>- Operating model for open source, including;</li> <li>- Identification of tooling for managing and publishing code</li> <li>- Roles and responsibilities</li> <li>- Processes for publishing, reviewing and incorporating third party / crowd-sourced code</li> <li>- Versioning and forking policies</li> <li>- Source code repository</li> <li>- Community engagement and management platform and processes</li> <li>- Roles and responsibilities</li> </ul>	The Service Team should design the operating model to run an effective open-source project. Governance process and risk assessment is in place, and is being used to assure that sensitive material is not published. For example, a documented approach, covering the detail of; <ul style="list-style-type: none"> <li>- Accepting contributions &amp; comments, handling updates and bug fixes.</li> </ul>	<ul style="list-style-type: none"> <li>- Operating model for open source, including;</li> <li>- Identification of tooling for managing and publishing code</li> <li>- Roles and responsibilities</li> <li>- Processes for publishing, reviewing and incorporating third party / crowd-sourced code</li> <li>- Versioning and forking policies</li> <li>- Source code repository</li> <li>- community engagement and management platform and processes</li> <li>- Roles and responsibilities</li> </ul>	The Service Team should demonstrate that the target operating model for running the open source community is in place tested and ready for operation.	<ul style="list-style-type: none"> <li>- Operating model for open source, including;</li> <li>- Identification of tooling for managing and publishing code</li> <li>- Roles and responsibilities</li> <li>- Processes for publishing, reviewing and incorporating third party / crowd-sourced code</li> <li>- Versioning and forking policies</li> <li>- Source code repository</li> <li>- community engagement and management platform and processes</li> <li>- Roles and responsibilities</li> <li>- Test results</li> </ul>	The code is available and there is clear documentation to show how to use it.
<b>Make source code you've created available for reuse.</b> Keep ownership of the intellectual property of new source code that's created as part of the Service, and make it available for reuse under an open licence.	<i>Evidence of appropriate licence(s) for open sourced software</i>	The Service Team have investigated and selected an appropriate license type for the open-source software, aligned with the	<ul style="list-style-type: none"> <li>- Open-source license assessment criteria</li> <li>- Open-source license assessment evaluation</li> <li>- Assessment of community use-cases</li> </ul>	The Service Team have selected the appropriate license, and it is proving to be suitable for community use.	<ul style="list-style-type: none"> <li>- Open source license agreement</li> <li>- Community use-cases assessment</li> <li>- Open source license requirements</li> </ul>	The Service Team have selected the appropriate license, and it is proving to be suitable for community use.	<ul style="list-style-type: none"> <li>- Open source license agreement</li> <li>- Community use-cases assessment</li> <li>- Open source license requirements</li> </ul>	For example, licence file in the repository and a clear explanation of why this particular licence was chosen.

12. Shared Practices

Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Reuse national assets.</b> Including government Services and platforms, for example mygov.scot for Service information and statistics.gov.scot for publishing open data.</p>	<p><i>Evidence of understanding of how the Service relates to other Services</i></p>	<p>The Service Team should demonstrate an awareness of their Service pattern, and evidence that they understand the end to end process.</p>	<ul style="list-style-type: none"> <li>- Service Pattern</li> <li>- Service Decomposition Diagram</li> <li>- Architecture context diagram</li> <li>- Assessment of re-usable Services</li> <li>- Business Service diagram</li> </ul>	<p>The Service Team should demonstrate an understanding of the service context, and common services available for re-used and which Service patterns they align with. In addition, the Service Team should explain any user requirements they've identified that are common to other Services and how they're going to meet them in a way that's consistent with the rest of government.</p>	<ul style="list-style-type: none"> <li>- Service Patterns (including those for Services with which the in-scope Service will interact)</li> <li>- Requirements for Common Services</li> </ul>			<p>For example, a Service pattern or benefits mapping at later stages.</p>
	<p><i>Evidence of understanding of how the Service can use existing or developing common capabilities</i></p>	<p>The Service Team should evidence that they have considered which common capabilities / Services / platforms they will draw on and</p>	<ul style="list-style-type: none"> <li>- Details of Shared/Common Capabilities</li> <li>- Architecture Context</li> <li>- Conceptual architecture</li> <li>- Service Catalogue</li> </ul>	<p>The Service Team should evidence how they are using common platforms in the development of their Service.</p>	<ul style="list-style-type: none"> <li>- Service Catalogue</li> <li>- Architecture Context</li> <li>- Evidence of Common Platform Use in Service Development</li> </ul>			

