



IT&C Transformation Programme

Executive Dashboard

14th December 2012



IT&C Transformation Programme – Weekly Update 14/12/2012

SISD Outline Solutions Evaluations complete as planned on 14/12. Supplier notifications to be sent on 21/12 following Exec approval. Preparation commenced for DC Outline Solution evaluations. Re-planning to incorporate lessons from SISD on track for completion by

Programme	Last Week	This Week	Fore-cast	Comments
Overall	A →	A →	A →	On track to deliver the baselined plan but some challenges exist resulting in Amber status. We are currently re-planning to address these challenges. SISD Outline Solution evaluations and moderations completed as planned on 14/12. Supplier notification letters will be sent on 21/12 subject to Exec approval (Lesley Sewell, Sue Barker and Nick Kennett). Integrated Programme plan on track to be updated by 28/12. CRs drafted for changes to Towers plan, transfer of the Incumbent IT Supplier Management project to BAU procurement, removal of TSS from Incumbent IT Supplier Management scope and CSC options assessment. A review session to be held on 19/12 to finalise impact assessment of these CRs. Networks Procurement Options Analysis is in progress and completion date is to be confirmed w/c 17/12.
Budget and Benefits	A →	A →	A →	Anticipated Final Costs (AFC) to exceed Requested Business Plan Budget by c £400k. The AFC is £14.6m vs £14.2m as requested via Business Plan and £1.2m higher than the original PID of £13.4m. The Project Leads are in the process of raising CRs in line with the integrated programme plan which may impact the forecast. First cut of revised Benefits figures is expected in late January as per update provided in the appendix. Transformation budget for business planning as well as impacts from Transition, Separation, TUPE and Dual Running have been discussed with CPMO, SPMO and Central Finance. Finance team assistance is being sought to assist with Benefits Refresh. Meetings held this week to kick off next steps in Budget and Affordability for Bidders. This will reset the baselines for the Benefits case in late January.
Projects	Last Week	This Week	Fore-cast	Comments
IT Frameworks	C →	C →	C →	Project complete and we continue to track benefits. Frameworks live and available for use and benefits of speed to market and access to best of breed suppliers being realised. Increasing number of projects are now using or plan to use frameworks (e.g. Counters project will be using IT Products framework in January).
IT Supplier Procurement	A →	A →	A →	On track for service commencement dates but some challenges exist that need to be addressed to remain on course for contract award. SISD – Evaluation and moderation of 5 Outline Solutions completed on 14/12. Supplier notification letters will be sent on 21/12 following Exec approval. Exec approval obtained for Dialogue 2 and ISFT (Invitation to Submit Final Tender) deliverable plans. Update on top dependencies for ISFT is provided in the appendix. Towers – Detailed re-planning for AI, DC and EUC towers to complete by 28/12. A CR regarding re-planning has been drafted and is being impact assessed. Networks Procurement Options analysis is in progress.
IT&C Operating Model	A →	A →	A →	On track, with some challenges. Status is amber as the plan is being revised beyond Feb 2013 and there is no approved budget for additional PM resources. Completed participation in SISD Outline Solution evaluation. Workshop on PMO Org Structure design complete. Continued with planning to feed into integrated programme plan. Dependencies on Op Model for Org Structure and Governance defined.
Incumbent IT Supplier Mgt.	A →	A →	A →	Delayed due to pending revision of plan. This project will now be managed by Fay Chandler in BAU Procurement. Re-planning currently in progress with BAU Procurement and to be completed by 31/01/13. Commenced Analysis of BT (Cortez) contract. Continued TSS negotiations with Fujitsu. CR drafted for removal of TSS from scope and transfer into BAU procurement and is currently under review.
Transition and IT Separation	G →	G →	G →	On track with some potential delays due to delays in Towers procurement. Transition Procurement Support – Completed EUC workshops as input for EUC Service Take On paper. Completed first draft of the SISD ISFT schedule. Delivery of AI ISOS Service Take On paper draft has changed due to delay in procurement date of AI ISOS issue. IT Separation – Released 6 solution documents for review. All documents to be issued for review by first week of Jan. Impact assessed CR for changes to dates in Towers procurement.
Current Lag		Focus for Next Week		
Towers procurement may be delayed due to lessons learnt from SISD dialogue, resource constraints and factoring in QA and governance reviews into the plan. Re-planning is underway. A CR will be presented to the Programme Board on 14/01 to review the changes and their impacts as a result of re-planning.		IT&C Transformation Programme – Continue with updating of integrated programme plan including dependencies. A CR impact assessment review session is to be conducted on 19/12 which will cover all open CRs. IT Supplier Procurement – Produce and finalise evaluation report for SISD. Issue notifications to SISD bidders. Schedule attendance for SISD Dialogue 2 participants. Schedule DC Dialogue and operational reviews. Final planning review of towers plan. IT&C Operating Model – Complete Op Model Checkpoint 3: "Test Proposed Structures vs Responses" w/c 17/12. Incumbent IT Supplier Management – Service desk descriptions received from Fujitsu for HSD. Workshop scheduled with Fujitsu to determine Post Office requirements and inform TSS negotiations. Transition and IT Separation – Release of first draft of EUC Service Take On paper. Release of first draft of SISD ISFT Service Take On paper. SISD Service Take On evaluation moderation and confirmation of scoring. Commence drafting of AI Service Take On paper.		



