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Horizon Programme

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Brief and Documents for CAPS Board meeting to be held on 18 September

Dave,

You asked for a brief, plus copies of documents referred to in the CAPS action point status report, for your visit to the CAPS Board on Friday 18th. You already have the Progress Report - but I have attached a copy for completeness (attachment A).

The following provides:
(1) An update against actions
(2) Information re Pathway plan V5.0
(3) Status of MOR

1) Action status update.

You may wish to use the following table when reviewing the status of actions from the last CAPS Board meeting. Additional information, not included in the response to CAPS, is shown in column 3 (where available).

(1) Action point	(2) Update Reported to CAPS	(3) Additional Brief
AP 5.4 (H) Peter Crahan / Dave Miller to arrange for a final PDA transition board to take place.	Cleared -Meeting held on 3/9/98.	
AP 6.1 (H) Mike Coombs to provide an update to Vince Gaskell of the code changes being put in place to resolve the issue of incomplete transactions.	Ongoing - Update to be provided to Vince Gaskell, copied to Dave Miller, by 16 September.	Now Cleared. Steve Muchow, Pathway, faxed the information to Vince Gaskell - copied (by fax) to you - on Tuesday 15 September.

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AP 6.2(H) Dave Miller to provide George McCorkell with a written description of the PinICL process.	Cleared - Hard copy of extract from Support Notice for NR2 (Model Office and End to End) v1.0 detailing call raising procedures (including PinICL process) provided to George McCorkell. Complete document held by P Noon (CAPS)	Copy of the extract supplied to George McCorkell attached at B. — Lab Business → In Depth →
AP 6.3 (H) Dave Miller to provide Vince Gaskell with a report on what has been done as result of the Correspondence Server failure (13/7/98)	Cleared - Short brief was provided at the meeting on 21 August.	The situation, as reported at the CAPS Board on 21 August, has not changed:- *'As discussed at the Horizon Service Review Forum on June 17th (CAPs represented by Paul Hanson), there was a failure on the main host file system (sequent), on the 11th June. Situation handled smoothly. Seven payments files were delayed but this did not impact on customers receiving money.* *Solution to prevent this is to upgrade to the next sequent release on NR2.* *A Post Incident Review (PIR) was not thought necessary and not undertaken on this occasion'.*
AP 6.4 (H) Dave Miller to provide greater visibility of what is happening in Horizon testing to Parry Jenkins	Ongoing - Horizon Testing Manager to contact Parry Jenkins to confirm requirements and progress as necessary. (Note - CAPS staff are on site and present during Testing)	Now Cleared. Simon Rilot had a meeting with Parry Jenkins on 15 September to agree action. NO

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AP 6.5 (H) Dave Miller to issue a formal note to all concerned, giving key Horizon release dates.	Cleared - Copy of Horizon Programme Replan document dated 2 September has been supplied to the CAPS PMO who have been asked to issue it to relevant parties.	Copy of replan document attached at C
AP 6.6 (H) Dave Miller to provide Peter Crahan with revised sign-off dates for all acceptance specifications.	Ongoing - Dates currently being finalised. Expect to be available for Board meeting on 18 September.	List of forecast sign off dates attached at D
AP 6.7 (H) Dave Miller to arrange for Bruce McNiven to provide Peter Crahan with a detailed breakdown of the RGM letters	Cleared - Details of implementation activity (including the issue of RGM letters) are regularly provided (by ICL Pathway) to the Horizon Implementation Board which Val Curran attends.	Oral update provided at the Horizon Implementation Board by Barrie Davies (not minuted). Breakdown as at 14 September: SNI planned 757 actual 747 NE 450 519 NWNW 697 687 M 488 486 SWSW 686 679 NTEA 1324 1185 SE - - TOTAL 4402 4303
AP 6.8(H) Dave Miller to determine the current state of debate between BES/PAS and see if dialogue between Horizon/CAPS directors could be used to break the apparent deadlock.	Ongoing - Dave Miller liaising with POCL Finance Director regarding any assistance required for resolution	MSmail message sent to Roger Tabor on 10 September asking him to confirm that the BES / PAS boundary issue is in hand, and whether you and he need to discuss further. (I understand that you are meeting Ruth Holeran and Kevin Corrigan prior to meeting Mena Rego)

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AP 6.9 (H) Dave Miller to provide the signed off DIT2 closure report	Cleared - DIT2 closure report supplied to Les Hodson (CAPS Testing Strand Manager) w/c 7 September.	Copy of closure report attached at E All sign-off signatures obtained. (copy of closure report faxed to Vince Gaskell 16 September)

hurrah Pinnacles outstanding at end of DIT2.

2) ICL Pathway Plan v5.0

Version 5.0 of Pathway's high level plan and Release Notes received 14 September - copy attached at F. This has not been issued to CAPS.

Horizon Release / Stage Manager and Planning have reviewed the plan with Pathway PMO and variances against our Programme Level 1 plan have been identified and action is under way to resolve the differences.

Note:

- The Pathway plan reflects a Child Benefit only Model Office, Live Trial and National Roll-out.
- No information on the Multi-Benefits activities have been included.
- The duration of Live Trial shows only 11 weeks and does not reflect the 17 week replan proposal. This impacts the NRO start date.
- Activities up to the end of Migration are (mostly) in line with our replan but there are major variances post start of the Live Trial.

3) Model Office

Model Office Rehearsal cycle 2 commenced on 14 September as planned. No problems experienced. Forecast to complete 16 October.

Bob Burkin
Horizon Planning
Tel: GRO

16 September 1998

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A

Input into CAPS Programme Board Report for Meeting on 18 September 1998

1 **Introduction**

This report summarises the state of the Horizon Programme as at August month end.

2 **Programme Overview**

The major focus of the Programme at the current time continues to be:

- supporting the existing live systems
- supporting the testing phase
- progressing the 'Programme Management' content of the Replan with respect to the Live Trial, multiple Benefits and the NR2+ Release.
- clarifying the contractual implications and acceptance process arising from the replan.
- developing the Live Trial plans in detail.
- developing the 1c to NR2 migration plans in more detail.

3 **Live Operations**

The current Release continues to provide a Benefit Payment Service and Order Book Control System for Child Benefit Payments in 204 outlets (119 in the South West & South Wales Region and 85 in the North East Region).

From an operational point of view, there are no major threats to business continuity.

Concern over the level of incomplete transactions (ITs) continues. These have risen to 5.6 per 10,000 during July (from 4.0 in the previous month). The main reason for this increase is due to a single category, BES/OBCS Corruption (which represent 47% of all Incomplete Transactions)

Operational workshops continue to be held to address this issue and the resultant fixes for various categories of ITs have been placed in testing. Evaluation and analysis of these fixes are imminent. If solutions prove successful it is foreseen that categories of ITs and consequently volumes will reduce dramatically - particularly those in the category mentioned above. Forecast implementation of these solutions is 22 September (on the assumption that testing is successful and passes acceptance by sponsor organisations).

During July there were approximately 68,000 encashments (including foreign encashments) with a total value in excess of £2m.

The Horizon Service Management Team continues to produce a monthly Service Report which includes service performance reports and operational issues / threats. The latest report was issued on 28 August (BA/CAPS are included on distribution list).

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4 **Progress against the Master Plan and Integrated Programme Plan**

The Programme Master Plan (MP version 4) and Integrated Plan (IPP version 1) will be updated following the formal agreement to the Release 2 replan. Progress is being monitored against Pathway High Level Plan version 4.0 (15 June) and the current status of key milestones planned for July/August is shown below:

milestone	planned date	achieved / re-forecast
Direct Interface Testing	8 July	Completed as planned.
Start of Horizon Model Office Rehearsal (for Release 2)	3 August	Achieved -. Horizon MO commenced 3 August 1998.
Commence End to End testing (main pass)	3 August	Commenced on schedule
Commence Office Surveys, Re-surveys and Modifications.	3 August	Work commenced in all areas
Complete System Test Main Pass for EPOSS, TPS, MIS, RDMC and Training (mode)	30 August	All these elements of System Testing are forecast to complete by 21 September. Overall testing timescales are consistent with replan dates.
Complete Walkthrough of E2E procedures	31 August (target date)	Extra work is required in order to define all processes to a lower level of detail than expected. This milestone has been re-forecast to complete in November for subsequent inclusion in MOT.
Complete MOR 1	11 September	Successfully completed 26 August (earlier than scheduled)

For this report, the list of the strategic and high level Programme milestones (contained in the Master Plan (version 4) and Integrated Programme Plan (version 1) showing their current status) has not been included. The list will be reinstated when the current replan exercise has been formally agreed and the milestones reviewed to ensure that they are still relevant to the revised approach.

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5 ICL Pathway Release 2

5.1 Current Status

Planning

Dialogue continues in order to resolve issues affecting the Replan particularly with regard to the Live Trial, the multiple Benefits introduction and the release of NR2+. Agreement has been reached on the structure and dates for MOR, MOT and E2E activities for release 2 (POCL and Child Benefit functionality). In addition, agreement has been reached on the 1c to NR2 migration plans. including the Data Centres, and the installation of the extra 100 offices. Work is now necessary to develop the detailed aspects of this plan and Pathway have been invited to commence work in this area. Meetings with BA arranged for 9 September.

Testing

JSA MOT third cycle is progressing well and is due to complete on schedule mid September in time to feed into (Horizon) MOR2 .

MOR1 completed satisfactorily on 26 August 1998. Overall impressions of the counter service from the users (trained counter staff) and the Horizon Test Team have been that the counter is working well: that it is useable and resilient, that it performs with speed and that the error and exception handling messages/functions are present. The majority of current problems are considered to be of minor importance and are expected to be fixed for MOR2 which is planned to start on 14 September.

The MOR1 phase has been successful. Pathway have been able to prove their live architecture. in particular the data centre and its migration, the network and communications, and the connectivity between the counter and the data.

E2E progress is slow but steady. The E2E cycle is being run in a more deliberate manner than MO, allowing serious errors to be fixed before progressing. The expectation is that most of the first cycle will be completed by the target date. At this stage it is too early to predict whether there will be an impact on the final end date of 18 December. The latest position on testing will be presented by the Horizon Programme Director to the CAPS Board at the meeting on 18 September.

Acceptance

During the period, management of the acceptance team was further strengthened with the recruitment of an Incident Manager and a Process Manager. Further recruitment continues to bring the team up to full strength. A review of the support tools has completed and additional hardware has been ordered.

The acceptance framework, which provides a business top-down view has now been developed and is being used to provide a review of the adequacy of the acceptance approach. A gap analysis continues and will be completed by the first week in September. This will be followed by

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further analysis to determine whether the identified gaps can be filled by other parts of the contract or whether they are true omissions.

The Acceptance Preparation Stage is continuing with the review and agreement of the acceptance specifications. ICL Pathway's target for all specs to be completed and signed-off by mid-August was not met and the implications are being assessed. All 23 acceptance specifications have now been received from ICL Pathway and reviews continue. There are still a number of problems in this area and additional efforts are now being brought to bear to improve the overall situation.

Formal management forums are in the process of being established for acceptance. Draft Terms of Reference for the Acceptance Managers' Forum have been completed and invitations to members will be issued toward the end of August.

Implementation

General

The Implementation Risk Register has undergone a complete review with the second iteration, including updates on mitigating action, issued 1 August.

The Horizon Implementation Board met on 11 August and will continue to meet on a monthly basis to co-ordinate progress and address issues.

Installation

An updated Installation Strategy is expected from ICL Pathway for POCL sign off by 21 August. A signed off copy of the Survey Requirements has been received from ICL Pathway (excluding Flat Screens). A revised Survey Document reflecting the Flat Screen option has been received and is under review.

Training

Model Office training and training of Survey Support Managers has been completed.

Migration

A draft plan and draft interim procedures for implementation of NR2 in Release 1c outlets have been produced. The Outlet Migration Strategy is being redrafted by ICL Pathway taking into account recent developments in the ECCO migration process. Discussions are underway with ICL Pathway to obtain their sign-off of the migration tool functional specification. Interim tools were used in MOR1, and some difficulties were experienced. Revised migration software tools will be ready for use in MOR2.

Live Trial

Work continues to draw together the details based on the Horizon replan which proposes a 17 week Live Trial. The justification for the 17 week period has been presented to Pathway though this has not yet been formally accepted by them given the wider contractual issues.

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National Rollout

A meeting between Pathway and POCL increased the joint understanding regarding the trigger points for starting rollout and the currently agreed ramp up volumes. Further work is necessary to develop this and to link with the Live Trial plans.

5.2 Issues / Risks

The following areas of concern have been identified as possible obstacles to the delivery of Release 2. These issues are being actively managed within the Programme.

Issue	Action
End to End/Model Office Testing While the first cycle of Model Office completed ahead of schedule, some problems have been encountered in End to End testing which may pose a risk to achieving the 18 December completion date.	A number of actions are being evaluated to improve the likelihood of completion to schedule. Some contingency time is also available in January should it prove neccesary.
BES/PAS Boundary Agreement on this boundary is necessary for establishing liabilities in the live environment.	Action is with POCL Finance Director who is reviewing the position. Horizon Programme Director continues to liaise with Finance Director to provide input as required.
BES Fallback Additional mechanisms are required to ensure the final reconciliation of BES and EPOSS transactions when a communication line failure occurs.	Pathway are implementing an agreed solution.
Acceptance Specifications Some specifications are incomplete due to unavailability of some cited evidence and inadequate coverage. This also impacts the clarity of the plans for acceptance execution.	Continuing work with Pathway to support the process of completing the specifications and improving their quality. DSS comments outstanding on the DSS interface specification.

6 Future Releases

Release 2+

The issue resolution process is continuing. For soft EVP the action is with POCL to follow up the proposal from Pathway. There are no outstanding technical issues concerning on-line enquiries though the issue around the required delivery date is being progressed.

Pathways Release Contents Definition was received on 27 August and distributed for comment.

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A development plan for NR2+ should be available by the end of September.

7 This report has been produced in accordance with the guidelines agreed between Peter Crahan and the Horizon Programme Director on 15 April. The area not covered is 'Routine Commercial / Contractual Activity' where no request had been made by the CAPS PMO for specific detail, and no input received from the Horizon Joint Contracts Team.

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ICL Pathway | Support Notice - New Release 2 | Version: 1.0
Model Office & End to End | Date: 1/8/98

B

Document Title: Support Notice - New Release 2 - Model Office & End to End

Abstract: This document describes the Support Routes for the Model Office phases and End to End testing for New Release 2. It also covers the release process for the Model Office and End to End rigs.

Status: Draft

Distribution:

ICL Pathway	J.Bennett, M.Coombs, T.Austin, C.Humphries, J.Dicks, D.Conniss, M.Fisk, K.Morley, M.Peach, L.Higman, P.Gardner, G.French, B.Longley, G.Rogers, N.O'Sullivan, P.Mead, P.Curley, J.Lindegard-Stewart, J.Wright, R.Aurora, J.Bowes, S.Lee, A.Hanson, I.Morrison, P.Jobson
ICL Pathway Model Office	S.Palladino, G. Jackson, M. Molloy, J. Burgoine
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	C. Oudot

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Comments to: Pat Lywood

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4.1 Normal Working Hours Support

During Normal Working Hours, the support route will operate as the Live Operational Service. All application, operational and infrastructure calls will be raised on the HSHD and Payment/Card/Pun related calls will be raised on the Payment Card Helpline. (NOTE - Girobank are not providing the Payment Card Helpline facility for E2E testing.)

The 2nd, 3rd and 4th line support routes will operate in a similar way to the Live Operational Service. The only amendment is that 3rd line will pass calls to PIAT rather than direct to development. If PIAT decide a fix is required they will pass the call to Release Management to authorise the fix. Once the fix is authorised Release Management will forward the call to development. See Appendix 4.

The expertise and knowledge of the Pathway T&I team may be used to aid in the support process during the MO period.

When a call reaches 3rd line the call type will be amended to:

N - for MOR1 and MOR2
M - for MOT
E - for E2E

For full details of phone numbers and operational hours see Appendix 2.

4.2 Out Of Hours Support Routes

During Out Of Hours minimal HTT testing is planned. Any problem occurring out of hours should be in the area of file transfer of data to and from the MO Data Centre, transfer of data to or from the MO Counter Environment or problems to do with the operation of the system.

The Support Route during these times is direct from Outsourcing Operations to 3rd line support and the E2E or MO Manager. 3rd line will call in whomever they deem appropriate. The E2E or MO Manager is called in case there may be a delay to the plan or authorisation is required to perform any data changes.

4.3 Call Logging

All issues requiring ICL Pathways attention must be logged via the HSHD.

For calls from HTT the FAD code of the relevant post office should be sufficient.

For calls raised by other areas involved in testing the following codes should be used:

PAT900 for MO
PAT901 for E2E

The HSHD call logger must ensure the text of the call includes a statement detailing whether it is a MO or an E2E call.

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4.4 Call Logging for CAPS, TIP, ESNS, HAPS, PACS, RDS

Before a call is logged with the HSHD HTT should be contacted. HTT will discuss the fault with the MO Site Manager or E2E Manager. The calling supplier will be advised if a call should be placed with the HSHD or whether the fault is due to an existing known condition. This process only applies to the following suppliers : CAPS, TIP, ESNS, HAPS, PACS, RDS.

4.5 APT migration calls

All calls on APT migration should be directed to the APS helpdesk.

4.6 Data Warehouse calls

Calls related to the Data Warehouse should be routed to PinICL stack CFM Support 2nd

4.7 Oracle support calls

During MOR1, and the cycle 1 main pass of E2E testing, support for the Oracle applications will be provided by Oracle Development with the support of ICL Outsourcing. In subsequent testing phases support will be provided by ICL Outsourcing with Oracle Development in a supporting role.

Calls for Oracle application support should be routed to PinICL stack Oracle 2nd

4.8 Reference data calls

Calls related to reference data should be routed to PinICL stack RefDataQual. The 'Product group' should be set, by 3rd line support, to 'Ref Data'. The 'Product' should be set, by 3rd line support, to 'Ref Data Problems'.

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5.11 Summary and Timings

Timings	Summary
1030	Reports Received From ICL Pathway suppliers and support route
1200	Report Received From TIP / CAPS / HAPS/ ESNS / RDS / PACS
1200	Report Received From HTT Via MO Site Manager or E2E Manager
1330	Consolidated Report Sent

6 PinICL Management

The overall responsibility for the management of the PinICLs raised during the MO and E2E period lies with the MO Manager and E2E manager respectively.

The Product or Service Managers, of both Pathway and it's suppliers, are responsible for the management and timely resolution of PinICLs within their own stack.

7 Test control

Confirmation that MO and E2E testing is to be suspended or restarted rests with the following people. They are responsible for ensuring that all interested parties are informed of the suspension and expected restart dates.

MOR1 & MOR2	MO Manager
MOT	HTT MO / E2E Manager
Cycle1 main pass E2E	E2E Manager
Cycle2 main pass E2E	E2E Manager
Final pass E2E	E2E Manager

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Without Prejudice and Subject to Contract

HORIZON PROGRAMME REPLAN

SUMMARY OF LEVEL 0 PLANS



Horizon Release Management
and Programme Office
2nd September 1998

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1. Management Summary

1.1 Introduction

This document summarises and extracts the key planning information from the formally presented Horizon Replan Summary. The Replan has been agreed by both Sponsors (POCL and Benefits Agency). ICL Pathway have agreed to work to the plan while commercial negotiations are in process. This summary is produced to support clear and consistent communication of the Replan within POCL and the Horizon Team, but copies will also be provided to the Benefits Agency and Pathway.

The Replan covers:

- the new POCL infrastructure and services (including BES, EPOSS, and APS) together with card payment facilities on behalf of the Benefits Agency (PAS and CMS) - these are referred to collectively as the 'NR2' release
- supplementary facilities which are necessary to complete the contracted requirements and enable a network-wide rollout (the 'NR2+' release).

It also addresses the required interfaces with the Benefits Agency systems through an agreed plan with their CAPS Programme.

The focus of the Replan has been on the programme approach and timetable for the delivery and implementation of the new services. The Replan will require the support of the Treasury Review and agreed changes to the contract and to the acceptance process. For the time being all parties are working to the approach. Regular updates to this document will be issued to reflect developments.

1.2 Benefits of Proposed Approach

The Horizon Programme has proposed a fresh approach in this Replan which to a significant extent 'decouples' the Horizon and CAPS activities. In principle it provides a two stage approach whereby the rollout of POCL infrastructure and services will commence initially with Child Benefit card payments only, followed in the second stage by the rollout of the card payment service for multiple benefits. By separating the two aspects of rollout (i.e the 'rollout of post offices' from the 'rollout of benefit card payments'), this approach will give the management within the Sponsoring organisations more flexibility to manage their individual responsibilities while minimising constraints upon each other.

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In summary therefore the decouple approach will:

- reduce the complexity of the joint management and integration of activities
- provide the earliest achievable date for Pathway to rollout services to the POCL offices, with an estimated date of 5th July 1999.
- support the CAPS work programme for integration of the Feeder Benefit Systems
- build on the proven experience of Child Benefit card payments, and follow this by the rapid rollout of the 'multi-benefit' service as soon as it is proven
- enable a staged acceptance of the Pathway service, with full contractual acceptance, to include the delivery of NR2+, in February 2000.

1.3 Plan Summary

A high level presentation of the plan is shown in Appendix 1. This is taken from the agreed Replan Proposal. There are two main stages:

- POCL Services/Child Benefit
- Multi-benefit Stage (to include JSA, IS and Pensions)

The dates provided are based on the Sponsor's current best view but will be subject to the agreement of detailed plans.

1.3.1 Stage 1 - POCL Services/Child Benefit

This stage results in the commencement of rollout of the POCL infrastructure and services in July 1999 together with the support of Child Benefit payments in every office as it goes live on Horizon. The main steps in this stage are as follows:

Pathway delivery of NR2 into Model Office	3rd August 1998
Model Office testing	3rd August to 18th December 1998
Start joint Model Office testing with CAPS	From 14th September 1998
End-to-End testing	3rd August to 18th December 1998
Start Migration of the 204 '1c' offices to NR2	4th January 1999
Start POCL Live Trial (child benefit)	8th February 1999
Complete POCL Live Trial (child benefit)	4th June 1999
Contingency period for testing and Trial (4 weeks)	Up to 2nd July 1999
Start POCL/Child Benefit rollout	By 5th July 1999

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Given the scale and scope of the processes which need to be proven in Model Office and End-to-End testing the plan seeks to provide a 'contingency window' at the end of these stages. If they complete satisfactorily by 18th December, with Release Authorisation by Christmas, then the Migration step can proceed on 4th January. However a contingency provision is made for testing to continue until 11th January if necessary, with Release Authorisation by 15th January. This would result in Migration starting on 18th January. The POCL Live Trial, which follows 5 weeks after the start of migration, is scheduled to start therefore on 8th February, or 22nd February if the contingency is required . A decision on whether this contingency window is needed will be made by the end of October 1998 when the rate of progress on testing will be clear.

The Live Trial is scheduled for 17 weeks finishing on 4th June 1999. The earliest date to start the post office rollout would therefore be 7th June 1999. However the testing contingency of 2 weeks discussed above may be necessary and a further 2 week contingency period is provided at the end of the Live Trial. This gives a rollout start date of 5th July 1999. If neither the testing contingency nor the POCL Live Trial contingency are required then rollout can commence at the earlier date of 7th June 1999. A decision on this earlier start for POCL office rollout will need to be taken at the latest by 1st April 1999. This date will allow sufficient evidence to be assessed from the Live Trial while giving at least 8 weeks to manage the lead in to the post office rollout. The Benefits Agency card rollout could be brought forward to the 7th June 1999 only if notice is given by the end of October 1998. Otherwise the planned date for card rollout will remain as the 5th July 1999. On the other hand unforeseen problems, whether of a business or technical nature, could be found in the Trial (which is the reason for undertaking it). Through careful monitoring and timely action the Programme will however strive to ensure the rollout does commence by 5th July 1999.

1.3.2 Stage 2 - Multi-Benefit Stage

The Multi-benefit service will run on the same NR2 software platform as the Child Benefit release but will utilise the more complex processing associated with, for example, urgent stops and payments. It will also require integration with the three additional Feeder Benefit Systems for JSA, IS and Pensions.

The Multi-benefit stage therefore begins with a 'pre-proving' testing activity prior to entry to the full Model Office environment in order to give initial confidence that these transaction types can be correctly processed. This work will commence from 1st December 1998.

The main steps in Stage 2 are as follows:

Pre-proving tests	December 1998 to March 1999

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Joint Model Office	12th April to 1st October 1999
Multi-benefit Trial starts	13th September 1999
All benefits into Trial	By end November 1999
Full acceptance of NR2	February 2000
Multi-benefit card rollout starts	From 28th February 2000

By February 2000 several thousand offices will already have been rolled out from Stage 1 and there will be an existing base to which cards can be deployed. Card deployment for JSA, IS and Pensions can therefore take place as quickly as practical to their offices, subject to maintenance of an acceptable level of service. It will then follow the continuous office rollout .

The Related Agreements with Pathway also includes delivery of the NR2+ software release. This will provide additional functionality to support a network wide deployment (notably On-Line Enquiries and Soft EVP - Extended Verification Procedures) as well as additional POCL services such as AP Smart. The final design of NR2+ functionality is currently being completed which will be followed by a formal development plan to be agreed by all parties. Based on discussions to date with Pathway, the Sponsors believe that it is reasonable to expect that NR2+ could be delivered into joint sponsor acceptance testing from 1st October 1999. This would be advantageous in that the acceptance processes for Multi-benefit and NR2+ could be run concurrently to complete in February 2000. Confirmed NR2+ development and testing and deployment dates do however need to be established by more detailed planning and with the agreement of all parties.

1.4 Summary Plans

Appendix 1 shows the representation of the high level Replan which was included in the Replan Proposal.

Appendix 2 shows the formal Level 0 Plan for the Programme showing the key dates established in the Replan process. Changes to the Level 0 Plan are the responsibility of the Horizon Release Management Team who will agree them with the other parties.

The Level 0 Plan will be supported by more detailed Level 1 and 2 plans, covering the various areas within Horizon, Pathway and the Benefits Agency. These plans will be co-ordinated and consolidated by the Horizon Programme Office.

