

**SAP Consolidation Project****[SUBJECT * MERGEFORMAT][TITLE * MERGEFORMAT]****Description**

To establish a secure baseline for the project, defining all management and technical requirements for project success.

History

Version	Description	Author	Date
0.1	Initial Draft	Martin P. Thorpe, Andy Heath	28 th January 2009
0.2	Update post review	Martin P. Thorpe, Scott Turton	29 th January 2009
0.3	Update post review	Martin P. Thorpe	3 rd February 2009
0.4	Update post review	Martin P. Thorpe, Andy Heath, Scott Turton	4 th February 2009
0.5	Update post review	Martin P. Thorpe	5 th February 2009
<u>0.6</u>	<u>Updated with notes from 24th & 25th February 2009 meeting with Steve Beddoe, Paul Summers, Raj Sudhir, Mike Nardin and Guy Wilkerson</u>	<u>Martin P. Thorpe, Guy Wilkerson</u>	<u>26th February 2009</u>
<u>0.7</u>	<u>Updated from input from POL.</u>	<u>Martin P. Thorpe</u>	<u>10th March 2009</u>
<u>0.8</u>	<u>Updated from input from POL</u>	<u>Mike Nardin</u>	<u>11th March 2009</u>

Formatted: Superscript

Formatted: Superscript

Formatted: Superscript

1 CONTENTS

[TOC \o "1-3" \h \z]

2 INTRODUCTION

3

Formatted: Body Text

3.12.1 Purpose of this Document

This Project Initiation Document (PID) defines how the POL SAP Project will be managed and identifies the changes that will be delivered into Post Office Limited (POL). It is important to note that this is the internal Fujitsu Services PID and that there is a separate joint POL/Fujitsu PID for the overall programme.

The PID aims to describe Fujitsu's plans, strategies and processes that will define the what, when, who, where, how, and why for the project.

The PID will be a living document subject to review and re-baseline, through change control, as appropriate throughout the life of the project.

3.22.2 Existing Systems

POL operates two large SAP systems in separate data centres as separate instances, plus several legacy systems in Cash Centres. The POL SAP Project will provide a consolidated SAP environment to support POL's business critical processes.

The following summarises each of the systems targeted for consolidation:

3.2.12.2.1 SAPADS

- A SAP 4.6c application
- Implemented in 1997, hosted and supported by CSC
- Supports Supply Chain functions (mainly the warehousing and movement of cash through the Post Office network and to external customers)
- A customised application (upgrades are complex, protracted and costly)

3.2.22.2.2 POLFS

- A SAP 4.7 IS Retail System
- Implemented in 2004 (as part of the Impact Programme)
- Hosted and supported by CSC and Fujitsu Services
- Supports the financial settlement of transactions undertaken at the Post Office counters and via direct sales channels.

3.2.32.2.3 Transtrack

- 26 instances of Transtrack within the estate
- Used in CviT depots to track and trace inward and outward pouches
- c.100 depot users and 800 crew users

3.2.42.2.4 CMS (Siebel)

- Holds details of the master contract data for all external customers serviced by CviT.
- c.25 users

SAP Consolidation Project

Project Initiation Document

3.2.5.2.5 CASHMAN

- Stand-alone MS Access application
- Manages the inventory of cash and cassettes at ATMs
- Used in 5 Cash Centres
- c. 25 users

3.2.6.2.6 BUDMAN

- Stand-alone MS Access application
- Manages the inventory of notes and coins owned by RBS and Natwest that are held in Post Office Ltd Cash Centres
- c. 10 users

- [Action : POL (Ian Wilson) to confirm user estimates]

Formatted: Indent: Left: 0 cm, Hanging: 0.88 cm, Bulleted +
Level: 1 + Aligned at: 0 cm + Indent at: 0 cm

43 PROJECT DEFINITION

[Paul/Glyn you were going to re-read the sections below to confirm they are correct - particularly exclusions from scope. Is it clear what (for example) the "SAP Portal" actually is - and therefore where the crossover point between Fujitsu/CSC responsibilities sits? Would recommend that these types of things are defined to ensure that that all 3 parties are clear on this.]

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

4.13.1 Scope

In June 2007 a Feasibility Study was undertaken by Cognizant that comprised of a solution design and migration roadmap for the consolidation of the 6 applications listed in section 2 of this document.

In line with the findings of the Cognizant Feasibility Study 2007 the following will be delivered:

- Consolidation of SAPADS onto POLFS 4.7 IS Retail instance and UNIX / Oracle infrastructure
- Consolidation of Transtrack, CMS, BUDMAN and CASHMAN onto POLFS 4.7 IS retail.
- Removal or migration of customisation (z transactions) within the SAPADS application and consolidation using standard SAP.

There are elements of existing systems that are not fully understood and, as such, a business blueprint will be produced, which will detail and document the precise scope of the project. This will require the approval of POL and agreement of any changes in scope, e.g. where assumptions made during the proposal stage have proved to be incorrect.

The project scope consists of the design, development, testing, and release of the above and includes the delivery of supporting infrastructure as described in [REF _Ref221516981 \r \h].

4.23.2 Exclusions from Scope

- Management of the SAP Portal which remains with CSC.
- Hosting and supporting Internet Transaction Server (ITS).
- Maintaining SAP Security, i.e. administration of users, their access rights, and the access to POLSAP components.
- Migration of legacy application [master](#) data (Transtrack, Bag Tracking, CMS (Siebel), CASHMAN, BUDMAN) into the new POLSAP system; this is to be undertaken by POL. [See section \[REF _Ref223450560 \r \h \] for scope of data migration.](#)
- ~~(Paul/Summers/Karen)~~ Data cleansing [of the information on the existing systems](#) will be undertaken by POL with support from the Fujitsu project team; i.e. Fujitsu will test to ensure the cleansed data will migrate successfully. [See section \[REF _Ref223450816 \r \h \] for scope of data cleansing.](#)
- Acceptance testing will be undertaken by POL with support from the Fujitsu project team.
- SAPADS IXOS and POLFS IXOS will be consolidated into a single archiving platform. As POL has not yet specified the policy regarding [migration of archived data transfer](#) into POLSAP, this is not currently included in the

Formatted: Bullets and Numbering

project costs, nor is the cost of defining the archiving strategy. See section [REF_Ref223450560 \r \h] for scope of data migration. [Paul you said this has now been done so this section should be updated to reflect the arrangements.]

- POL will be responsible for the communications plan, assessing impact of change on the business, sign-off of business processes, and planning of training, but with support from Fujitsu [Paul we agreed we needed to ensure it was clear that Fujitsu has responsibility for delivering the redefined Business processes – think this point is still unclear. This should be listed as a deliverable.]

4.3.3.3 Deliverables

[Paul/Glyn assume this section will be updated following meetings with Fujitsu/CSC this week in terms of dates and also when activities are taking place?]