Executive Dashboard Appendix





Executive Team Milestone Review

We have completed 9 of 9 milestones by the end of period 8.

The IT&C Transformation Milestones below form part of the Executive Team scorecard for FY12/13.

By the end of Period 8 (up to November 30th 2012) the Programme completed 9 of 9 milestones based on the planned dates.

ID	Project	Workstream	Description	Plan Date	Actual/Forecast	Current RAG
ISP02	IT Supplier Procurement	SI/SD	Market engagement day (ISP02) - SI/SD	29/03/2012	29/03/2012	Complete
ISP03	IT Supplier Procurement	Towers	Market engagement day (ISP03) - Towers	29/03/2012	29/03/2012	Complete
IFP17	IT Frameworks Procurement	IT Consultancy	ITT responses for IT Consultancy	30/03/2012	30/03/2012	Complete
IFP18	IT Frameworks Procurement	IT Solutions Delivery	ITT responses for IT Solutions Delivery	23/04/2012	15/06/2012	Complete
IFP19	IT Frameworks Procurement	IT Products	ITT responses for IT Products	25/04/2012	28/05/2012	Complete
IFP27	IT Frameworks Procurement	IT Consultancy	IT Consultancy framework launch	09/07/2012	13/07/2012	Complete
IFP30	IT Frameworks Procurement	IT Products	IT Products Framework launch	18/07/2012	18/07/2012	Complete
IFP28	IT Frameworks Procurement	IT Solutions Delivery	IT Solutions Delivery Framework launch	13/08/2012	10/08/2012	Complete
ISP16	IT Supplier Procurement	SI/SD	SISD ISOS outline solutions received	30/11/2012	30/11/2012	Complete
ISP69	IT Supplier Procurement	Towers	DC ISOS Responses Received*	05/12/2012	TBC	Red
ISP75	IT Supplier Procurement	Towers	AI ISOS Responses Received*	24/02/2013	TBC	Amber
ISP83	IT Supplier Procurement	Towers	EUC (WP) ISOS Responses Received*	22/04/2013	TBC	Amber
ISP25	IT Supplier Procurement	SI/SD	SI/SD contract award**	10/05/2013	10/05/2013	Amber
ISP92	IT Supplier Procurement	Towers	Networks ISOS Responses Received*	10/07/2013	TBC	Amber

Milestone On Track
 Milestone at risk/delayed with no impact on programme – Managed by Project
 Milestone at risk/delayed with impact on programme – Managed by Programme
 Completed Milestone

* These milestones have been delayed due to:

- QA and governance process delays;
- Lessons learnt from first phase of SI dialogue and DC ISOS preparations; and
- Resource constraints (availability of BAU resources).

We are currently re-planning due to the reasons above with a view to reduce impact on programme timescales. This is due to complete by 28/12. A CR will be presented to the Programme Board on 14/01 to review these changes.

** This milestone is at risk of delay as it may be impacted by re-planning work currently in progress.

IT Transformation Programme Budget Overview

Detailed review of programme spend complete. Anticipated Final Costs to exceed Requested Business Plan Budget by circa £400k. Analysis on-going with a view to recover costs wherever possible.



G-219 IT Transformation Budget (Jan 2012 - Oct 2015)

Updates as of 13/12:

- Anticipated Final Costs (AFC) has been updated to reflect existing assumptions and known requirements to produce this reforecast of the programme, as well as a prudent view on the impact of separation.
- Figures presented do not include Transition costs. This will be covered in a separate business case due to be submitted in Jan 2013.

The total AFC is £14.6m or £1.2m higher than the approved baseline of £13.4m:

- This is £800k for 13/14 additional costs as below.
- £354k 12-13 – this is a forecast overspend, however we do expect to bring this back closer in line with Budget.
- £69k in 11-12 overspend.