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		contribute to through the development of this Service, in order to support the delivery of better public Services and improved governance		<p>The Service Team should demonstrate that they have held conversations with other services on how they can use capabilities from, or contribute to, the wider service catalogue or set of common and reusable services.</p>	<ul style="list-style-type: none"> <li>- Architecture context</li> <li>- Evidence of Common Platform Use in Service Development</li> </ul>			
				<p>The Service Team should explain any user requirements they've identified that are common to other Services, and how their Service design meets these needs in a way that's consistent with the rest of government.</p>	<ul style="list-style-type: none"> <li>- Documented User requirements relating to Common Service Components</li> <li>- Evidence that Service Design for these needs is consistent</li> </ul>			

**13. Reliable service**

**Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)**

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Define non-functional requirements.</b> Establish when the Service needs to be available, how many people are expected to use it at busy times and what impact any down-time might have. Consider other non-functional requirements as well.</p>	<p><i>Evidence of sound non-functional requirement approach, including assessment and identification of critical non-functional requirements, engaging with business stakeholders to ascertain realistic and achievable requirements for each component of the overall solution delivering the Service. An end-to-end assessment of the non-functional requirements is planned.</i></p>	<p>The Service Team should identify critical non-functional requirements, including as a minimum performance, availability and compatibility and usability.</p>	<p>- Defined, achievable non-functional requirements that are suitable from a business perspective. - Assessment of the solution components and E2E solution ability to meet non-functional requirements.</p>	<p>The Service Team should demonstrate that they have developed the solution to achieve the agreed non-functional requirements.</p>	<p>- Updated defined, achievable non-functional requirements - Assessment of the solution components and E2E solution ability to meet non-functional requirements.</p>			
<p><b>Carry out quality assurance testing regularly.</b> Establish system quality attributes for features and non-functional requirements and test against these. Have a plan in place to deal with issues. Test the Service in an environment that's as similar to live as possible</p>	<p><i>Evidence of assurance and test planning for the identified non-functional requirements of the Service.</i></p>	<p>The Service Team have a strategy and plan for Testing.</p>	<p>- Test strategy including types of tests relevant for selected non-functional requirements: -performance -compatibility - E2E testing - Integration Testing - UAT - SIT - Technical Unit testing - Test planning for non-functional tests.</p>	<p>The Service Team are developing test cases relevant to the non-functional requirements.</p>	<p>- Test cases at least; - E2E testing - Regression - Integration Testing - UAT - SIT - Governance / assurance reviews on the solution development, showing how the solution is able to meet non-functional requirements. - Overview of how the solution is able to meet relevant non-functional requirements.</p>	<p>The Service Team have conducted testing in line with the Test Strategy, Approach and Test Use Cases relevant to the non-functional requirements.</p>	<p>- Test results for: - E2E testing - Regression - Integration Testing - UAT - SIT</p>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Evidence of capturing results and acting on them</i>			The Service Team have a plan to address negative test results, including assessment, classification of results and decision making guidelines to address the results.	<ul style="list-style-type: none"> <li>- Test results tracker template</li> <li>- Test results reporting standard</li> <li>- Test results assessment template</li> <li>- Risk assessment and action tracker template</li> </ul>	The Service Team are conducting tests and addressing negative results accordingly	<ul style="list-style-type: none"> <li>- Test results tracker</li> <li>- Test results reporting standard</li> <li>- Test results assessment</li> <li>- Risk assessment and action tracker</li> </ul>	