4.3.13.3.1 Application/Data

The project will be implemented in 2 phases within 2009/10 and will include the activities/deliverables detailed below: [Paul/Glyn as discussed you should ensure a statement is included clarifying these are all Fujitsu activities and there are no dependencies. If there are dependencies then it will be for Fujitsu to explain/define these – but it would be better to flush out any issues now/have the debate.]

a. Phase 1 – to be completed by 13⁴th September 2009:

- The as-is and to-be analysis. This will detail and document the business process scope of the project and will be captured in a business blueprint requiring approval by POL. On approval the agreed scope will be developed and implemented in the new consolidated POLSAP Application.
- The Business Blueprint document enabling a fixed price quotation for completion of the remainder of the SAP Consolidation Project;
- The consolidation of POL-FS and SAPADS systems will be merged onto an SAP 4.7 IS Retail on a LINUX/Oracle platform to become the POLSAP system;
- The 139 customisations (z programs) within the SAPADS system will be replaced with standard SAP functionality where there is clear business benefit for doing so or migrated to the SAP 4.7 Retail environment, where no standard SAP functionality exists or where user performance will be lost; [Paul/Glyn we found these amendments confusing – why is it now limited to "where there is clear business benefit" and who would decide whether this is the case? We understood the point of this project for POL was to move to standard SAP in all cases.]
- The legacy applications (CMS (Siebel), CASHMAN, BUDMAN) will be replaced by existing SAP functionality or bespoke z programs produced, where no standard SAP functionality exists;
- The POL-FS and SAPADS data will be migrated of into the new POLSAP system;
- The existing interfaces to Transtrack and Bag Tracking will be moved from SAPADS to POLSAP.

b. Phase 2 – to be completed by 14⁵th March 2010:

- Redevelopment of Transtrack and Bag Tracking using SAP standard functionality where possible onto the SAP 4.7 IS Retail system.

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Body Text, Don't keep lines together

Formatted: Highlight

Formatted: Font: Italic

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

Formatted: Highlight

Formatted: Bullets and Numbering

Formatted: Indent: First line: 0.88 cm

- Configuration and development of the existing Hand Held Terminal Functionality necessary to support the redevelopment of Transtrack and Bag Tracking functionality into standard SAP transactions.

4.3.23.3.2 Infrastructure

The infrastructure will all be completed with Phase 1 of the project.

As the SAPADS system is to be consolidated into the POL-FS system re-use of the existing POL-FS infrastructure was considered as an option. However, this is inadequate to support the new consolidated POLSAP system as the processing and storage requirements are greater than the current system can support. As a result the following new infrastructure will be put in place:

- New pBlades installed into the existing POL-MI Bladeframe chassis in IRE11 Data Centre. Initially, these will be used for development and testing, but will become the live system;
- New Bladeframe and pBlades installed into IRE19 Data Centre as the Disaster Recovery failover system. Additionally, these pBlades can be used for future development and testing should any modifications to the POLSAP system be required;
- An additional pBlade will be included in each Bladeframe to enable increased resilience of the systems, i.e. should a live pBlade fail this will automatically take over;
- Consolidation of applications onto POLF-S 4.7 IS Retail instance and LINUX / Oracle infrastructure;
- Modifications to networks, routing, switches, and firewalls to enable interfaces to external system;
- Additional storage added to the existing data centre storage.

[Action : POL (Saunders) to review and provide comments]

4.43.4 Constraints

Paul/Glyn as discussed last week, it isn't clear what the purpose of this section is and therefore what the impact of it is. These should be re-cut into dependencies/assumptions/obligations as appropriate. For example, the clean room environment re Transtrack is crucial to ensure there is no IPR breach and so this should be a Fujitsu deliverable.

- Due to the POL change freeze Phase 1 needs to complete by the 13⁴th September.
- Not all bespoke "Z" programs can be replaced with standard SAP, in these circumstances they will be migrated.
- POL requires all Fujitsu staff to successfully complete a CRB check.
- The hand-held terminals development for Phase 2 must be conducted in a "Clean room environment" to ensure that the intellectual property rights of other parties are not infringed.
- Hardware must be delivered within the defined budget.
- During the As-is To-be the Fujitsu team are to required to be located for the majority of their time on POL sites.
- Access to existing POL systems requires Fujitsu staff to have POL laptops configured and connected to systems managed by POL/incumbent suppliers.

4.53.5 Dependencies

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

SAP Consolidation Project

Project Initiation Document

See the assumptions and dependencies log (Ref: SAP/PGM/DEP/0001). *[Paul/Glyn what is this? We assume it is the dependencies/assumptions document but is this correct or is there another document/shared site?]*

Formatted: Highlight

Formatted: Font: Italic

4.63.6 Assumptions

See the assumptions and dependencies log (Ref: SAP/PGM/DEP/0001). *[Same comment as above.]*

Formatted: Highlight

Formatted: Font: Italic

54 PROJECT ORGANISATION

[Paul/Glyn as discussed we have some concerns with this section because it isn't entirely clear as to F's responsibilities and we think it confuses the overall responsibility they have for the project. For example, why does the Fujitsu Delivery Team report into Paul? We think you need to bottom this out with Fujitsu to ensure that you and Fujitsu agree as to the roles/responsibilities and then Fujitsu can update the documentation to reflect the arrangements. So for example, the diagram and words state that Paul is "responsible for overall delivery". This needs to change to ensure Fujitsu takes full responsibility. Definitions of the roles also need to be discussed and clarified, Paul should be referred to as the client with responsibility for POL inputs but not as having overall responsibility. We should also ensure it is clear what the people under Karen are actually doing and whether they're working on specific dependencies and if not, whether they should be managed by Fujitsu programme manager - i.e. are we just providing resource that they manage but Fujitsu responsible for the outputs? In terms of the high level view, we think it should work as follows (but obviously need your input as to whether this is correct/you agree):

- Paul is responsible for managing POL inputs and within POL has responsibility to deliver the project.*
- Fujitsu must report into Paul to ensure he's fully informed/up to date.*
- Fujitsu has absolute responsibility for delivering the project.*

5.14.1 Overall Governance

Fujitsu will play a full role in Post Office's overall governance model, providing the required inputs and representatives. Fujitsu will in turn operate an internal governance model that will monitor and guide the delivery from its teams and those of its partners.

5.24.2 Fujitsu Services Project Organisation Structure

The Fujitsu project will be organised into two teams: Applications and Infrastructure, with overall Programme Management.

The personnel listed below are permanent members of Fujitsu staff and are allocated full time to Fujitsu's Post Office account. The diagrams show our initial organisation and any variations will be notified to POL.

5.2.14.2.1 Programme Management

[SHAPE * MERGEFORMAT]

POL has provided their own management organisation with key staff identified below:

- Project Manager, Paul Summers, responsible for the overall delivery of the project.
- Business Requirements, Karen Hillsden, responsible to Paul Summers for ensuring the business requirements are understood.
- Technical Architect, Saunder Narayan, responsible to Paul Summers for the delivery of the infrastructure architecture solution.
- Supplier Relationship Manager, Glynn Drabble, responsible to Paul Summers for
[Action : POL to complete]
- Business Change Manager (tba), responsible for Paul Summers for
[Action : POL to complete]

Formatted: Highlight

Formatted: Body Text

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Body Text, Bulleted + Level: 1 + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm