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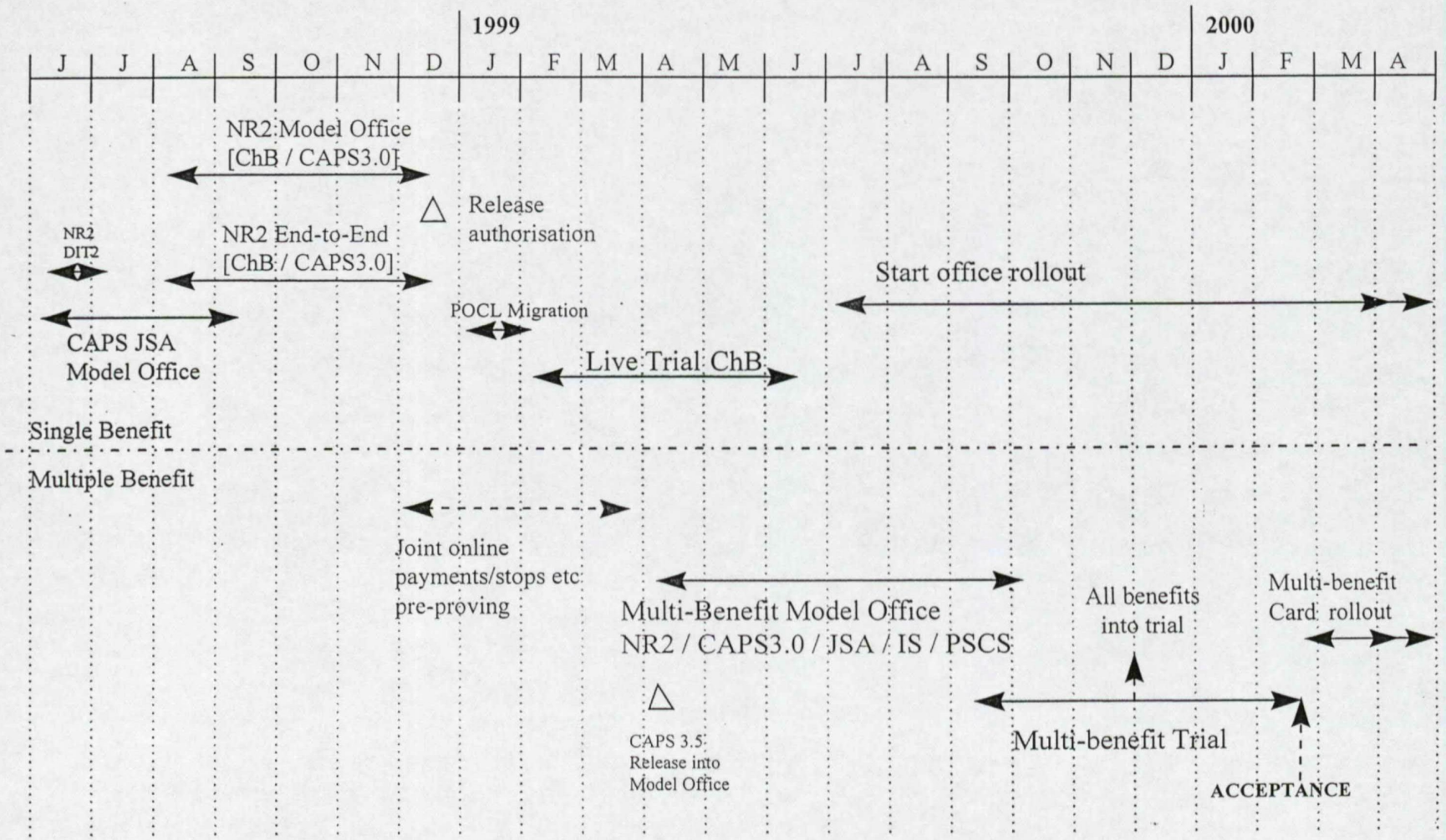
Horizon Programme Replan

Appendix 1



26 August 1998

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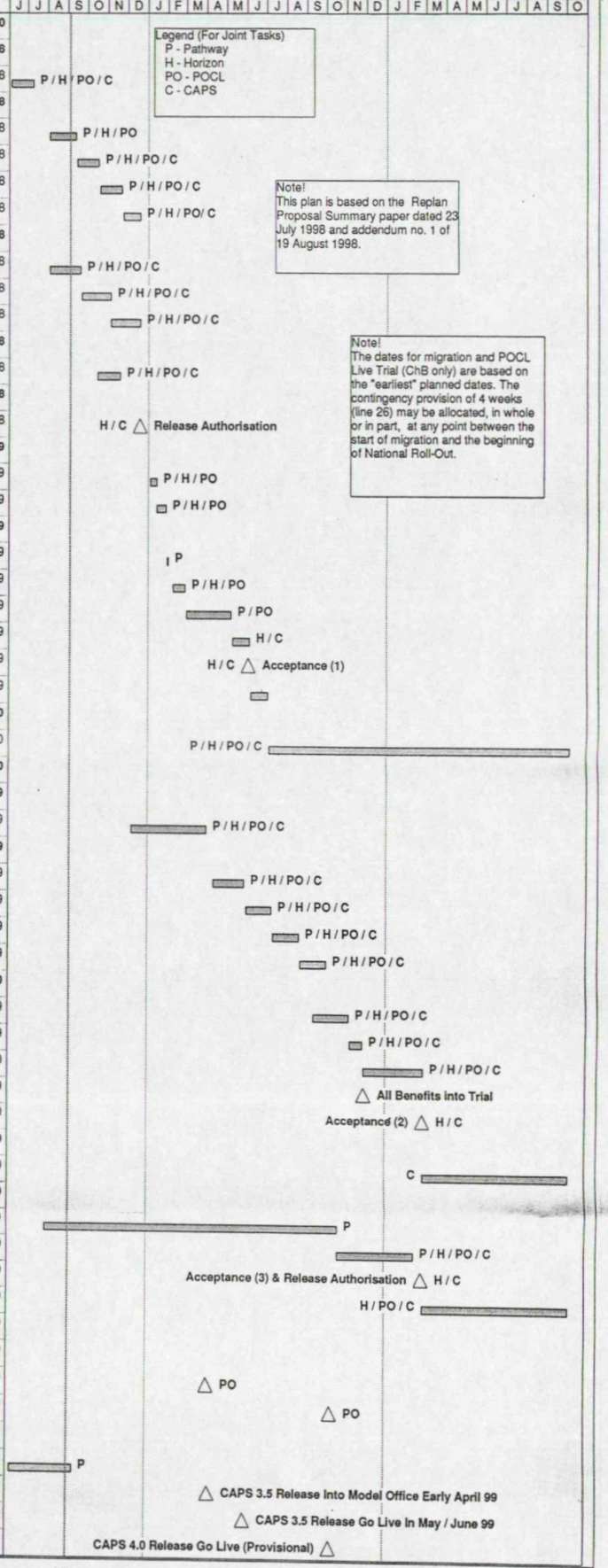
BA / POCL PROGRAMME
NILE RELEASE 2 INTEGRATED PLAN - LEVEL 0

APPENDIX 2

Date : 2 September 1998

ID	Task Name	Prime Resp	Start	Finish
1	**STAGE 1 - SINGLE BENEFIT**		5/6/98	6/10/00
2	**Direct Interface Testing**		5/6/98	8/7/98
3	Direct Interface Testing 2	Pathway	5/6/98	8/7/98
4	**Model Office (ChB/CAPS 3.0)**		3/8/98	18/12/98
5	Cycle 1	Pathway	3/8/98	11/9/98
6	Cycle 2	Pathway	14/9/98	16/10/98
7	Cycle 3	Pathway	19/10/98	20/11/98
8	Model Office Test (Cycle 4)	Horizon	23/11/98	18/12/98
9	**End to End (ChB/CAPS 3.0)**		3/8/98	18/12/98
10	Pass 1	Pathway	3/8/98	18/9/98
11	Pass 2	Pathway	21/9/98	3/11/98
12	Final Pass	Pathway	4/11/98	18/12/98
13	**Acceptance**		15/10/98	17/11/98
14	Acceptance Trials During BIT	Pathway	15/10/98	17/11/98
15	**Release Authorisation**		18/12/98	18/12/98
16	Release Authorisation Board	Horizon/CAPS	18/12/98	18/12/98
17	**Migration**		4/1/99	27/1/99
18	POCL Migration R1C - R2 (6 Offices)	Pathway	4/1/99	13/1/99
19	Migrate All 1C Offices	Pathway	14/1/99	27/1/99
20	**POCL Live Trial (ChB Only)**		30/1/99	4/6/99
21	Data Centre Migration	Pathway	30/1/99	31/1/99
22	Take On Additional 100 Outlets	Pathway	8/2/99	26/2/99
23	Observation Period	Horizon/CAPS	1/3/99	7/5/99
24	Report Production & "Acceptance Process"	Horizon/CAPS	10/5/99	4/6/99
25	Acceptance (1)	Horizon/CAPS	4/6/99	4/6/99
26	**Contingency**		7/6/99	2/7/99
27	**POCL / Single Benefit National Roll-Out**		5/7/99	6/10/00
28	Office Rollout	Pathway	5/7/99	6/10/00
29	**STAGE 2 - MULTIPLE BENEFITS**		7/12/98	6/10/00
30	**Pre - Proving**		7/12/98	31/3/99
31	Joint Online Payments/Stops etc pre-proving	Pathway	7/12/98	31/3/99
32	**Multi-Benefit Model Office**		12/4/99	1/10/99
33	Cycle 1	Pathway	12/4/99	28/5/99
34	Cycle 2	Pathway	1/6/99	9/7/99
35	Cycle 3	Pathway	12/7/99	20/8/99
36	Cycle 4	Pathway	23/8/99	1/10/99
37	**Multi-Benefit Trial**		13/9/99	27/2/00
38	JSA Trial	CAPS	13/9/99	5/11/99
39	IS Trial	CAPS	8/11/99	26/11/99
40	Pensions Trial	CAPS	29/11/99	27/2/00
41	All Benefits into Trial	CAPS	29/11/99	29/11/99
42	Acceptance Decision (2)	CAPS / Horizon	27/2/00	27/2/00
43	**Multi-Benefit Card Rollout**		28/2/00	6/10/00
44	Office Roll-Out	CAPS	28/2/00	6/10/00
45	**NILE RELEASE 2+**		30/7/98	6/10/00
46	Development and Technical Tests	Pathway	30/7/98	20/10/99
47	Model Office	Pathway	21/10/99	14/2/00
48	Acceptance (3) & Release Authorisation	Horizon/CAPS	27/2/00	27/2/00
49	Rollout NR2+ Into Live Environment	Pathway	28/2/00	6/10/00
50	**OTHER KEY EVENTS**		8/6/98	11/10/99
51	**Operational TIP**		5/4/99	11/10/99
52	Ready for Testing	POCL	5/4/99	5/4/99
53	Go-Live	POCL	11/10/99	11/10/99
54	**CAPS**		8/6/98	11/10/99
55	CAPS JSA Model Office	CAPS	8/6/98	11/9/98
56	CAPS 3.5 Release into Model Office	CAPS	8/4/99	8/4/99
57	CAPS 3.5 Go Live	CAPS	1/6/99	1/6/99
58	CAPS 4.0 Go - Live (Provisional)	CAPS	11/10/99	11/10/99



Task — Progress — Milestone △

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Acceptance Test Specifications RAG Status Report - Summary

16/09/98

	Acceptance Specification	Sign Off	Notes	RAG Status
1	APS/HAPS	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
2	Audit	29-Sep	Review meeting scheduled for 22/9	GREEN
3	BES	30-Sep	PAS-BES boundary issue yet to be resolved (No. 67 in issues database)	GREEN
4	DSS (CAPS) Interface	18-Sep	No known issues	GREEN
5	CMS	30-Sep	No known issues	GREEN
6	End to End Acceptance	16-Oct	To be confirmed	GREEN
7	EPOSS	16-Oct	16 Oct is aim date for approval. Feasibility to be confirmed	AMBER
8	Help Desk	04-Nov	Pathway due to release spec for approval on 28th October	RED
9	Implementation - A User Training & Documentation	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
10	Implementation - B Customer Education	09-Oct	Change request and CCN paperwork to be raised	GREEN
11	Implementation - C Services	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
12	Implementation - D Rollout	09-Oct	To be confirmed when outcome of 11 Sept meeting is known	GREEN
13	MIS	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
14	OBCS	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
15	Operational Trial (Schedule C3)	16-Oct	No known issues	GREEN
16	PAS	30-Sep	PAS-BES boundary issue yet to be resolved (No. 67 in issues database)	GREEN
17	POCL Infrastructure	30-Sep	To be confirmed	GREEN
18	Policies & Standards	30-Sep	To be confirmed	GREEN
19	Reconciliation	Oct/Nov	Pathway not due to release next issue until end Sept. (Testing by doc review)	RED
20	Reference Data	16-Oct	To be confirmed	GREEN
21	Security	30-Sep	To be confirmed	GREEN
22	Service Levels	16-Oct	To be confirmed	GREEN
23	TIP Interface	16-Oct	Outstanding issue regarding comprehensiveness of spec to be resolved	GREEN

RAG Status
GREEN = before 19th October
AMBER = 19th - 25th October
RED = After 26th October

NB

1. We are still waiting for a detailed schedule from Pathway giving test dates
2. It is assumed that Acceptance Testing is due to start on 19th October
3. All RAG status indicators are relative to the 19th October start date, NOT the sign-off date

Tony Houghton
GRO

POL00028100



TITLE: DIT CLOSURE REPORT
New Release 2

Author:	Bruce Talmage	Approved:	Organisation	Signature:	Date:
Signature:	GRO	Simon Palladino	ICL Pathway	.....	.....
Date:	28/08/98	Peter Jones	TIP	.....	.....
Authorised:	Simon Rilot	Les Hodson	CAPS	.....	.....
Signature:	GRO	Andrew Fretter	RDP	.....	.....
Date:	28/08/98	Linda Vel	HAPS	.....	.....
		John Lees	ESNS	.....	.....

Document Reference: PCL/TST/CLR/001/V2_0

Document Version: 2.0

Document Status: FINAL

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0.1. Document Control

Version	Date	Reason
0.1	20/07/98	Initial Draft – for comment
1.0	30/07/98	Final version
1.1	10/08/98	Changes due to comments from Nikki O'Sullivan (Pathway) and Peter Jones (Pathway). Signatures received against version 1.0 from Les Hodson (CAPS), Andrew Fretter (POCL RDP) and Graham Shervington (HAPS).
2.0	27/08/98	Final amendment to paragraph 4.2.1 to satisfy wording requirement from ICL Pathway.

0.2. References

	Document	Reference	Version	Date
A.	Revisions to the Testing & Integration Approach for Pathway Release 2.0	VI/STR006	V2.0	24/10/98

0.3. Glossary

BA	-	Benefit Agency
BES	-	Benefit Encashment Service
BIT	-	Business Integration Testing
CAPS	-	Customer Accounting and Payments Strategy
DIT	-	Direct Interface Testing
ESNS	-	Electronic Stop Notices System
MOR	-	Model Office Rehearsal
MOT	-	Model Office Testing
OBCS	-	Order Book Control Service
PinICL	-	ICL owned incident reporting application
POCL	-	Post Office Counters Limited

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1. MANAGEMENT SUMMARY

The execution of the DIT 2 script was completed on the 8th July 1998 with all output files being accepted by each of the parties involved. Therefore, although some faults have been found and have yet to be cleared, all parties agreed that DIT had completed on that date.

All the DIT testing objectives have been met although for various reasons, not all as a direct result of DIT, the End2End 1st pass objectives have not been entirely satisfied. In particular the End2End 1st Pass objective that was not met is with regard to the proving of the Pathway End2End environment. The reasons for this are given in Section 4.2.

This means that there are some minor risks carried over to the End2End 2nd Pass that would have been expected to be resolved in a full 1st Pass.

1.1. Summary

In summary, the findings of the DIT phase are as follows:

- The Horizon Application was, by the commencement of the second attempt at DIT 2, stable and capable of supporting the parallel DIT activity. There are a number of system faults that have been discovered and Pathway are attempting to clear these prior to the commencement of End2End and MOT[1]. These are detailed in this document in Appendix B – Outstanding PINICLS.
- The Design. Although the interfaces operated to the agreed specifications, a number of issues have either been raised concerning the design itself or were known to be issues with the agreed specification at the time of commencing DIT testing. Some of these are currently the subject of proposed design changes or discussions that may result in same. These are being progressed in other areas of the programme and are discussed elsewhere in this document (See Section 4.3). However they are only of concern to DIT 2 in that they may undermine the testing that has taken place by altering the underlying design baseline.
- Test Preparation was complicated by the need to ensure the compatibility of the individual interface tests and the parallel activity to take place in DIT 2. This meant a "date/data alignment" exercise to validate the dates and data (as supported by the common reference data), which inevitably led to a number of complications in both the derivation and the agreement of the test scripts - particularly the joint script that was required for DIT 2.

  There were also a number of problems with the setting up of the DIT 2 environment prior to the second attempt at running it, which are highlighted in Section 6.1.

1.2. Conclusion

While a number of problems were experienced with the system during DIT, the majority of these have now been fixed and re-tested, or are in the process of being fixed prior to commencing MOT and End2End. Therefore, this report concludes that it is safe to commence the End2End and MOR activities, although the de-stabilising effect of any design changes should be closely guarded against.

[1] These have now been accepted by the MOT and End2End managers and are being managed as part of those test phases.

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2. INTRODUCTION

2.1. Document Purpose

This document summarises the objectives of DIT and describes the approach taken during DIT. It also provides a presentation of results following completion of the DIT test phase and provides a method for agreeing between all participants the closing status.

2.2. DIT Testing Objectives

The objective of Direct Interface Testing can be described as follows:

To ensure that each of the interfaces, between the key primary systems/organisations and Pathway, are operating to specification and in a stable and predictable fashion.

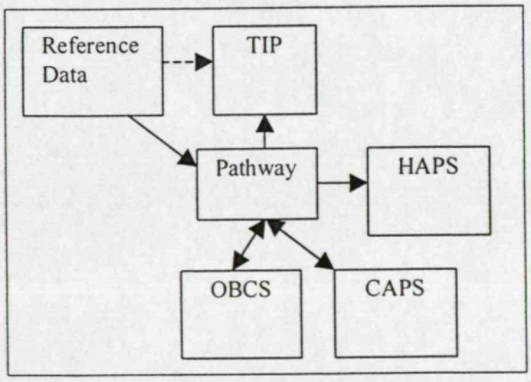
It is not intended as a system test of the internal/business functionality of any of the involved systems. That is an activity that should be run independently of the interface test by each of the systems involved.

Clearly the focus is on the ability to correctly transfer data in the formats and structures expected by the systems receiving the data. The data is passed through the external facing validation components of those systems to validate this and testing is conducted using links that are as close to live configurations as possible.

However, in line with the approach agreed in Reference A to fulfil the objectives of End2End 1st Pass during DIT2, the DIT environment is to be adopted for use by End2End testing and the following additional objective was added to DIT2:

To commission the environments, including the links between them, to ensure their readiness for End2End.

The following diagram shows the interfaces in question. Note that there is a secondary interface between TIP and Reference Data, which was also tested within DIT, as this provides evidence of the ability to keep the Reference Data of both TIP and Pathway in step with each other.



During the preparation for DIT2 the decision was taken to ensure that a reasonable degree of integrity exists in cash accounting – this being one of the central focuses of attention of the End2End phase. This required a level of functional stability that would otherwise not be required during DIT.

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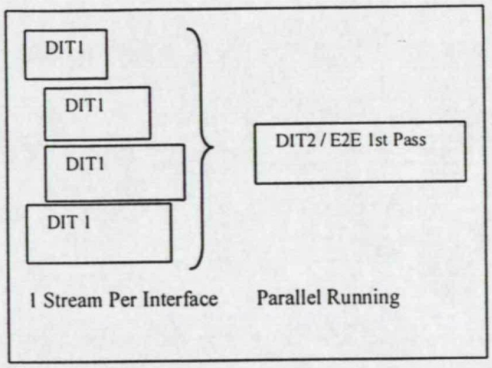
3. TESTING APPROACH

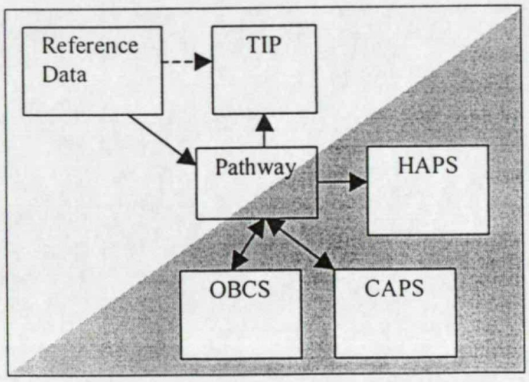
3.1. Overview

The DIT testing phase, as described in Reference A is split into two distinct test phases as shown in the following diagram:



3.1.1. DIT 1

The DIT 1 activity was completed without the benefit of a fully integrated Pathway product. It was run on two Pathway test rigs, each operating with a subset of the interfaces and the underlying functionality. This was carried out in parallel with the Pathway BIT testing before deployment of an integrated product onto a single rig for DIT 2. The following diagram shows the split between the two DIT rigs:



The DIT 1 test phase also provided the opportunity for extensive negative testing to take place for each of the interfaces. This was testing of failure conditions, some of which needed to be simulated to represent the appropriate circumstances of the failure. These were, in the main, not carried through to the DIT 2 test as this would have caused too much disruption to the overall execution of that parallel run.

One of the consequences of this split in both functionality and physical rig was that it was not possible, within DIT 1, for the TIP interface to be proven with the transactions that were generated from the HAPS, CAPS and OBCS supporting functionality.

This would have meant that the interface was only partially tested prior to DIT 2. In order to circumvent this problem, Pathway furnished TIP with evidence of BIT test activity.

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3.1.2. DIT 2

Prior to DIT 2 commencing, a script was produced from the underlying DIT 1 scripts that represented a period of execution that would be triggered by, and triggers, data across each of the interfaces. Although this was an opportunity for each of the systems to test their individual interfaces again, it became apparent that the test phase was very much for the benefit of TIP and Pathway for the following reasons:

- Each of the other systems were generally satisfied with the level of testing already carried out. This was particularly true of CAPS who, despite having a couple of minor negative tests to complete at some stage, felt that the interface had been appropriately exercised by the end of DIT 1.
- Pathway would be given the opportunity to exercise the integrated product to ensure that the interfaces still worked correctly when run in combination.
- TIP had largely only had simulations of data for the areas of the system not shared on their DIT rig. The DIT 2 script enabled them to receive data combinations of differing types and sources that had not been possible during DIT 1.

For the TIP interface to be proven to the satisfaction of TIP (taking into account their detailed scripting of expected results), and in accordance with objectives to operate DIT 2 as a 1st Pass for End2End, the Cash Accounting functionality had to show a "reasonable" degree of integrity. Although this ventured into the areas of functional proving it was decided that this was a valid pre-requisite and in a meeting held on 30th April it was formally agreed that the cash accounting must demonstrate this integrity prior to commencement of (and for the duration of) DIT 2.

3.1.3. Extended Interface Testing (EIT)

During the course of DIT there were requests from each of the participants for tests that were not strictly within the scope of DIT, or could wait until End2End, but that made sense to be accommodated, if possible. Rather than expand the scope of DIT and detract from the primary objectives. These tests were provided at quieter moments in the testing schedule. These were also sometimes referred to as "supplementary tests".

3.2. Participants

The testing teams responsible for each of the systems involved liaised with the Pathway test team/s to ensure that their test requirements within the scope of DIT were included within the test phase. They also provided test data where appropriate in support of their own tests and those that were required to generate the necessary outputs for other systems e.g. TIP.

The testing teams of each system were responsible for checking the data received by them for completeness and accuracy and notifying Pathway where discrepancies rose. These were then investigated and an agreed explanation or resolution put in place.

Each testing team also provided representation and verbal or written progress reports through the weekly DIT Co-ordination meeting and any such other ad-hoc meeting that was deemed necessary during the test phase.

3.2.1. ICL Pathway

ICL Pathway, through the authority of the DIT Manager, was responsible for the final say on any decisions regarding scope and timing of each of the DIT test phases. Where possible this was done with the understanding and full agreement of all parties.

3.2.2. Horizon Testing

There was no direct Horizon testing involvement apart from the DIT Co-ordinator's role. The DIT Co-ordinator ran a weekly co-ordination meeting where progress and issues were recorded. These were formally minuted, circulated to all attendees and agreed. These are available for inspection in either electronic or paper from the DIT Co-ordinator.

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3.3. Test Scripts

Individual scripts were agreed for DIT 1 between ICL Pathway and each of the parties.

Reference data produced one script for each of the drops of data that they provided. As the reference data drops were incremental these were issued and agreed with the release of each drop of data.

At DIT 2 a joint script (version 11) was agreed between all parties. This version was shorter than previous versions, having been reduced from 38 days to 17. This reduction centred on the removal of differing lengths of accounting periods. The DIT Manager took this decision on the basis that the length of the accounting periods has no specific effect on the Horizon solution and therefore is not pertinent to DIT.

3.3.1. Timing

The DIT 1 activity proceeded approximately to plan - the underlying plan being the subject of a number of revisions over the period.

An initial attempt at DIT 2, starting on 20th April, was unsuccessful and it was agreed after one week that the Pathway integrated product was not at the standard required to continue. There was then a pause, allowing some EIT work to take place and for the Pathway System Test and BIT test phases to make more progress. During this time Pathway provided evidence of the progress being made, particularly in the area of cash accounting. A fresh start commenced on 16th June.

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4. TESTING COVERAGE

4.1. Exclusions/Shortfalls

The following areas were either not covered to the satisfaction of all parties during DIT, or were specifically excluded from the DIT scope. They are therefore risks carried over into later test phases:

- The testing of extended accounting periods was excluded from the test script for DIT 2. This specific functionality will therefore first be covered by End2End and is considered by Pathway to be low risk
- No BES Card based (swiped) transactions were carried out. All card activations and encashments were manually processed. Pathway gave assurances that this specific functionality has been tested elsewhere and therefore, in their opinion, the risk of this omission in minimal.
- Migration.
- Any acknowledged gaps in the interface design/s, as noted in the agreed interface specifications were specifically excluded from DIT. In particular the handling of BES exceptions in the TIP reconciliation process.

4.2. End 2 End 1st Pass weaknesses

4.2.1. Reference Data Proving

On top of the problems with the configuration management of the reference data mentioned in Section 6.1.1 the approach to the provision of the End2End reference data changed during the period of the DIT 2 execution.

The original intention was that the DIT reference data would be used for End2End. It has now been decided that the End2End data is to be constructed from live reference data, in the same way as the MOT data, ageing it appropriately to match the run dates agreed for End2End.

It was not an objective of DIT to test the capability of TIP & Pathway to take incremental reference data drops & keep in step with each other. This will be tested elsewhere.

Consequently the reference data has not been pre-proven for End2End by DIT.

4.2.2. Migration

As migration is currently planned as the opening activity in the End2End High Level Test plan the Pathway test environment will be partially, if not fully, re-configured for the purposes of the migration test. There is a risk associated with this break in continuity that the environment proving will be undermined.

4.3. Design Stability

A number of changes are currently under consideration, which may affect the interfaces in the future. These are as follows:

- Changes are being discussed to further automate the Reference Data interface, particularly the transmission of Class B data e.g. cash-account mappings and Methods of Payment. This is being monitored through the Reference Data Checkpoint meeting, chaired by Product Assurance and attended by Horizon, Pathway and POCL Reference Data. The current understanding is that this will not be in New Release 2 and is therefore not currently a risk to the stability of the design during this release.
- Enhanced error handling across the HAPS interface to improve the handling of file rejections. The current understanding is that this will also not be in New Release 2 and is therefore not currently a risk to the stability of the design during this release.

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- PinICL 8881 (see Appendix B) has been raised regarding an apparent discrepancy between Reference Data and Pathway in the way they identify clients and how Pathway relate this in respect of the HAP interface. This is being monitored by Product Assurance as noted in the minutes of the 1st Reference Data Checkpoint Meeting held on 30th June.
- BES Exception processing. This is a known deficiency in the design to meet the agreed TIP interface specification. This is currently being discussed between the TIP project and ICL Pathway to establish and agree a solution.
- The design solution to support discrepancies between cash accounting periods is still evolving.
- The design of the directory structure on the Reference Data gateway PC has still not been resolved. This means that the transfer of data between the Reference Data Project and Pathway may not have been conducted during DIT2 in exactly the same environment as that intended for live.

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5. INCIDENTS

The position at the end of DIT2 and prior to entry to MOT and End2End is as follows:

5.1. Incidents raised during DIT 2.

During the course of DIT2 a total of 63 incidents were raised by TIP[2] and passed to Pathway for investigation.

These consisted of:

- 14 due to execution or data preparation errors
- 20 diagnosed as "no fault"
- 9 attributable to existing/known PinICLs
- 10 duplicates of previously raised incidents
- 2 faults due to problems with the reference data held by TIP
- 8 new PinICLs

A break down of the various PinICLs still outstanding at the end of DIT 2 is provided in Appendix B.

The outstanding faults, which are not planned to be corrected prior to End2End/MOT, are not an impediment to starting these test phases[3].

[2] A handful of incidents were raised by HAPS with no significant error being identified.
[3] This recommendation has been reviewed and agreed by the Horizon End2End manager.

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6. OBSERVATIONS & PROBLEMS

6.1. Test Preparation

6.1.1. Reference Data Configuration

During the setting up of the DIT 2 test rig at Pathway the reference data baseline (DROP 1), agreed by all parties, was loaded over the top of the development reference data set. This situation was identified by Pathway and resolved, causing only a minor delay to the execution of DIT2.

However, the Pathway DIT reference data set was shared with other test and development users and changes requested by them were percolated into the DIT 2 testing environment.

This resulted in some testing discrepancies where the Pathway and TIP reference data sets became out of step.

6.1.2. BES Cards

No cards were available to match the test data being used for DIT 2. Consequently all card transactions were carried out manually and no "swipe" of the cards was completed. Ultimately this resulted in discrepancies between the actual and expected results, from a TIP perspective, and highlighted a difference in the interpretation of the script.

6.2. HAPS Client Cards

Early on in the DIT phase, cards were not readily available for all the clients agreed to be used in the script. This situation was resolved by Pathway for the final run of DIT2.

6.2.1. Errors in Payment Authorizations

During DIT 1, where specific payments were scripted but multiple authorisations existed on the system for the clients, the unwanted authorisations were stopped so that the encashments could proceed as planned. This was an awkward practice.

Prior to DIT 2 a decision was taken to construct the payment authorisations within the Pathway test team. This was accepted at the time as a potentially risky decision. Unfortunately the construction process was not error free and a number of problems were encountered regarding payment amounts.

It should be noted that risk associated with the adopted approach was understood and agreed by all parties prior to the commencement of the final run of DIT2.

6.3. Testing Execution Errors

Some testing execution errors were encountered during DIT2. These were partly caused by some of the test preparation problems described above.

Due to its closely scripted nature, the amount of work that execution errors could generate in End2End could be unacceptable and should be avoided.

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7. LESSONS LEARNT

7.1. Readiness to start

Due to the pressures on the programme to meet planned dates, the first attempt at DIT 2 proceeded when the state of the system was not at the appropriate standard. Although the pressures are understood the time spent on this early attempt was generally accepted to be an inefficient use of available resources. This situation should be avoided in future.

Every attempt was made, through the close monitoring of the entry criteria, to ensure that the second attempt did not start prematurely. This approach proved to be successful.

7.2. Date and Data alignment

The effects and the implications of aligning the data and dates between the different interfaces were not clearly understood from the outset of DIT and the effects were not always clear.

This was due to the split between the bilateral testing in DIT1 and the multilateral testing in DIT2 and the difference between the narrow and broader views that this required. It was also due to the late realisation of the emphasis on TIP requirements for DIT2.