<p><b>Plan for major events.</b> Have a plan for disaster recovery in the event of a breach or major event that could disrupt Service delivery</p>	<i>Evidence of business continuity approach</i>	The Service Team are considering the business continuity events that need to be planned for. Stakeholders are identified.	<ul style="list-style-type: none"> <li>- Business continuity strategy</li> <li>- Outline plan template</li> <li>- Incident mitigation requirements</li> <li>- Risk mitigation and recovery strategy</li> </ul>	The Service Team have developed a Recovery plan for the solution that has been developed. Relevant elements of value, risk events and impact x likelihood are calculated. Mitigations, preparations, response and recovery are defined. Training, exercises and awareness sessions are being considered for the live service.	<ul style="list-style-type: none"> <li>- Business continuity plan</li> <li>- Risks, mitigations, preparations, response and recovery are being defined</li> <li>- Run book</li> </ul>	The Service Team have delivered the continuity plans, training and staff awareness sessions. Relevant elements of value, risk events and impact x likelihood are calculated. Mitigations, preparations, response and recovery are defined. The future maintenance and management of the continuity strategy is understood.	<ul style="list-style-type: none"> <li>- Tasks for ongoing management of the continuity strategy</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Evidence of recovery time planning</i>	The Service Team are assessing the necessary steps required to implement the recovery time objective. An achievable, business acceptable and financially viable Recovery Time Objective (RTO) in the non-functional objectives. .	<ul style="list-style-type: none"> <li>- Recovery Time Objective on a Service and component basis.</li> <li>- Assessment of Recovery Time Objective feasibility</li> <li>- Outline recovery plan</li> </ul>	'The Service Team have developed the Recovery plan to resume Service delivery within the objective.	<ul style="list-style-type: none"> <li>- Run book</li> <li>- Low level design documentation</li> <li>- Architecture specification</li> </ul>	The Service Team should evidence that they have tested the recovery plan and can evidence	- Test Results	For example, evidence of agreement on Recovery Time Objective (or equivalent). Evidence of testing against this.
	<i>Evidence of recovery point planning</i>	An achievable, business acceptable and financially viable Recovery Point Objective (RPO) is defined in the non-functional requirements. The Service Team are assessing the necessary steps required to implement the recovery point objective.	<ul style="list-style-type: none"> <li>- Recovery point objective on a Service and component basis.</li> <li>- Assessment of Recovery Point objective feasibility</li> <li>- Outline recovery plan</li> </ul>	'The Service Team have developed the Recovery plan to resume Service delivery within the objective.	<ul style="list-style-type: none"> <li>-Run book</li> <li>- Low level design documentation</li> <li>- Architecture specification</li> </ul>	The Service Team should evidence that they have tested the recovery plan and can evidence	- Test Results	For example, evidence of agreement on Recovery Point Objective (or equivalent). Evidence of testing against this.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<b>Maximise uptime and speed of response for the online part of the Service.</b> Actively work towards fixing any organisational or contractual issues which make it difficult to maximise availability	<i>Evidence of design and build for availability</i>	The Service Team is able to identify design considerations that are in place to assure availability of the solution.	<ul style="list-style-type: none"> <li>- Highly available infrastructure design</li> <li>- Plan to scale up or out based upon demand, and associated lead-time for changes</li> <li>- Seasonal and initial demand analysis for the Service to assure right-sizing of infrastructure components</li> <li>- Data backup, and snapshotting schedules</li> <li>- Load-balancing</li> <li>- Denial Of Service and other attack prevention</li> </ul>	The Service Team have developed the solution to a specification that is aligned with the highly available, business continuity and disaster recovery designs.	<ul style="list-style-type: none"> <li>- Low level design documentation</li> <li>- Architecture specification</li> <li>- Functional and non-functional requirements</li> </ul>	The Service Team should evidence that they have tested availability	- Test Results	For example, design documentation explaining the technical components designed and built and the availability characteristics of these - showing how this contributes to overall availability.
	<i>Evidence of failure analysis</i>	The Service Team have identified potential failures in the system have been identified and added to test cases	<ul style="list-style-type: none"> <li>- Potential failures list and scenarios</li> </ul>	The Service Team have developed the solution to a specification that takes account of potential failures list	<ul style="list-style-type: none"> <li>- Description of how potential failures have been mitigated in build</li> </ul>	The Service Team's testing has taken into account all potential failures from the list	- Test Results	For example, scenario planning of list of likely failures and the approach to address each of these. Increasing level of detail and comprehensiveness over phases.