Formatted: Bullets and Numbering

Formatted: Font: Italic, Highlight

Formatted: Bullets and Numbering

Formatted: Indent: First line: 1.06 cm

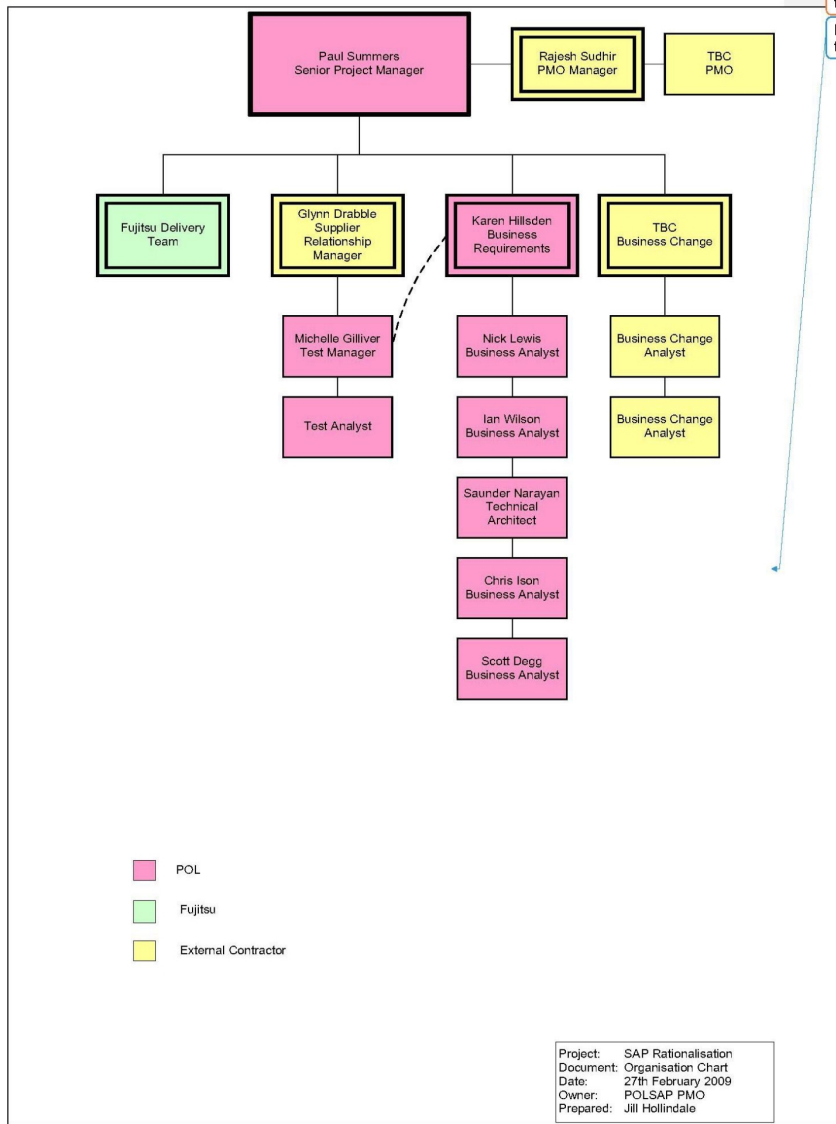
Formatted: Bullets and Numbering

Formatted: Indent: First line: 1.06 cm

SAP Consolidation Project

Project Initiation Document

4.2.2 *POL Management Team*



Formatted: Bullets and Numbering

Formatted: Body Text, Don't keep with next, Don't keep lines together

Formatted: Body Text, Don't keep with next, Don't keep lines together

SAP Consolidation Project

Project Initiation Document

4.2.24.2.3 Applications Team

[SHAPE * MERGEFORMAT]

Formatted: Bullets and Numbering

4.2.34.2.4 Infrastructure Team

Formatted: Bullets and Numbering

[SHAPE * MERGEFORMAT]

[Action: FJ to update chart]

5.34.3 Project Team Roles and Responsibilities

The following are the main Fujitsu roles and their responsibilities.

[Paul/Glyn do you think the sections below are sufficient for defining roles/responsibilities? If any gaps, we should point out to Fujitsu.]

Formatted: Highlight

Formatted: Font: Italic

5.3.14.3.1 Programme Manager

- Accountable for the Project at Executive team level
- Strategy, scope, direction and delivery.
- Strategic wide communications.
- Maintain relationships with Fujitsu's subcontractors and to support the development of the Fujitsu proposition.
- Managing Issues.
- Escalation point for the Project Manager

5.3.24.3.2 Project Manager *[Paul/Glyn is this supposed to be Andy/Martin – i.e. infrastructure or apps or is this a third project manager who reports into the programme manager? Unless this is clarified this could also be read as Paul as he's defined as the Project Manager. Obviously this isn't supposed to be the case but this is an example of where the drafting isn't clear and could lead to confusion. Please note that later on in the document Fujitsu does refer to Fujitsu Project Manager so we just wonder if different people pulled this document together and there wasn't a crosscheck carried out to ensure correct language was used. Plus of course if this had remained an internal Fujitsu document it would have been clear that everything was Fujitsu related and so we wouldn't have the potential confusion between POL/Fujitsu PM.]*

Formatted: Highlight

Formatted: Highlight

- Keeping Project Board up to date with Project progress & status (no surprises).
- Co-ordination, support and close liaison with the Project Team.
- Setting and maintaining Project Standards.
- Ownership of overall Project deliverables / plan.
- Ownership of overall Project finances.
- Management of Project Risks and Issues.

5.3.34.3.3 Project Control Officer

- Assist the Project Management team in Maintaining Project Standards.
- Co-ordination of highlight reporting and onward submission.
- Support Project Manager to deliver to time, cost and quality standards.

5.3.44.3.4 SAP Finance Team Lead

- Design and development of all Finance related processes e.g. Account Assignments for Material postings.
- Carry out Unit, Integration, and System Testing, Integration Testing, Development Proving and assist POL in Application Process testing (UAT).

Filename: [FILENAME]
Reference: SAP/PGM/PID/0001

Page 11 of 38

Date: 5th February 2nd March 2009

- Develop Training material for the Train the Trainer approach.
- Knowledge transfer to the support team.

~~5.3.54.3.5~~ SAP Materials Management Team Lead

- Design and development of all MM related processes e.g. TransTrack and Bag Tracking.
- Develop Training material for the Train the Trainer approach.
- Carry out Unit, Integration, and System Testing, Integration Testing, Development Proving and assist POL in Application Process testing (UAT).
- Knowledge transfer to the support team.

~~5.3.64.3.6~~ SAP Sales & Distribution Team Lead

- Design and development of all SD related processes e.g. Deliveries and shipping, Shipments, Transtrack and Bag Tracking.
- Develop Training material for the Train the Trainer approach.
- Carry out Unit, Integration, and System Testing, Integration Testing, Development Proving and assist POL in Application Process testing (UAT).
- Knowledge transfer to the support team.

~~5.3.74.3.7~~ SAP ABAP Team Lead

- ABAP development and liaise with functional teams on program specifications.
- Coordinate and carry out program testing for Transtrack and Bag Tracking functionality.

~~5.3.84.3.8~~ SAP Integration / ~~application architecture & Test i~~ ~~Manageream lead~~

- Ensure integration of all modules and cross functional activities.
- Liaises with POL on Change management, testing, and training coordination.
- Review and approve design and development.
- Ensures that testing activities align and are conducted in line with the agreed testing strategy.

Formatted: Keep with next, Keep lines together

Formatted: Bullets and Numbering

~~5.3.94.3.9~~ SAP Technical Team Lead

- Lead Technical team in the design and development of SAP Basis aspects of the project.
- Develop Training material for knowledge transfer to the support team.

~~5.3.104.3.10~~ SAP Basis

- Implementation of all Basis Technical aspects.
- Project Support for the duration of the project including production of performance analysis statistics and tuning recommendations.
- Knowledge Transfer to ongoing BAU (Business as Usual) Support Team.

~~5.3.114.3.11~~ SAP Architect

- Presentation of appropriate SAP Sizing information to third party supplier.
- Overseeing the implementation of the hardware to ensure it meets SAP specific requirements.

~~5.3.124.3.12~~ Infrastructure Architect

- Responsible for defining the infrastructure architecture required to enable the development and support of the POLSAP system.
- Responsible for ensuring that the infrastructure designs are produced in accordance with the overall architecture.
- Working with the SAP Architect to ensure that the infrastructure will support the POLSAP system.

5.3.13.3.13 Solutions Integration Manager (SIM)

- Implementation of the infrastructure to support the POLSAP system.
- Engaging the correct resources within each of the Fujitsu Core leveraged teams to ensure that the infrastructure is implemented according to the designs and timescales.

5.3.14.3.14 Service Transition Manager

- Responsible for identifying the products and services required for transition to live service.
- Responsible for ensuring that the project delivers all the required products and services for transition into live service.

