



national packaging waste database

A DSDM Case Study



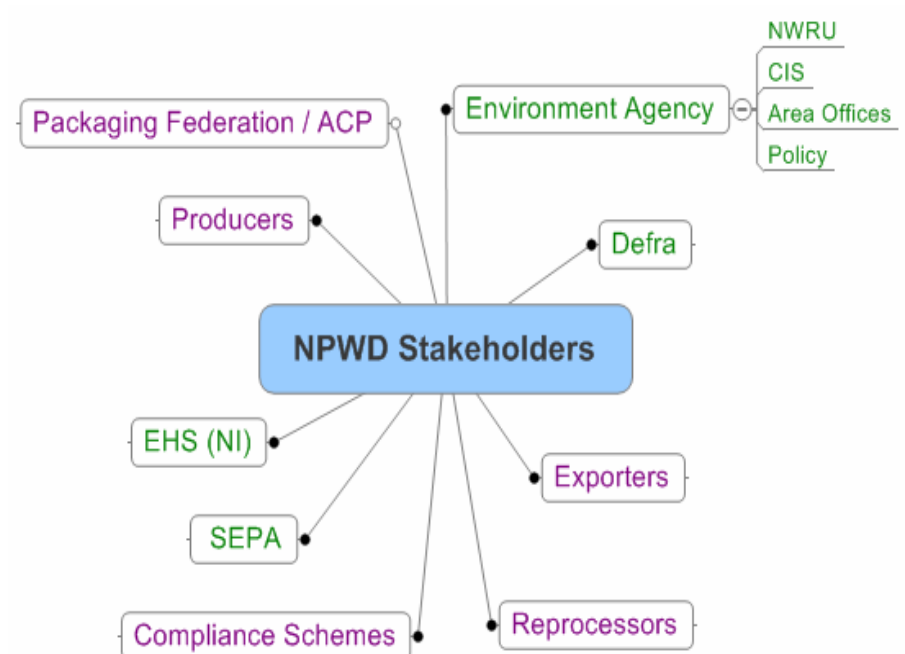
Packaging Waste

- EU target to re-process at least 60% of waste packaging in 2008
- Regulation revolves around "evidence" – Packaging Recovery Notes
- Market based philosophy
- Devolved regulation over seen by Defra
- Market wants information, Regulator wants to regulate