Having been through this exercise this should be a cleaner and easier exercise in future. It is also not thought to be a problem that will be encountered during End2End, as the emphasis during the preparation for End2End has consistently been on the wider testing requirements of all participating parties.

7.3. DIT 2/End2End 1st Pass

Having attempted to use the DIT test as a method of proving/commissioning the End2End test environment, it appears that this has had two effects. These are:

- It has blurred the edges between the technical and functional objectives of the DIT 2 phase. This had an effect on the scope and certainly caused differences of opinion in the agreement of that scope. One consequence was the introduction of the cash account integrity as a pre-requisite for DIT2, which in its own right would arguably have been excluded from DIT but for inclusion of the End2End 1st pass objectives.
- It confused the dependencies between these two tasks. The DIT activity had to be completed prior to End2End even though the DIT preparation and planning was reliant on key assumptions for End2End, such as run dates and core test data. In the end some of these dependencies disappeared e.g. the approach to the provision of reference data changed during course of DIT, effectively removing some of the dependency on reference data being synchronised between these two test phases.

The benefits of attempting to combine two test phases with separate objectives must be clearly balanced against the costs and risks associated with doing so. Where possible the savings from any overlapping activity/objectives should be recognised by perhaps shortening the two test phases - whilst retaining their independence, rather than combing them.

7.4. Pre-requisite of an integrated environment

It was not obvious to all concerned until well into the testing that it would not be possible to transfer all types of data across the TIP interface until the fully integrated version of the system was available. Because of the nature and size of future release this is unlikely to occur in the future but should be born in mind when assessing the dependencies of the interface testing with other test phases.

7.5. Reference Data Integrity

When the integrity of reference data between TIP, Pathway and Reference Data is required, it is essential that the reference data is secure in each of the three areas from other test phases. This was not the case for DIT 2 and TIP and Pathway became out of step.

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APPENDIX A – INTERFACE SPECIFICATION VERSIONS.

Ref. Data[4]	Title: Reference Data System Application Interface Spec Reference Data to Pathway Ref: RDP/AIS/001 Version: 3.2
CAPS	Title: CAPS to PAS/CMS Data Interface and Validation Rules (R3) Ref: hlfd ifd 0006.04 Version: 6.04
HAPS	Title: Pathway to HAPS Interface Specification Ref: AP/IFS/001 Version: 2.0
OBCS	Title: OBCS Client Interface Specification Ref: OBCSINT.001 Version: 1.0
TIP[5]	Title: Pathway to TIP application interface spec Ref: PCSTIPIS.doc Version: 5.1a

[4] This was enhanced and version 3.3 was intercepted at the start of DIT 2

[5] This was moved to version 5.2 by the agreement of both TIP and Pathway during DIT. Version 5.3 is in existence but is yet to be agreed.

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APPENDIX B – OUTSTANDING PinICLs

PinICLs planned to be re-tested prior to End2End/MOT

PinICL	Description	Notes
8647	There are no additional details for events: 915, 916 and 919	
8879	Cash Account week number is missing from events: 915, 916, 919	
9933	The refund flag should be null for all events.	
12012	Number of Organisational units for BAT record dated 27/03 within BARSF dated 17/03. Value received 30, value expected 4.	
12408	Failure to populate all encashment tables	
12443	APS recovery transaction showing method of payment as 1 (Cash) rather than 2 (Cheque)	
12455	Tender for linked reversal different from that of initial transaction	
12459	Incorrect details in non-automated PO help desk BES encashment.	
12488	BES Help Desk transaction included in BES Transaction Total on the TIP BA Reconciliation file. It should also have been included in field 'Total Value of POCL Exceptions', but was not.	1
8898	Wrong additional data for reversal	
10473	"Agency Code" for all received BES encashments = null I.e. spaces. This is a mandatory field when "BES Status" is 1 (Complete)	
11429	Discrepancy values as stock items	
12032	The STX records in the electronic cash account include duplicate entries and entries for non-stock items	
12484	Additional details for existing reversal incorrect.	
12485	Wrong Item Id for OBCS milk tokens on OTX record	
12791	Cash Account line for BES milk tokens not populated	
12891	Adjust stock on incorrectly re-valued item	

Notes

1. Possible hangout.

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Others

PinICL	Description	Notes
4273	Entry method on OBCS files inaccurate for encashments in foreign office with ISDN link down.	1
8881	Account Id and Client Code. Different references used by HAPS and TIP.	2, 4
9961	Unexpected OTX records received with item id; 932 (log on failed password) and 938 (Change address (BES)	1
12717	Query concerning the definition of the line 'Number of Benefit Encashments', line 4081, in the Cash Account	1
13035	Invalid or unreadable OBCS encashments creating a spurious OBCS event.	1
12690	EOD Markers including transaction date not trading date	2
12817	"Catch-up" cash account transactions being sent for 2-3 week cash-accounts	2
9901	Stock Unit Balance completion event (911) includes period dates which should be null for events.	3
9919	Spurious extra transactions with cash zero value	3

Notes

1. No testing date currently known and therefore a possible "hang-out" for End2End/MOT
2. Compliant with AIS but possible design problem.
3. Considered low priority and no re-test date announced.
4. This is a design issue surrounding the differences between the various data used by TIP and HAPS to identify clients. The interfaces met the agreed designs but it looks likely that the design will encounter problems during End2End. This PinICL is against the HAPS interface specification.

PinICLs awaiting action by POCL

PinICL	Description	Notes
10100	APS Recovery transaction mode 14.	2
11488	Method of data capture 5	1
12644	Housekeeping transaction mode 15	2

Notes

1. Non DIT. Thought to be cleared but awaiting evidence.
2. Confirmation required that TIP accept agreed reference data values.

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(Copies of Sign. Off signatures

TITLE: DIT CLOSURE REPORT
New Release 2

Author:	Bruce Talmage	Approved:	Organisation	Signature:	Date:
Signature:	GRO	Simon Palladino	ICL Pathway	GRO	03/09/98
Date:	28/08/98	Peter Jones	TIP	.....	.....
Authorised:	Simon Rilot	Les Hodson	CAPS	.....	.....
Signature:	GRO	Andrew Fretter	RDP	.....	.....
Date:	28/08/98	Linda Vel	HAPS	.....	.....
		John Lees	ESNS	.....	.....

Document Reference:	PCL/TST/CLR/001/V2_0
Document Version:	2.0
Document Status:	FINAL

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TITLE: DIT CLOSURE REPORT
New Release 2

Author:	Bruce Talmage	Approved:	Organisation	Signature:	Date:
Signature:	.....	Simon Paladino	ICL Pathway	.....	.....
Date:	09/09/98	Peter Jones	TIP	GRO	10/9/98
Authorised:	Simon Rilot	Les Hodson	CAPS	.....	.....
Signature:	.....	Andrew Fretter	RDP	.....	.....
Date:	09/09/98	Linda Vet	HAPS	.....	.....
		John Lees	ESNS	.....	.....

Document Reference:	PGL/TST/CLR/001/V2_0
Document Version:	2.0
Document Status:	FINAL

POL00028100

TITLE: DIT CLOSURE REPORT
New Release 2

Author:	Bruce Talmage	Approved:	Organisation	Signature:	Date:
Signature:	GRO	Simon Palladino	ICL Pathway	.....	.....
Date:	28/08/98	Peter Jones	TIP	.....	.....
Authorised:	Simon Rilot	Les Hodson	CAPS	GRO	4.9.98
Signature:	GRO	Andrew Fretter	RDP	.....	.....
Date:	28/08/98	Linda Vel	HAPS	.....	.....
		John Lees	ESNS	.....	.....

Document Reference:	PCL/TST/CLR/001/V2_0
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Date:	28/08/98	Peter Jones	TIP	.....	.....
Authorised:	Simon Rilot	Les Hodson	CAPS	.....	.....
Signature:	GRO	Andrew Fretter	RDP	GRO	01/09/98
Date:	28/08/98	Linda Vel	HAPS	.....	.....
		John Lees	ESNS	.....	.....

Document Reference:	PCL/TST/CLR/001/V2_0
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Authorised:	Simon Rilot	Les Hodson	CAPS	.....	.....
Signature:	GRO	Andrew Fretter	RDP	GRO	.....
Date:	28/08/98	Linda Vel	HAPS		1/9/98.
		John Lees	ESNS	.....	.....

Document Reference: PCL/TST/CLR/001/V2_0

Document Version: 2.0

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Signature:	GRO	Andrew Fretter	RDP	.....	.....
Date:	28/08/98	Linda Vel	HAPS	.....	.....
		John Lees	ESNS	GRO	2.9.98

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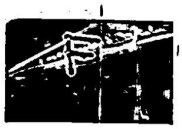


NEW RELEASE 2 – HIGH LEVEL PLAN
(Doc Ref: PM/PLA/031)

VERSION 5.0

BASELINE DATE: 11TH SEPTEMBER 1998

RELEASE NOTES: for General Distribution.

All the dates contained within this plan (ref: PM/PLA/031) are based on a Child Benefit only Model Office, Live Trial and start of National Roll Out. No information on the Multi-Benefit activities have been included, as this information is currently held by the Horizon team.

The start date and duration of the Live Trial has yet to be agreed, as such version 5.0 of the Release 2 plan maintains the 11 wk duration of version 4.0 but starting on the 1st February 1999, rather than 25th January 1999.

No reference has been made to New Release2+.

This version of the New Release2 High Level Plan takes into consideration the following changes:

- Approved modifications to the Model Office Waterfall, to include Model Office Rehearsal #3 and better use of the in-built contingency.
- Re-alignment of the remaining System Test Main Passes to take account of the final functional drop of BPS Reconciliation and PinICL fixes.
- Re-alignment of System Test Final Passes to meet test rig availability.
- Re work of other areas of the testing plan to come into line with System Test and Model Office.
- Replan work on Technical / Performance and Security testing.
- Inclusion of activities to represent the EPOSS Usability Study
- Additional activities for Acceptance.(System Test Final Passes)
- Dates for Live Trial, post 1st February 1999, still awaiting agreement.
- Inclusion of Milestones for the Release Authorisation Process from a presentation given at last weeks Check Point Meeting. The approach is still to be ratified with Steve Muchow and amendments will be made as appropriate.
- The Customer Education plan is still "No Forecast" awaiting the resolution of the Live Trial Plan.
- Additional activities for Customer Service and Reference Data.

Andy Morley
(ICL Pathway Programme Plan Co - Ordinator)

10th September 1998

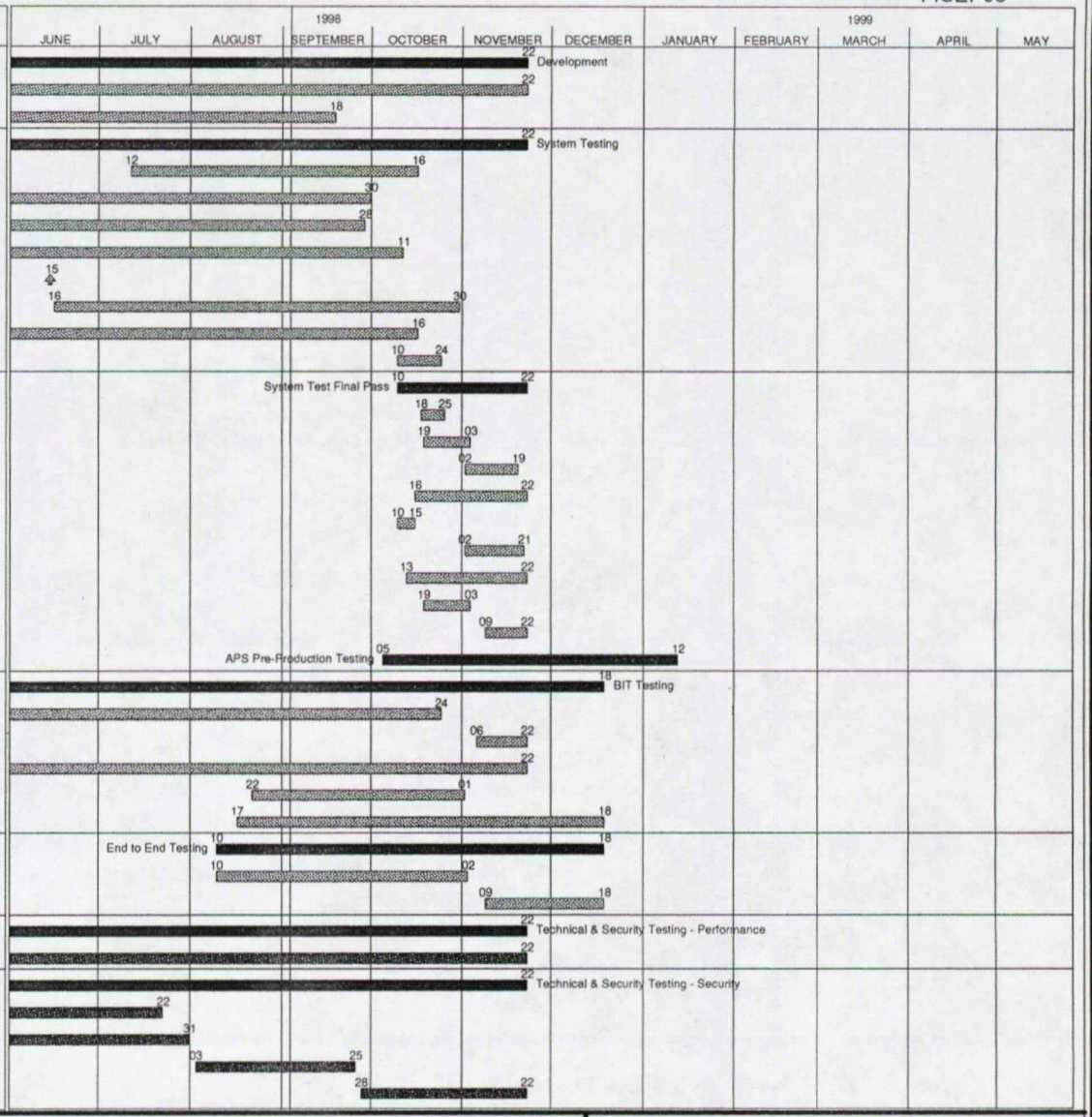
COMMERCIAL IN CONFIDENCE

POL00028100

Release 2 High Level Plan - Level 1
Version 5.0

Print Date: 14SEP98

Act ID	Description	v5.0 Start	v5.0 Comp
2	Development	01DEC97	22NOV98
	PinICL Fixes	01DEC97	22NOV98
	Maint. Drops	01DEC97	18SEP98
4	System Testing	01MAY98	22NOV98
425031	EPOSS - System Test Main Pass	12JUL98	16OCT98
425032	BPS - System Test Main Pass	10MAY98	30SEP98
425037	TPS- System Test Main Pass	14MAY98	28SEP98
425039	MIS - System Test Main Pass	01MAY98	11OCT98
	Live Reference Data drop from POCL	15JUN98	
425030	RDMC - System Test Main Pass	16JUN98	30OCT98
425043	Training - System Test Main Pass	25MAY98	16OCT98
428060	Audit Test Main Pass	10OCT98	24OCT98
425049	System Test Final Pass	10OCT98	22NOV98
425051	APS - System Test Final Pass	18OCT98	25OCT98
425053	EPOSS - System Test Final Pass	19OCT98	03NOV98
425055	RDMC - System Test Final Pass	02NOV98	19NOV98
425057	BPS - System Test Final Pass	16OCT98	22NOV98
425059	OBCS - System Test Final Pass	10OCT98	15OCT98
425061	TPS - System Test Final Pass	02NOV98	21NOV98
425063	MIS - System Test Final Pass	13OCT98	22NOV98
425065	Training - System Test Final Pass	19OCT98	03NOV98
428067	Audit Test Final Pass	09NOV98	22NOV98
425128	APS Pre-Production Testing	05OCT98	12JAN99
10	BIT Testing	06MAY98	18DEC98
427010	B.I.T Main Pass	09MAY98	24OCT98
427053	B.I.T Final Pass (incl Migration)	06NOV98	22NOV98
425068	System Testing Regression	06MAY98	22NOV98
427037	B.I.T Migration Testing	22AUG98	01NOV98
427059	Rel 2 / B.I.T / Y2K	17AUG98	18DEC98
427070	End to End Testing	10AUG98	18DEC98
427075	End to End Testing Main	10AUG98	02NOV98
427076	End to End Testing Final	09NOV98	18DEC98
462400	Technical & Security Testing - Performance	22APR98	22NOV98
466900	Performance - Testing	22APR98	22NOV98
436701	Technical & Security Testing - Security	24NOV97	22NOV98
445050	Security - Planning & Scripting	24NOV97	22JUL98
450600	Security - 1st Phase Test	23MAR98	31JUL98
452600	Security - 2nd Phase Test	03AUG98	25SEP98
453750	Security - Regression	28SEP98	22NOV98



Baseline Date: 11Sep98

Author : Andy Morley
Doc. Ref. : PM\PLA\031
Version : 5.0

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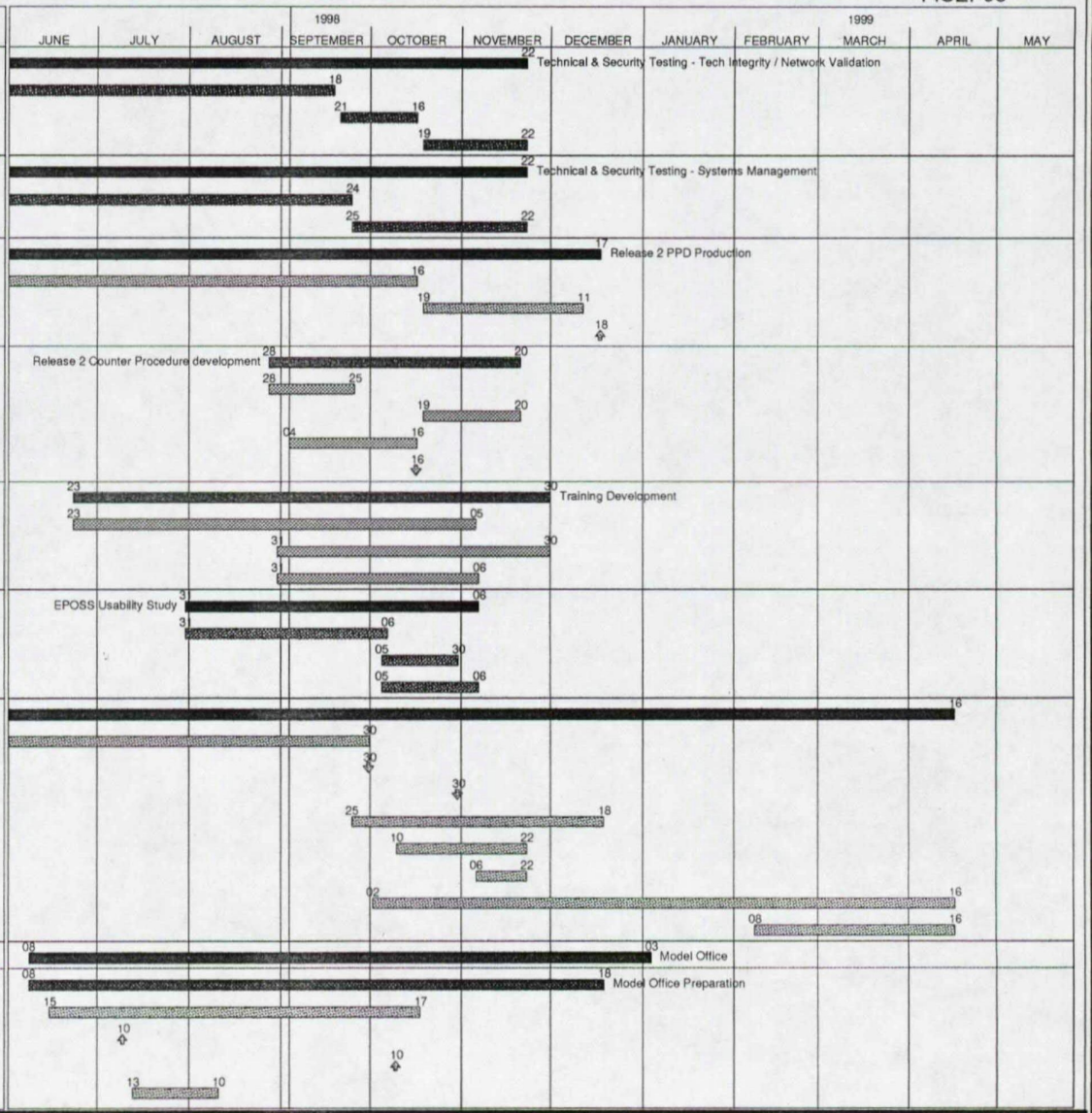
Release 2 High Level Plan - Level 1
Version 5.0

Print Date: 14SEP98

Act ID	Description	v5.0 Start	v5.0 Comp
460250	Technical & Security Testing - Tech Integrity / Network Validation	02APR98	22NOV98
460300	Tech Integrity & Networking - Test	02APR98	18SEP98
461100	Tech Integrity & Networking - Additional Test	21SEP98	16OCT98
491900	Tech Integrity & Networking - Regression	19OCT98	22NOV98
428009	Technical & Security Testing - Systems Management	02APR98	22NOV98
435750	Systems Management - Test & Re-Test	02APR98	24SEP98
436450	Systems Management - Regression	25SEP98	22NOV98
22	Release 2 PPD Production	01APR98	17DEC98
524100	Release 2 PPD's v0.4 Resolution of Issues	01APR98	16OCT98
524114	Release 2 PPDs v0.5 Rework / Review and Issue	19OCT98	11DEC98
524225	Release 2 PPD's Issued at v 1.0	18DEC98	
24	Release 2 Counter Procedure development	28AUG98	20NOV98
	Release 2 Counter Procedures v 5.0 - Rework & Review	28AUG98	25SEP98
	Counter Procedurs ammendaments for MOT to H.O Publications	19OCT98	20NOV98
524-723	Release 2 Counter Procedures v 6.0 - Test & Rework during MO	04SEP98	16OCT98
	Draft Horizon User Guides to H.O Publications		16OCT98
26	Training Development	23JUN98	30NOV98
524-486	Training Contents Sign-Offs	23JUN98	05NOV98
524261	Release 2 Workbook & QRG (POCL) Sign-off	31AUG98	30NOV98
524269	BA Training / Vetting	31AUG98	06NOV98
	EPOSS Usability Study	31JUL98	06NOV98
	EPOSS Usability Study - Implementation	31JUL98	06OCT98
	EPOSS Usability Study - Study	05OCT98	30OCT98
	EPOSS Usability Study - Evaluation	05OCT98	06NOV98
28	Acceptance Prep and Testing	02FEB98	16APR99
	Generate Acceptance Test Specs	02FEB98	30SEP98
	POCL Sign-Off all Test Spec for Trials		30SEP98
	POCL Sign-Off remainder of Test Specs		30OCT98
100011	Rel 2 Acceptance - Technical & Security	25SEP98	18DEC98
100015	Rel 2 Acceptance Trials - System Test Final Pass's	10OCT98	22NOV98
	Rel 2 Acceptance Trials - BIT Final Pass	06NOV98	22NOV98
100016	Rel 2 Acceptance Reviews	02OCT98	16APR99
100014	Rel 2 Acceptance During Live Trial	08FEB99	16APR99
30	Model Office	08JUN98	03JAN99
32	Model Office Preparation	08JUN98	18DEC98
623634	Bootle Data Centre Preparation	15JUN98	17OCT98
623845	SE70 available to Operations	10JUL98	
428010	NUMA-Q available to Operations	10OCT98	
623701	Operational Procedure Rehearsal	13JUL98	10AUG98



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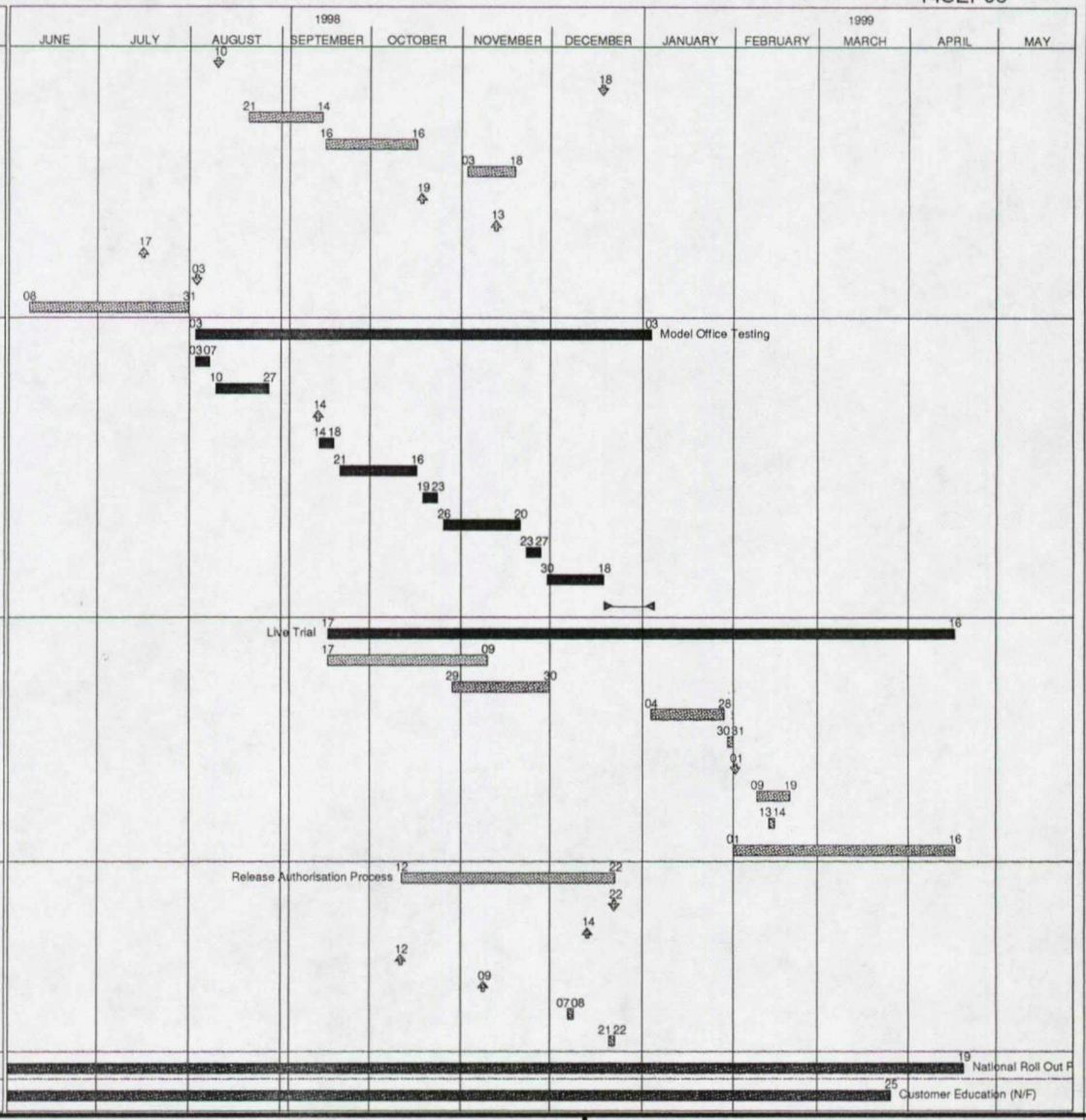
Release 2 High Level Plan - Level 1
Version 5.0

Print Date: 14SEP98

Act ID	Description	v5.0 Start	v5.0 Comp
623702	Operational Recovery Procedures Phase 1		10AUG98
623703	Operational Recovery Procedures Phse 2		18DEC98
524145	Provide MOR# 2 Training Systems	21AUG98	14SEP98
524154	Provide MOR# 3 Training Systems	16SEP98	16OCT98
524163	Provide MOT Training Systems	03NOV98	18NOV98
620704	MOT Readiness Review	19OCT98	
620703	Operational Readiness Review	13NOV98	
620082	Model Office Testing Schedule provided by POCL to agree with P/W	17JUL98	
624304	Review Model Office Testing Schedule provided by POCL		03AUG98
427198	Support for JSA CAPS Model Office	08JUN98	31JUL98
34	Model Office Testing	03AUG98	03JAN99
427097	Model Office Rehearsal #1 - Wk1	03AUG98	07AUG98
427079	Model Office Rehearsal #1	10AUG98	27AUG98
	CAPS join Model Office	14SEP98	
427098	Model Office Rehearsal #2 - Wk1	14SEP98	18SEP98
427091	Model Office Rehearsal #2	21SEP98	16OCT98
427106	Model Office Rehearsal #3 - Wk1	19OCT98	23OCT98
427108	Model Office Rehearsal #3	26OCT98	20NOV98
427099	Model Office Test - Wk1	23NOV98	27NOV98
427093	Model Office Test	30NOV98	18DEC98
427085	Contingency	21DEC98	03JAN99
36	Live Trial	17SEP98	16APR99
524303	1c - NR2 upgrades UA Events Prep.	17SEP98	09NOV98
524307	Live Trial User Awerness Event Prep.	29OCT98	30NOV98
52-034	Existing Counter Migration 1c to NR2	04JAN99	28JAN99
24	Data Centre Clear Down and Migration	30JAN99	31JAN99
624860	Link Established to TIP		01FEB99
52-043	Roll out Additional 100 Live Trial Post Offices	09FEB99	19FEB99
623714	Implement 2nd Data Centre	13FEB99	14FEB99
25	Live Trial	01FEB99	16APR99
	Release Authorisation Process	12OCT98	22DEC98
623706	Release Authorisation Board (RAB) review		22DEC98
623705	Pre - Release Authorisation Board (RAB) review	14DEC98	
	RA Progress Meeting #1	12OCT98	
	RA Progress Meeting #2	09NOV98	
	RA - Pre Meeting	07DEC98	08DEC98
	RA Meeting	21DEC98	22DEC98
38	National Roll Out Preparation	16MAR98	19APR99
40	Customer Education (N/F)	16MAR98	25MAR99