5.4.4 Approach

POL business representatives will be required to assist Fujitsu staff in understanding the current functionality during the As-is To-be phase of the project. This will require Fujitsu staff to be located for the majority of their time on POL sites (mainly Chesterfield, but other sites may be visited depending on location of POL staff).

This highly collaborative approach will minimise the risk of the solution failing to address user requirements (particularly any that may not be explicitly stated in the proposal). *[Paul/Glyn don't we also want to ensure Fujitsu has done their own due diligence as well rather than just relying on us? They need to take responsibility because only they know what they need to understand to deliver.]*

Formatted: Highlight

Formatted: Font: Italic

The Fujitsu management team will be based out of the Bracknell office and will attend POL sites as and when required to support the development teams or attend POL meetings.

[Diagram below unclear – who has responsibility for gathering risks? We would assume Fujitsu? If so need to clarify this as currently just says "PM" so that could be Paul.]

Formatted: Highlight

Formatted: Font: Italic

65 RISK AND ISSUE MANAGEMENT

[Paul/Glyn because this is drafted in the passive, again unclear that these are all Fujitsu responsibilities Recommend this is changed to reflect this.]

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

Risks and issues will be managed through effective elicitation and capture, frequent review, establishing of clear actions, deadlines and owners and early escalation where appropriate.

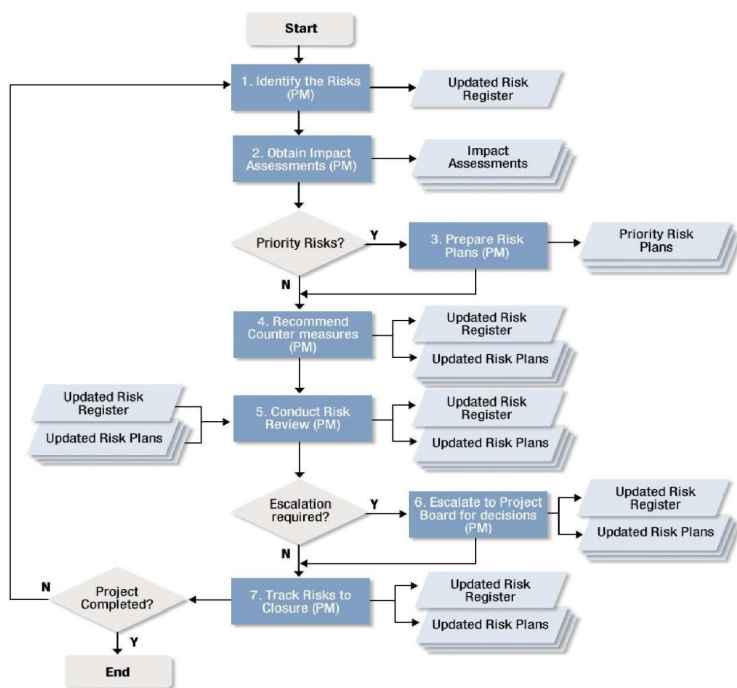
It is proposed that RAID Review sessions (covering Risks, Assumptions, Issues and Dependencies) are carried out periodically among Fujitsu and POL project teams to ensure logs are "living" documents. The RAID and associated plans will be reviewed regularly, with actions raised and monitored, to enable appropriate and containment and to provide the Programme Project Review Board with appropriate updates.

Issues will be presented to the relevant Review Boards *[Paul/Glyn this is an example of the vagueness of this document - wouldn't we want to know/understand where certain issues will be resolved - i.e. terms of reference/attendees for each Board?]* either in line with the meeting schedule or as and when they arise, depending on urgency and impact. Logistics and specific roles and responsibilities will be discussed and agreed by Fujitsu and POL teams. A process based on the generic Fujitsu approach to administering Risks is recommended for use on this project and is provided in the diagram below:

Formatted: Highlight

SAP Consolidation Project

Project Initiation Document



7.6 CONFIGURATION MANAGEMENT

All Fujitsu produced documentation will be version-controlled, distributed and stored in accordance with Fujitsu standards:

- A member of the Fujitsu team will take the role of Configuration Librarian (CL), acting as a single point of contact and assurance for:
 - Document naming;
 - Document storage;
 - Document version control;
 - Document distribution;
 - Document status reporting.
- The Fujitsu CL will liaise with a POL equivalent to ensure alignment of versions and appropriate distribution of deliverables among staff;
- Documents subject to configuration control include:
 - PID;
 - Dependency and Assumptions CCD;
 - Plans;
 - Highlight Reports;
 - All Solution Specifications (Requirements, Design, Test, Service etc.);
 - And any other documentation deemed key to the success of the project.
- The Fujitsu CL and Post Office equivalent shall agree how best to share documents (separate shared drives, a joint shared drive hosted by Fujitsu, hosted shared drive hosted by POL, email between two CLs etc.);
- Baseline specifications of solution elements (such as the branch software, clerk side hardware, enrolment station etc.) will be recorded. Any subsequent changes (approved within the change control process) will be applied to those specifications and version controlled, distributed and stored as appropriate.

[Paul/Glyn can section 6 be updated to include more detail now that things have moved on? i.e. has the CL been identified and who do they engage with in POL? Plus is there anything more we need to say re our requirements - i.e. the format of documents? It should also be made clear in this section that while POL feeds into documents, POL isn't signing these off as appropriate/acceptable - and any risk/responsibility still sits with Fujitsu.]

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

87 CHANGE MANAGEMENT

[Paul/Glyn as discussed last week, need to ensure that this CCP doesn't cause conflict/issues once we're into BAU as versus the standard Horizon CCN procedure. How are you going to manage this? Should the process documented here only apply until BAU, and then from BAU the standard Horizon contract process kicks in? This should be clarified. Plus the words refer to "changes" but the diagram refers to raising "issues" so is this actually the CCP or is this part of managing risks/issues?]

[Action : POL (Raj Sudhir) to confirm process]

The Fujitsu standard process for managing change is illustrated at summary level in the diagram below.

A Change Control board will be required to meet at a frequency that will be determined by volume of proposed changes and the project stage (likely to require more frequent reviews during peak development periods). This board will review any proposed scope changes, significant plan revisions/deviations and off-specifications.

A well-established Change Control process exists between POL and Fujitsu for the processing of requests within the Horizon environment. This process or a derivative thereof is envisaged for the ongoing management of change during the life of the contract.

Formatted: Highlight

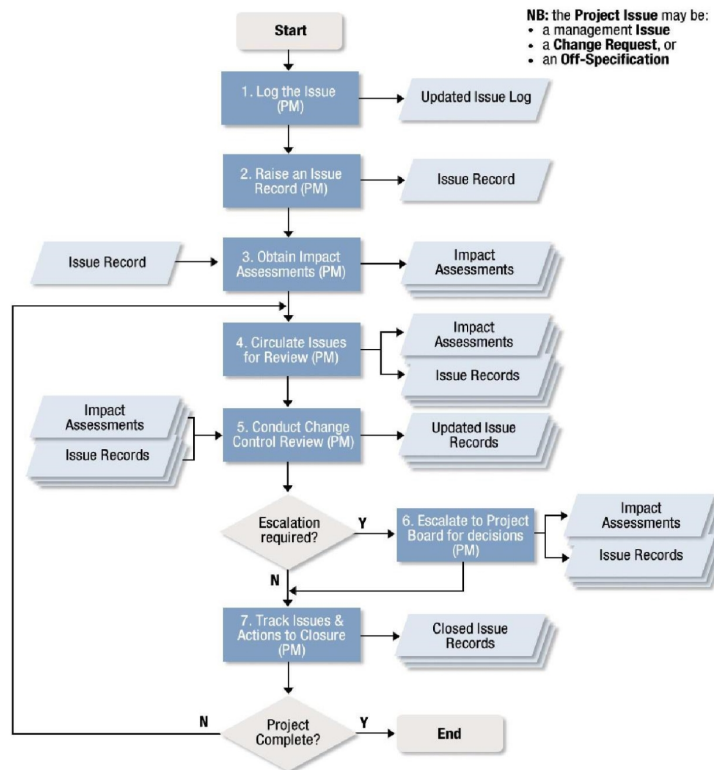
Formatted: Body Text

Formatted: Highlight

Formatted: Font: Italic

SAP Consolidation Project

Project Initiation Document



8.17.1 Project Change Control Procedure

The Change Control Procedure is a crucial mechanism that can affect the success or failure of this project. This process is the primary vehicle for containing scope and ensuring that management has the opportunity to make timely trade-offs between the three key project variables of cost, time and scope. It is imperative that potential changes are identified early, documented carefully, and resolved at the appropriate levels of responsibility.