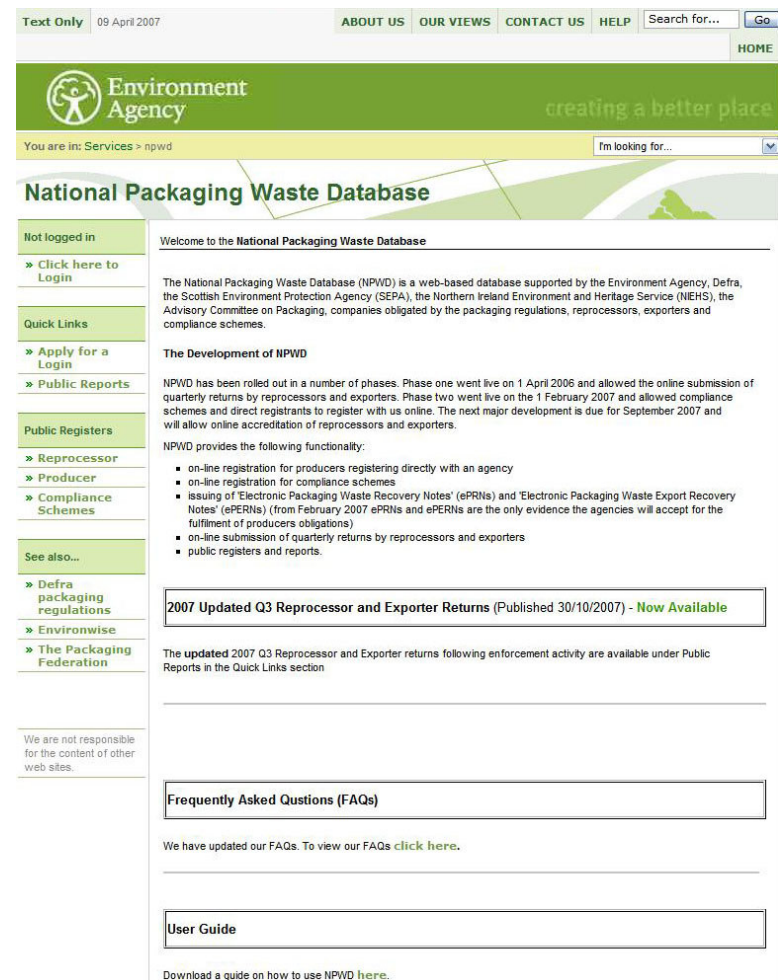
Background to NPWD Project

- Complex and diverse “peer group” stakeholders with significant “baggage”
- Industry initiated project in early 2003
 - Environment Agency agreement late 2005
 - Scoping study early 2004
 - Project Group formally formed Nov 2005
 - Solution 7 (development) appointed Dec 2005
 - First deadline 31st March (17 weeks)
 - Handover to Environment Agency planned for end 2007
- Waterfall / PRINCE2 approach assessed as unable to deliver. DSDM selected in place.
- Unknown reaction from Environment Agency CIS department



Success

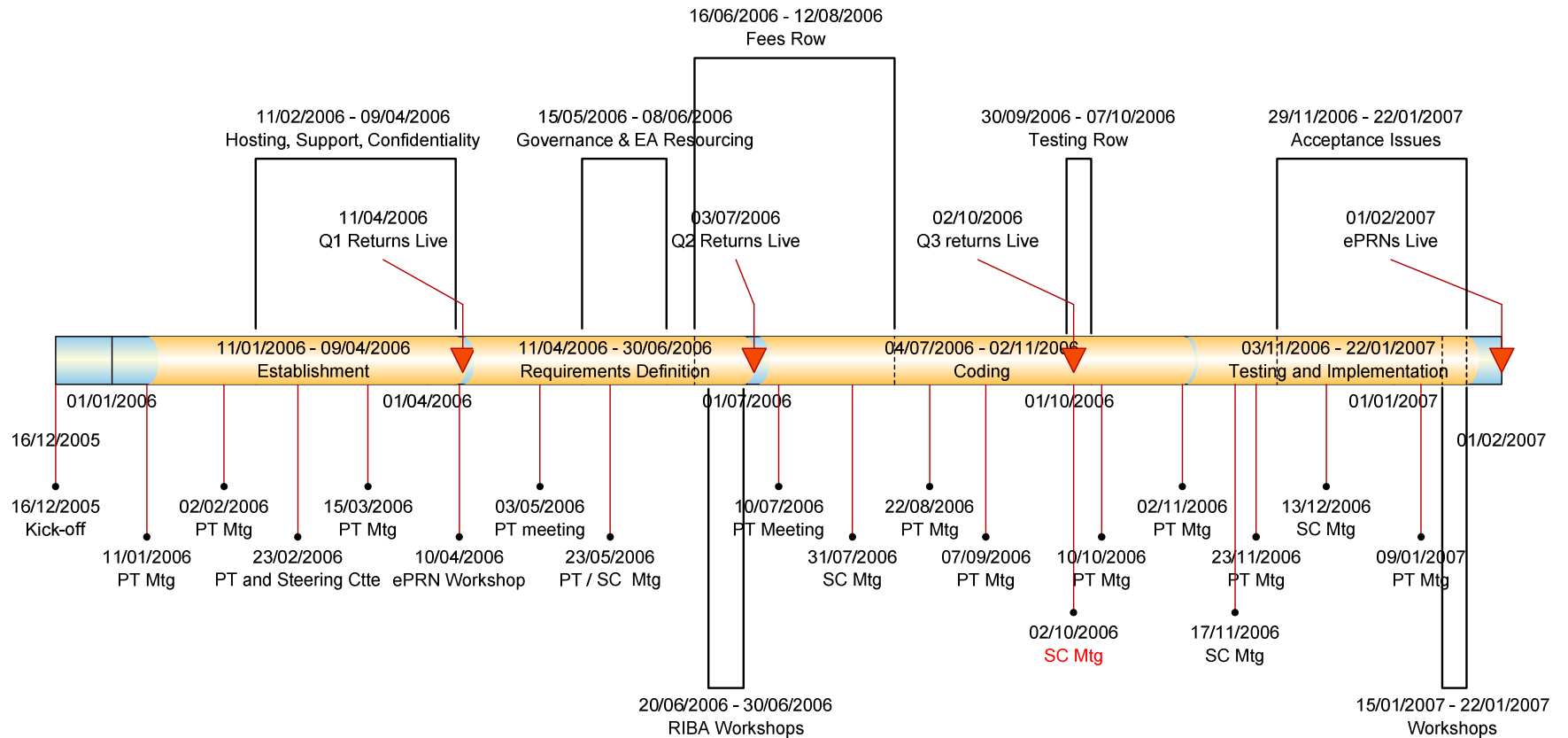
- Went from "wish list" on 16th December to first version of live system on 11th April
- Four further increments delivered on time; 30th June, 31st Sept, 1st Feb, April 9th
- Delivered key business objectives
 - Faster market information
 - Improved regulation
- Some re-engineering of the whole regulatory regime
- On-time and on budget
- Accepted by and handed over to Environment Agency, 31st Jan '07