2013/14 Business Plan includes all known cost increases and a request for an additional £800k:

- Scope changes with Towers as requirement became more defined. £250k.
- BAU Resource constraints on POL knowledge so procurement now Staggered, leading to additional costs. £250k.
- Impact from BAU/Skillsgroup charging structure vs original base case £300k.
- Plan being worked up with finance to support the Benefits case rework during December and January.
- Continued meetings with POL finance/SPMO to ensure alignment of all reported numbers and transparency.
- Benefits Tracking is being discussed with SPMO and POL Finance to align requirements and outputs and to understand the limitations in data and assumptions.
- Costs for G-219 IT&C Transformation Programme has a risk of overspend due to scope changes. We are working within the programme to manage costs.

Please note:

- The figures presented for IT&C Transformation do not include the costs associated with Horizon Evolution, Separation and Transition planning as they will become separate business cases.
- Figures inclusive of irrecoverable VAT.
- These figures are updated on a fortnightly basis.

Cost Category	Financial Year					
	2011/12	2012/13	2013/14	2014/15	2015/16	Total
G-219 IT Transformation Budget [Source: PID + 13/14 reprofiled + Business Plan increases]						
Consultancy (inc Sunk costs)	£695,000	£1,883,000	£253,000	-	-	£2,831,000
Contractor	£73,000	£998,000	£1,943,000	-	-	£3,014,000
Internal (inc Sunk costs)	£262,000	£1,158,000	£965,000	-	-	£2,385,000
Legal (inc Sunk costs)	£110,000	£1,236,000	£720,000	-	-	£2,066,000
Implementation (Redundancy, Alignment and Training)	-	£145,000	£1,835,000	£801,000	£401,000	£3,182,000
Other (inc Inflation)	-	£232,000	£302,000	£118,000	£52,000	£704,000
Grand Total	£1,140,000	£5,652,000	£6,018,000	£919,000	£453,000	£14,182,000
Current Forecast (November 2012) ANTICIPATED FINAL COST						
Consultancy (inc Sunk costs - 01/04-14/09)	£1,106,830	£2,338,275	£251,000	-	-	£3,696,105
Contractor (inc Sunk costs - 01/04-14/09)	-	£1,879,619	£2,136,692	-	-	£4,016,311
Internal (inc Sunk costs - 01/04-14/09)	£95,280	£886,277	£774,633	-	-	£1,756,190
Legal (inc Sunk costs - 01/04-27/09)	-	£690,000	£780,000	-	-	£1,470,000
Implementation (Redundancy, Alignment and Training)	-	£145,000	£2,035,000	£801,000	£201,000	£3,182,000
Other (inc Sunk costs - 01/04-14/09)	£6,928	£67,000	£41,000	£118,000	£252,000	£484,928
Grand Total	£1,209,038	£6,006,170	£6,018,325	£919,000	£453,000	£14,605,534
Detailed Deviation Business Case v Current Forecast						
Consultancy (inc Sunk costs - 01/04-14/09)	£411,830	£455,275	£(2,000)	-	-	£865,105
Contractor (inc Sunk costs - 01/04-14/09)	£(73,000)	£881,619	£193,692	-	-	£1,002,311
Internal (inc Sunk costs - 01/04-14/09)	£(166,720)	£(271,723)	£(190,367)	-	-	£(628,810)
Legal (inc Sunk costs - 01/04-27/09)	£(110,000)	£(546,000)	£60,000	-	-	£(596,000)
Implementation (Redundancy, Alignment and Training)	-	-	£200,000	-	£(200,000)	-
Other (inc Sunk costs - 01/04-14/09)	£6,928	£(165,000)	£(261,000)	-	£200,000	£(219,072)
Grand Total	£69,038	£354,170	£325	-	£(0)	£423,534

Notes:

- Rebased Anticipated Final Costs of the Project since initial review. Actuals until P7 included and initial forecasts relating to scope changes that have occurred.
- During December additional work will be undertaken to refine the numbers.
- Figures above are based on business decisions and the forecast is subject to change.
- Budget transfer of £913k from 12/13 to 13/14 requested regarding Alignment and Training.
- Budget includes original base case of £13.4m + £0.8m requested for 13/14 = £14.2m
- New Business Case and Change requests anticipated early 2013.