Changes are broadly defined as work activities or work products not originally planned for as defined by this PID. More specifically, changes will include:

[Paul/Glyn as discussed last week the way this section is written is dangerous for POL because basically it's written that if something is not documented here in the PID, it's therefore out of scope and a change (and therefore cost) would be required to implement it. The way it should be written is that Fujitsu is delivering a solution and unless POL has agreed to do something/agreed there is a dependency/assumption, Fujitsu should deliver what it needs to in order to deliver

Formatted: Highlight

the overall project – we think this is an important principle to establish to ensure the Blueprint reflects this approach.

Formatted: Highlight

Formatted: Font: Italic

- Any deliverables not defined as “in scope” within this PID;
- Participation in activities not previously included in this PID’s list of work products & activities (see section [REF _Ref221522271 \r \h]);
- Provision or development of deliverables not included in this PID;
- A change in responsibilities, as defined in this PID between Fujitsu Services and POL, including reallocation of project and customer staffing;
- Any rework of completed activities or accepted deliverables;
- Investigative work to determine the impact of major changes;
- Assumptions not remaining valid;
- Risks that actually occurred;
- Delays (proposed or actual) to the agreed schedule slippage/advances facilitated by early delivery;
- Variances of actual work effort from estimated effort.

In order to manage change properly, the agreed Change Control Process as per the existing POL/Fujitsu agreement will be used to identify, record, assess, and approve changes to the project. Fujitsu Services and POL will follow this process to classify, prioritize, approve, or reject changes. Change requests need to be clearly defined, including cost, resource and schedule implications, to allow Fujitsu Services and POL management to make appropriate decisions. Fujitsu Services will always need prior authorization and approval of expenditures by POL before starting work on changes.

98 TESTING

[Paul/Glyn need to ensure that this section includes all relevant testing that needs to be carried out – if you have any comments from your own review this week, then these should feed in now to this document to ensure the Blueprint reflects what we want.]

[Action : POL (Michele Giliver) to review]

Formatted: Highlight

Formatted: Body Text

Formatted: Highlight

Formatted: Font: Italic

Testing will be carried out in 2 key areas being Application Testing and Infrastructure Testing.

9.18.1 Application Testing

Testing of the new POLSAP installation can be broken down into discreet areas for the purposes of testing:

- Integration (interfaces) End to End Testing - interfaces;
- Development proving:
 - Unit Transaction Testing;
 - End-to-End integration System testing.
- Application Processes:
 - User Acceptance Testing (UAT).
- Archive Testing.

POL has expressed a preference to will carry out the User Acceptance testing of the POLSAP application using their staff and test software. This will help to ensure that POL retains a good understanding of the consolidated POLSAP system on completion of the project.

The table below shows the areas of responsibility for each of the areas listed.

#	Area	Responsibility	Approach
1	<u>Integration-End to End Testing – including interfaces (interfaces)</u>	Fujitsu	Fujitsu will ensure that all integration points are tested and that all interfaces are working and connected to the appropriate systems.
2	Development proving	Fujitsu	Throughout the SAP system development (configuration) the Fujitsu Project Team will be testing the business processes and transactions. Fujitsu will be developing the business processes in conjunction with the POL process experts/key users and will actively involve these experts along with any POL Testing/Training personnel in the development proving. During this phase Fujitsu will be conducting both Unit testing and integration testing (including interfaces). POL are expected to witness sample areas of this testing to satisfy themselves that it has been carried out.

#	Area	Responsibility	Approach
3	Application Processes (UAT)	POL	POL will be responsible for carrying out the Application User Acceptance Testing (UAT). Fujitsu will support the testing phase during the project and assist in the development of a testing plan in line with the overall project plan. During this phase the UAT and integration tests will be carried out. Fujitsu will re-examine the POLSAP sizing calculations and confirm that the infrastructure will support the new application.
44	Archive Testing	Fujitsu	Fujitsu's approach to Archive testing will focus on the key requirements from the archiving processes. Initially, the retrieval of previously archived documents will be tested. This will be performed from the SARA transaction and using any archive info structures to access individually archived documents from the existing POLFS archived data and migrated SAPADS archive data. Once successful retrieval is confirmed, archiving itself will be tested by performing test runs in the Dev and QA environments and confirming archive file storage. Retrieval will then be tested again. Upon completion of successful test runs a "live" archiving run will be performed in QA. Test runs will then be performed in Production ensuring storage is successful before re-enabling standard live archiving jobs.

9.28.2 Infrastructure Testing

The Infrastructure installation has been broken down into discreet areas for testing purposes:

- Hardware;
- [ConnectivityOperational Acceptance](#).

The table below shows the areas of responsibility for each of the areas listed.

#	Area	Responsibility	Approach
1	Hardware	Fujitsu	During the infrastructure installation Fujitsu will carry out technical tests to ensure that all hardware is serviceable and to the standard specified.
2	ConnectivityOperational Acceptance	Fujitsu	Fujitsu will test all connectivity of the hardware to the existing POL estate, backup and restore , disaster

SAP Consolidation Project

Project Initiation Document

			recovery, and system maintenance.
--	--	--	---

10.19.1 TRAINING

The training approach detailed below applies to both Phase 1 and 2.

The Fujitsu approach is based on effective knowledge transition to and training of the POL personnel involved in the project.

10.19.1 Train the Trainer

Fujitsu will take a 'Train the Trainer' approach in each of the SAP functional areas and deliver training to POL designated trainers (subject matter experts) on the application usage. Once trained, these trainers will then conduct all training for POL end users and future trainers, and POL will take responsibility of planning and delivering this end user training.

POL will take responsibility for:

- The Training plan;
- Carrying out end user training;
- Office facilities e.g. classrooms and training infrastructure to enable hands-on training;
- Developing all End User course material.

Fujitsu will take responsibility for:

- Making available a suitable SAP system to support the end user training plan for Phase 1 and Phase 2;
- Documentation to support 'Train the Trainer' activities.

[Paul/Glyn as discussed this section should be updated to reflect fact we want Fujitsu to support us in these activities.]

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

1110 ACCEPTANCE OF DELIVERABLES

[Paul/Glyn – do we have a clear list of the deliverables? Plus have you defined in more detail the process for acceptance/criteria as is alluded to below? If so, should update this section. There is nothing in here at the moment re consequences of failure of the tests – i.e. are we going to give Fujitsu a chance to remedy but after (say 4 attempts) have the right to walk away? What compensation would we get for that?]

Formatted: Highlight

Formatted: Body Text

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

All of the completed deliverables identified in this PID will be formally submitted for final review and approval. This section outlines the key components to this acceptance process. Fujitsu Services and POL at the start of the project will mutually agree to a more detailed acceptance procedure and specific acceptance criteria. The key components are:

- There will be only one person identified as the designated acceptor for each deliverable;
- The deliverables will include an acceptance form for signature;
- Each deliverable will have clearly documented, objective acceptance criteria;
- There will be a specified time-frame for acceptance/rejection of each deliverable;
- Deliverables will be deemed accepted if the review time-frame is exceeded.