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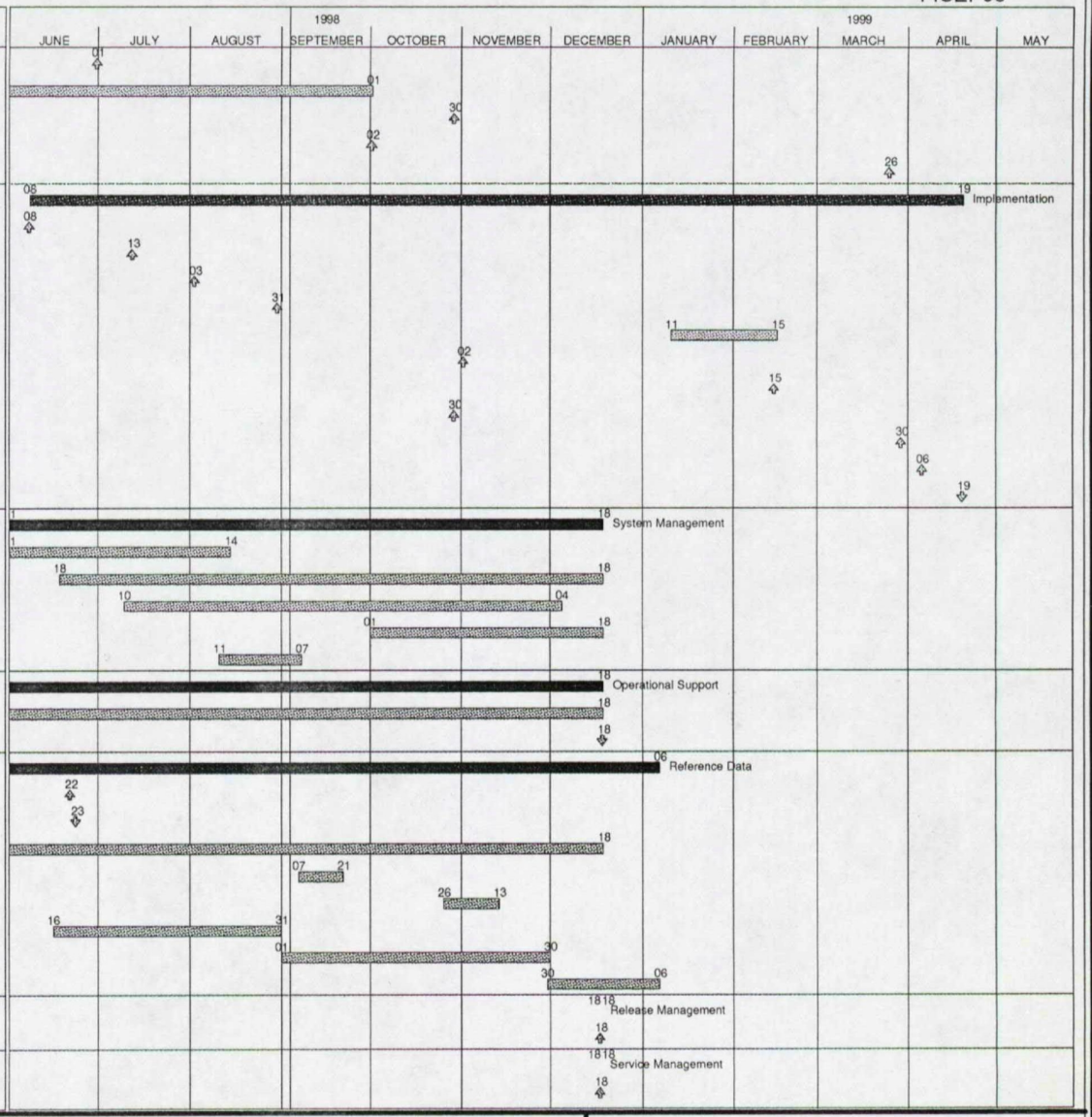
Release 2 High Level Plan - Level 1
Version 5.0

Print Date: 14SEP98

Act ID	Description	v5.0 Start	v5.0 Comp
A02035	Ministerial feedback on Creatives and Approval to Proceed	01JUL98	
A02047	Full Programme Plans for SIGs & Media and internal comms. lodged and baselined	16MAR98	01OCT98
A02042	Sponsors and Ministerial Approval of Finished Advertisement	30OCT98	
A02041	Advertising Media Planning Starts	02OCT98	
A02045	National Roll Out Advertising Starts	26MAR99	
42	Implementation	08JUN98	19APR99
52-020	Commence Issue of RGM Letters	08JUN98	
52-045	Commence MIB Events	13JUL98	
52-046	Commence Site Surveys	03AUG98	
52-047	Commence Site Re-Surveys	31AUG98	
524311	National Roll Out UA Events Prep.	11JAN99	15FEB99
52-049	Commence Site Preparations	02NOV98	
52-050	Commence User Awareness	15FEB99	
	Decision on Model Office Contingency	30OCT98	
	Commence build of National Roll Out Counters	30MAR99	
52-051	Commence Training	06APR99	
52-053	Start National Roll-Out		19APR99
44	System Management	01JUN98	18DEC98
623707	System Management preparation for Release 2	01JUN98	14AUG98
623592	Business Continuity Maps & Guides	18JUN98	18DEC98
624135	Problem & Incident Management Processes / Procedures	10JUL98	04DEC98
	End to End Operational Management Procedure Wlk Through	01OCT98	18DEC98
624137	BA/POCL/Pway - Produce Business Continuity Management Pros/Procs	11AUG98	07SEP98
46	Operational Support	01MAY98	18DEC98
623709	1st , 2nd, 3rd 4th Line Support preparation for Release 2	01MAY98	18DEC98
623710	Support Contracts in place		18DEC98
48	Reference Data	01MAY98	06JAN99
321325	Live Reference Data drop from POCL	22JUN98	
321987	Review Live Reference Data drop from POCL		23JUN98
624861	Reference Data - Live Pilot	01MAY98	18DEC98
624862	Live Ref. Data - Joint Processes & Procedures available	07SEP98	21SEP98
624863	Live Ref. Data - Post Implementation Review	26OCT98	13NOV98
	Preparation of Live Ref. Data Enviornment	16JUN98	31AUG98
	Business User Verification	01SEP98	30NOV98
	Business User Verification + Change Control	30NOV98	06JAN99
50	Release Management	18DEC98	17DEC98
623712	Release Management strategy proved	18DEC98	
52	Service Management	18DEC98	17DEC98
623713	Service Management Processes agreed with POCL/BA/ ICL Pathway	18DEC98	



Baseline Date: 11Sep98

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POL00028100

Memorandum

To: John Meagher - Horizon Acceptance Manager

From: Mary Reade

Date: 16/8/98

Subject: Briefing Notes for Dave Miller

Acceptance Specifications

Below is a copy of the summary progress report issued to Bob Burkin for Dave Miller.

	Acceptance Specification	Sign Off	Notes	RAG Status
1	APS/HAPS	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
2	Audit	29-Sep	Review meeting scheduled for 22/9	GREEN
3	BES	30-Sep	PAS-BES boundary issue yet to be resolved (No. 67 in issues database)	GREEN
4	DSS (CAPS) Interface	18-Sep	No known issues	GREEN
5	CMS	30-Sep	No known issues	GREEN
6	End to End Acceptance	16-Oct	To be confirmed	GREEN
7	EPOSS	16-Oct	16 Oct is aim date for approval. Feasibility to be confirmed	AMBER
8	Help Desk	04-Nov	Pathway due to release spec for approval on 28th October	RED
9	Implementation - A User Training & Documentation	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
10	Implementation - B Customer Education	09-Oct	Change request and CCN paperwork to be raised	GREEN
11	Implementation - C Services	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
12	Implementation - D Rollout	09-Oct	To be confirmed when outcome of 11 Sept meeting is known	GREEN
13	MIS	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
14	OBCS	Imminent	Spec ready for approval - subject to contractual completeness check	GREEN
15	Operational Trial (Schedule C3)	16-Oct	No known issues	GREEN
16	PAS	30-Sep	PAS-BES boundary issue yet to be resolved (No. 67 in issues database)	GREEN
17	POCL Infrastructure	30-Sep	To be confirmed	GREEN
18	Policies & Standards	30-Sep	To be confirmed	GREEN
19	Reconciliation	Oct/Nov	Pathway not due to release next issue until end Sept. (Testing by doc review)	RED
20	Reference Data	16-Oct	To be confirmed	GREEN
21	Security	30-Sep	To be confirmed	GREEN
22	Service Levels	16-Oct	To be confirmed	GREEN
23	TIP Interface	16-Oct	Outstanding issue regarding comprehensiveness of spec to be resolved	GREEN

post: Third Floor, Terminal House, 52 Grosvenor Gardens, London, SW1W 0AB
phone GRO fax: GRO

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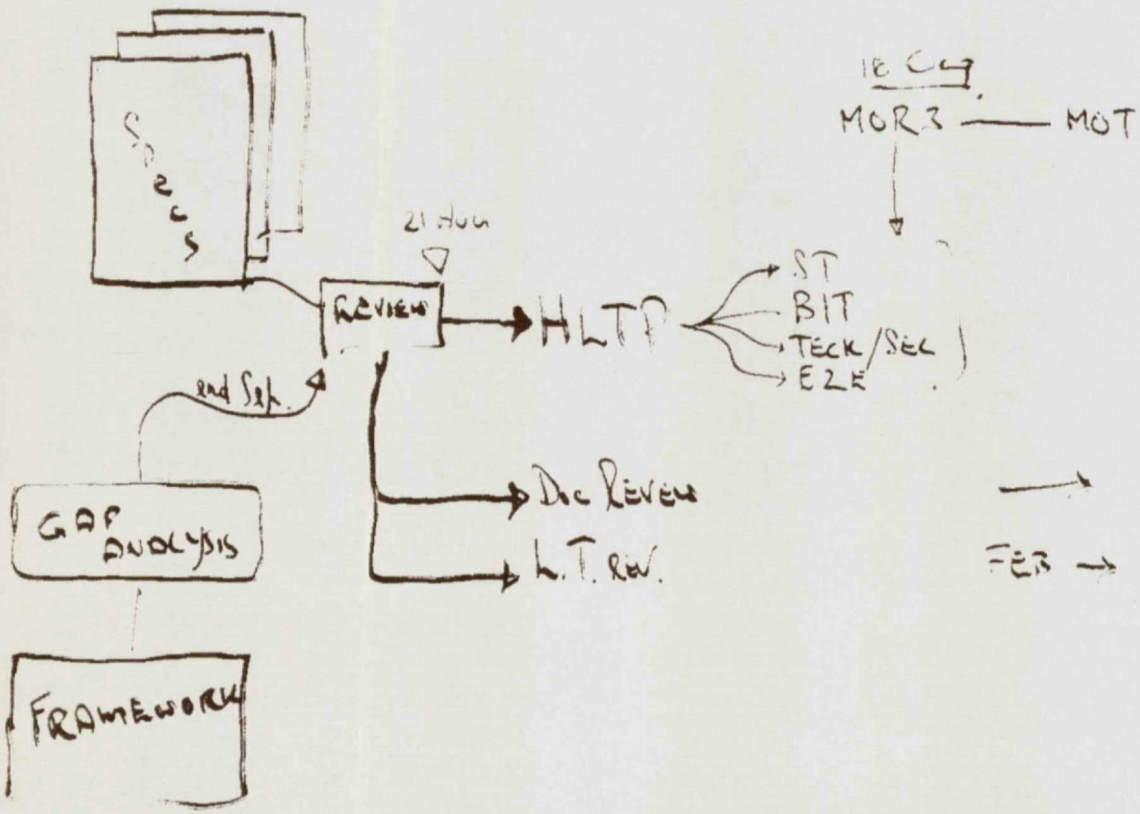
PHASE 1 (PREP)



1 CONTINUE TO TAKE COMMENTS ON SPECS.

2) HLTPs WILL BE FROZEN FOR MOR3 [illegible].

3) CONTINUE TO MAP ADDITIONS FROM [illegible] TO HLTP.

4) ADDITIONAL TESTS [illegible] EMERGE

→ JUNE AS REQUIRED [illegible] BE RUN IN

FEB → JUNE [illegible] REGRESSION AT END OF MOT.

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CONTRACTUAL FRAMEWORK

PREPARATION STAGE

EXECUTION STAGE

DECISION

MANAGEMENT

APPROACH PAPER ISSUED

PLAN. HIGH LEVEL AVAILABLE - DETAILED AWAITED

RESOURCE. TEAM STRENGTHENED.

RELEASE MANAGERS FORUM BEING SET UP.

POL00028100

BAB banking & accountancy branch

Paul Wootton
Room 502J
Norcross
GRO
GRO

Corporate Banking and Methods of Payment Group

To: John Meagher
Horizon

From: Paul Wootton
COBAP

Date: 14 September 1998

cc: BA Acceptance WG
Ken Davenport

Issue: **Acceptance Issues**

Action: **To confirm agreement and update on progress**

Timing: **By cop Wednesday 16 September 1998 to enable briefing to Peter Crahan prior to CAPS and Card Programme Board**

1. When we met on 4 September, we alluded to the Acceptance issues BA identified to you in early August 1998, and discussed the Acceptance implications of the replan.

2. This minute seeks to:

   2.1 Clarify BA's approach to replan Stage 1 (Acceptance v Release Authorisation)

   2.2 Identify additional issues arising from the replan and seek acknowledgement that you accept these as issues to be resolved.

   2.3 Review the identified issues, suggest methods of approaching some of the outstanding Issues, and to seek an Horizon progress report

   2.4 Raise additional issues which need to be addressed., seek confirmation that they are accepted, and obtain information on how Horizon is dealing (will deal) with them.

Replan - Acceptance v Release Authorisation

2. In discussing the replan, I explained to you on 4 September the then BA perspective that Stage 1 appeared to be a Release Authorisation rather than a contractual Acceptance. I have since obtained a copy of the replan documents and discussed within BA and with Pat Kelsey. I now concur with your position that Stage 1 constitutes part of the Acceptance process, as I explained in the phone message I left with Rod Stocker on Monday last.

Replan Acceptance Issues

3. Having had the opportunity to look at the replan proposals in more detail, several issues emerge, which have been aired at the BA Acceptance Working Group:

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3.1 We need an overall integrated plan for the whole of the Acceptance process. This was alluded to at our meeting, and we discussed in more detail with Ian Kerr later. (I have also written to Rod Stocker to suggest that his recent paper on Release Authorisation should specifically refer to the Contractual Acceptance process, and that Release plans should specifically acknowledge Acceptance work steps - Rod tells me he has no problem with this)

3.2 The present Acceptance Specifications are NR2 specific but do not distinguish between NR2 Stage 1 and NR2 Stage 2.

3.3 We are not aware of a definition of a *Proof of Concept for Mobile Configuration*, (required for Stage 1 Acceptance). If it does not exist, it will need to be developed and, in any event, brokered between the parties. It is not clear where the responsibility lies for defining it, nor how it will be factored in.

3.4 Criteria for success in multi-benefit testing (Required for Stage 1 Acceptance) needs to be defined and brokered between the parties. It is not clear where the responsibility lies for defining them, nor how they will be factored into the Acceptance process.

3.5 Criteria for adequate progress in NR2+ development (Required for Stage 1 Acceptance) need to be defined and brokered between the parties. It is not clear where the responsibility lies for defining it, nor how they will be factored into the Acceptance process.. [Note that to move this along, I propose that the Criteria will be that the Authorities have seen and agreed:

1. NR2+ SADD
2. NR2+ RCD
3. NR2+ Acceptance Specification,
   and
4. Logical design is complete
5. Code is 100 % complete but may not be tested.

I am seeking BA approval to this line]

[Note: See also para 9 et seq below]

3.6 Criteria for NR2+ Proof of Concept (Required for Stage 2 Acceptance if NR2+ and NR2 Stage 2 do not coincide) needs to be defined and brokered between the parties. It is not clear where the responsibility lies for defining them, nor how they will be factored into the Acceptance process.

[Note that, to move this issue along, in commenting on the Horizon Acceptance Plan document, ie have suggested, (subject to internal BA agreement, which should be forthcoming by Monday next) that our opening position should be that we must have seen and agreed:

1. NR2+ SADD
2. NR2+ RCD
3. NR2+ Acceptance Specification,
   and,
4. Pathway can demonstrate a version with no major Technical Test acceptance incidents for which they cannot produce a credible plan to fix].

3.7 The Implementation Acceptance Specs need to be reviewed in the light of the replan.

[Note: a quick look shows that:

Implementation A

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No date or release plan specific Requirements or Test conditions except **Requirement 913, criterion 16** Test conditions look to be Release plan specific and may need changing

Implementation B

No date or release plan specific requirements or Test Conditions except:**Requirement 916 criterion 1** points to a specific document (Marketing and Education Plan) which may need updating

Implementation C

No date or release plan specific requirements or Test Conditions

Implementation D

No date or release plan specific requirements or Test Conditions except that many of the documents pointed provide dates and will need updating.

I would be grateful if you would confirm that the above reflects your understanding, and that work is in hand to update the subordinate documents to reflect the replan working assumptions. Revised drafts would be appreciated in due course.

4. Please confirm that you acknowledge these as issues which need to be addressed., and that their resolution is being built into your plans.

Review of Acceptance Issues

5. Referring to the list of issues I provided to you in early August 1998, the previously identified issues are:

5.1 No overall plan for handling acceptance

We alluded to this issue when we met on 4 September 1998, and you advised me that a draft narrative document and programme bar chart were imminent. I have subsequently received from Iain Kerr (and was able to access on Friday) an early draft of a document "Horizon Acceptance Plan" draft 0.2) on which I have sent early comments separately. Thanks. I have issued the document to the BA Acceptance Working Group members to obtain a wider view, and hope to let Iain have final comments by 21 September 1998.

There are some issues which need to addressed urgently, which are:

1. The plan needs to fully match the replan working assumptions.

2. The plan needs to fully cover the processes and activities necessary to recover from the lateness of the Acceptance Specs.

3. The plans need expanding to fully take into account that LT DO's, various areas of CAPS, BA Audit, BA PAAG, BA Security, in addition to LT PO Outlets will need to be fully aware of when, how and where to report an incident. They will need to be identified, educated, trained and the appropriate processes put in place.

4. The incident management processes need to be developed to fully cover:

   * An urgent business assessment of each incident, leading to rapid decisions on the scale of any problem and urgent decisions on workarounds where appropriate - the imperative is keep the business going.

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* feeding incident reports to other systems where appropriate

* identifying inadequacies in the contracted obligations and decisions on remedies.

5. The processes to provide assurance that the Acceptance Specifications fully meet contracted obligations, are fully reflected in HLTPs and Scripts need beefing. The description of HLTPs within the paper is a little rosier than I have previously been led to believe, and possibly misleadingly so.

6. There are other big holes which are identified in Drafting Notes which need to be filled quickly.

7. We still (desperately) await a programme timetable for acceptance and a comprehensive list of products, product descriptions and relationships.

Please confirm that you have these issues in hand, and advise dates.

5.2 Relations with Pathway need to be clarified and visible

We generally agreed when we met that this needed to be addressed, and you suggested that this may be satisfied in part by my inclusion in a tri-partite Acceptance Manager's forum. You were going to let me have proposed ToR.

I note from the Horizon Acceptance Plan para 5 that three forums are being proposed, the Incident Review Panel, the Acceptance Management Forum and the Joint Acceptance Board. I presume that it is the fortnightly Acceptance Management Forum which you referred to at our meeting. I would be grateful if you would set that up immediately and let me have dates. It is possible that Peter Crahan will also wish to attend from time to time. Are you able to offer draft ToR yet ?

In addition, as I mentioned to you when we met in August, I need to see minutes of all meetings with Pathway relating to acceptance, but I do not appear to be getting them yet. Could you arrange for me to be notified of all meetings with Pathway which address Acceptance issues and for me to be copied into agendas and the minutes.

Please confirm agreement and dates

5.3 Pathway Acceptance Test proposals and plans

I have not yet seen Pathway's detailed plans. Please update me.

5.4 No agreed meaningful or doable timetable for clearing Acceptance Specifications

I know that Iain was working on a MS Project Timetable. He promised to let me have a copy when it was sufficiently advanced. But I have not yet seen it. I would be grateful if you would let me have a copy urgently.

In the meantime, I shall be putting together our thoughts over the next day or so, and will copy you in to the initial draft.

5.5 Pathway's apparent reluctance to Accept any Acceptance Testing within the Model Office Stage

Please update on progress in clearing with ICL Pathway.

5.6 Operational Trial Entry and Exit Criteria (for phases)

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* feeding incident reports to other systems where appropriate

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5.5 Pathway's apparent reluctance to Accept any Acceptance Testing within the Model Office Stage

Please update on progress in clearing with ICL Pathway.

5.6 Operational Trial Entry and Exit Criteria (for phases)

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Please update on progress. (Note that to help you move this along, we shall be considering separately what BA would like to see in place, and I will copy you in).

5.7 Pathway Configuration management

Please update on progress. In particular, we need to be assured that there is central version control, that testing will confirm that when one element changes, all linked elements continue to work, and to see the processes which will enable this to be managed.

We also need to know what action Horizon propose to take to ensure that it is properly managed.

5.8 NR2+ PoC undefined

Please see para 3.6 above, where, to move this issue forward, I have set out BA's opening proposals. Confirmation that you can proceed with Pathway on that basis would be appreciated.

5.9 Uncertainty of Acceptance Criteria Sourcing & of currency of document set

Thank you for assuring me when we last met that HLTPs and Test Scripts have been QA'd by Horizon to ensure that they are NR2 compliant. An update on other issues would be appreciated , addressing , in particular:

* Action being taken to ensure that the full set of Contracted Obligations required by AA Schedule C3 are reflected in the Operational Trial Criteria (see my comment on para 3.7.2 of the Horizon Acceptance plan)

* Action being taken to ensure that the subordinate documentation pointed to by Acceptance Criteria is clearly identified (by Version), that the versions are populated and signed off and reflect current agreement

* Action being taken to ensure that all contract changes have rippled through to the relevant document set, and that the Change Control processes cover these documents.

* That the database you are developing includes the design objective that it will allow tracking from acceptance criterion to actual test, and back up again, and that the design complies with this.

5.10 Start of Acceptance Testing - Relationship to sign off of Acceptance Specifications

I note from our earlier meeting, and from the Horizon Acceptance Plan that start of testing of the OT system starts 25 August, and that you have put in place an agreement with Pathway (which I support) that any changes to testing arising from changes to Acceptance Specs will be introduced and tested during post MO regression testing. (Thank you).

I have E-mailed you separately about the need to liaise with Parry Jenkins over the detail of how this will be handled, and I assume you have now contacted him.

5.11 Number of Acceptance Specifications

I note that you have now incorporated within the Horizon Acceptance Plan the concept that the 23 Acceptance Specifications constitute a single logical Operational Trial Acceptance Specification. Thank you.

5.12 PAS Single Key Issues in BES

There are two issues.

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1. The was an agreement of principle in drop down that requirements which referred to PAS, which, because of this suppliers unique distributed system, were delivered in BES, then the requirement should be transferred to BES, where it lay in practice. The PAS requirements would be amended where appropriate to say "PAS will support....." Unfortunately, the principle was not universally enacted as intended (I am as much to blame as anybody) so we are left with a few stray requirements where BES functionality is defined in PAS requirements.

2. There are some cases where both PAS and BES have to work in concert, to achieve the required end result, and others where the functionality has been entirely shifted to BES. Where PAS and BES perform different activities in concert, then the functionality within PAS, and that within BES both need to be tested for Acceptance. Where, however, all the functionality was transferred to BES, then only BES would need to be tested to enable a tick to be placed in both the BES and PAS boxes. AA Clause 203.1 allowed the latter scenario. Pathway, however are seeking to invoke the Clause to avoid testing complementary functions in PAS arising under the former scenario. They intend to rely on a test solely within BES. This is unacceptable.

As you will be aware, I discussed these issues with Karen Rogers last week, and agreed with her that the simplest way forward was:

1. To issue change requests to correct the drop-down omissions, and

2. To take a firm line with Pathway over issue 2 above.

I am aware that discussions are already taking place between BA and POCL on the first issue, with a different perspective in view. I have been asked not to proceed with the change control note at this stage, rather to run the proposal in more detail past CAPS Commercial. I shall be doing this within the next couple of days, and no doubt Horizon will hear from them if there is a BA decision to proceed.

5.13 BA Acceptance Strategy to be produced and brokered

This clearly has to be on the back of the Horizon plan, but I probably have enough now to start the ball rolling again.

5.14 Uncertainty as to Replan

Subject to your agreement to the comments I have made in respect of the Horizon Acceptance Plan, I think we now share working assumptions, which will need to be monitored, and factored into both our plans.

5.16 Replan needs some brokering of Acceptance Terms

I shared with you a set of BA objectives for Acceptance Terms for the replan, and note that some have been incorporated into the Horizon Acceptance Plan. Others have not. I would be grateful if you would update me on your perspective re these objectives.

New Acceptance Issue

6. At the BA Acceptance Working Group on 10 September 1998, I was asked to introduce a new Acceptance Issue, which is that the practical mechanics of execution of the Acceptance process are unknown.

7. This issue has now been partly addressed within the Horizon Acceptance Plan, and I have indicated within the comments I have provided where I have concerns.

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8. Over the next few days, I shall be seeking to amplify those concerns, and set out skeleton thoughts for developing the BA side, and submitting them for approval by the BA Acceptance Working Group. I will share these thoughts with you at the same time.

New Release 2+ Acceptance Specification - risk of late delivery

9. Concern was raised at the BA Acceptance Working Group meeting that unless we buttoned down the NR2+ Acceptance Specification at an early stage, then we may be vulnerable to Pathway seeking to alter the terms at a later stage.

10. One way forward to reduce this risk is to ensure that agreement of the NR2+ RCD and the NR2+ Acceptance Criteria are components of evidence of sufficient progress in the development of the NR2 Stage 1 sign off., and I have proposed this at para 3.6 above.

Status of Audit, Reconciliation and Security Panels in relation to Acceptance

11. In considering how we organise our Acceptance Processes, one of the issues we must consider is the status of the Audit, Reconciliation and Security Panels in approving Acceptance Specifications. These panels do an excellent job bottoming issues.

12. The historic process seems to be that they provide composite comments to the Acceptance Specifications, which represent the combined view. This position has not been disturbed since our appointment as Acceptance Managers. However, I suspect we both need to ensure that that there is a route for minority views to be dealt with via an escalation process, and for our involvement as Acceptance Managers in endorsing the position on behalf of our organisations.

13. I shall be giving some thought as to how this best might be achieved for BA, and perhaps it is something we shall be able to discuss when next we meet.

Horizon Security Responsibility

14. I would be grateful if you would inform me how Horizon is now structured to deal with Security issues and who the personnel are. Who is looking after security Acceptance issues and what processes are in place ?

Next Meeting

15. After we last met, Iain tried to book a further meeting, but was unable to do so. I would like to meet w/c 21 September if possible, and presently have available Monday, Tuesday, Wednesday or Friday. Please confirm that one of these days is suitable.

Conclusion

16. I am sorry that this minute has turned out to be so long.

17. Nevertheless, I would be grateful if you would update on progress and issues by cop Wednesday 16 September to enable me to brief Peter Crahan before the next CAPS and Card Programme Board on 18 September.

Paul Wootton

POL00028100

Memorandum

POST OFFICE

To: Paul Wootton

From: Colin Oudot
Address: Product Management Team
Post Office Counters Ltd

Date: 16 September 1998

CC: John Meagher

SUBJECT: Acceptance Issues

1. As we discussed earlier today, John Meagher is currently on 3 days annual leave and in the light of your requirement for a response to your minute by COP today I agreed to provide an interim response.