Recruitment Update

Recruitment is in full swing to resource required roles on the Programme

Project	Role	Candidate	Status
IT Supplier Procurement	PMO Support (Replacement for Andrew Davies)	TBC	14/12 – To be confirmed with the project lead whether this role is still required given that we now have PMO interface lead (Jo Turner) recruited.
IT Supplier Procurement	EUC and Networks Procurement Support	TBC	13/12 – Awaiting HR and Finance approval to initiate recruitment.
IT Supplier Procurement	PMO Interface Lead	Jo Turner	13/12 – Started part time on 10/12 and will start full time in Jan 2013.



Last 4 Week Milestone Review

Milestones completed over the last 4 weeks.

Milestone On Track
 Milestone at risk/delayed with no impact on programme – Managed by Project
 Milestone at risk/delayed with impact on programme – Managed by Programme
 Completed Milestone

ID	Project	Milestone	Planned Date	Actual Date	RAG	Comments
IOM47	IT&C Operating Model	Checkpoint 1 – functional view of capabilities shared	09/11/2012	09/11/2012	Complete	Completed.
ISP81	IT Supplier Procurement	Evaluate EUC PQQ Responses	19/11/2012	19/11/2012	Complete	Completed.
IOM22	IT&C Operating Model	Process Delivery Board sign off	23/08/2012	21/11/2012	Complete	Completed.
ISP16	IT Supplier Procurement	SISD ISOS Outline Solutions Received	30/11/2012	30/11/2012	Complete	Completed.
IOM45	IT&C Operating Model	Checkpoint 2: Retained Organisation, Impacted Roles and Accountabilities defined	30/11/2012	03/12/2012	Complete	Completed.
IOM43	IT&C Operating Model	Revised PDR Template Review Complete	03/12/2012	03/12/2012	Complete	Completed.
ISP68	IT Supplier Procurement	DC ISOS Issued (4-6 Bidders)	07/11/2012	07/12/2012	Complete	Completed.



Next 4 Week Milestone Review

Milestone On Track
 Milestone at risk/delayed with no impact on programme – Managed by Project
 Milestone at risk/delayed with impact on programme – Managed by Programme
 Completed Milestone

ID	Project	Milestone	Planned Date	Forecast Date	RAG	Comments
IOM31	IT&C Operating Model	Checkpoint 3 – Test proposed structure vs responses	19/12/2012	19/12/2012	Green	On track as per planned date.
ISP89	IT Supplier Procurement	Complete Detailed Networks Procurement Plan	31/10/2012	TBC (See comment)	Red	12/12 – Networks procurement options analysis has been initiated w/c 10/12. Detailed networks procurement plan will be created upon completion of analysis and confirmation of the preferred procurement option. The completion date is to be agreed with MW and FC w/c 17/12.
ISP69	IT Supplier Procurement	DC Outline Solutions Received (Shortlist to 3)	05/12/2012	TBC (See comment)	Red	12/12 – This milestone has been delayed due to delay in DC ISOS issue. Forecast date is to be confirmed with the finalisation of the integrated programme plan. Further to this, a CR will be presented to the Programme Board on 14/01 to bring the RAG status back to green.
ISP82	IT Supplier Procurement	EUC ISOS Issued	14/12/2012	TBC (See comment)	Red	12/12 – This milestone has been delayed. Forecast date is to be confirmed with the finalisation of the integrated programme plan. Further to this, a CR will be presented to the Programme Board on 14/01 to bring the RAG status back to green.



Next 4 Week Milestone Review

Milestone On Track
 Milestone at risk/delayed with no impact on programme – Managed by Project
 Milestone at risk/delayed with impact on programme – Managed by Programme
 Completed Milestone

ID	Project	Milestone	Planned Date	Forecast Date	RAG	Comments
ISP70	IT Supplier Procurement	DC ISFT Issued	14/12/2013	TBC (See comment)	Red	12/12 – This milestone has been delayed. Forecast date is to be confirmed with the finalisation of the integrated programme plan. Further to this, a CR will presented to the Programme Board on 14/01 to bring the RAG status back to green.
ISP67	IT Supplier Procurement	Networks Tower OJEU and PQQ Issued	17/12/2012	TBC (See comment)	Red	12/12 – This is dependent on ISP89 (Networks Procurement Options Analysis). The milestone is delayed until the options analysis is complete. A date for this is currently being re-planned.
ISP41	IT Supplier Procurement	SI/SD shortlist 3 bidders	21/12/2012	21/12/2012	Green	On track as per planned date.



