

Product Owner Ways of Working and Delivery Expectations

This process defines the required cadence and expectations for Product Owners when managing a product roadmap and backlog. The Product Owner is accountable for ensuring the appropriate ceremonies are planned, facilitated and completed, including daily stand-ups, sprint planning, sprint reviews and sprint retrospectives.

- A scrum master has been named (rotate quarterly within the team).
- At the end of each sprint, the Product Owner must ensure the Sprint review, retrospective and sprint planning meetings are held. A sprint report must be created for each sprint and presented to platform owners. Template recommendation [Sprint Report Template](#).
- The Product Owner must hold a Bi-weekly sprint review and planning alignment session with platform owners and relevant stakeholders to summarise what was committed, what was delivered, and any items that were de-scoped or not completed.
- The Product Owner must maintain a forward-looking backlog so that stories for the next sprint are refined and ready for the team to take into sprint planning.
- Stories for the following sprint should be close to refinement completion, with future sprint items actively progressing through refinement.
- Monthly roadmap and backlog meetings are held with platform owners to review roadmap and backlog. The Product Owner is responsible for using these sessions to confirm alignment on current priorities, features in progress and upcoming work.
- Quarterly planning and sign-off meetings must be held with platform owners to review the previous quarter and agree the work to be delivered in the next quarter. The [Quarterly planning and sign-off documentation](#) must be completed for each meeting and shared with the wider technology team.
- Jira roadmap and Jira projects must be kept up to date so they accurately reflect agreed priorities, delivery status and planned work.

Meeting Cadence and Governance

The following meetings must be scheduled and maintained by the Product Owner to support delivery governance, roadmap alignment and sprint execution:

Meeting	Attendees	Frequency	Duration	Purpose
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Daily stand-up	All sprint team members	Every working day	15 minutes	Confirm progress, highlight blockers, and agree on priorities for the day.
Sprint review, retrospective and sprint planning	Sprint team	End of each sprint	60 minutes	Review delivered items, discuss successes and areas for improvement, and confirm priorities and planned work for the next sprint. This can be one meeting or three separate meetings. Template recommendation Sprint Report Template
Bi-weekly sprint review and planning alignment	Platform owners and relevant stakeholders	Day of sprint planning, or the following working day	45 minutes	Review sprint commitments, confirm delivered or de-scoped items, and align on priorities for the next sprint.
Monthly roadmap and backlog review	Platform owners	First week of each month	45 minutes	Review the roadmap, confirm backlog priorities, and discuss upcoming work planned for the next three sprints.
Quarterly planning and sign-off	Platform owners	Final week of each quarter	90 minutes	Review delivery from the previous quarter and agree, prioritise and sign off the work planned for the upcoming quarter. See

			document template below. Quarterly planning and sign-off documentation
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