Challenges

- 🟡 Language and mindset
- 🟡 Core difference in delivery philosophy between Project and Environment Agency CIS
 - 🟢 Process and standards rather than people and business needs
 - 🟢 Waterfall v DSDM
- 🟡 Politics
 - 🟢 Element of resentment of system being “imposed” on Environment Agency
 - 🟢 Two different groups of Environment Agency users
 - 🟢 Key users re-locating from London to Sheffield
 - 🟢 Different views in Industry
 - 🟢 Acceptance of the system by the Environment Agency
- 🟡 Managing different roles
 - 🟢 Genuine and real concern about confidentiality
 - 🟢 JR as both Poacher and Gamekeeper
- 🟡 Geographically dispersed team with other priorities

Compliance Timeline – Project Delivery



Foundations

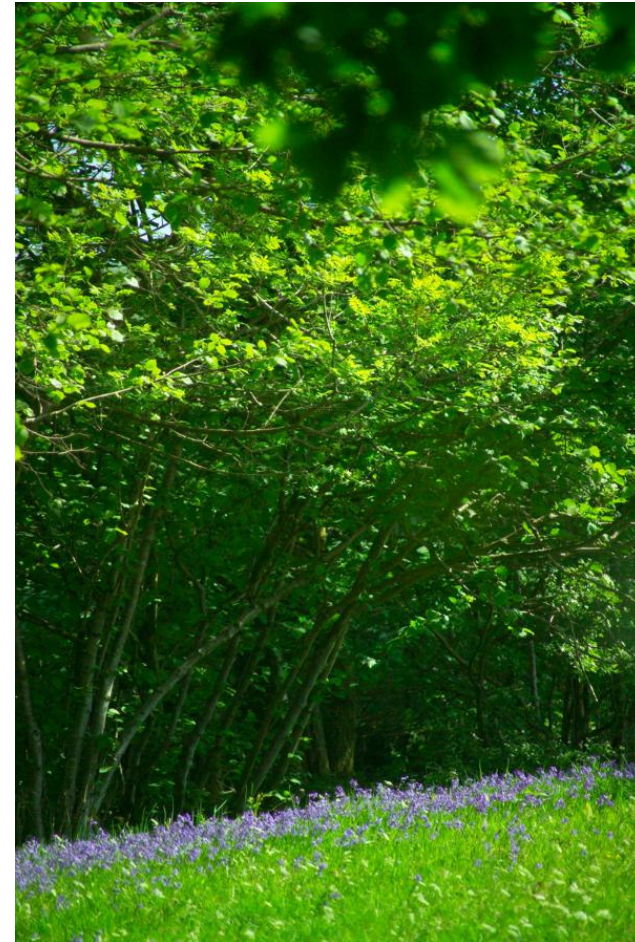
- Very tight timeline
 - Project initiation meeting Dec 16th
 - First team meeting Jan 11th
 - First increment live Apr 11th
- Q1 issues with:
 - Hosting
 - Support
 - Confidentiality
- Core issue – “What is the regulatory status of the project?”
- Resolution – Outsourced hosting and support; “agent” status for Solution 7