Your Para.	Interim Response
2	Noted, thank you
3.1	I agree, Ian Kerr is in the process of producing an integrated plan. The major contribution to this is the Pathway Acceptance Plan and I understand that this has now been sent to us.
3.2	I agree that this needs to be done.
3.3	There will need to be an agreed definition of Proof of Concept for Mobile Configurations. The responsibility for this will lie with the Horizon Acceptance Manager.
3.4	You kindly agreed to produce a straw man for this.
3.5	Thank you for your proposal. This will obviously have to be agreed with Pathway. I would point out that I personally would consider no. 5 to be both impractical and unachievable.
3.6	As above except that I personally do not have any issues with it.
3.7	Clearly there will be implications on Implementation and these will need to be considered.
5.1	I agree that the Horizon Acceptance Plan requires

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	further levels of detail in some areas without necessarily agreeing to all of the points you have raised. As we discussed I am not convinced that all of the processes you describe are part of an acceptance process but there obviously needs to be a discussion between Horizon/BA/Pathway regarding the interaction between live incidents and acceptance incidents.
5.2	I am unaware of John's progress on the TOR and dates but will ensure that he forwards to you as soon as they are available.
5.3	As mentioned above I believe that Pathway's plans have now been sent to us. Provided they are confirmed as fit for purpose they will then be issued for comment.
5.4	Work on this area is continuing. Your thoughts will of course be welcome.
5.5	I do not believe that this basis conflict will be resolved by exchanges of correspondence and propose that it forms part of the agenda for the 1st Acceptance Managers Forum so that you can argue the contractual status directly with Pathway.
5.6	I am unable to comment
5.7	Horizon have sought to ensure Pathway's configuration management through logical revue and I'm sure that John will be happy to discuss with you how Horizon may in turn assure BA.
5.8	Dealt with earlier
5.9	I can confirm the design objective of the database is as you state. I will not be detailing actions be taken in this interim minute.
5.10	I am unable to confirm if Parry has as yet been contacted but I will ensure that if not John will do so on his return.
5.12	I await the outcome of BA's deliberations.
5.13	I appreciate your positive approach to this.
10	As discussed earlier I think your proposal is a valid one.
13	Again I feel that your comments are valid and worthy of discussion at our next meeting.
14	The product Assurance team within Horizon is currently the subject of a re-organisation but John should be in a position to inform you of relevant security related responsibilities and deliverables some time next week. As a current planning assumption it is probably safe to assume that

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Lilley, June

From: Burkin, Bob
To: Miller, Dave (Horizon)
Cc: Lilley, June
Subject: CAPS ACTIONS
Date: Friday, September 11, 1998 12:10

Attached is the status report for the actions arising from the CAPS Board meeting held on 21 August.

note: Regarding action point 6.2, I will send the extract (3 pages) to George McCorkell after your agreement to this status report .

Are you content for the Status Report to be issued?
<<File Attachment: CAPUPDTE.DOC>>

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Retail Development Centre Director

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11 SEP '98 16:41 FROM BA-POCL TERMINAL HSE TO GRO PAGE.001

FAX HEADER

Horizon Programme

Post Office Counters Ltd.
3rd Floor, Terminal House
52 Grosvenor Gardens
London
SW1W 0AB

To:	George McCorkell
Fax No:	GRO
Tel No:	GRO
Copy:	Dave Miller
Date:	11/9
Time:	16:15
Number of pages incl. this one:	5

From:	Bob Burkin

Subject:	Action (AP6.2) from CAPS Board Meeting

Comments

Attached is an extract (including a copy of the first page for reference) from the Support Notice for NR2 (Model Office and End to End) detailing call raising procedures (including PinICL process). A copy of the complete document is held by P Noon (CAPS).

This clears the action (AP6.2) picked-up by Dave Miller at the CAPS Board meeting held on 21 August.

I hope this proves useful.

Bob Burkin
Horizon Planning Team

Tel: GRO
Fax: GRO

bobfax.doc

11/09 '98 16:38 TX/RX NO. 1267 P01

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ICL Pathway **Support Notice - New Release 2** Version: 1.0
Model Office & End to End Date: 1/8/98

Document Title: Support Notice - New Release 2 - Model Office & End to End

Abstract: This document describes the Support Routes for the Model Office phases and End to End testing for New Release 2. It also covers the release process for the Model Office and End to End rigs.

Status: Draft

Distribution:

ICL Pathway	J.Bennett, M.Coombs, T.Austin, C.Humphries, J.Dicks, D.Conniss, M.Fisk, K.Morley, M.Peach, L.Higman, P.Gardner, G.French, B.Longley, G.Rogers, N.O'Sullivan, P.Mead, P.Curley, J.Lindegard-Stewart, J.Wright, R.Aurora, J.Bowes, S.Lee, A.Hanson, I.Morrison, P.Jobson
ICL Pathway Model Office	S.Palladino, G. Jackson, M. Molloy, J. Burgoine
ICL Pathway Development Product Managers	
ICL Pathway Customer Service Management Team	
Girobank	D. Wilson
DLR	R. Ellis
System service	B. McCully
Oracle	K. Linfoot
HSHD/SMC	S. Breen, R.Vigar, L.Cotterell, J.Opera
Outsourcing	V.Cochrane, G.Boyce, S.Gardiner, C.Johnson, R.Bustard, L.McGrath, P.G.Roberts
Horizon Test Team	C. Young, J. Brett, K. Hall
TIP	P. Jones, D.Salt
CAPS	P. Noon
POCL Service Management	N. Embling
POCL Migration Team	T. Hacker
POCL RDP	T. Baldwin
OSG / HAPS	I. Blood
OBCS	S. Bollom
PACS	A. Smith
	C. Oudot

Author: Pat Lywood

Comments to: Pat Lywood

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4.1 Normal Working Hours Support

During Normal Working Hours, the support route will operate as the Live Operational Service. All application, operational and infrastructure calls will be raised on the HSHD and Payment/Card/Pun related calls will be raised on the Payment Card Helpline. (NOTE - Girobank are not providing the Payment Card Helpline facility for E2E testing.)

The 2nd, 3rd and 4th line support routes will operate in a similar way to the Live Operational Service. The only amendment is that 3rd line will pass calls to PIAT rather than direct to development. If PIAT decide a fix is required they will pass the call to Release Management to authorise the fix. Once the fix is authorised Release Management will forward the call to development. See Appendix 4.

The expertise and knowledge of the Pathway T&I team may be used to aid in the support process during the MO period.

When a call reaches 3rd line the call type will be amended to:

N - for MOR1 and MOR2
M - for MOT
E - for E2E

For full details of phone numbers and operational hours see Appendix 2.

4.2 Out Of Hours Support Routes

During Out Of Hours minimal HTT testing is planned. Any problem occurring out of hours should be in the area of file transfer of data to and from the MO Data Centre, transfer of data to or from the MO Counter Environment or problems to do with the operation of the system.

The Support Route during these times is direct from Outsourcing Operations to 3rd line support and the E2E or MO Manager. 3rd line will call in whomever they deem appropriate. The E2E or MO Manager is called in case there may be a delay to the plan or authorisation is required to perform any data changes.

4.3 Call Logging

All issues requiring ICL Pathways attention must be logged via the HSHD.

For calls from HTT the FAD code of the relevant post office should be sufficient.

For calls raised by other areas involved in testing the following codes should be used:

PAT900 for MO
PAT901 for E2E

The HSHD call logger must ensure the text of the call includes a statement detailing whether it is a MO or an E2E call.

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4.4 Call Logging for CAPS, TIP, ESNS, HAPS, PACS, RDS

Before a call is logged with the HSHD HTT should be contacted. HTT will discuss the fault with the MO Site Manager or E2E Manager. The calling supplier will be advised if a call should be placed with the HSHD or whether the fault is due to an existing known condition. This process only applies to the following suppliers : CAPS, TIP, ESNS, HAPS, PACS, RDS.

4.5 APT migration calls

All calls on APT migration should be directed to the APS helpdesk.

4.6 Data Warehouse calls

Calls related to the Data Warehouse should be routed to PinICL stack CFM Support 2nd

4.7 Oracle support calls

During MOR1, and the cycle 1 main pass of E2E testing, support for the Oracle applications will be provided by Oracle Development with the support of ICL Outsourcing. In subsequent testing phases support will be provided by ICL Outsourcing with Oracle Development in a supporting role.

Calls for Oracle application support should be routed to PinICL stack Oracle 2nd

4.8 Reference data calls

Calls related to reference data should be routed to PinICL stack RefDataQual. The 'Product group' should be set, by 3rd line support, to 'Ref Data'. The 'Product' should be set, by 3rd line support, to 'Ref Data Problems'.

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5.11 Summary and Timings

Message	Summary
1030	Reports Received From ICL Pathway suppliers and support route
1200	Report Received From TIP / CAPS / HAPS/ ESNS / RDS / PACS
1200	Report Received From HTT Via MO Site Manager or E2E Manager
1330	Consolidated Report Sent

6 PinICL Management

The overall responsibility for the management of the PinICLs raised during the MO and E2E period lies with the MO Manager and E2E manager respectively.

The Product or Service Managers, of both Pathway and it's suppliers, are responsible for the management and timely resolution of PinICLs within their own stack.

7 Test control

Confirmation that MO and E2E testing is to be suspended or restarted rests with the following people. They are responsible for ensuring that all interested parties are informed of the suspension and expected restart dates.

MOR1 & MOR2	MO Manager
MOT	HTT MO / E2E Manager
Cycle1 main pass E2E	E2E Manager
Cycle2 main pass E2E	E2E Manager
Final pass E2E	E2E Manager

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RECEIVED
APD 251
11 SEP 1998

Miller, Dave (Horizon)

From: Twidale, Mike
To: Miller, Dave (Horizon)
Cc: Lilley, June
Subject: CAPS Board Report
Date: 11 September 1998 10:07

I attach copy of the Horizon input to the CAPS Board report for your clearance for issue today.

We have taken on board amendments arising from your meeting with Bob Burkin.

We are also pursuing the action point updates as agreed and will provide these when we have them.

Re Section 5.2 of the report (ie the BES/PAS boundary issue) and the associated action - Roger Tabor is not in the office until Monday. I have asked if he can confirm that the BES/PAS boundary issue is in hand, and whether you and he need to discuss this further.

Please advise whether you are content for the report to be issued to CAPS.

<<File Attachment: CB1809.DOC>>

Cleared
Ext 11/9.

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Horizon Programme



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Post Office Counters Ltd.
3rd Floor, Terminal House
52 Grosvenor Gardens
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SW1W 0AB

Tel: GRO
Fax: GRO

To: Tim Cutts
CAPS Programme Office

Copy: Dave Miller
Jan Topham
Sue Daniel
Val Whitbread

From: Bob Burkin

Date: 11 Sept. 1998

Subject: Input into CAPS Board Report

As requested, the attached report is provided as input into the CAPS Programme Board Report for the meeting to be held on 18 September.

It is expected that Dave Miller, Horizon Programme Director, will be attending the meeting. Will you therefore please arrange for the Agenda, including timings, to be supplied in advance of the meeting

A status report (on actions - if any - arising from meeting on 21 August -) will be provided separately.

I hope this proves useful. As always, happy to discuss.

Bob Burkin
Planning & Reporting Team
Horizon Programme



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Input into CAPS Programme Board Report
for Meeting on 18 September 1998

1 **Introduction**

This report summarises the state of the Horizon Programme as at August month end.

2 **Programme Overview**

The major focus of the Programme at the current time continues to be:

- supporting the existing live systems
- supporting the testing phase
- progressing the 'Programme Management' content of the Replan with respect to the Live Trial, multiple Benefits and the NR2+ Release.
- clarifying the contractual implications and acceptance process arising from the replan.
- developing the Live Trial plans in detail.
- developing the 1c to NR2 migration plans in more detail.

3 **Live Operations**

The current Release continues to provide a Benefit Payment Service and Order Book Control System for Child Benefit Payments in 204 outlets (119 in the South West & South Wales Region and 85 in the North East Region).

From an operational point of view, there are no major threats to business continuity.

Concern over the level of incomplete transactions (ITs) continues. These have risen to 5.6 per 10,000 during July (from 4.0 in the previous month). The main reason for this increase is due to a single category, BES/OBCS Corruption (which represent 47% of all Incomplete Transactions)

Operational workshops continue to be held to address this issue and the resultant fixes for various categories of ITs have been placed in testing. Evaluation and analysis of these fixes are imminent. If solutions prove successful it is foreseen that categories of ITs and consequently volumes will reduce dramatically - particularly those in the category mentioned above. Forecast implementation of these solutions is 22 September (on the assumption that testing is successful and passes acceptance by sponsor organisations).

During July there were approximately 68,000 encashments (including foreign encashments) with a total value in excess of £2m.

The Horizon Service Management Team continues to produce a monthly Service Report which includes service performance reports and operational issues / threats. The latest report was issued on 28 August (BA/CAPS are included on distribution list).

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4 **Progress against the Master Plan and Integrated Programme Plan**

The Programme Master Plan (MP version 4) and Integrated Plan (IPP version 1) will be updated following the formal agreement to the Release 2 replan. Progress is being monitored against Pathway High Level Plan version 4.0 (15 June) and the current status of key milestones planned for July/August is shown below:

milestone	planned date	achieved / re-forecast
Direct Interface Testing	8 July	Completed as planned.
Start of Horizon Model Office Rehearsal (for Release 2)	3 August	Achieved -. Horizon MO commenced 3 August 1998.
Commence End to End testing (main pass)	3 August	Commenced on schedule
Commence Office Surveys, Re-surveys and Modifications.	3 August	Work commenced in all areas
Complete System Test Main Pass for EPOSS, TPS, MIS, RDMC and Training (mode)	30 August	All these elements of System Testing are forecast to complete by 21 September. Overall testing timescales are consistent with replan dates.
Complete Walkthrough of E2E procedures	31 August (target date)	Extra work is required in order to define all processes to a lower level of detail than expected. This milestone has been re-forecast to complete in November for subsequent inclusion in MOT.
Complete MOR 1	11 September	Successfully completed 26 August (earlier than scheduled)

For this report, the list of the strategic and high level Programme milestones (contained in the Master Plan (version 4) and Integrated Programme Plan (version 1) showing their current status) has not been included. The list will be reinstated when the current replan exercise has been formally agreed and the milestones reviewed to ensure that they are still relevant to the revised approach.



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5 ICL Pathway Release 2

5.1 Current Status

Planning

Dialogue continues in order to resolve issues affecting the Replan particularly with regard to the Live Trial, the multiple Benefits introduction and the release of NR2+. Agreement has been reached on the structure and dates for MOR, MOT and E2E activities for release 2 (POCL and Child Benefit functionality). In addition, agreement has been reached on the 1c to NR2 migration plans, including the Data Centres, and the installation of the extra 100 offices. Work is now necessary to develop the detailed aspects of this plan and Pathway have been invited to commence work in this area. Meetings with BA arranged for 9 September.

Testing

JSA MOT third cycle is progressing well and is due to complete on schedule mid September in time to feed into (Horizon) MOR2 .

MOR1 completed satisfactorily on 26 August 1998. Overall impressions of the counter service from the users (trained counter staff) and the Horizon Test Team have been that the counter is working well: that it is useable and resilient, that it performs with speed and that the error and exception handling messages/functions are present. The majority of current problems are considered to be of minor importance and are expected to be fixed for MOR2 which is planned to start on 14 September.

The MOR1 phase has been successful. Pathway have been able to prove their live architecture, in particular the data centre and its migration, the network and communications, and the connectivity between the counter and the data.

E2E progress is slow but steady. The E2E cycle is being run in a more deliberate manner than MO, allowing serious errors to be fixed before progressing. The expectation is that most of the first cycle will be completed by the target date. At this stage it is too early to predict whether there will be an impact on the final end date of 18 December. The latest position on testing will be presented by the Horizon Programme Director to the CAPS Board at the meeting on 18 September.

Acceptance

During the period, management of the acceptance team was further strengthened with the recruitment of an Incident Manager and a Process Manager. Further recruitment continues to bring the team up to full strength. A review of the support tools has completed and additional hardware has been ordered.

The acceptance framework, which provides a business top-down view has now been developed and is being used to provide a review of the adequacy of the acceptance approach. A gap analysis continues and will be completed by the first week in September. This will be followed by



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further analysis to determine whether the identified gaps can be filled by other parts of the contract or whether they are true omissions.

The Acceptance Preparation Stage is continuing with the review and agreement of the acceptance specifications. ICL Pathway's target for all specs to be completed and signed-off by mid-August was not met and the implications are being assessed. All 23 acceptance specifications have now been received from ICL Pathway and reviews continue. There are still a number of problems in this area and additional efforts are now being brought to bear to improve the overall situation.

Formal management forums are in the process of being established for acceptance. Draft Terms of Reference for the Acceptance Managers' Forum have been completed and invitations to members will be issued toward the end of August.

Implementation

General

The Implementation Risk Register has undergone a complete review with the second iteration, including updates on mitigating action, issued 1 August.

The Horizon Implementation Board met on 11 August and will continue to meet on a monthly basis to co-ordinate progress and address issues.

Installation

An updated Installation Strategy is expected from ICL Pathway for POCL sign off by 21 August. A signed off copy of the Survey Requirements has been received from ICL Pathway (excluding Flat Screens). A revised Survey Document reflecting the Flat Screen option has been received and is under review.

Training

Model Office training and training of Survey Support Managers has been completed.

Migration

A draft plan and draft interim procedures for implementation of NR2 in Release 1c outlets have been produced. The Outlet Migration Strategy is being redrafted by ICL Pathway taking into account recent developments in the ECCO migration process. Discussions are underway with ICL Pathway to obtain their sign-off of the migration tool functional specification. Interim tools were used in MOR1, and some difficulties were experienced. Revised migration software tools will be ready for use in MOR2.

Live Trial

Work continues to draw together the details based on the Horizon replan which proposes a 17 week Live Trial. The justification for the 17 week period has been presented to Pathway though this has not yet been formally accepted by them given the wider contractual issues.



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National Rollout

A meeting between Pathway and POCL increased the joint understanding regarding the trigger points for starting rollout and the currently agreed ramp up volumes. Further work is necessary to develop this and to link with the Live Trial plans.

5.2 Issues / Risks

The following areas of concern have been identified as possible obstacles to the delivery of Release 2. These issues are being actively managed within the Programme.

Issue	Action
End to End/Model Office Testing While the first cycle of Model Office completed ahead of schedule, some problems have been encountered in End to End testing which may pose a risk to achieving the 18 December completion date.	A number of actions are being evaluated to improve the likelihood of completion to schedule. Some contingency time is also available in January should it prove necessary.
BES/PAS Boundary Agreement on this boundary is necessary for establishing liabilities in the live environment.	Action is with POCL Finance Director who is reviewing the position. Horizon Programme Director continues to liaise with Finance Director to provide input as required.
BES Fallback Additional mechanisms are required to ensure the final reconciliation of BES and EPOSS transactions when a communication line failure occurs.	Pathway are implementing an agreed solution.
Acceptance Specifications Some specifications are incomplete due to unavailability of some cited evidence and inadequate coverage. This also impacts the clarity of the plans for acceptance execution.	Continuing work with Pathway to support the process of completing the specifications and improving their quality. DSS comments outstanding on the DSS interface specification.

6 **Future Releases**

Release 2+

The issue resolution process is continuing. For soft EVP the action is with POCL to follow up the proposal from Pathway. There are no outstanding technical issues concerning on-line enquiries though the issue around the required delivery date is being progressed.

Pathways Release Contents Definition was received on 27 August and distributed for comment.

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A development plan for NR2+ should be available by the end of September.

7 This report has been produced in accordance with the guidelines agreed between Peter Crahan and the Horizon Programme Director on 15 April. The area not covered is 'Routine Commercial / Contractual Activity' where no request had been made by the CAPS PMO for specific detail, and no input received from the Horizon Joint Contracts Team.



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Document Title: Release 2 Model Office Closure Report

Document Type: Test Report

Abstract: This document summarises the findings and conclusions of the Pathway Test & Integration Unit on the conduct of the Model Office Rehearsal 1 test phase.

Status:

Distribution:

Horizon	Pathway
J. Meagher	T. Austin
S. Rilot	G. Chatten
	M. Coombs
	P. Jeram
	C. Wannell
	J. Wooler

Author: S. Palladino

Comments to: S. Palladino

Comments by:

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0 Document control

0.1 Document history

Version	Date	Reason
0.1	11/9/98	First Draft

0.2 Approval authorities

Name	Position	Signature	Date
None			

0.3 Associated documents

	Reference	Vers	Date	Title	Source

0.4 Abbreviations

APS	Automated Payment Service
BPS	Benefit Payment Service
CAPS	Customer Accounting and Payments Strategy
EPOSS	Electronic Point Of Sale Service
ESNS	Electronic Stop Notice System
HAPS	Host Automated Payments System
MOR1	Model Office Rehearsal 1
OBCS	Order Book Control System
R2	Release2 (Horizon system)
TIP	Transaction Information Processing

0.5 Changes in this version

None. This is the first issue.

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0.6 Table of content

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3 System under test 4
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3.2 Software 5
4 Test Conduct 5
4.1 Test Phases 5
4.2 Tests Performed 5
4.3 Testing Incidents 6
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5.3 Issues 7
6 Appendix A - Model Office Test Environment 8

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1 Introduction

This is a summary report addressed to Pathway and Horizon management to comment on the conduct of the Model Office Rehearsal 1 phase of Pathway's Release 2 testing. It focuses on the testing environment, the testing activities performed, the results of these, and the conclusions drawn.

The appendices contain additional supporting information to the text.

2 Scope and Objectives

MOR1 is the first of three planned Model Office Rehearsals. It's major objectives are to prove:

- Pathway's solution architecture, network and connectivity
- Pathway's supporting infrastructure
- migration from Release 1c to R2
- supporting and reporting processes and routes are in place

It is not a purpose of MOR1 to perform R2 functionality proving although note is taken, and incidents raised, in response to errors found. Due to the nature of this test it was expected that there would only be time for a small subset of the available counter tests to run successfully.

The format of the testing was for the Horizon test team to run a series of scripts and test cases jointly devised by themselves, the Benefit Agency and TIP, at a Model Office site based in Borough High Street and supported by Pathway operations at the R2 target live operational environment in the Bootle data centre.

3 System under test

3.1 Environment

The test environment within the Pathway domain comprised two data centres, one at release 1c and the other the target R2 go live solution, with links to all external systems. Full details of these are given in Appendix A.

The test environment within the Horizon domain comprised seven Post Offices; three of these offices were migrated from release 1c to R2; four new offices were introduced into the R2 system, two from ECCO and two that were previously manual. The counters were the current Pentium baseline rather than the proposed future Pentium 2.

Gateway PC's, for the transmission of data to remote sites, were located at Farnborough, Huthwaite and De La Rue, Tewkesbury.

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3.2 Software

The following applications formed part of the testing baseline:

- BPS
- EPOSS
- APS
- OBCS

The software release was 8F increment 4, with some additional changes made to this baseline during the test cycle. These changes were notified to the relevant testing partners, and are identified in Appendix B of this document.

4 Test Conduct

4.1 Test Phases

The testing was performed by Horizon test staff and Post Office counter staff over the period 3rd August to 27th August inclusive, the stages being:

- 3rd - 11th, phase 1 of migration, moving three outlet operations from release 1c to R2, with the data centre at release 1c
- 12th - 13th , data centre migration to R2
- 14th - 27th, full R2 operation and the introduction of new R2 outlets

CAPS were not available to participate in this phase of testing, their input being simulated by Pathway. As a result, the BA PACS reconciliation group could not participate.

4.2 Tests Performed

The following are the test statistics:

- number of planned scripts 5089
- number of scripts run 4072
- number of scripts passed 3734
- percentage of scripts run 80%
- percentage of scripts passed 91%
-

As a result of some initial connectivity problems the scheduling of script running was re-planned, after which the revised timescale was achieved.

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4.3 Testing Incidents

Throughout the test cycle a number of incidents were raised. These are summarised as follows:

Total Incidents raised	341	
Incidents Closed		
no fix required	120	
fix applied during MOR1 or due in MO2	80	
duplicate of existing PinICL	55	
Incidents still open	86	*

* denotes: 7 fixes are included in the MOR2 baseline for open incidents.

Remaining open incidents will be carried forward for MOR2 reporting

5 Conclusion

5.1 Summary

MOR1 successfully proved the test phase objectives, namely that Pathway's architecture, networks, connectivity and supporting infrastructure are all fit for purpose. Some issues were identified, none of which are considered to be major, and these can be addressed in the later phases of MOR.

Although of a lower testing priority, the degree of application functionality executed was higher than expected.

5.2 Achievements

The following have been successfully demonstrated:

- Bootle R2 data centre build
- networking and communications
- data centre security
- installation of outlet equipment
- auto-configuration of R2 counters
- migration of outlets from Release 1c to R2
- use of MiMan migration tool and HFSO procedures

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- data centre migration from Release 1c to R2
- link to and from ESNS
- links to Farnborough (HAPS) and Huthwaite (TIP)
- link to De La Rue
- PAS/CMS Help Desk operation
- Horizon Help Desk operation
- Pathway support procedures
- operation of the four main application areas
- operation of the Data Warehouse
- user training

5.3 Issues

The following issues were identified, some of which have already been addressed:

- the MiECCO migration tool was not available for use, so ECCO outlets were migrated using the manual migration tool instead
- the data prepared for input to the manual migration process did not lead to speedy use of the software tool
- the cash account did not balance
- although used, the FTMS gateways were not sufficiently robust
- there were no non-core reference data products available
- some problems were experienced using the back office printer

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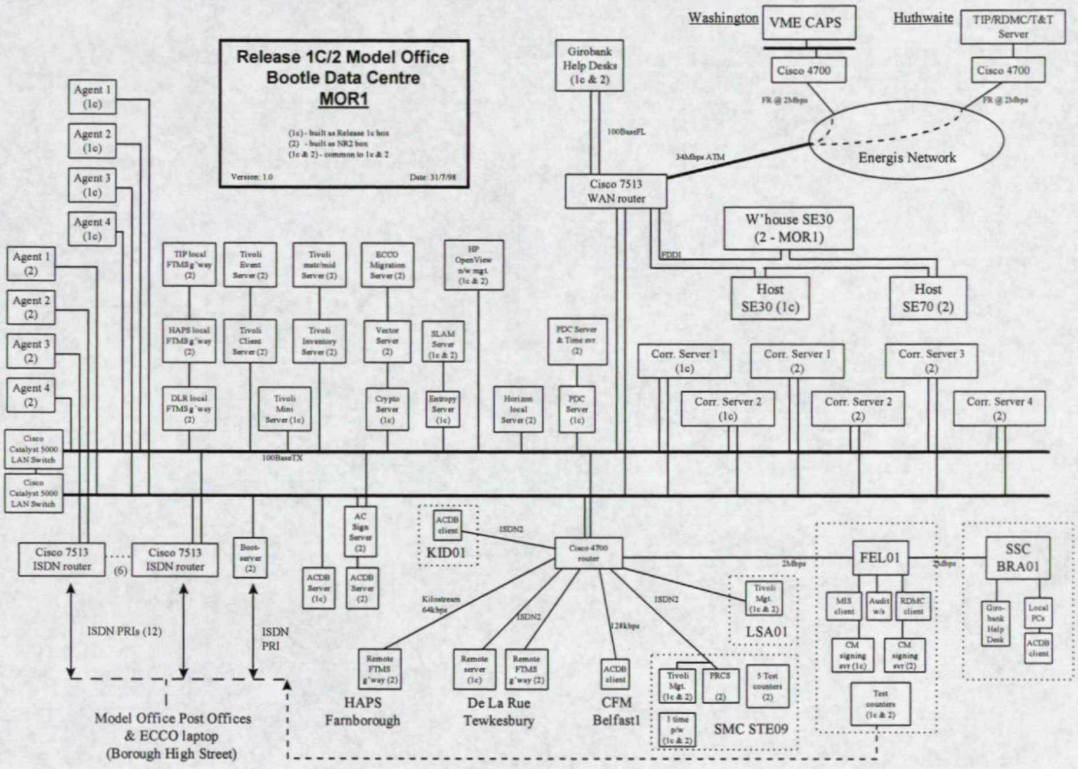
6 Appendix A - Model Office Test Environment



FAXMessage

To: Dave Miller	From: Peter Jeram
Location: Borough	Phone: GRO
Phone:	Mobile Phone:
Fax Phone:	Fax Phone: GRO
CC.:	

ICL

Date: 17.9.98 No. of pages 3 (including cover sheet)

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Message:

Dave,

Please find attached my letter detailing the current progress - Simon Rilot agrees it's contents.

Would you please tell Simon that DIT PinKL situation is 3 Remain Open, of which
2 require TIP Ans 5.4 to be signed off
1 is a CP included for MOR3

The E2E PinKL list he was given included both fix available and those PinKLs being investigated.

Peter

If transmission is interrupted or incomplete, please notify sender as soon as possible

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Middx
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Mr D Miller
Horizon Programme
Benefits Agency & Post Office Counters Ltd
King Edward Building
King Edward Street
London EC1A 1AA

17th September 1998

Dear Dave,

As promised, please find below a current update on testing progress.

End 2 End

It is now planned to complete the first cycle of testing on 22/9, including CAPS Recovery testing.

In the early stages of E2E it was discovered that the Reference Data supplied by POCL did not contain valid Non Core products. It was agreed that this was required for E2E and the quickest way forward was for Pathway to edit the file delaying testing for 5 days, rather than wait for an RDP update.