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<p><b>Deploy software changes regularly without significant downtime.</b> Use automated end-to-end testing to ensure the Service functions as designed and to protect against introducing regression as you continually improve the Service</p>	<p><i>Evidence of approach to deployment of environments</i></p>	<p>The Service Team have defined an Environments management strategy, with the numbers of environments required linked to the development (project and maintenance routes?), deployment plans, project phasing (parallel work streams needing independent environments e.g. data migration, configuration and development) as well as testing strategy (separate environments for SIT, UAT, DEV, Sandbox etc.). Lead time for environments is understood. A process, roles and responsibilities are defined for environment provision, configuration.</p>	<p>Environments strategy  - Test strategy  - Programme plan  - Roles and responsibilities for environment provision and configuration</p>					<p>For example, release/deployment approach and processes and evidence of this working.</p>
	<p><i>Evidence of approach to deployment of software</i></p>	<p>The Service team are able to evidence that a release management strategy, and outline release</p>	<p>- outline plan with best practice sections;  - Release scoping &amp; categorisation</p>	<p>The Service Team have a release management approach defined</p>	<p>- Release plan with completed sections;  - Release scoping &amp; categorisation  - Prioritisation and scheduling</p>	<p>The release plan and approach is defined, and has been tested on the release for deployment</p>	<p>- Release plan with;  - Release scoping &amp; categorisation  - Prioritisation and scheduling  - Release requirements</p>	<p>For example, release/deployment approach and processes and evidence of this working.</p>

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
		<p>management plan are defined. The project team are able to describe the key aspects of how the solution will be deployed, and subsequent upgrades will be carried out.</p>	<ul style="list-style-type: none"> <li>- Prioritisation and scheduling</li> <li>- Release requirements</li> <li>- Risk Assessments</li> <li>- Resource procurement</li> <li>- Deployment mechanism (manual / automated)</li> <li>- Release build</li> <li>- Backout planning</li> <li>- Testing plan</li> <li>- Environment provision, configuration</li> <li>- testing for release mechanism and backout</li> <li>- Testing of specific release</li> <li>- Test results evaluation</li> <li>- Release communication and coordination</li> <li>- user Training</li> <li>- Production environment preparation</li> <li>- Release rollout</li> <li>- Release staging</li> <li>- Release impact assessment</li> <li>- Metrics and reporting</li> <li>- Process review</li> </ul>		<ul style="list-style-type: none"> <li>- Release requirements</li> <li>- Risk Assessments</li> <li>- Resource procurement</li> <li>- Deployment mechanism (manual / automated)</li> <li>- Release build</li> <li>- Backout planning</li> <li>- Testing plan</li> <li>- Environment provision, configuration</li> <li>- testing for release mechanism and backout</li> <li>- Testing of specific release</li> <li>- Test results evaluation</li> <li>- Release communication and coordination</li> <li>- user Training</li> <li>- Production environment preparation</li> <li>- Release rollout</li> <li>- Release staging</li> <li>- Release impact assessment</li> <li>- Metrics and reporting</li> <li>- Process review</li> </ul>		<ul style="list-style-type: none"> <li>- Risk Assessments</li> <li>- Resource procurement</li> <li>- Deployment mechanism (manual / automated)</li> <li>- Release build</li> <li>- Backout planning</li> <li>- Testing plan</li> <li>- Environment provision, configuration</li> <li>- testing for release mechanism and backout</li> <li>- Testing of specific release</li> <li>- Test results evaluation</li> <li>- Release communication and coordination</li> <li>- user Training</li> <li>- Production environment preparation</li> <li>- Release rollout</li> <li>- Release staging</li> <li>- Release impact assessment</li> <li>- Metrics and reporting</li> <li>- Process review</li> <li>-Release management test results</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<b>Put processes and tools in place to operate the Service.</b> Use tools to monitor the reliability of the Service	<i>Evidence of operational Services and tools</i>	The Service Team have identified the people, processes and tools required to run the Service within defined non-functional requirements, Service level agreements or objectives.	- Support operating model design (including people, processes, tools and their ongoing management)	The Service Team have defined the supporting organisation and operating model. Test scenarios are being developed.	- Test Cases - Support operating model	The Service Team have defined the supporting organisation and operating model. Test scenarios are being developed.	- Test Cases - Support operating model	For example, a operating approach / processes document or reference to an organisational one. Should cover the processes needed at each stage. Skills and resourcing plans useful if specialists are required.
	<i>Evidence of operational processes - incident management</i>	The Service Team have an outline incident management plan in place, that is suitable for adoption by the managed Service providers.	Incident management outline plan containing; - Incident identification - Incident categorisation - Incident Prioritisation - Incident response - Incident Diagnosis - Incident resolution and closure - Continual Service improvement	The Service Management Team have an incident management plan is being developed in line with the selected AMS providers standards,. The plan respects the SLA / SLO of the Service. The people, process and tools required to run the design have been identified. Tooling is being configured in line with design specifications.	Incident management plan containing; - Incident identification - Incident categorisation - Incident Prioritisation - Incident response - Incident Diagnosis - Incident resolution and closure - Continual Service improvement - Operating model (people, process, tools, roles and responsibilities)	The Service Management Team can evidence that the incident management plan is in place, with the people, process and tools to effectively run and operate it. Test scenarios have been satisfactorily executed.	-Test Results - Operating Model - Detailed design	For example, incident/problem management approach and processes and evidence of this working.