[Paul/Glyn this concept isn't acceptable – need to ensure you discuss this with Fujitsu and that it is removed.]

Formatted: Highlight

In order to avoid delays in the schedule and the associated increased cost due to slow deliverable review, deliverables not reviewed and approved within the specified review period will be considered accepted. *[Same comment as above.]* Feedback supplied after the review period will be evaluated as a change of scope.

Formatted: Highlight

The POLSAP application will undergo formal acceptance testing by POL. POL is responsible for producing the acceptance test scripts and scenarios by 29th June 2009 to allow time for review and update prior to commencement of testing. This date is provisional and is subject to confirmation at the Blueprint stage.

Details of specific deliverables and their timeline will be shown in the appropriate Stage Plan.

1211 DATA MIGRATION

[Paul/Glyn we mentioned the point that CSC is going to need to archive data so that closed items are captured and then migrated to Fujitsu so need to ensure this is built into the transition plan/WPP with CSC to ensure Fujitsu then maintains the archive. Wording could be clearer as to exclusion from scope/legacy application/master data – seems to conflict. Has this section moved on/can it be updated? At the moment quite risky for POL as it just says that Fujitsu will define the quality criteria to enable successful migration but we need to ensure we agree with this. If not, then you need to agree this as part of blueprint so that we see the detail in the blueprint. Assume also that blueprint will include a solution re the EXOS data.]

To deliver the project it will be necessary to migrate data from existing legacy systems (Cashman, Budman, CMS, Transtrack), SAPADS and POL-FS into the POLSAP Rationalisation system. It is understood that this is a Fujitsu responsibility.

Prior to this data migration it will be necessary for POL to carry out data cleansing so that only correct data is migrated. Of particular note is the large amount of open-item historical data in POL-FS (circa 5 million transactions) which should be cleansed and archived before migration.

In order to ensure success of the data migration it is recommended that POL undertake the following:

- Appoint a Data Migration manager to ensure the completion of data cleansing;
- Close all open-items where possible in the SAPADS and POL-FS systems to minimise the amount of data to be migrated during cutover;

POL will take responsibility for the accuracy and quality of the data supplied to Fujitsu for migration. Fujitsu will define the quality criteria required to enable successful migration. This will clarify the standards to enable POL to successfully cleanse the data.

Historical transaction data (closed items) will not be migrated except the data held for Flexible Planning. So that closed items are not lost, prior to migration the archive routines will be executed to ensure that this data is archived.

[Action : FJ to provide more detail on Data Migration and Data Cleansing tasks]

Fujitsu will take responsibility for the migration of the following SAP data from SAPADS and POL_FS:

Data Type	Description	Target Load Sequence
Master Data	Customer Master	First Load
	Vendor Master	First Load
	Material / Article Master	First Load
	Purchasing Info Records	Second load
Open Items	Source Lists	Second load
	Opening Balance (incl. AR/AP)	Third Load
	Open Sales Orders	Third Load
	Open Purchase Orders	Third Load
	Opening Inventory	Third Load

	General Ledger	Third Load
	Cost Centres / Assignments	Third Load
Output	Load and assign output documents	Third Load

Manual entry of any master data that is needed to be migrated from legacy systems (Cashman, Budman, CMS, Transtrack) will be carried out by POL personnel with Fujitsu guidance.

At present the IXOS data archiving is excluded from the scope of data migration. However, it is understood by Fujitsu that this is a fundamental part of the POLSAP Project and cannot be completed without it. Therefore, it is recommended that an Archiving Strategy is undertaken as part of the Blueprint Phase to define how migration of archive data will be achieved.

Formatted: Font color: Auto

Fujitsu will make use of the SAP LSMW (Legacy Systems Migration Workbench) for data loads. In addition, POL areis looking into the use of Datanomics for data cleansing.

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

POLSAP General Ledger Accounts will be mapped to the existing General Ledger accounts in POL-FS as part of the analysis phase and the migration requirements and approach determined as part of the analysis. It has been confirmed that for migration purposes transactions currently sitting on POL-FS will use the conversion rate in POLF-FS and those sitting on SAPADS will use the conversion rate in SAPADS. It is assumed that any currency conversion rates would be derived from POLFS and not SAPADS.

1312 TRANSITION FROM PROJECT TO LIVE SERVICE

[Paul/Glyn assume this will be more fully defined in the blueprint but if you have comments now feed back into Fujitsu plus need to ensure it is clear this is another Fujitsu responsibility. We understand that you've explained there will be a more detailed plan which will no doubt have dependencies so we need to ensure these are acceptable.]

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

Once the design is complete the Service Readiness Review process will commence coordinating all activities from the Project and the Stakeholders to ensure the new service moves smoothly from development, through acceptance into Live Service. The review will ensure that the project includes 'non-technical' tasks such as user training, work instructions, user-community communication and business process re-engineering.

Fujitsu will engage a service transition manager early in the project who will be responsible for identifying the products and services required for transition to live service. They will also be responsible for ensuring that the project delivers all the required products and services to enable smooth and successful transition into ongoing support. The primary tasks of the Service Transition Manager will be:

- Planning and management of the activities required for Service Introduction:
 - Service Descriptions, Operation Level Agreements and underpinning contracts with 3rd parties;
 - Training of Core support teams and relevant 3rd parties to enable support of the solution;
 - Recruitment of the incremental staff identified as part of the proposal;
 - Business Continuity Planning;
 - Security Operations.
- Providing an assurance role that the solution meets the ongoing service costs identified in the proposal, identifying discrepancies and escalating as appropriate;
- Working with the Applications & Infrastructure Project Managers to identify what deliverables are needed by the support team;
- Managing the Service Readiness Review process within the account;
- Chairing discussions on Service.

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt, Not Superscript/ Subscript

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Indent: Left: -0.05 cm, Hanging: 0.75 cm, Bulleted + Level: 1 + Aligned at: 0 cm + Indent at: 0 cm, Keep with next, Keep lines together

Formatted: Bullets and Numbering

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Transition to live is required to fit in with a POL financial period and will be planned to coincide with an agreed financial cycle, where appropriate. A service outage will be required and Fujitsu and POL will coordinate their respective teams and users to accommodate this.

Although live parallel running of the new and old systems will not be possible, the POL-FS and SAPADS systems will remain in situ to enable regression should go live be unsuccessful. It is expected that rehearsals of the live migration process will be held in advance of the go live weekend to prove the process and resolve any problems. A detailed migration and regression plan will be produced to manage this process. *[Paul/Glyn how long will the systems run in parallel for? Has this been defined? If not yet, assume will be for Blueprint to ensure we understand the CSC cost implications.]*

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

1413 TUPE

The TUPE of existing Steria staff to Fujitsu may be required. However, as the detailed information as to how, who, when, and where was not known at the time of producing this document this will be managed through change control and all costs of this have been excluded. *[Paul/Glyn this section to be removed/updated once we understand the TUPE position.]*

Formatted: Highlight

Formatted: Font: Italic

1514 PROJECT CLOSURE

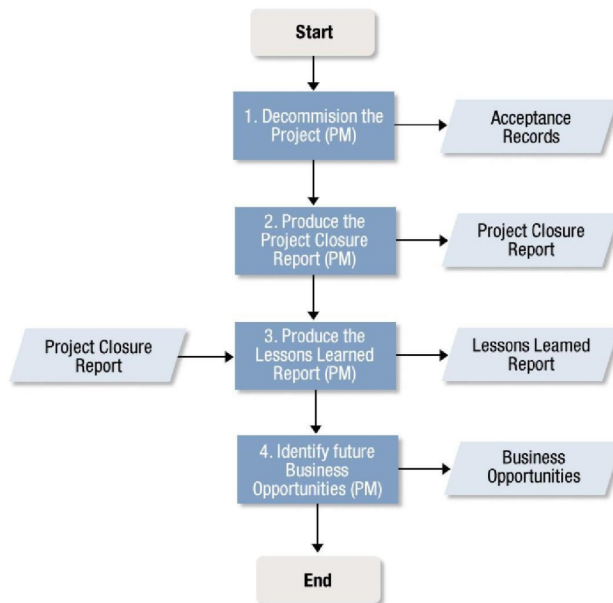
Project closure will be achieved once the outputs *[Paul/Glyn should this refer to deliverables?]* (products) have been accepted, the service is live and the support model operationally established. The completion of implementation of Phase 2 of the POLSAP System will constitute the end of the project. Therefore once Fujitsu's Support function is successfully supporting the new system project closure can commence.