There were a number of environment issues between Pathway and CAPS before Temporary Tokens would operate. These were resolved after a 3 day delay.

Following these initial delays, E2E generally progressed at a day for a day without having to restart.

The data centre was successfully migrated and MiMan and MiEcco successfully used to migrate counters.

Transfers were made between HAPS, CAPS, OBCS and TIP. Some issues were experienced and were addressed at the time.

Communication issues between CAPS and Pathway were resolved and On-Line CAPS processing of Temporary Tokens, Urgent Payments and Urgent Stops were successfully made.

CAPS have had some difficulties matching their data and expected results. Issues such as payments not being loaded due to missing cardholder/beneficiary data need to be resolved by CAPS before the next cycle.

Following the first day of CAPS Recovery testing tomorrow, testing will be suspended over the weekend to allow CAPS time to address their anticipated Recovery issues.

PinICLs have been raised during the testing and will be addressed for later Cycles.

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A meeting was held with Horizon, POCL and BA to discuss E2E progress and the movement into the next Cycle. It has been agreed that the migration days run for cycle 1 will not be repeated. This therefore reduces the cycle lengths of E2E and allows for the further cycles to be aligned with Model Office cycles. It is expected that this will be agreed on 18/9 and planned in detail at a workshop next week.

MOR2

Progress has continued through the week on MOR2.

On Monday, the 1c Counters were delivered to Borough and the CAPS files were received and processed.

On Tuesday, the 1c counters were configured on to the System, further CAPS files were received and processed and the National Stops file was loaded.

On Wednesday, tests were first performed on the 1c counters and then these counters were replaced by R2 counters. During the following MiMan migration processing a potential issue was detected, this was dealt with at Borough by zero filling the remaining Stock Units. There is confusion as to whether these Stock Units should have contained data or zeros, but if this is found to be an issue, the details can be added by Remitting In the Stock Unit information.

On Thursday, further testing has been performed on the final 1c Post Office and this is currently now being migrated. The Post Offices previously migrated to R2 counters are now being used for further tests.

At present we are on schedule for migrating the data centre from 1c to R2 this weekend.

General

Pathway is currently working towards creating the Software build that MOR3 will be based on. This build will contain resolutions to the remaining issues identified in the MOR2 Release Notice and will deliver BES Fallback.

Pathway has now issued Version 5.0 of the ICL Pathway Release 2 High Level Plan and is on schedule to deliver the milestones within it.

If you would like to discuss any detail further, please contact me at Feltham.

Yours sincerely

GRO

Peter Jeram
ICL Pathway

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CAPS and Card Programme Board Actions - Issue 6

Horizon Action Points / updates from Board meeting on 21st Aug 1998

Action point	Update
AP 5.4 (H) Peter Crahan / Dave Miller to arrange for a final PDA transition board to take place.	Cleared -Meeting held on 3/9/98.
AP 6.1 (H) Mike Coombes to provide an update to Vince Gaskell of the code changes being put in place to resolve the issue of incomplete transactions.	Ongoing - Update to be provided to Vince Gaskell, copied to Dave Miller, by 16 September.
AP 6.2(H) Dave Miller to provide George McCorkell with a written description of the PinICL process.	Cleared - Hard copy of extract from Support Notice for NR2 (Model Office and End to End) v1.0 detailing call raising procedures (including PinICL process) provided to George McCorkell. Complete document held by P Noon (CAPS)
AP 6.3 (H) Dave Miller to provide Vince Gaskell with a report on what has been done as result of the Correspondence Server failure (13/7/98)	Cleared - Short brief was provided at the meeting on 21 August.
AP 6.4 (H) Dave Miller to provide greater visibility of what is happening in Horizon testing to Parry Jenkins	Ongoing - Horizon Testing Manager to contact Parry Jenkins to confirm requirements and progress as necessary. (Note - CAPS staff are on site and present during Testing)



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AP 6.5 (H) Dave Miller to issue a formal note to all concerned, giving key Horizon release dates.	Cleared - Copy of Horizon Programme Replan document dated 2 September has been supplied to the CAPS PMO who have been asked to issue it to relevant parties.
AP 6.6 (H) Dave Miller to provide Peter Crahan with revised sign-off dates for all acceptance specifications.	Ongoing - Dates currently being finalised. Expect to be available for Board meeting on 18 September.
AP 6.7 (H) Dave Miller to arrange for Bruce McNiven to provide Peter Crahan with a detailed breakdown of the RGM letters	Cleared - Details of implementation activity (including the issue of RGM letters) are regularly provided (by ICL Pathway) to the Horizon Implementation Board which Val Curran attends.
AP 6.8(H) Dave Miller to determine the current state of debate between BES/PAS and see if dialogue between Horizon/CAPS directors could be used to break the apparent deadlock.	Ongoing - Dave Miller liasing with POCL Finance Director regarding any assistance required for resolution
AP 6.9 (H) Dave Miller to provide the signed off DIT2 closure report	Cleared - DIT2 closure report supplied to Les Hodson (CAPS Testing Strand Manager) w/c 7 September.



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POST OFFICE

FACSIMILE

To:	JUNE LILLEY / DAVE MILLER
Fax Number:	GRO
Telephone Number:	
From:	SIMON RILOT
Date:	15/09/98
Time:	
Number of Pages: **(Including This One)**	8

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As discussed.

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ICL Pathway	New Release 2 MOR2 Release Notice	Ref: PM/REN/002 Version: 1.0 Date: 9/9/98

Document Title:	New Release 2 MOR2 Release Notice
Document Type:	Definition Document
Abstract:	This document defines the software baseline for New Release 2 MOR2.
Status:	Issued
Distribution:	John Meagher, Horizon, Simon Rilot, Horizon
Author/Editor:	Simon Palladino, ICL Pathway Model Office Test Manager
File Reference:	PM/REN/002

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Introduction

This Release Notice defines the software baseline used for New Release 2 MOR2 and identifies the set of known functional limitations associated with this baseline. The limitations are grouped by Service below. No limitations have been added since the MOR1 release notice and it is the intention to clear all limitations by MOR3.

The Baseline

The software baseline for MOR2 is referenced in the ICL Pathway change control system as 9f incr 1.

Known Limitations

APS

- In the event of a printer problem, after printing the first APS receipt, the second receipt (the office copy) cannot be reproduced for this transaction.

BPS

- At receipt printing time the system always prompts for an Authorisation To Pay (ATP) receipt (even when it should request a normal encashment receipt).
- If the customer is a main beneficiary and an alternate payee, the system allows collection as the alternate payee, but does not allow collection as the main beneficiary.
- The EVP questions relating to the unique address question for No Fixed Abode are not generated.
- The BES weekly encashment summary cannot be produced.

EPOSS

- If, while attempting to print a Stock Unit (SU) balance report, you transfer the session to another counter, then transfer it back and roll over the stock unit, all the stock in the stock unit will be lost.
- Stack entry help facility does not function correctly and an invalid tablet is displayed.
- Bilingual receipt not produced at Welsh Post Office. *Information has now been provide by Horizon; this will be available at MOR3.*
- Some keyboard function keys are not working correctly. They are however correct on the touch screen.

TPS

- When reconciliation discussions between Pathway and Horizon conclude, we expect a re-designed reconciliation to be delivered. Until that time issues in the current design solution will remain unresolved. *Discussions have now concluded this issue will be resolved at MOR3*

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TRAINING MODE

- There are currently performance issues when transferring between the desktop and training mode. It is recommended that limited use is made of this feature in MOR2.

REFERENCE DATA

- The Model Office reference data still has issues outstanding. We are still validating this data and expect to uncover further issues that will need resolution.

Reduced Limitations

- If EVP fails during a carded casual agent transaction then the system only prompts the clerk to retain one card. *The prompt is still the same but the system now impounds both cards making the second one usable.*
- After using BES preview report the counter is occasionally left with the task bar showing on the screen.

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Cleared Limitations

APS

- Session Mobility can cause duplicate APS receipt numbers.
- TIP cannot accept bulk input of AP transactions because of a reference data fault which prevents this mode of operation.

BPS

- An encashment transaction conducted by the Payment Card Help Line (PCHL) cannot be subsequently conducted in the Post Office. The Post Office is not currently being updated by the PCHL system and, therefore, will not balance.
- Card activation by swiping does not function correctly. Card activation can be achieved via the keyboard. Once activated via the keyboard all subsequent transactions can be performed by using the card swipe.
- Benefit Payment Contingency functionality (i.e. payments to beneficiaries when CAPS is down) does not function.
- The counter allows more than two foreign encashments within the 26 week limit.
- The EVP questions relating to 2nd line of address no longer relevant to Release 2.
- The counter does not recognise card batches as "activated" when they have been actioned at the PCHL.

EPOSS

- Transferring stock between individuals within an outlet does not function.
- Suspense account tables are not being carried forward across Cash Account Periods.
- If a user is deleted whilst attached to an individual SU, SU rollover is prevented and the Cash Account is not produced. It is advised not to delete users under these circumstances.
- There remain a number of scenarios that lead to an imbalanced Cash Account (CA). *Refer to letter from Terry Austin to David Miller 10/09/98*

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MOR1 calls cleared in MOR2

1.		MOR1 ,PAS CMS
2.		MOR1 ,APS
3.		MOR1 ,OBCS
4.		MOR1 Maestro
5.		MOR1 ,PAS CMS
6.		MOR1 ,RDMC
7.		MOR1 ,RDDS
8.		MOR1 ,TPS
9.		MOR1 ,PAS CMS
10.		MOR1 ,PAS CMS
11.		MOR1 ,PAS CMS
12.		MOR1 ,APS
13.		MOR1 ,APS
14.		MOR1 ,PAS CMS migration
15.		MOR1 ,RDMC
16.		MOR1 ,RDDS
17.		MOR1 ,PAS CMS Migration
18.		MOR1 ,PAS CMS
19.		MOR1 ,PAS CMS
20.		MOR1 ,RDMC
21.		MOR1 ,PAS CMS
22.		MOR1 ,PAS CMS Migration
23.		MOR1 ,PAS CMS Migration
24.		MOR1 ,PAS CMS Migration
25.		MOR1 ,TPS
26.		MOR1 Check digit method for 29 and 38 have embedded space - Ref data
27.		MOR1 Missing post autoconfig batch files
28.		MOR1 POCL reference data does not contain post codes -
29.		MOR1 New version of post autoconfig gateway.bat files
30.		MOR1 Oracle test kit
31.		MOR1 Unable to find alexbkup profile -
32.		MOR1 No abcd reports generated -
33.		MOR1 Undo massaging of Client Id -
34.		MOR1 Schedule ORACREP abends
35.		MOR1 main host cms files unreadable on warehouse
36.		MOR1 Warehouse rds files unreadable
37.		MOR1 Build issues
38.		Add Riposte user to administrators group on counters
39.	E-9808050054	MOR1 The MIMAN tool has no data available.
40.	E-9808070043	MOR1 They are missing some local products from the reference data through the MIMAN migration tool. They are migration is from 1c to
41.	E-9808080015	MOR1 day 2 of testing, missing cash account lines, When entering data from the manual cash account onto the corresponding lines on the correct tables on the Horizon System,
42.	E-9808080019	MOR1 test day 2 script number 789-no core icons available but do not function, While remitting in from other PO's which was the supplies division or when in Serve Customer mode non core items
43.	E-9808080022	MOR1 test day 2 script number 789. Remittance of £3 phonecard has no effect, £699 of £3 phonecards were remmed in from another PO. Rem in slip produced. £0 pounds displayed on \adjust stock screen, stock unit balance snapshot and
44.	E-9808100037	MOR1 - Script Number: 428 - - Day 3 - 10/11/97 - When completing a Giro Transaction you can only enter 4 digits of the account number -
45.	E-9808110027	MOR1 this transaction was done on the Ric data centre on the new kit. Script no 450, test day 10/11/97 BT

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		bill payment transactions not accepting account number. On entering a BT bill transaction there is no facility to enter the account number.
46.	E-9808110042	MOR1 software Script number 00455, date 10/11/97 Unable to enter post cheque account number. On the current ECCO system there is a country code which needs to be entered that is either one or two letters
47.	E-9808130045	MOR1 Sys date .13/11/97 script 0653 Test Day 6, Saving certificate purchase invalid amount excepted, from the desktop selecting transaction (f1) then serve customer (f1) and then other products (f13) and then giro bank (f3) and
48.	E-9808130064	MOR1 , Sys date:13/11/97(has no time or Day no, or no scrip no)Counters:1. Incorrect screen message displayed.
49.	E-9808150005	MOR1 Counter daily report - BT bill not displayed correctly. BT bill amount of £20,777.18 entered into MiMAN. Subsequent daily summary displays volume equals 0 and value equals £777.80. 14/11/97, Day 9.
50.	E-9808150013	MOR1 Redeemed electric stamps icon does not work. From Serve Customer/ Functions/ Settlement/ Electric stamp redeem (F14) When F14 pressed, screen flashes for half a second the returns to settlement screen
51.	E-9808150017	MOR1 The scale tariff incorrect. Prices are incorrect on Europe/Zone 1/Zone 2. NOTE: Have evidence at Borough Test Site for use. Sys date:14/11/97, Time: 13.30, Script:0515, Day:6, Counters:2.
52.	E-9808170024	MOR1 Sun Alliance icon's description. The sun alliance screen displays 11 different icons that need further descriptions. It is not clear what icon represents what service. Some icons seem to be duplicated.
53.	E-9808170031	MOR1 Description missing on all offices atMOR1 and R2 the description for 1c payments was missing from R2 counters. Sys date: 16/11/97.
54.	E-9808170032	MOR1 V10/V62 icon not active. When icon is touched nothing happens. Date:13/11/97, Scritp:0753, Day:9, Counter:1.
55.	E-9808170041	MOR1 Datapost icons not working. Following menu to non-accounting data. 3 icons marked datapost and F11, F12, F13 do not respond to touch. System Time:11.15, Date:13/11/97, Day:9, Script:1080, Counters:1.
56.	E-9808170044	MOR1 Error message appears when printing weekly summaries. When producing the reports the printer starts to print then 30 seconds later as message appears on the screen advising printer error not responding try again, cancel,
57.	E-9808170052	MOR1 . Wrong price for scales transaction overseas surface. Serving customer input 312G international surface letter price £6.21, the correct price is £2.27, the system reference data states £6.21. Date, 14/11/97, Day:10,
58.	E-9808170055	MOR1 Letters pre-paid icon does not work. When touching letters pre-paid icon nothing happens. Date:14/11/97, Day:10, Script:0754. Counter:1.
59.	E-9808170057	MOR1 Moneygram send does not work. Touching the moneygram icon does not work. Date:14/11/97, Day:10,Script:0754, Counter:1.
60.	E-9808170062	MOR1 - Sys date: 13/11/97 - day No: 9 - Script Number 0491. BT Phone card not active.
61.	E-9808170064	MOR1 REM out cash/foreign currency sterling. Rem out cash to other post offices works ok, but there is no icon to rem out foreign currency sterling. Also after print out of a rem report system should go back to desktop screen and not remain on
62.	E-9808170092	MOR1 Barcoder reader and APS reader failure on slave terminals. Able to swipe and scan cards and barcoded bills on the Gateway but not on the slave terminals. Card NumsAPMOT060,....062...067...057,...285.
63.	E-9808170097	MOR1 Unable to locate Southern Electric Stamps. Attempted to locate Southern Elec stamps under Local Schemes menu & Savings Stamps menu, cannot use PLU number to locate either. 11/11/97, Day 7, Script 0430.
64.	E-9808170106	MOR1 - - Date: 17/11/97 - Day: 13 - Number of Counters: 3 - Script Number: 0653 - National Saving Certificate Purchase (NSC) - NSC System allows Purchase of NSC for £80.00 minimum should be £100.00.
65.	E-9808170107	MOR1 - - Date: 17/11/97 - Day: 13 - Number of Counters: 3 - Script Number: 0654 - Parcel services NO ICONs Working.
66.	E-9808170123	MOR1 Sys Date: 17/11/97, Day no. 13, script no. 0500, National savings bank purchase only allowed 2 digits to be entered of account number. Several attempts maid by returning to desktop.
67.	E-9808170124	MOR1 NR, Date, 17/11/97 Day 13, Script 0755, On Crossed warrants account number requested, Having gone into NS crossed warrants their is a prompt for account no. This not necessary NS products on current POCL systems.
68.	E-9808180004	MOR1 Unable to perform a lottery prize transaction. Taken the Path desktop to transactions to serve customer to other products to leisure the national lottery cheque prize icon does not work. Sys date
69.	E-9808180006	MOR1 Incorrect screen message when pun details are entered manually at the foreign office. Following the manual entry of PUN details at a foreign office the system displayed the following message " CAN cr
70.	E-9808180008	MOR1 National Lottery game icon does not work. Taken the path desktop transactions serve customer other products leisure where the national lottery game icon is the icon does not work. Sys date: 17/11/97

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71.	E-9808180042	MOR1 Date 18/11/97 Day 14 script no. 0524, Little prize icon not working, From leisure menu little woods prize icon does not work
72.	E-9808180043	MOR1 Date 18/11/97, Day 14, Script 0523, moneygram receive icon does not work, Moneygram icon not working.
73.	E-9808180077	MOR1 Non accounting data icons malfunction. Data post icons not acted when pressed. Sys date:13/11/97, Time:10.54, Day-9, Script-1080, Counter-2.
74.	E-9808180078	MOR1 Camelot vouchers icon not working. Camelot F4 voucher not working. Sys date-13/11/97, Time-10.54, Day-9, Script-1080, Counters-2.
75.	E-9808180079	MOR1 MVL stamp redeemed. After completion of V10/V62 transaction on settlement screen entered 10 for quantity then touched F12 MVL stamp redemption icon, nothing happened. Sys date-17/11/97, Time-15.00,
76.	E-9808190014	MOR1 OBCS book encashment. From the desktop to transactions to serve customer to scan book. The book details are displayed correctly. Press continue and the last two digits on the book are now different.
77.	E-9808190038	MOR1 TIP gateway
78.	E-9808190039	MOR1 TIP files
79.	E-9808190041	MOR1 CASHS sub file received
80.	E-9808200043	MOR1 Unable to manually enter smart card on horizon. Serve customer local products, miscellaneous, system flashes but nothing happens. AS unable to enter smart card details APT and Horizon will not balance.
81.	E-9808200051	MOR1 BARSS files received
82.	E-9808200052	MOR1 TIP files
83.	E-9808200053	MOR1 TIP files
84.	E-9808200054	MOR1 TIP files
85.	E-9808200060	MOR1 FAD code mismatch
86.	E-9808210038	MOR1 file W_322012 rejected by tip because otran subfile for ORG unit 23576 contains records that are not in "end time of transaction " order, ie records out of sequence. Caller could give no system
87.	E-9808250001	MOR1 Many invalid

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Lilley, June

From: Lilley, June
To: Twidale, Mike
Subject: RE: CAPS Board Report
Date: Friday, September 11, 1998 11:02
Priority: High

OK, this can be sent out

Thanks

E
for June Lilley

From: Twidale, Mike
To: Miller, Dave (Horizon)
Cc: Lilley, June
Subject: CAPS Board Report
Date: Friday, September 11, 1998 10:07

I attach copy of the Horizon input to the CAPS Board report for your clearance for issue today.

We have taken on board amendments arising from your meeting with Bob Burkin.

We are also pursuing the action point updates as agreed and will provide these when we have them.

Re Section 5.2 of the report (ie the BES/PAS boundary issue) and the associated action - Roger Tabor is not in the office until Monday. I have asked if he can confirm that the BES/PAS boundary issue is in hand, and whether you and he need to discuss this further.

Please advise whether you are content for the report to be issued to CAPS.

<<File Attachment: CB1809.DOC>>

1. Sgt Ep.

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file pending next CAPS Board

Briefing Note

Host File System Failure

Background

The Host system is the main processing facility at the centre of the Pathway Horizon system, i.e. the sequent server.
The Host runs CMS and PMS applications and takes data feeds from the CAPS system.

The Host failure in question effectively stopped the data feed from CAPS, this did not affect counter payments (Payment authorities had been sent down the day before and distributed as normal).

This did however, prevent the Stops being sent through (these come through as they happen and are sent at any time).

In these circumstances the contingency procedure is for ICL Pathway to notify the DSS of the incident and to implement a fall back process. This entails DSS faxing stop details through the PCHL The PCHL then apply the stops onto the system manually and these are then distributed to the outlet.

Events

- A failure occurred on the main host file system (sequent) at 08.22 on the 11th June.
- The situation was returned to normal by 22.15 on the 11th June.
- All the subsequent overnight processing was successful.
- Following similar instances at 12.15 on Saturday 13th June and the morning of the 24th (where again impact on the service was very limited) two sequent boards were replaced.

Impacts

- During the day CAPS files could not be processed.
- No impact upon customers at the Post Office counter because payment authorities are transmitted 72 hours in advance.
- All payment stops were implemented via the Payment Card Helpline and no over payment arose.

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Further Action

- No further service breaks have occurred and close monitoring of the host file system is in place.
- Incident discussed at the Horizon Review Forum, and logged in the Pathway Release 1C Operations Report

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Checkpoint Meeting No 26
0930-1130 Tuesday September 8th 1998
ICL Board Room
Feltham

Attendees

Mike Coombs	ICL Pathway		MC
Peter Jeram	ICL Pathway		PJ
Graham Chatten	ICL Pathway		GC
Chris Wannell	ICL Pathway		CW
Dave Miller	POCL	Chair	DM
Andrew Simpkins	POCL		AS
Rod Stocker	POCL	Secretary	RS
John Meagher	POCL		JM
Don Docherty	POCL		DD
Bruce McNiven	POCL		BMcN
Naresh Mohindra	POCL		NM

Apologies

Terry Austin	ICL Pathway		TA
Janet Topham	POCL		JT
Simon Rilot	POCL		SR
Andy Radka	POCL		AR

Notes

1 Review/Acceptance Previous Minutes

1.1 JM noted that there was an action missing from the previous minutes (recorded below as action 2511).

2 Actions from Previous Meeting

2.1 All actions cleared as stated in briefing paper except for the following:

Action 2312	'To ensure that John Dicks, Pathway responds on the Acceptance Scoping Report with comments, actions and recommendations'. JM will speak to John Dicks to help progress this action. JM said that John Dicks has replied to the framework but not to the scoping study. JM said that he was following up with John Dicks. Action ongoing.	JM 15th Sept
Action 2404	'To define for PJ what information needed to be included in the MOR reports'. SR is still following up with PJ. Since SR is on holiday until next Monday (14/9) it was agreed that DD would follow up to resolve before start of MOR2. It was noted that the basis already exists.	DD 14th Sept
Action 2415	'To ensure that the agreed principles for "reconciliation in BES fallback" is fully documented and signed up to and that all the outstanding issues are addressed'. The three outstanding issues with TA have been agreed and the documentation is expected today or tomorrow. It is expected to be incorporated into MOR3 but CW would specifically confirm this.	CW 10th Sept

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Action 2503	JM to arrange a joint (Horizon, Ref Data and TIP with Pathway present) meeting/forum to ensure all are focused on resolving issues arising from testing. Action ongoing. An update will be provided at the next Checkpoint meeting.	JM 22nd Sept
Action 2506	John Dicks to provide John Meagher with details as to where in the testing life cycle the various tests to be witnessed would take place. JM has reached an agreement in principle with John Dicks and this has been documented and sent to John copy to MC. It will in fact be available for MOR3. MC has not yet received the email but will follow up with John Dicks to ensure a response is sent.	MC 15th Sept
Action 2507	TA to confirm when all the User Guides will be available. Action Closed. CW confirmed that the User Guides would be available for MOR2 (those not available at the start have an agreed availability date). See further action 2601.	TA 8th Sept
Action 2508	The possibility of an automatic confirmation of delivery of the Checkpoint pack would be investigated. Action Closed. Tests had been conducted successfully but problems are still experienced with "blockages" within mail servers. An oral check will be made first thing each Monday morning in future to confirm receipt by Pathway.	AS 8th Sept
Action 2510	JM to arrange for latest TIP plans to be provided to Pathway. The 'Ready for Testing' date for Operational TIP is forecast for 5/4/99 with a Go-live date of 11/10/99. Lower level dates are required by Pathway so the action is carried forward.	JM 11th Sept
Action 2511	To explore the potential for protecting data transferred from Reference Data during live running with a view to de-risk the possibility of data corruption. JM is producing Terms of Reference to give to TA today. Action ongoing to report progress at the next Checkpoint meeting.	JM 22nd Sept
	Actions arising from review	
Action 2601	To provide a list of all User Guides and the dates when they will be available for MOR2.	CW 10th Sept

3 Pathway Progress Report

3.1 GC reported that the new v5 Pathway plan is nearing completion and will now be available to issue on 14th Sept. The delay has been due to re-jigging the systems Test to accommodate MOR3. MC said that he would like to agree the dates for Acceptance (see action 2312) to include in the plan.

3.2 GC confirmed that MOR1 had completed on schedule and that a closure report is due this week. GC said that Build 9F for MOR2 was completed at the end of last week. System test activities are continuing and the MOR3 build will be available to start formal acceptance testing on 1st Oct (though the EPOSS main pass cycle 3 is targeted to restart to intercept the MOR3 build a week earlier on 23rd Sept).

AS said that Horizon needs a better understanding of the builds, incremental changes and configuration management during the period of October and November so that there is a common understanding of how to de-risk MOR3/MOT from incomplete systems testing particularly with EPOSS.

Action 2602	To set up a presentation next week (week beginning 14th Sept) to provide an overview of the build control, incremental updates and their relationship with the various testing phases.	CW 10th Sept

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3.3	GC said that problems had been experienced with E2E testing with HAPS and TIP and that these were being addressed. DD noted that there is a review tomorrow with CAPS, POCL, Pathway and Horizon to review E2E in particular to look at MOR2 readiness, need to include migration, alignment to baseline, proactive rescheduling to realign and terminating E2E cycle 1 earlier than previously planned. He added that there had been problems up until last Friday but that good progress has been made since.	
3.4	MC noted that the Implementation figures quoted in Pathway's report were now out of date and the position as at this morning is: • 3424 RGM letters issued • 71 MIB events run • 2937 MIB attendees • 1441 surveys scheduled • 825 surveys completed • 270 re-surveys scheduled The reason for the difference is down to time lags though the process is in place. DM stated that it was important to have an up to date picture for these meetings.	
3.5	Following a question from DD, GC promised to check on the position with regard to 3rd Party testing.	
Action 2603	To talk to John Wooler and ascertain the position with regard to the HLTP for 3rd Party testing in order to brief DD.	GC 11th Sept
4	Horizon Progress Report	
4.1	MC expressed concern that CAPS are not prepared to formally state what is in their Release 3.5, 4.0 and 4.1. Prior to yesterday he had not been aware of release 4.1. He said that Parry Jenkins had stated at the meeting last week that on-line enquires would not be available in 3.5 yet AS believes that it is included. He added that this presented a risk to the viability of Pathway's plans.	
Action 2604	To obtain a formal definitive statement from CAPS as to what functionality is to be included in Release 3.5, 4.0 and 4.1.	AS 16th Sept
4.2	AS handed out copies of the Horizon Level0 plan which has been sent to Horizon Management and CAPS. Pathway now need time to assess this against the Pathway Level 1 v5 plan before meeting next week to co-ordinate the two plans.	
Action 2605	To co-ordinate the replies from Pathway on the Horizon Level0 plan and forward to AS.	PJ 14th Sept
Action 2606	To arrange to meet week beginning 14th Sept to co-ordinate the Pathway Level1 v5 plan and Horizon Level0 plan and to incorporate all factors discussed to date into the Master plan.	AS/GC 11th Sept
4.3	BMcN confirmed that he had seen a demo of MiMan which was fine. They were now looking at how the mapping could be improved to ease the process. CW said that it was possible to accept a new mapping table but that the code was now frozen so changes, other than to the mapping table, were not possible.	
Action 2607	To investigate the sort of changes that need to be made to the mapping in order therefore to improve and ease the migration process.	BMcN 15th Sept
4.4	RS noted that although a response to the 9 MiEcco issues had been received by Horizon, four of them appeared not to have been answered. RS promised to provide details.	