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<p><i>Evidence of operational processes</i></p> <ul style="list-style-type: none"> <li>- monitoring</li> </ul>	<p>The Service Team can evidence an alerting and monitoring strategy is defined.</p> <p>An outline plan is in place, with tooling identified to implement it.</p> <p>Alert thresholds are defined, with an outline plan for alert action.</p>	<ul style="list-style-type: none"> <li>- Alerting and monitoring strategy</li> <li>- Alerting and monitoring high level design</li> <li>- Conceptual components identified to implement it</li> <li>- Service level indicators, Service level objectives</li> </ul>	<p>The Service Team can evidence that the monitoring and alerting plan is being developed.</p> <p>The people, process and tools required to run the design have been identified.</p> <p>The tools are being configured to report and monitor necessary components, and activity.</p> <p>An alerting design is being developed, actions are associated with alerts.</p>	<ul style="list-style-type: none"> <li>- Alerting and monitoring plan</li> <li>- Alerting and monitoring detail design</li> <li>- Conceptual components identified to implement it</li> <li>- Service level indicators, Service level objectives</li> <li>- Operating model (people, process, tools, roles and responsibilities)</li> </ul>	<p>The Service Team can evidence that the plan, tooling and organisation is in place to operate the monitoring and alerting design effectively.</p> <p>Actions are defined for the types of alerts received.</p> <p>Test scenarios have been satisfactorily executed.</p>	<ul style="list-style-type: none"> <li>- Test Results</li> <li>- Operating Model</li> <li>- Detailed design</li> </ul>	<p>For example, monitoring approach and processes and evidence of this working.</p>