Formatted: Highlight

Fujitsu will produce the documentation referenced in the diagram below, with support from POL staff. *[Paul/Glyn is it correct that we would support in preparing documentation?]*

Formatted: Highlight

Formatted: Font: Italic



16.15 GOVERNANCE

16.15.1 Fujitsu Governance Body

[Paul/Glyn assume this is just Fujitsu but because refers to PM could be Paul again so should clarify.]

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

[SHAPE * MERGEFORMAT]

The following are the Fujitsu meetings used to govern the SAP Consolidation Project.

16.215.2 Project Board - Monthly

Attendees: Project Board Members

- Steer and give direction to the Project.
- Monitor progress of Project, provide steers to Project Manager to address issues
- Escalation point for Project issues, risks, change requests, conflicts etc.
- Achievement of business benefits.
- Delivery of the Project into Business Units.
- Business Wide Communications.
- Ratification of key Project decisions made by Project Manager.

16.315.3 Management Team Meetings – Monthly

Attendees: Programme Manager, Project Managers, and PCO.

- Communication of any Project updates.
- Review financial progress against forecast.
- Review risks and issues, and identify mitigation.

16.415.4 Management Team Meetings - Weekly

Attendees: Project Manager, Team Leaders and PCO.

- Communication of any Project updates.
- Review progress against plan.
- Discuss and resolve risks and issues, or identify mitigation.

16.515.5 Technical Team Meetings - Weekly

Attendees: Team Leaders, Technical Team members as needed, PMO, and Project Manager if required.

- To review technical deliverables against technical team plans and Project plans.
- Highlight risks and issues and identify mitigation.
- Understand any cross area dependencies.
- Resolve queries in an open forum.

16.615.6 Client Meetings

It is the intention that the Fujitsu project team will fit in with POL's expected governance model. As such it is anticipated that Fujitsu attendance will be required at the following meetings:

SAP Consolidation Project

Project Initiation Document

~~16.6.1~~15.6.1 *Monthly Project Board*

Attendees: POL Project Board members plus, Fujitsu Programme Manager, and or other Fujitsu Project Managers staff by invitation as and when required.

~~16.6.2~~15.6.2 *Weekly Management Team Meeting*

Attendees: POL Project Management Team, Fujitsu Project Managers, and Fujitsu Programme Manager as and when required.

15.6.3 *Monthly Supplier Board*

Attendees: POL Project Board members plus Fujitsu Programme Manager and/or other Fujitsu staff by invitation as and when required. This should involve a QA Review with the IT Roadmap manager and strategy programme director.

Formatted: Bullets and Numbering

17.16 REPORTING

[Paul/Glyn this is a section that should be updated to ensure it is clear – at the moment terminology used could refer to Fujitsu or POL so you need to agree what it should say with Fujitsu and then Fujitsu needs to update it. Seems confused as between internal Fujitsu project management versus management of the project and POL's role.]

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

The following are the Fujitsu reports used to manage and report progress of the SAP Consolidation Project. *[Paul/Glyn are these shared with us? If so, when?]*

Formatted: Highlight

Formatted: Font: Italic

17.16.1 Project Plan

This shows overall deliverables, milestones, owners, dependencies and timescales for the Project and it is updated weekly as a minimum.

- The PCO will support the Fujitsu Project Manager by updating the Project plan *[has the Fujitsu PCO been defined?]*. Ultimate responsibility for delivery of plan products will lie with the Fujitsu Project Board. *[Assume this the Fujitsu Project Board but needs to be clarified as there is also a POL Project Board.]*

Formatted: Highlight

Formatted: Highlight

17.216.2 Technical Team Plans

This shows overall deliverables, milestones, owners, dependencies and timescales for the relevant team and is updated weekly as a minimum.

- The Technical Team Leaders may support their project manager by updating the Technical Team plans. Ultimate responsibility for delivery of plan products will lie with the Project Board.

17.316.3 Risks, Issues, Assumptions and Dependencies

There will be an overall log at Project level, plus individual logs for each team where required. These will show risks, issues, assumptions and dependencies that require the attention of the Project or Technical Team.

- The PMO will co-ordinate the management of risks & issues at Project level. Ultimate responsibility for mitigation of risks and issues will lie with the Fujitsu Project Manager *and/or Programme Manager depending on the type and severity of the risk.*
- The focus on risks and issues will be those impacting critical success factors of the business and/or the whole Project.
- There will be a minimum weekly review, at team meeting level and escalation will be via the Project Manager then the Project Board.

Formatted: Indent: Hanging: 0.71 cm, Bulleted + Level: 1 + Aligned at: 0 cm + Indent at: 0 cm

17.416.4 Document Review Log

All relevant documents will be subject to formal review procedures leading to authorisation, sign off and baselining. Documents will be issued for review, agreement and sign off. The PCO will maintain a quality review log and ensure adherence to document standards. All relevant documents will be controlled and stored on the team drive.

17.516.5 Change Log

[Assume this refers to Fujitsu PMs and not Paul? If so, should be clarified.]

The Project Managers with support from the PCO will maintain the change log, which will show details of all changes raised that affect the Project. The Project

Formatted: Highlight

Formatted: Body Text

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

Manager will co-ordinate impact assessments for each change and ensure authorisation to proceed is obtained before any change is progressed. The Project Manager will be responsible for accepting changes to the Project.

17.616.6 Finance Monitoring

Fujitsu will use its internal time recording and finance system (OPA) for financial monitoring, reporting, budgeting, and forecasting according to Fujitsu P&PM standards. A monthly invoice will be issued to POL with an extract from the Fujitsu time booking system to provide detailed information to support the invoice.

17.716.7 Technical Team Highlight Report - Weekly

[Note this section does refer to F PM – why don't other sections?]

The Fujitsu Project Manager will produce a technical team highlight report to issue to POL. This will include details of activities completed, planned, risks, issues and a milestone update. These will be used as basis for the Project Highlight Report, which will be compiled by the POL PMO and submitted onward for central reporting within POL.

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

17.816.8 Project Highlight Report - Weekly

The Fujitsu Project Manager will produce a Project Highlight Report to show Activities completed in the week, activities for the next week, financial progress, and Issues. This report will be issued to the Fujitsu Programme Manager for weekly review.

16.9 POL Reporting Requirements

POL have has internal reporting requirements which Fujitsu will be required to provide input to:

- A weekly highlight report;
- A monthly QA Review with the IT Roadmap Programme Leadership team;

In addition, there may be ad hoc reporting requests as the project progresses through its lifecycle.