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Action 2608	To provide CW with details about the four outstanding issues on the MiEcco clarification points.	RS 8th Sept
	[After the meeting RS confirmed that his statement was incorrect; there were in fact only 2 issues. One of these had already been answered, the text having been buried in the middle of another answer, and the second was a contractual issue regarding timing which is being addressed separately. Action Closed].	
4.5	AS noted that he is proposing to organise a workshop on Live Trial in the week beginning 21st Sept. MC said that he would like to attend and was available on 21st and 22nd Sept.	
4.6	BMcN said that there are concerns as to whether the necessary changes to Training could be incorporated in time. A meeting had been organised for this Friday 11th Sept to address the concerns.	
Action 2609	To provide an update at the next Checkpoint on the concerns about the preparedness of Training.	BMcN 22nd Sept
4.7	MC said that there is an internal Pathway meeting this afternoon to discuss the NR2+ plans and it was hoped to have a plan in place by end Sept. However it was necessary to understand the CAPS and TIP plans (see actions 2604 and 2510). It was agreed that there is a need for Horizon and Pathway to meet during week beginning 21st Sept to discuss.	
Action 2610	To organise to meet during week beginning 21st Sept to discuss the plans for NR2+.	AS/MC 15th Sept
5	Review Testing Progress	
5.1	DD confirmed that MOR1 had been successfully completed including migration and running an NR2 outlet through a 1c Data Centre. PJ confirmed that MOR1 and MOR2 are run on Pentium I whereas MOR3 will be run on Pentium II. The Release notice for MOR2 would be available at the end of this week.	
Action 2611	To send the Release Notice for MOR2 to JM on 11th Sept for JM to distribute to Horizon staff.	PJ 11th Sept
5.2	PJ confirmed that CAPS have stated that they will not be utilising Temporary Tokens or Emergency payments in NR2 but that they will be supporting Urgent Stops.	
5.3	JM said that it would be helpful to have reports about security, resilience and performance included in Pathway's future Checkpoint reports. He also added that it would help to have a status report on Acceptance Specifications and acceptance testing. A status report was handed out at the meeting.	
Action 2612	To include progress reports on security, resilience and performance, Acceptance Specifications and Acceptance testing in future Checkpoint reports.	GC 22nd Sept ongoing
5.4	MC said that it was too early to form any view or prognosis on the likelihood of completing MOT and E2E on 18th December. Nevertheless, DM said that it was important that realistic reports were provided to CAPS and that he needed an update by next Thursday before he attends the CAPS Board on the Friday.	
Action 2613	To provide an update on testing progress in particular covering the preparedness of MOR3 and the shape of E2E to DM by 1800 hours 17th Sept.	PJ 17th Sept
5.4	It was agreed that there is a need to review the status of testing and prognosis on completion at the next Checkpoint.	
Action 2614	To review at the next Checkpoint the status of testing and prognosis on likelihood to complete MOT and E2E by 18th December.	AS 22nd Sept

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5.5	JM said that he was expecting detailed plans today from John Dicks concerning the proposals for Acceptance Testing. MC asked that this be monitored today.	
Action 2615	To check today that the level of planning promised by John Dicks to JM for next Monday is as expected by JM.	JM/GC 8th Sept
6	Review of Milestones	
6.1	No further discussions.	
7	Review of Issues	
7.1	BMcN confirmed that he had met with MC and Barrie Davies to discuss migration and that he had been promised information this Thursday before a further meeting arranged for Friday 11th Sept.	
7.2	NM noted that the owner for Acceptance in the Key Decisions was now JM.	
7.3	BMcN confirmed that he has submitted a paper to Pathway on the trigger points and ramp up of the National Rollout. MC said that they were reviewing the paper.	
7.4	DM asked to be updated on the issue regarding BES/PAS boundary before the CAPS Board.	
Action 2616	To update DM on the status of the issue regarding BES/PAS boundary before the next CAPS Board on 18th Sept	JM 17th Sept
8	Release Authorisation proposal	
8.1	NM presented an overview and handed out copies of his slides.	
8.2	It was noted that there is a need to identify risks, regression points and "points of no return" in the release process.	
8.3	It was acknowledged that the Release Authorisation was owned by Horizon (DM in particular) although it was recognised that there would be separate reviews within Pathway, CAPS, POCL and probably Horizon.	
8.4	It was noted that the criteria setting should also include Implementation, security and performance and BA Seals of Approval (SoA).	
Action 2617	To formally register, at the CAPS Board next week, the need for SoA for NR2 recognising that this is a non CAPS release. The SoA needs to cover the number of offices and Cards proposed to be rolled out for Live Trial.	DM 18th Sept
8.5	It was recognised that there is a need to identify the lower level detail in the release process. As part of this it was felt that a regular review separate from the Checkpoint meetings would be beneficial.	
Action 2618	To consider regular Release Management meetings between Pathway and Horizon to monitor the progress on Release Authorisation.	NM 22nd Sept
8.6	The discussion on release authorisation prompted two further actions.	
Action 2619	To determine whether the Procedural "walkthrough" proposed is a tri-partite arrangement or not.	NM 22nd Sept
Action 2620	To ask Keith Baines to ensure that the BA plans to trigger the cessation of ChB Order Books and the issue of Cards is known bearing in mind the BA lead time on this process and it's impact on the Card Volumes. These discussions to recognise the need to increase the number of offices to 300 in early February 1999 with a corresponding increase in the number of Cards that would be expected at that time.	AS 11th Sept

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9 Any Other Business

9.1 None

10 Date of Next Meeting

Tuesday 22nd September 0930-1130 at ICL Feltham

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Summary of Actions

Action 2312	'To ensure that John Dicks, Pathway responds on the Acceptance Scoping Report with comments, actions and recommendations'. JM will speak to John Dicks to help progress this action. JM said that John Dicks has replied to the framework but not to the scoping study. JM said that he was following up with John Dicks. Action ongoing.	JM 15th Sept
Action 2404	'To define for PJ what information needed to be included in the MOR reports'. SR is still following up with PJ. Since SR is on holiday until next Monday (14/9) it was agreed that DD would follow up to resolve before start of MOR2. It was noted that the basis already exists.	DD 14th Sept
Action 2415	'To ensure that the agreed principles for "reconciliation in BES fallback" is fully documented and signed up to and that all the outstanding issues are addressed'. The three outstanding issues with TA have been agreed and the documentation is expected today or tomorrow. It is expected to be incorporated into MOR3 but CW would specifically confirm this.	CW 10th Sept
Action 2503	JM to arrange a joint (Horizon, Ref Data and TIP with Pathway present) meeting / forum to ensure all are focused on resolving issues arising from testing. Action ongoing. An update will be provided at the next Checkpoint meeting.	JM 22nd Sept
Action 2506	John Dicks to provide John Meagher with details as to where in the testing life cycle the various tests to be witnessed would take place. JM has reached an agreement in principle with John Dicks and this has been documented and sent to John copy to MC. It will in fact be available for MOR3. MC has not yet received the email but will follow up with John Dicks to ensure a response is sent.	MC 15th Sept
Action 2507	TA to confirm when all the User Guides will be available. Action Closed. CW confirmed that the User Guides would be available for MOR2 (those not available at the start have an agreed availability date). See further action 2601.	TA 8th Sept
Action 2508	The possibility of an automatic confirmation of delivery of the Checkpoint pack would be investigated. Action Closed. Tests had been conducted successfully but problems are still experienced with "blockages" within mail servers. An oral check will be made first thing each Monday morning in future to confirm receipt by Pathway.	AS 8th Sept
Action 2510	JM to arrange for latest TIP plans to be provided to Pathway. The 'Ready for Testing' date for Operational TIP is forecast for 5/4/99 with a Go-live date of 11/10/99. Lower level dates are required by Pathway so the action is carried forward.	JM 11th Sept

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Action 2511	To explore the potential for protecting data transferred from Reference Data during live running with a view to de-risk the possibility of data corruption. JM is producing Terms of Reference to give to TA today. Action ongoing to report progress at the next Checkpoint meeting.	JM 22nd Sept
Action 2601	To provide a list of all User Guides and the dates when they will be available for MOR2.	CW 10th Sept
Action 2602	To set up a presentation next week (week beginning 14th Sept) to provide an overview of the build control, incremental updates and their relationship with the various testing phases.	CW 10th Sept
Action 2603	To talk to John Wooler and ascertain the position with regard to the HLTP for 3rd Party testing in order to brief DD.	GC 11th Sept
Action 2604	To obtain a formal definitive statement from CAPS as to what functionality is to be included in Release 3.5, 4.0 and 4.1.	AS 16th Sept
Action 2605	To co-ordinate the replies from Pathway on the Horizon Level0 plan and forward to AS.	PJ 14th Sept
Action 2606	To arrange to meet week beginning 14th Sept to co-ordinate the Pathway Level1 v5 plan and Horizon Level0 plan and to incorporate all factors discussed to date into the Master plan.	AS/GC 11th Sept
Action 2607	To investigate the sort of changes that need to be made to the mapping in order therefore to improve and ease the migration process.	BMcN 15th Sept
Action 2608	To provide CW with details about the four outstanding issues on the MiEcco clarification points. [After the meeting RS confirmed that his statement was incorrect; there were in fact only 2 issues. One of these had already been answered, the text having been buried in the middle of another answer, and the second was a contractual issue regarding timing which is being addressed separately. Action Closed].	RS 8th Sept
Action 2609	To provide an update at the next Checkpoint on the concerns about the preparedness of Training.	BMcN 22nd Sept
Action 2610	To organise to meet during week beginning 21st Sept to discuss the plans for NR2+.	AS/MC 15th Sept
Action 2611	To send the Release Notice for MOR2 to JM on 11th Sept for JM to distribute to Horizon staff.	PJ 11th Sept
Action 2612	To include progress reports on security, resilience and performance, Acceptance Specifications and Acceptance testing in future Checkpoint reports.	GC 22nd Sept ongoing
Action 2613	To provide an update on testing progress in particular covering the preparedness of MOR3 and the shape of E2E to DM by 1800 hours 17th Sept.	PJ 17th Sept

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Action 2614	To review at the next Checkpoint the status of testing and prognosis on likelihood to complete MOT and E2E by 18th December.	AS 22nd Sept
Action 2615	To check today that the level of planning promised by John Dicks to JM for next Monday is as expected by JM.	JM/GC 8th Sept
Action 2616	To update DM on the status of the issue regarding BES/PAS boundary before the next CAPS Board on 18th Sept	JM 17th Sept
Action 2617	To formally register, at the CAPS Board next week, the need for SoA for NR2 recognising that this is a non CAPS release. The SoA needs to cover the number of offices and Cards proposed to be rolled out for Live Trial.	DM 18th Sept
Action 2618	To consider regular Release Management meetings between Pathway and Horizon to monitor the progress on Release Authorisation.	NM 22nd Sept
Action 2619	To determine whether the Procedural "walkthrough" proposed is a tri-partite arrangement or not.	NM 22nd Sept
Action 2620	To ask Keith Baines to ensure that the BA plans to trigger the cessation of ChB Order Books and the issue of Cards is known bearing in mind the BA lead time on this process and it's impact on the Card Volumes. These discussions to recognise the need to increase the number of offices to 300 in early February 1999 with a corresponding increase in the number of Cards that would be expected at that time.	AS 11th Sept

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Checkpoint

RECEIVED
APD 257
11 SEP 1998

Miller, Dave (Horizon)

From: Stocker, Rod
To: Miller, Dave (Horizon)
Subject: Checkpoint notes
Date: 11 September 1998 09:37

Please note that Peter Crahan di not receive the Notes from the Cehckpoint meeting due to technical problems at their end. Andrew wanted to amend them slightly so a revised version is attached. Please replace your earlier version.

ROD
<<File Attachment: CHKBA26.DOC>>

~~Peter Crahan's Checkpoint~~
reports

NEW file!

Checkpoint weekly report for Peter Crahan

June

Can I have the full checkpoint notes as well.
These are as report to Peter Crahan

GRO

15/9/98

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Checkpoint Meeting No 26
0930-1130 Tuesday September 8th 1998
ICL Board Room
Feltham

Notes

1. Horizon have reached an agreement in principle with Pathway regarding the witnessing of the Acceptance tests which will coincide with MOR3. Supporting documentation on the agreement is awaited.
2. Pathway confirmed that the User Guides would be available for MOR2.
3. It has been agreed that Horizon and Pathway will explore the potential for protecting data transferred from POCL Reference Data during live running with a view to de-risk the possibility of data corruption.
4. Pathway reported that the new v5 Pathway plan is nearing completion and will now be available to issue on 14th September. The delay has been due to re-jigging the systems Test to accommodate MOR3.
5. Pathway confirmed that MOR1 had completed ahead of schedule, including migration and running an NR2 outlet through a 1c Data Centre, and that a closure report is due this week. They confirmed that Build 9F for MOR2 was completed at the end of last week.
6. Horizon and Pathway reported that problems had been experienced with E2E testing but that these have been addressed and good progress has been made since last Friday. E2E is now bedding down into day to day running and the necessary script proving is taking place. There is a review tomorrow with CAPS, POCL, Pathway and Horizon to review testing progress. This will look at MOR2 readiness and the outlook for completing the first cycle of E2E. A number of options will be considered to improve the efficiency of the E2E testing including how some of the migration tests could be better executed (e.g. by moving into MOR).
7. Pathway said that it was too early to form a definite view on completing MOT and E2E on 18th December though progress was good to date and early indications are encouraging, despite the problems in E2E.
8. Pathway confirmed the position with regard to the Implementation figures:
    - 3424 RGM letters issued
    - 71 MIB events run
    - 2937 MIB attendees
    - 1441 surveys scheduled
    - 825 surveys completed
    - 270 re-surveys scheduled
9. Pathway confirmed that there is an internal meeting this afternoon to discuss the NR2+ plans and it was hoped to have a plan in place by end September. Pathway expressed concern that CAPS are not yet prepared to formally state what is in their Release 3.5, 4.0 and 4.1. Prior to yesterday they had not been aware of release 4.1. There is still uncertainty as to whether on-line enquires will be available in 3.5. These uncertainties presented a risk to the viability of Pathway's plans to support the multi-benefit phase and NR2+.
10. Horizon handed out copies of their Level0 plan which has been sent to Horizon Management and CAPS. Pathway will review this against the Pathway Level 1 v5 plan before meeting next week to co-ordinate plans.
11. Horizon confirmed that they had seen a demo of the MiMan tool which was satisfactory. Horizon are now looking at how the mapping could be improved to ease the migration process.
12. Horizon said that there are concerns as to how the necessary changes to Training could be incorporated and that there is a meeting with Pathway this Friday 11th Sept to address the concerns.



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13. It was confirmed that CAPS have stated that they will not be utilising Temporary Tokens or Emergency payments in NR2 Child Benefit but that they will be supporting Urgent Stops.

14. Meetings between Horizon and Pathway to discuss the in-office migration had taken place and a further meeting was arranged for Friday 11th Sept.

15. Horizon have submitted a paper to Pathway on the trigger points and ramp up of the National Rollout which Pathway are now reviewing.

16. Horizon presented an overview of the Release Authorisation process.

17. It was acknowledged that the Release Authorisation was owned by Dave Miller in Horizon although it was recognised that there would be separate reviews within Pathway, BA/CAPS, POCL and probably Horizon.

18. It was noted that the criteria setting should also include Implementation, security and performance and BA Seals of Approval (SoA). It was noted that the SoA needs to cover the number of offices and Cards proposed to be rolled out for Live Trial.

19. Horizon accepted an action to ensure that the BA plans to trigger the cessation of Child Benefit Order Books and the issue of Cards is agreed, bearing in mind the BA lead time on this process and it's impact on the Card Volumes. This needs to recognise the need to increase the number of offices to 300 in early February 1999 with a corresponding increase in the number of Cards that would be expected at that time.



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MODEL OFFICE REHEARSAL 2 - RELEASE NOTICE ANALYSIS

The Baseline

The software baseline for MOR1 is referenced in the ICL Pathway change control system as 9f incr 1 MOR incr 1.

Known Limitations

Ref	Limitation (from Pathway MOR1 Release Notice PM/REN/002 1.0)	Status	Target Release	Impact
	APS			
1	• In the event of a printer problem, after printing the first APS receipt, the second receipt (the office copy) cannot be reproduced for this transaction.	Awaiting fix from Escher	MOR3	Medium - relatively few tests are impacted but it would be release threatening if not fixed.
	BPS			
2	• The BES weekly encashment summary cannot be produced.	Fix available	MOR3	Medium - daily summaries can be used for MOR2 but as this is more time consuming we do not wish to encourage this in live environment.

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Ref	Limitation (from Pathway MOR1 Release Notice PM/REN/002 1.0)	Status	Target Release	Impact
3	• At receipt printing time the system always prompts for an Authorisation To Pay (ATP) receipt (even when it should request a normal encashment receipt).	Fix available	MOR3	Low - System prints the correct information in the right place. ATP is only available if presented by customer.
4	• If the customer is a main beneficiary and an alternate payee, the system allows collection as the alternate payee, but does not allow collection as the main beneficiary.	Fix available	MOR3	Medium - During single benefit operational trial there will be few , if any, customers who are both a beneficiary and an alternative Payee for CHB.
5	• The EVP questions relating to the unique address question for No Fixed Abode are not generated.	Fix available	MOR3	Low - It is not expected that there will be many, if any, NFA's during single benefit operational trial and other questions are available.

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Ref	Limitation (from Pathway MOR1 Release Notice PM/REN/002 1.0)	Status	Target Release	Impact
	EPOSS			
6	• If, while attempting to print a Stock Unit (SU) balance report, you transfer the session to another counter, then transfer it back and roll over the SU, all the stock in the SU will be lost.	Fix available	MOR3	Low - This is a rare exception condition.
7	• Stack entry help facility does not function correctly and an invalid tablet is displayed.	Fix available	MOR3	Low - Help is available clerically from User Guides.
8	• Bilingual receipt not produced at Welsh Post Office.	Translations have now been provided by Horizon and will be coded for MOR3	MOR3	Low
9	• Some keyboard function keys are not working correctly. They are however correct on the touch screen.	Fix available	MOR3	Medium - Cannot start assessing MMI aspects if keyboard functions are not working.
	TPS			

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Ref	Limitation (from Pathway MOR1 Release Notice PM/REN/002 1.0)	Status	Target Release	Impact
10	• When reconciliation discussions between Pathway and Horizon conclude, we expect a re-designed reconciliation to be delivered. Until that time issues in the current design solution will remain unresolved.	Under development, following agreement of BES fallback reconciliation functionality. Expect to pass through ST and BIT before entering MOR3	MOR3	Medium - This has minimal effect on BA as CAPS stream is unaffected. It does however have a relatively high impact on TIP who are unable to test a major part of their reconciliation process.
	TRAINING MODE			
11	• There are currently performance issues when transferring between the desktop and training mode. It is recommended that limited use is made of this feature in MOR2.	Fix available	MOR3	Low
	REFERENCE DATA			
12	• The Model Office reference data still has issues outstanding. We are still validating this data and expect to uncover further issues that will need resolution.	Reference Data issues.	MOR3	Medium/High

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Daily Report for E2E1 - Day 26 & 27 - 15th September 1998

Management Summary

- Testing consisted of rolling the systems forward two days, as no counter activity was planned. This activity was essential to claw back some of the time lost earlier in the cycle.
- OBCS reported an incident via the Helpdesk, but were advised to report the problem direct to Pathway for analysis prior to a PinICL being raised.
- There is now an opportunity to complete the counter activity for the cycle by Sunday 20/9, this however will include performing BES Contingency Recovery over the weekend. The future of this cycle will be discussed at a meeting today (16/9) which will be attended by representatives of participating system areas.
- The outstanding PinICLs for E2E have been collated by Pathway, and including relevant duplicates of MOR1 PinICLs there are a total of 45 (B=20, C=23 D=2).

Main Report

Planned Activity For Day

No counter activity for the day. Pathway were active in advancing the system from Day 25 to the start of Day 28, in order to gain 1 physical day.

Actual Activity for Day

As planned.

Script Metrics

The table below reports results on the complete E2E1 cycle;

Description	*Current Day*	*Summary of All Days*
Planned Scripts	Nil	3187
Scripts Passed	Nil	1738
Scripts Failed *	Nil	594
Scripts Not Run **	Nil	855
Totals	Nil	3187

* Scripts failed includes transactions which are unavailable at present, hence the large number.
** Scripts not run includes scripts which, due to catching up test days on offices which had problems some of the scripts were either not necessary or pulled out to enable the day to be complete.

Incidents Raised Yesterday

The following table details the incidents raised yesterday

PinICLNo.	*Description*	*Priority*

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Incidents Closed Yesterday

The following PinICLs were closed yesterday;

PinICL No.	*Description*	*Priority*	*Latest*

Summary Of Open Incidents

The following table summarises all incidents raised during E2E 1;

	Priority A	Priority B	Priority C	Total
Incidents raised yesterday	-	-	-	-
Incidents closed yesterday	-	-	-	-
Total Open Incidents	-	20	23	2
Total Closed Incident	-	-	-	-

This table will be fully populated in future reports. Today's report is a result of changing report formats.

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Daily Progress Report for MOR2 - Day -2 - 15th September 1998

Management Summary

- After the resolution of several minor problems, the Release 1c counter environments were successfully set-up
- CAPS received transmissions from Feeder Benefit Systems and continued on-line and batch processing

Planned Activity For Day

CAPS continue on-line and batch processing.

Pathway to continue restoration and realignment of networks/servers/comms. This includes both Release 2.0 and Release 1c environments

POCL Reference Data to provide first drop of planned data changes to Pathway

OBCS pass initial stoplist file to Pathway

Counter training begins

Actual Activity for Day

As planned, with the following additions;

- The 3 Release 1c test configurations were successfully set-up.
- HAPS completed APT polling initiating

The following planned activity was not completed;

- Although keyed by POCL RDP, the planned Reference Data change drop was not passed to Pathway

Several minor software/hardware problems within the counter environment were encountered and rectified. This included the reseating of CPU Hard disks, resetting of ISDN CHAP passwords, local amendment of system date, and the restoration of an incomplete message store.

One incident was raised when a network card was found to be faulty.

Script Metrics

None planned

Incidents Raised Yesterday

The following call was raised at the Horizon test site

Call Ref	*Description*	*Priority*
E9809150060	Special X Network Card not functioning	B

Incidents Closed Yesterday

.None

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Summary Of Open Incidents

The following table summarises all incidents raised at the Horizon Test Site during MOR 2

	Priority A	Priority B	Priority C	Total
Incident raised yesterday	0	1	0	1
Incidents closed yesterday	0	0	0	0
Total Open Incidents	0	1	0	1
Total Closed Incident	0	0	0	0

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BIRD & BIRD

Simon. 17 Sept 98.

CAPS CHALLENGES:

① ~~Testing managers know that~~ Completion date for end/end mo.

② Visibility of progress reporting and pinnacles.

CAPS agreed with Les + Carol
Palladius + Jeram.

③ Number of outstanding pinnacles – as reflection of state of software.

000 offer { 100% visibility of pinnacles of CAPS.
100% those affect you and BES service.

1310 outstanding pinnacles !!

④ Plan for clearance of pinnacles. Memo to stack owners.

⑤ DIT Closure Report. Les had had a copy of this.

⑥ Detailed plan for end to end execution

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ACCEPTANCE. J. Meagher's briefing.

1. Contractual Framework.

Working assumption is around replan.

P'way multibenefit capability is delivered with NR2 + is tested.

Issue is within contractual negotiations
not reflected in contract

Money flows / floors + irrevocability.

2. PREPARATION STAGE.

Agreement of 23 Acceptance Specs.

Test can be a trial or a review.

1. 1st Tranche of evidence. System Test, GIT E2E

technical / security testing. MOR3/MOT.

2. Documents - non till end of Live Trial.

3. During Live Trial.

Continue to review specs.

B. Issues on Individual specs. will be dealt with by Individual ATOs.

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Execution Stage.

Approach paper for stage 2 is forwarded to Wooton for comment.

Need a more detailed plan from Dickins of Pattinson.

Use an approach to witnessing based on
- Business Drivers
- Gap analysis.

Resource input.

~~Decision~~.

o goodwill and co-op from Pattinson

o DSS using as treacle.
Wait detailed plans.

Need update of when detailed plans will be available.

DECISION.

Based on contract.

Like RAB with different.

Incident mgt process.

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BIRD & BIRD

Strengthened Team.

Incident
Liaison
Database mgr.



- Approach paper used - revised version on Monday.

Plan high level available - detailed awaited

Resource. Team strengthened.

Plans for remaining CapEx release 3.5/4.0/4.5
+
Content

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FAXMessage
Customer Service

To: VINCE GASKELL CAPS PROGRAMME MANAGER Location: LONG BENTON Phone: Fax Phone: GRO CC.: DAVE MILLER HORIZON	From: STEPHEN MUCHOW ICL PATHWAY Phone: GRO Mobile Phone: GRO Fax Phone: GRO

Date: 15 SEPTEMBER 1998 No. of pages: 7 (including cover sheet)

Message:

VINCE / DAVE

Attached letter and table / graph on incomplete transactions.

Copies in the post to you both.

Regards.

GRO

If transmission is interrupted or incomplete, please notify sender as soon as possible

ICL Pathway Ltd
Forest Road
Feltham
Middx
TW13 7EJ

POL00028100

Mr. Vince Gaskell
CAPS Programme Manager
CAPS
Long Benton
Newcastle-upon-Tyne
NE98 1YX

15 September 1998

Dear Vince,

Incomplete Transactions at Release 1C

I understand that, on behalf of the CAPS Board, you expressed an interest in knowing the current state and progress that has been made by ICL Pathway in identifying and eliminating the root causes of incomplete BES transactions that have been experienced during Release 1C.

There have been identified eleven (11) causes of incomplete transactions during the life of Release 1C. Please find attached a table that identifies each of these, its underlying cause, and the actions taken to eliminate or mitigate the problem and the effect of these actions. Also attached is a graph that shows the progress over time of the total incidents of incomplete transactions and their ratio with respect to the overall number of BES transactions.

You may note that as overall transaction rates increased, the problem diminished. In August, the success rate was 99.98% - with less than 3 transactions per 10,000 being incomplete. Our target is to continue to reduce the number of incomplete transactions towards zero and we are confident that where the cause is a systematic error or where a systematic preventative measure can be devised then this will be achieved. There will always remain a residual 'human element' for which there is no ready answer except that with increasing experience of the behaviour of our end-user community we will be able to reinforce the application of correct operational procedures through focused feedback and transaction re-engineering.

I will be delighted to provide further explanation or clarification if required.

Yours sincerely

GRO

Stephen Muchow
Customer Service Director
ICL Pathway

Cc: D Miller (Horizon), JH Bennett, MJB Coombs

Encl (2)

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Incomplete Transaction Analysis

Category	Description	Action taken	Result	Fix Date	Notes
1. Counter Terminal Timeout	Counter terminals 'Time Out' after 15 minutes of inactivity. Unfinished transactions are not committed once the terminal has timed out. Counter Clerk failed to follow procedures and complete the transaction.	Code Fix to action on time-out with pending incomplete transaction.	Short term fix –Time-out period extended to 1hr. Permanent fix - 'Forced committal' fix - ensuring that an incomplete transaction is committed after 74 minutes.	21/01/98 09/02/98	Prior to 9/2/98 there were 53 instances. All transactions that are now forcibly committed are logged and investigated by Pathway. No transactions have been committed incorrectly since this was implemented.
2. Suspended BES Session	Counter clerk begins a BES session, the session is then suspended but not committed. A second BES session is started and committed in the normal way. The transaction from the first session is left incomplete. Counter Clerk failed to follow procedures and complete the transaction.	Code Fix as per 1 above for parallel sessions.	'Forced committal' fix ensuring that any suspended session holding an incomplete transaction is committed upon terminal timeout after 74 mins.	17/05/98	Prior to 17/5/98 there were 26 instances of this problem. Since the fix was applied, no further instances have been discovered.
3. User Set-up	A new counter clerk is introduced to the system by the Postmaster but is not allocated to any User Group. The new Counter Clerk is still able to swipe a card and print a receipt but the system will not allow the Counter Clerk to 'Finish', resulting in an incomplete transaction. Postmaster failed to follow procedures and assign new Counter Clerk to a user group.	Code Fix to default the user group assignment and reinforce correct operational procedures with Postmasters.	Fix currently being tested.	To be advised	There have been 13 instances to date. This problem has been isolated and is associated with relief staff appointments during holiday periods.

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Category	Description	Action taken	Result	Fix Date	Notes
4. Incomplete Receipt	Counter clerk has removed the receipt prematurely from printer, or the printer has failed. An error message appears requesting the clerk to retry the print. If this option is selected the transaction progresses through to completion but if the clerk selects 'Cancel' the transaction cannot be completed without voiding and recommencing from card swipe.	Code Fix to enforce correct procedure.	Fix currently being tested. 14/09/98 - BSU have tested the fix and a CP and CCN are in train.	To be advised	There have been 30 instances to date.
5. Power Failure	Clerk proceeds through normal BES transaction, printing a receipt and paying the Customer. There are two scenarios where the transaction cannot be completed when power is lost: 1 If the power is lost following printing of the receipt and the customer has been paid but before the Counter Clerk has touched 'Finish' 2. If the power fails after the Counter Clerk has touched 'Finish' but in the 'split second' prior to the transaction being written to the PC's hard disk.	BSU authorises PCIIL encashment. Machine re-started by postmaster.	Rare incident that can only be resolved manually.	Never	There have been 3 instances to date.
6. Receipt Preview	During fallback following counter printer failure when the Counter Clerk prepares a manual receipt, the Counter Clerk should access the 'Manual Receipt' option via 'Exceptions'. This will allow the completion of the transaction once the manual receipt has been completed. Some Counter Clerks are accessing the 'R. Preview' button via 'Exceptions'. The screen appears identical to the screen displayed when the 'Manual Receipt' button is pressed, however the transaction cannot be completed when the Counter Clerk exits out of the receipt screen.	Code Fix	Fix released. "Receipt preview" button is now inactivated when the receipt printer has failed. Clerk is forced to use 'Manual Receipt' option.	02/07/98	Prior to the fix being applied there were 32 instances. No further instances have been discovered.