## 14. Sponsor acceptance

## Digital Scotland Service Standard Minimum Evidence Framework (WATERFALL – DSA1)

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
<p><b>Include the right people as the Service develops.</b> Making sure user needs and ways of working are understood and supported.</p>	<p><i>Evidence that there is a robust governance structure in place and that procedures are followed to manage risk and make decisions</i></p>	<p>The Service Team should provide defined governance models for service development. The outline governance model for the target solution is in place.</p>	<ul style="list-style-type: none"> <li>- Programme Governance Model</li> <li>- Outline Service Governance Model</li> <li>- Terms of Reference</li> <li>- Roles and responsibilities</li> <li>- Stakeholder map</li> <li>- Decision criteria for go/ no-go</li> <li>- RAID Log</li> </ul>	<p>The Service Team should demonstrate that the programme governance model is working effectively, addressing all stakeholders needs in a prioritised manner.</p>	<ul style="list-style-type: none"> <li>- Programme Governance Model</li> <li>- Outline Service Governance Model</li> <li>- Terms of Reference</li> <li>- Roles and responsibilities</li> <li>- Stakeholder map</li> <li>- Decision criteria for go/ no-go</li> </ul>	<p>The Service Team should demonstrate that governance processes for final go-no-go decision are known, with stakeholders briefed on all critical information required to make an informed decision.</p>	<ul style="list-style-type: none"> <li>- Residual risk assessment</li> <li>- Stakeholder Map</li> <li>- Go No Go meeting minutes</li> <li>- Decision criteria for Go/ No-Go</li> <li>- RAID Log</li> </ul>	<p>In addition to the documented governance structure, examples of the successful operation of the structures should be shared indicating where key risk areas and decisions made are captured, reported and actioned.</p> <p>Materials shared should indicate roles and responsibilities across the Service Team and wider accountabilities as appropriate and how they map across.</p>
	<p><i>Evidence that ministerial sign-off has been obtained</i></p>						<p>The Service Team should evidence that they have tested the end-to-end service with the minister / senior sponsor responsible for it, including any legacy or offline components.</p>	<ul style="list-style-type: none"> <li>- Ministerial/Sponsor Sign-Off</li> </ul>
<p><b>Be open and transparent.</b> Communicate what you know about user needs, policy and technology constraints and any risks with the Service.</p>	<p><i>Evidence of understanding stakeholder landscape</i></p>	<p>The Service Team should evidence an understanding of who their stakeholders are, as set out in Criteria 1 for insight sharing.</p>	<ul style="list-style-type: none"> <li>- List of Relevant Stakeholders (may be included in Communications Plan)</li> <li>- Stakeholder Management Matrix</li> </ul>	<p>The Service Team should highlight any updates to their stakeholder mapping.</p>	<ul style="list-style-type: none"> <li>- Updated List of Relevant Stakeholders, if applicable (may be included in Communications Plan)</li> <li>- Stakeholder Management Matrix</li> </ul>	<p>The Service Team should highlight any updates to their stakeholder mapping.</p>	<ul style="list-style-type: none"> <li>- Updated List of Relevant Stakeholders, if applicable (may be included in Communications Plan)</li> <li>- Stakeholder Management Matrix</li> </ul>	

What the Project/Service Team should do	What Assessors need to see	Design	Sample Artefacts (Design)	Build	Sample Artefacts (Build)	Test & Go-Live	Sample Artefacts (Test & Go-Live)	Commentary
	<i>Evidence of clear communication plans</i>	The Service Team have a transparent and open way of working. Risks, issues, constraints and all requirements are accessible within the project team. High impact or priority issues are regularly reported out to stakeholders, following a programme communication plan.	<ul style="list-style-type: none"> <li>- Project communication plan</li> <li>- RAID Log</li> <li>- Collaboration area including file storage area for visibility</li> <li>- Project plan</li> <li>- Regular Project planning and communication sessions</li> <li>- Prioritised Functional and non-functional requirements</li> </ul>	The Service Team have a transparent and open way of working. Risks, issues, constraints and all requirements are accessible within the project team. High impact or priority issues are regularly reported out to stakeholders, following a programme communication plan.	<ul style="list-style-type: none"> <li>- Project communication plan</li> <li>- RAID Log</li> <li>- Collaboration area including file storage area for visibility</li> <li>- Project plan</li> <li>- Regular Project planning and communication sessions</li> <li>- Prioritised functional and non-functional requirements</li> </ul>	The Service Team have a transparent and open way of working. Risks, issues, constraints and all requirements are accessible within the project team. High impact or priority issues are regularly reported out to stakeholders, following a programme communication plan.	<ul style="list-style-type: none"> <li>- Project communication plan</li> <li>- RAID Log</li> <li>- Collaboration area including file storage area for visibility</li> <li>- Project plan</li> <li>- Regular Project planning and communication sessions</li> <li>- Prioritised Functional and non-functional requirements</li> </ul>	<p>In addition to the documented governance structure, examples of the successful operation of the structures should be shared indicating where key risk areas and decisions made are captured, reported and actioned.</p> <p>Materials shared should indicate roles and responsibilities across the Service Team and wider accountabilities as appropriate and how they map across.</p>