Formatted: Heading 2,H2,Heading 2a,Numbered - 2,h 3,h 4,ICL,PA Major Section,Reset numbering,2,B Sub/Bold,B Sub/Bold1,h2 main heading

Formatted: Font: (Default) Bodoni Poster, 12 pt

Formatted: Indent: Left: 0 cm, Hanging: 0.71 cm, Bulleted + Level: 1 + Aligned at: 0 cm + Indent at: 0 cm

Formatted: Bullets and Numbering

1817 FINANCES

[Paul/Glyn should this section be updated as T and M only applicable for Blueprint. Plus not sure how much we should feed into this section as these are Fujitsu figures and not sure we necessarily agree with them?]

The POLSAP Consolidation Project will be contracted on a Time & Materials basis, invoiced monthly in arrears. At the end of the Blueprint phase POL have the option of changing to a Fixed Price arrangement and Fujitsu will provide a quotation as part of this milestone. The following table estimates the expenditure against key project milestones (excludes VAT) and is based on the figures from the Fujitsu proposal: Fujitsu Response to Post Office for SAP Rationalisation, version 3.8, November 2008. Price assumes dependencies are delivered to schedule and assumptions detailed in document SAP/PGM/DEP/0001 are correct.

Milestone	Date	Estimated Expenditure
Phase 1 Blueprint Complete	15-05-09	£ 759K <i>[Action : FJ to provide further information regarding costs of this stage]</i>
Phase 1 Infrastructure installed	23-06-09	£1,617K
Phase 1 Development Complete	23-06-09	£ 307K
Phase 1 Acceptance Testing Complete	13-08-09	£ 320K
Phase 1 POLSAP Live	13-09-09	£ 320K
Phase 2 Blueprint Complete	12-11-09	£ 113K
Phase 2 Development Complete	04-12-09	£ 22136226K
Phase 2 Acceptance Testing Complete	26-02-10	£ 340K
Phase 2 POLSAP Live	14-03-10	£ 114K
Total		£4,003K

[Action : FJ to provide more granularity incl. Phase 2 Blueprint mentioned]

Live support will start as soon as Phase 1 has been accepted into service which is scheduled to commence 14th September. The estimated (to be confirmed at the end of the blueprint stage) fixed price charges for this ongoing support are shown in the table below:

On Going Services	Year 1(£K)	Year 2(£K)	Year 3(£K)	Year 4(£K)	Year 5(£K)	Year 6(£K)	Total
Data Centre Services & Technical Support	107	636	617	597	578	470	£3,005K
SAP Application Support & Maintenance	105	615	543	554	565	480	£2,862K
SAP Basis & XI Support & Maintenance	61	323	263	268	274	225	£1,414K
						Total	£7,281K

Formatted: Highlight

Formatted: Highlight

Formatted: Body Text

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

Formatted: Font: Italic

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

Formatted: Normal

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt, Font color: Auto, English (United Kingdom), Check spelling and grammar

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt, Not Bold, Font color: Auto, English (United Kingdom), Check spelling and grammar

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt, Not Bold, Font color: Auto, English (United Kingdom), Check spelling and grammar

Formatted: Font: (Default) MS Reference Sans Serif, 11 pt

SAP Consolidation Project

Project Initiation Document

1918 HIGH LEVEL PLAN

[Paul/Glyn assume this section is to be updated following meetings this week.]

The following is a high level view of the project schedule (Level 0). Detailed workstream schedules will be maintained and monitored in more detail.

[SHAPE * MERGEFORMAT]

The attached is the high level project schedule (Level 1), which will be used by Fujitsu and POL to monitor progress against milestones:

 D:\PROFILES\
thorpem\My Document

 D:\PROFILES\
thorpem\My Document

[Action : POL to review and baseline with FJJ]

This is currently under review with POL and approval of this PID will constitute the approval of the plan as the baseline.

Note that this is based on the plan presented in the SAP Consolidation Proposal and does not include the infrastructure element of the project. The infrastructure activities will be added as soon as agreement is reached on the approach to be taken.

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

2019 TIMESCALES

[Paul/Glyn assume this section to be updated following meetings this week.]

The project duration (excluding service operation) is planned for 16 months.

These are pre-initiation, high level estimated timescales, which will be refined when the supplier plans have been reviewed and accepted. However, Fujitsu fully understand the constraints that POL is working under and the project team will be striving to hit the Phase 1 go live date of the 13⁴th September.

Activity	Start	Finish
Initiation		
Supplier Decision	09/01/09	09/01/09
Provisional Contract Offer to Supplier	12/01/09	12/01/09
Approved Business Case	02/01/09	02/01/09
Approved PID	12/01/09	06/02/09
Approved Business Case	16/01/09	23/02/09
Phase 1		
As Is & To Be	13/01/09	11/03/09
Application Testing	16/04/09	11/09/09
To Be Workshops Completed	22/04/09	◆
Blueprint Documented	29/04/09	◆
Data Migration Strategy Documented	29/04/09	◆
Fixed Price Quotation Issued to POL	31/05/09	◆
Integration Testing	27/07/09	10/07/09
User Acceptance Testing	22/06/09	13/08/09
Performance Testing	24/08/09	02/09/09
Training	15/06/09	09/09/09
Service Transition	27/07/09	13/09/09
Implementation into Production	26/08/09	13/09/09
Phase 1 Live		13 ⁴ /09/09
Phase 2		
As Is & To Be	22/09/09	12/11/09
Blueprint Documented	12/11/09	◆
Data Migration Strategy Documented	05/11/09	◆
XI Scanner Development	06/11/09	22/12/09
Application Testing	06/11/09	11/03/10
Integration Testing	23/12/09	03/02/10
User Acceptance Testing	04/02/10	23/02/10
Training	05/01/10	08/03/10
Phase 2 Live		14 ⁵ /03/10

Formatted: Highlight

Formatted: Body Text

Formatted: Font: Italic

2120 KEY RISKS

Paul/Glyn assume this section to be updated? Plus should there be so many risks that we own? Thought Fujitsu was responsible for "mitigating" risks?

A log of Risks and Issues will be managed throughout the project. This will be maintained by the Fujitsu Project Management Team and reviewed periodically with the Post Office project team.

Key risks for particular note at this stage are described below:

Ref	Risk	Description	Containment	Owner
PIDR1	The stored and reported financial information may be impacted during migration.	The planned go live date for Phase 1 is 13 ⁴ th September 2009, which is in the middle of a financial period.	POL is considering the possibility of going live 27th September, which is a financial period end.	POL
PIDR2	Fujitsu are unable to obtain information from Steria/CSC.	Fujitsu require a number of deliverables from Steria/CSC in order to achieve the delivery dates, e.g. copies of relevant software for development.	POL to review CSC/Steria contracts to assist in securing information. Fujitsu to assist POL by supplying an early draft of the Transition Plan to facilitate the Termination Notice to CSC/Steria to activate Exit provisions. POL to put in place an exit agreement with Steria that will enable Fujitsu to obtain information.	POL / Fujitsu
PIDR3	Data migration effort will be greater than expected and more complex.	There is a lack of clarity on amount of data to be migrated and impact of new business process design.	Fujitsu and POL to engage migration teams early in the project schedule.	POL / Fujitsu
PIDR4	HNG-POL will not allow any change to the data centre as this will impact HNG timelines, i.e. unable to deploy kit into HNG Data Centre.	The HNG-X Programme is in the process of building the new HNG system in the data centre which may prevent POLSAP implementation.	POL to assess and agree impact and priorities with HNG Management and keep them informed of project progress. Assess and agree impact with HNG Management and keep them informed of project	POL

SAP Consolidation Project

Project Initiation Document

			progress.	
PIDR5	The new POL SAP system will not perform as required.	The combination of POL-FS and SAPADS will cause performance issues.	Undertake performance testing and upgrade the infrastructure if required.	Fujitsu [Action: FJ] to review inclusion of this risk]