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Category	Description	Action taken	Result	Fix Date	Notes
7. Incomplete Receipt BES / OBCS Corruption	An OBCS transaction has been started but not finished and a BES transaction is then started. A receipt has been removed prematurely from printer during the BES transaction, or the printer has failed during the transaction. An error message appears giving the Counter Clerk the option of reprinting the receipt. If this option is selected the transaction progresses through to completion. However, if the Counter Clerk selects 'Cancel' the transaction cannot be completed without returning to 'Desktop' and recommencing from card swipe. In this circumstance however, when the Counter Clerk returns to the 'Desktop', the OBCS transaction is available for finishing. This may give the Counter Clerk a false sense of security that by finishing the OBCS transaction, the BES transaction is also completed.	Code Fix to enforce correct procedure.	Fix currently being tested. 14/09/98 - BSU have tested the fix and a CP and CCN are in train.	To be advised	There have been 31 instances to date.
8. Clerk Error	Any failure to commit a transaction resulting from genuine clerk error where the system behaved as required.	All errors perceived to be 'Clerk errors' will be fully documented and reviewed by the Accounting and Reconciliation Operations forum for agreement.	Can only be resolved manually	N/A	There have been 19 instances to date.

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Category	Description	Action taken	Result	Fix Date	Notes
9. User Logout	Counter Clerk proceeds through normal BES transaction and attempts to print a receipt, but because of printer problems the Counter Clerk decides to log out of the system. Normally you cannot logout of the system. Escape button and logout icon bring up message "This button may only be pressed when the No Entry Sign is not displayed"	Code Fix	Fix currently being tested. 14/09/98 - BSU have tested the fix and a CP and CCN are in train	To be advised	There have been 9 instances to date.
10. New Card Activation	Counter Clerk proceeds through normal BES transaction, printing a receipt but does not properly complete the transaction. The clerk then activates a new card – the outstanding transaction is left incomplete.	Code Fix	Fix currently being tested.	To be advised	There has been only 1 instance to date.
11. HSHD Instruction	Counter Clerk alerts HSHD of system problem. HSHD instructed Counter Clerk to log out during transaction but provided no follow up advice – the transaction was therefore incomplete.	HSHD instructed in correct procedure that is to determine where the Counter Clerk was within the transaction when the system failed and take appropriate action.			There have been 3 instances to date.

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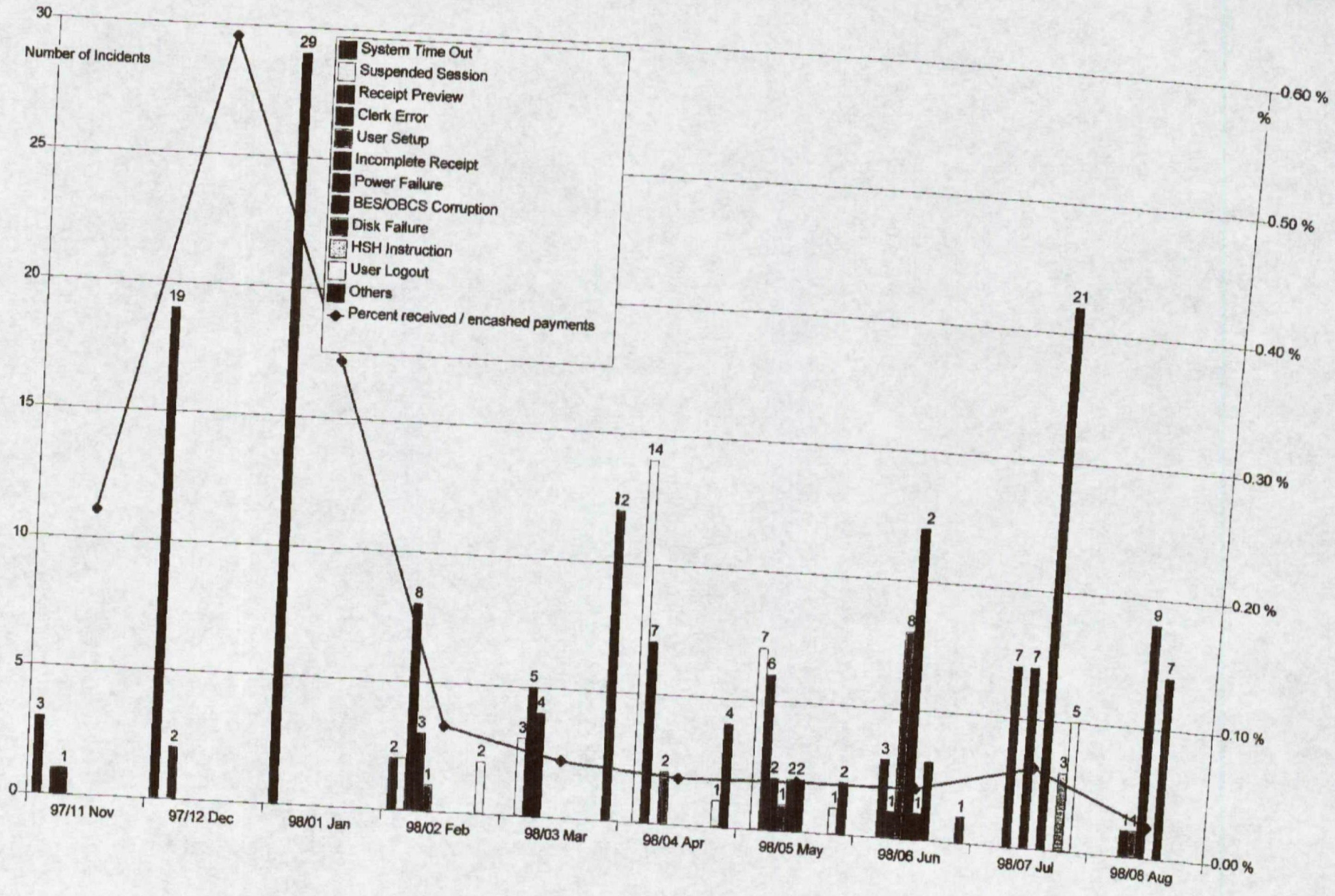

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CAPS and Card Programme Board Agenda Issue 7

18 September 1998 at 10.30 to 14.10 Room B2506(F), DSS Longbenton

Attending: George McCorkell, Vince Gaskell, Peter Crahan, Dave Miller, Alexis Cleveland, John Delamore, Lis Astall, Ken Davenport, Val Whitbread, Tim Cutts (secretariat)

Apologies: John MacGregor, John Codling

1	**Minutes of the CAPS and Card Programme Board** - Issue 6	*Val Whitbread* 10.30 - 10.40
2	**Action Point Update**	*Val Whitbread* 10.40 - 11.20
3	**CAPS and Card Programme Managers' Report** - Paper 36	*Vince Gaskell/Peter Crahan* 11.20 - 12.00
4	**Horizon Director's Report** - Paper 38	*Dave Miller* 12.00 - 12.40
	Lunch	12.40 - 13.10
5	**JSA Go-Live readiness** - presentation	*Claire Hall-Moore* 13.10 - 13.35
6	**Acceptance update** - Presentation	*Paul Wooton* 13.35 - 14.00
7	**Any Other Business/Forward Look**	*Peter Crahan* 14.00 - 14.10

Below the line papers.

For information only:

Payments to customers in Residential Care Homes - Paper 35

Card Volumes - Paper 34 (CCPB AP 2.3 refers)

Finance report July 1998 - Paper 37

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Briefing to Counter Automation Steering group. Monday 21 Sept.
John Roberts
Jerry Cope
Richard Close
Stuart Sweetman
Paul Rich
Dave Miller
Rona Rego.

HORIZON PROGRAMME PROGRESS AGAINST KEY MILESTONES

Status @ 16th September 1998

Key Milestone	Planned Date	Current Progress	Status
1. Current Testing			
Pathway delivery into Model Office	3 August 98	Achieved on plan	Green
Model Office Test Cycle 1 ends	11 September 98	Achieved ahead of plan on 27 August	Green
Model Office Cycle 2 starts with CAPS	14 September 98	Commenced on schedule	Green
End to End Cycle 1 completes	18 September 98	Some initial problems but objectives will be achieved for this cycle	Green
2. Planning			
Issue Migration Stage PID	25 September 98	First draft issued 16 September	Green
Complete Level 1 Plans	30 September 98	Stage plans now drafted	Green
Issue Live Trial PID	9 October 98	On schedule	Green
3. Final Tests & Authorise			
Conduct Model Office Test	20 November - 18 December 98	Appears on track but confirmation not possible until late October	Green/ Amber
Conduct Final End to End Pass	4 November - 18 December 98	Some concerns on achieving all accounting reconciliation tests by 18/12 but 2-3 week contingency available in January	Amber
Release Authorisation for Live Trial	21 December 98	Draft approach and plan prepared	Green
4. Migration to Rollout			
Start Migration of 1c to NR2 offices	4 January 99 - 14 February 99	Detailed work in progress	Green
Commence Live Trial	8 February 99	Pathway deliverables on schedule, some concerns on POCL service management	Amber
Complete Live Trial	4 June 1999	Assumes 17 weeks is adequate to prove service for NRO	Amber
Start National Rollout	5 July 1999	1 month contingency in plan after Trial	Amber

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Mr. Vince Gaskell
CAPS Programme Manager
CAPS
Long Benton
Newcastle-upon-Tyne
NE98 1YX

15 September 1998

Dear Vince,

Incomplete Transactions at Release 1C

I understand that, on behalf of the CAPS Board, you expressed an interest in knowing the current state and progress that has been made by ICL Pathway in identifying and eliminating the root causes of incomplete BES transactions that have been experienced during Release 1C.

There have been identified eleven (11) causes of incomplete transactions during the life of Release 1C. Please find attached a table that identifies each of these, its underlying cause, and the actions taken to eliminate or mitigate the problem and the effect of these actions. Also attached is a graph that shows the progress over time of the total incidents of incomplete transactions and their ratio with respect to the overall number of BES transactions.

You may note that as overall transaction rates increased, the problem diminished. In August, the success rate was 99.98% - with less than 3 transactions per 10,000 being incomplete. Our target is to continue to reduce the number of incomplete transactions towards zero and we are confident that where the cause is a systematic error or where a systematic preventative measure can be devised then this will be achieved. There will always remain a residual 'human element' for which there is no ready answer except that with increasing experience of the behaviour of our end-user community we will be able to reinforce the application of correct operational procedures through focused feedback and transaction re-engineering.

I will be delighted to provide further explanation or clarification if required.

Yours sincerely

GRO

Stephen Muchow
Customer Service Director
ICL Pathway

Cc: D Miller (Horizon), JH Bennett, MJB Coombs

Encl (2)

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Registered Office
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London EC2A 1DS

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Incomplete Transaction Analysis

Category	Description	Action taken	Result	Fix Date	Notes
1. Counter Terminal Timeout	Counter terminals 'Time Out' after 15 minutes of inactivity. Unfinished transactions are not committed once the terminal has timed out. Counter Clerk failed to follow procedures and complete the transaction.	Code Fix to action on time-out with pending incomplete transaction.	Short term fix –Time-out period extended to 1hr. Permanent fix - 'Forced committal' fix - ensuring that an incomplete transaction is committed after 74 minutes.	21/01/98 09/02/98	Prior to 9/2/98 there were 53 instances. All transactions that are now forcibly committed are logged and investigated by Pathway. No transactions have been committed incorrectly since this was implemented.
2. Suspended BES Session	Counter clerk begins a BES session, the session is then suspended but not committed. A second BES session is started and committed in the normal way. The transaction from the first session is left incomplete. Counter Clerk failed to follow procedures and complete the transaction.	Code Fix as per 1 above for parallel sessions.	'Forced committal' fix ensuring that any suspended session holding an incomplete transaction is committed upon terminal timeout after 74 mins.	17/05/98	Prior to 17/5/98 there were 26 instances of this problem. Since the fix was applied, no further instances have been discovered.
3. User Set-up	A new counter clerk is introduced to the system by the Postmaster but is not allocated to any User Group. The new Counter Clerk is still able to swipe a card and print a receipt but the system will not allow the Counter Clerk to 'Finish', resulting in an incomplete transaction. Postmaster failed to follow procedures and assign new Counter Clerk to a user group.	Code Fix to default the user group assignment and reinforce correct operational procedures with Postmasters.	Fix currently being tested.	To be advised	There have been 13 instances to date. This problem has been isolated and is associated with relief staff appointments during holiday periods.

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Category	Description	Action taken	Result	Fix Date	Notes
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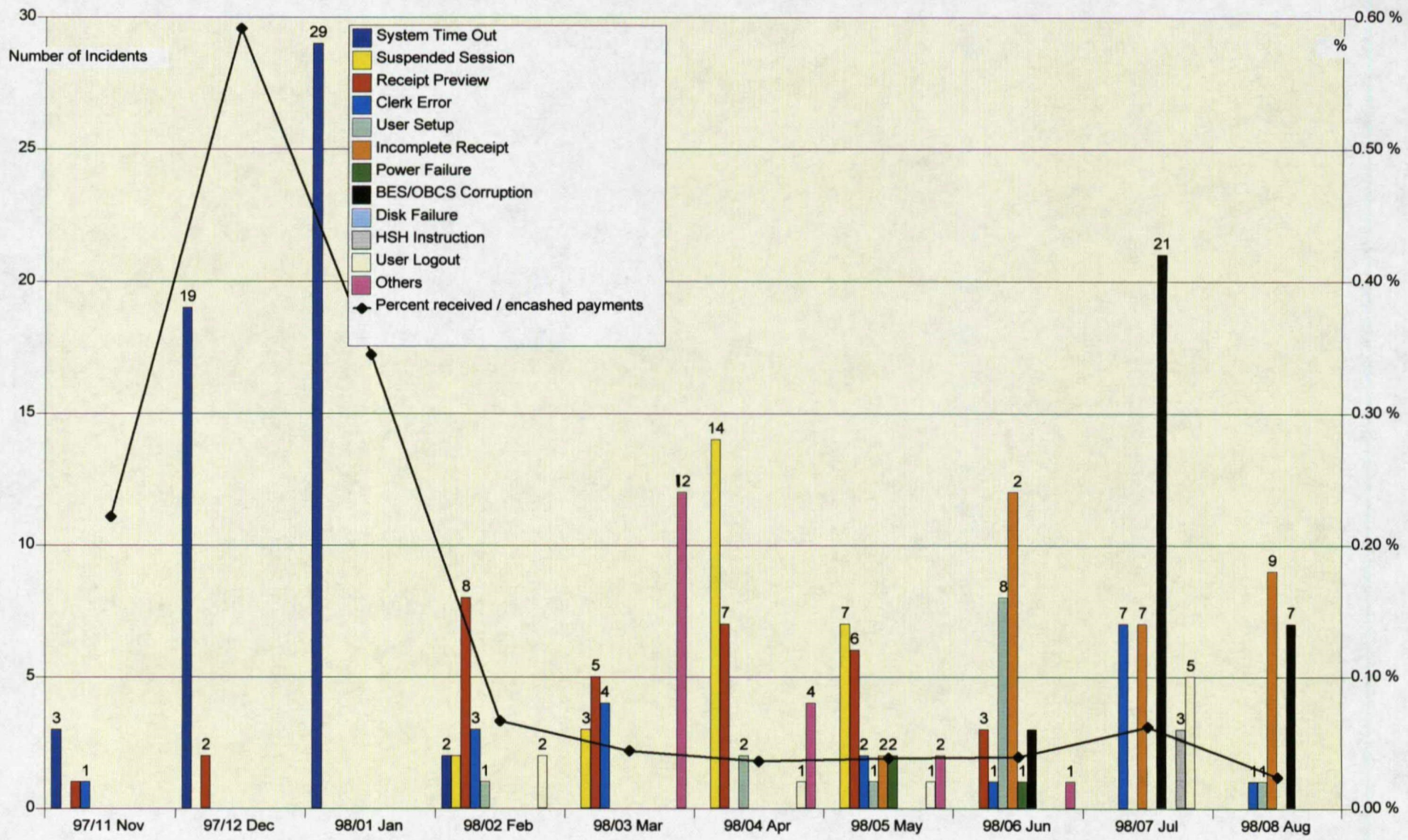
Report 3.7: Incomplete Transactions R1c to Date



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Restricted - Management and Commercial

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CAPS and Card Programme Board Action Notes

21 August 1998, Longbenton, Newcastle-upon-Tyne

Issue 6 (Horizon only)

Attending: George McCorkell (Chair), Dave Miller, Mike Coombes, Vince Gaskell, Peter Crahan, John Delamore, Lis Astell, John MacGregor, Parry Jenkins, Lilian Hunt and Ian Roden (Minutes)

Apologies: Ken Davenport, Alexis Cleveland and John Codling

1. Horizon Only Action Points

1.1 *AP 5.1(H) Dave Miller/Peter Crahan to discuss the establishment of a working group to conduct an end to end review of service management.* George McCorkell said that the Terms of Reference in regard to the boundaries/interfaces between POCL, Pathway and CAPS needed to be clearly established. Dave Miller agreed to take the action with a target completion date of the end of October. Peter Crahan suggested that someone from CIS could be used to help with the Terms Of Reference.

1.2 *AP 5.2(H) Dave Miller to advise Vince Gaskell if a post incident review of the Sequent Box failure had been undertaken.* Dave Miller reported that a short report on the incident has been provided to Vince Gaskell. This will be discussed at the next Service Review Forum. ✓

1.3 *AP 5.3(H) Peter Crahan/Dave Miller to meet to discuss long standing CRs.* The meeting has not taken place. George McCorkell sought assurance that there would be no delays and that the long standing CRs were being dealt with. Mike Coombes said that there were no 'blockers' as far as he could tell; there was a lot of activity on Agreements To Agree (A2A), there was significant movement on the 'Orange List' and nothing on the 'Red List'. The joint contract team will monitor and review at CNT meetings. Action cleared. ✓

1.4 *AP 5.4(H) Peter Crahan/Dave Miller to arrange for a final PDA Transition Board to take place.* The final PDA Transition Board is scheduled for 3/9/98. ✓

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The Horizon Directors Report

2. Live Operations

2.1 Mike Coombes said that lost transactions were now given the more accurate description of 'incomplete transactions'. He further reported that the deadline for solving this problem was set at the end of October with the target set at zero. It was agreed that Vince Gaskell be sent an update of the code changes, being put in place to resolve the issue of incomplete transactions.

AP 6.1(H)
Mike Coombes to provide an update to Vince Gaskell of the code changes being put in place to resolve the issue of incomplete transactions.

3. Testing Plan

3.1 George McCorkell asked how faults identified in the various parallel testing streams (eg. End-To-End Testing/Model Office Testing etc.) were factored into the various testing phases. Mike Coombes gave a verbal update on the PinICL process but Dave Miller agreed to provide George McCorkell with a written description.

AP 6.2(H)
Dave Miller to provide George McCorkell with a written description of the PinICL process.

4. Live Running

4.1 On 30/7/98 the Correspondence Server failed causing a total of 17 duplicate payments to be made by Child Benefit. Vince Gaskell asked if Dave Miller could provide him with a detailed account of how Horizon were progressing the issue. Specifically;
a) Has the problem been understood ?
b) What has been done to put it right ?
c) Is there a PIR ?
d) How does it impact on current plans ?

AP 6.3(H)
Dave Miller to provide Vince Gaskell with a report on what has been done as a result of the Correspondence Server failure (13/7/98).

5. Planning

5.1 Dave Miller said that work with the replan was well under way, but that there were

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some commercial issues which, in the current circumstances, would have to be 'parked' and included in any subsequent renegotiation. Mike Coombes confirmed for George McCorkell that 'Horizon is working to the principles contained in the Pathway document and the dates contained within it.' ie. All parties are working on the assumption contained within the replan documents.

6. Testing

6.1 Dave Miller reported that at present Horizon/POCL were relatively content with the present status of testing. Model Office Testing Rehearsal 1 was up to date and a higher percentage of scripts had been run than expected. End-To-End Testing had started slowly and at the time of the meeting had only reached Logical Day 5 when it was planned to have been on Logical Day 11. George McCorkell asked Dave Miller if he could provide the Board with greater visibility of Horizon testing including STIRS/PinICLs. Dave Miller agreed to raise a report from Simon Rilot to pass on to Parry Jenkins to agree a level of confidence. Parry Jenkins and Simon Rilot are to meet to discuss the flexibility of the Testing plan. Dave Miller agreed to report back to the board.

AP 6.4(H)
Dave Miller to provide greater visibility of what is happening in Horizon testing to Parry Jenkins.

7. Release Management

7.1 Peter Crahan asked if the dates for Stage 1 (Release 2 with Child Benefit) and Stage 2 (Release 2 with Multi-Benefits) in the Horizon Director's Report were confirmed. Dave Miller agreed to issue a formal note of unambiguous dates to the Board.

AP 6.5(H)
Dave Miller to issue a formal note to all concerned giving key Horizon release dates.

8. Acceptance

8.1 Mike Coombes agreed that ICL/Pathway's mid-August target date for all acceptance specifications to be completed and signed off would not be met. Dave Miller agreed to provide Peter Crahan with the revised sign-off dates.

AP 6.6(H)
Dave Miller to provide Peter Crahan revised sign-off dates for all acceptance specifications.

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9. Implementation

9.1 PC asked for clarification of the overall 'estate position' following issue of the recent RGM letters. DM confirmed that Bruce McNiven had possession of this info and would make this available.

Change AP 6.7(H)
Dave Miller to arrange for Bruce McNiven to provide Peter Crahan with a detailed breakdown of the RGM letters.

10. Issues/Risks

10.1 Dave Miller confirmed the DA view that the boundary between BES/PAS was still an area of disagreement between respective finance directors, centring on the liability position in the event of major system failure. He would determine the current state of debate and see if dialogue between Horizon/CAPS directors could be used as a means to break the apparent deadlock.

AP 6.8(H)
Dave Miller to determine the current state of debate between BES/PAS and see if dialogue between Horizon/CAPS directors could be used to break the apparent deadlock.

10.2 Dave Miller advised that a CAPS Release 4.0 meeting was scheduled to take place on 7/8/98 as plans for release 2+ were being drawn together.

AP 6.8
Vince Gaskell to establish if the CAPS Release 4.0 meeting took place and report the findings back to George McCorkell w/c 31/8/98.

11. Other Issues

11.1 In regards to Testing, George McCorkell sought clarification over DIT2 and requested a closure report.

AP 6.9(H)
Dave Miller to provide the signed off DIT2 closure report to George McCorkell.

11.2 With regards to Issues, George McCorkell asked if Functional Hangouts for Model Office testing were a serious issue 'particularly for EPOSS'. Mike Coombes said that the problem was not as big as it seemed and would not become a serious issue until after 24/9/98, which was the date Horizon had set to have the problem resolved by. An update will be provided for the next board.

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RESTRICTED - MANAGEMENT AND COMMERCIAL

CAPS and Card Programme Board Actions - Issue 6

Issue: **Horizon Action Points and updates from Board meeting on 21st August 1998 - Version 1**

Action: **The Board is asked to note the new actions and provide updates.**

Timing: **By 11th September 1998**

Action point	Update	Status	Due date
AP 3.4 (H) Peter Crahan (in conjunction with Bruce McNiven) to arrange for an informal 'post implementation review' of the organisational changes post April 1998 together with preparation of an action plan	*12 June 1998.* Meeting held with Bruce McNiven and Andrew Simpkins. Work to be progressed by Bruce, and Dave Miller will provide an update on progress. *PB 12 June 1998.* Peter Crahan and Dave Miller to meet to progress this work urgently and report to the next Programme Board. *PB 10 July 1998* A meeting has been held between Peter Crahan and Dave Miller where it was agreed that the forums, should be implemented and meet within 1 month. *PB 21 August 1998.* This is now the only forum outstanding, the position will be reviewed on 3/9/98.	Ongoing	21/8/98
AP 3.5 (H) Ken Davenport to commence negotiations with POCL on the potential requirement to extend the use of ESNS beyond April 2000	*PB 10 July 1998.* Ken Davenport has made necessary approaches. AP cleared.	Cleared	
AP 3.6 (H) Bruce McNiven to provide a clear statement of the contribution each requirement makes to the Pathway solution	*12 June 1998.* John Meagher, the Horizon Product Assurance Manager, is in the process of writing to Peter Crahan advising him of the position regarding Pathway 'light'. *PB 12 June 1998.* Dave Miller (John Meagher) will provide a formal statement to the board of what makes 'light' solutions 'heavy'. *9 July 1998.* Paper produced by John Meagher and issued to Peter Crahan.	Cleared	

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Action point	Update	Status	Due date
AP 5.1 (H) Dave Miller / Peter Crahan to discuss the establishment of a working group to conduct an end to end review of service management.	*17 August 1998.* Andy Radka has been appointed in POCL to lead up the Service Management Development Project. Vince Gaskell has given Dave Miller a nomination to work on the CAPS end of a service management review. Terms of reference to be provided asap. *PB 21 August 1998.* Dave Miller to draft Terms of Reference.	Cleared	21/8/98
AP 5.2 (H) Dave Miller to advise Vince Gaskell if a post incident review of the Sequent Box failure had been undertaken.	*17 August 1998.* As discussed at the Horizon Service Review Forum on 17/6/98 (CAPS represented by Paul Hanson) there was a failure on the main host file system (sequent) on 11/6/98. Situation handled smoothly. Seven payment files were delayed but this did not impact on customers receiving money. Solution to prevent this is to upgrade to the next sequent release on NR2. A post Incident Review (PIR) was not thought necessary and not undertaken on this occasion. *PB 21 August 1998.* Dave Miller provided a short report to Vince Gaskell and Peter Crahan, to be considered and discussed at next CCPB.	Cleared	21/8/98
AP 5.3 (H) Peter Crahan / Dave Miller to meet to discuss long standing CRs	*17 August 1998.* Ongoing. *PB 21 August 1998.* Mike Coombes reported that there was good progress being made and 'no blockers' to dealing with this issue.	Ongoing Cleared	21/8/98
AP 5.4 (H) Peter Crahan / Dave Miller to arrange for a final PDA transition board to take place.	*17 August 1998.* Meeting fixed for 3/9/98.	Ongoing Cleared	21/8/98

RESTRICTED - MANAGEMENT AND COMMERCIAL

AP 6.1 (H) Mike Coombes to provide an update to Vince Gaskell of the code changes being put in place to resolve the issue of incomplete transactions.		New	
AP 6.2(H) Dave Miller to provide George McCorkell with a written description of the PinICL process.		New	
AP 6.3 (H) Dave Miller to provide Vince Gaskell with a report on what has been done as result of the Correspondence Server failure (13/7/98)	Short brief was provided	at the 21 August mech..	
AP 6.4 (H) Dave Miller to provide greater visibility of what is happening in Horizon testing to Parry Jenkins	Seen to discuss with Parry Jenkins his requirements	New	
AP 6.5 (H) Dave Miller to issue a formal note to all concerned, giving key Horizon release dates.	Has ~~Andrews [illegible]~~ any notes of 2 Sep.	New	
AP 6.6 (H) Dave Miller to provide Peter Crahan with revised sign-off dates for all acceptance specifications.	J. Meaghers	New	

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RESTRICTED - MANAGEMENT AND COMMERCIAL

AP 6.7 (H) Dave Miller to arrange for Bruce McNiven to provide Peter Crahan with a detailed breakdown of the RQM letters.	Bruce Mc Niven. Letters issued - responses.	New	
AP 6.8(H) Dave Miller to determine the current state of debate between BES/PAS and see if dialogue between Horizon/CAPS directors could be used to break the apparent deadlock.	Tabar.	New	
AP 6.9 (H) Dave Miller to provide the signed off DIT2 closure report	Simon	New	

From;

Tim Cutts
CAPS PMO
Room B2506 DSS LBTN
Tel: GRO
Fax: GRO
GTN GRO
Fax: GRO

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URGENT FACSIMILE

TO:	Mike Coombs
FAX NO:	GRO
NO OF PAGES (*inc cover sheet*)	9.
FROM	PS to Dave Miller
TELEPHONE	GRO
HORIZON AUTOMATION PROGRAMME	
MESSAGE:	

09/09/98



Post Office Counters Ltd

Retail Development Centre Director

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customer accounting and payments strategy

CAPS PROGRAMME

Programme Management Office

Rm B2506, DSS Longbenton, Benton Park Road,
Newcastle-Upon-Tyne, NE98 1YX.

FAX COVER SHEET

Date: 08/09/98

To: Dave Miller **Of:** Horizon
Tel: BT: **Fax:** GRO BT:

From: Ian Roden
Secretariat, Internal Commun/Briefing
Tel: GRO BT: GRO **Fax:** GRO BT: GRO

Re: Programme Board Minutes and Action Points

Number of pages (including this cover sheet): 9

Message:

FAO Of Dave Miller,

A copy of the Minutes and Action Points arising from the CAPS and Card Programme Board (21/8/98)