Governance and Resourcing

- Duplication of Project Boards and Project Management
- COTS / custom development
- Whose requirements take priority
 - Two sets of Environment Agency users
 - One moving from London to Sheffield
- User resourcing – “Skin in the game”
- Core issue – “Who leads?”
- Resolution
 - Combined steering committee; 1 project manager
 - Facilitated and collaborative requirements definition



Futures

- Formal regulatory consultation needed
 - Triggered debate about future costs / fees
- Core issue – “Whose future vision will be adopted?”
- Resolution – long term involvement of industry in future development
 - Advisory board
 - User group
 - Model for a different relationship between regulator / regulated



Testing

- Several rows about style and quality of testing
- Core Issue – culture / philosophy clash between waterfall and DSDM
- Resolution – uneasy hybrid of the two approaches
- No grey area; have to embrace one approach or other





Acceptance and Procurement

- Environment Agency takes on system; needs Solution 7 to continue support and development
- Core issue – three way set of legal agreements needed (over Christmas!)
- Resolution – “forced collaboration”
 - Lock the lawyers in a room and don’t let them out until it is sorted out
- Different attitude to risk / managing risk needed
 - Different procurement processes needed





What we would do differently

- Dealt with the foundation issues earlier
- Been clearer about the project management methodology
- Integrated testing / acceptance properly
- Collaborate in everything including legals, futures, procurement
- Managed Should and Could Have's better
- i.e. Stick more rigidly to DSDM



What worked

- 🟡 Razor-sharp focus on deadlines and business requirements
- 🟡 “Just in time” resolution of politics
- 🟡 Communication
 - 🔵 Regular face to face meetings and conference calls
 - 🔵 Splitting the project team into working groups
 - 🔵 Everyone talks to everyone else
 - 🔵 Situational leadership
 - 🔵 Wider stakeholder community
- 🟡 Prototypes delivered as early as possible
 - 🔵 Builds confidence in delivery
 - 🔵 Allows users to visualise what will be delivered
 - 🔵 Ensures that gaps and disagreements on requirements caught early
- 🟡 Team and Team Building



Team building

- 🟠 Focus on what you are trying to achieve
- 🟠 Build a team from all stakeholder groups
 - 🔵 Let them lead where they have expertise
 - 🔵 Facilitate rather than manage
- 🟠 Trust first
 - 🔵 Assume it
 - 🔵 Build it
 - 🔵 Confirm it
- 🟠 Create a culture of openness and transparency
- 🟠 Plan it, do it, learn from it
- 🟠 Take the fun out of being dysfunctional*
- 🟠 Communicate³



* Pollyanna Pixton - Centre for Collaborative Leadership



Impact on EA CIS

- Made CIS recognise that a single methodology is very restrictive
- There are quicker ways of delivering
- Risk management doesn't mean "take no risks" – quite risk averse
- You cannot impose your way of doing things on others
- Made us think carefully about governance and control
 - *May need to give up control*
 - *Will need to let others run with things*
- Keeping eyes on the prize is the most important thing

New CIS thinking

- 🟠 Looking at AGILE methodologies
- 🟠 New aspirational target of initiative to benefits delivery in 6 months
 - 🔵 Difficult in Waterfall environment
 - 🔵 Need to look at new ways of doing things
- 🟠 Management need to recognise that you have to commit to a new way of working
 - 🔵 No half measures – if you're going to do it, do it right
- 🟠 Find the right project to try it out
 - 🔵 Right project manager
 - 🔵 Right objectives of the project/type of project
 - 🔵 Right business sponsors
- 🟠 Can fit with the PRINCE2 project management controls

Summary

- There were many reasons why the project could have failed.
- However it was successful
 - Senior level support from Industry and Environment Agency
 - Sufficient budget
 - Right people and supplier, well facilitated
 - Working level engagement from agencies
 - Right approach executed with focus and energy
- Recommendations
 - DSDM works – use all of it!
 - No middle ground on testing
 - Distributed and peer level teams are possible

Thankyou

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