Next 4 Week Milestone Review

Milestone On Track
 Milestone at risk/delayed with no impact on programme – Managed by Project
 Milestone at risk/delayed with impact on programme – Managed by Programme
 Completed Milestone

ID	Project	Milestone	Planned Date	Forecast Date	RAG	Comments
ISP74	IT Supplier Procurement	AI ISOS Issued	07/01/2013	TBC (See comment)	Red	12/12 – This milestone has been delayed. Forecast date is to be confirmed with the finalisation of the integrated programme plan. Further to this, a CR will be presented to the Programme Board on 14/01 to bring the RAG status back to green.
TRN08	Transition	Transition Schedule Input to Final ISOS/AI	17/12/2012	TBC (See comment)	Red	12/12 – This milestone date will change due to delay in AI ISOS issue. Forecast date is to be confirmed with the finalisation of the integrated programme plan. Further to this, a CR will be presented to the Programme Board on 14/01 to bring the RAG status back to green.

IT&C Transformation Programme Continuous Improvement Plan



Milestone On Track

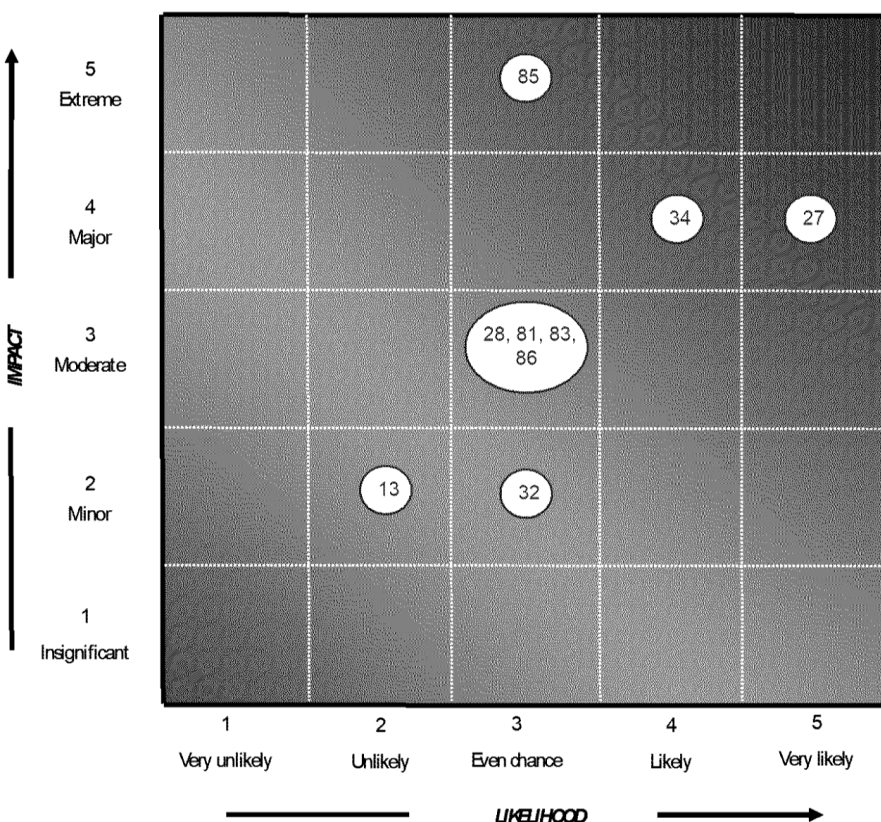
Milestone at risk/delayed with
Impact managed by projectMilestone at risk/delayed with
potential impact on programme
and Managed by Programme

Completed Milestone

NOV					DEC		JAN			
w/c 05/11	w/c 12/11	w/c 19/11	w/c 26/11	w/c 03/12	w/c 10/12	w/c 17/12	Furlough			
◆ 30/10 - Programme Walkthrough session held (ISS 24-1) ◆ 05/11 - Monthly programme team catch-up meetings scheduled (ISS 24-2) ◆ 20/11- PMO structure, governance & processes redesigned (ISS 21) ◆ 20/11- Requirement to attend governance boards & meetings communicated (ISS 20) ◆ 30/11- Analysis of programme spend complete (RIS 25) ◆ 14/11 - QA processes reviewed (ISS 17) ◆ 16/11 - Incumbent IT Supplier Management Project fully resourced (ISS 18)						15/01/13 - Transformation Comms Toolkit updated (ISS 16-2) ◆				
						28/12- Comms Plan Produced (ISS 16-5) ◆			30/01/13 - Programme seating issue resolved (RIS 31) ◆	
						15/01 - Produce provisional affordability guidance for the SIRD procurement (ISS 13) ◆			11/02 - Cost Business Case updated (ISS 22-1) ◆	
						15/01/13 - Finance Approval Obtained (ISS 22-3) ◆			31/01/13 - Obtained commitment for support from Lead Team, HR and Comms (RIS 33) ◆	
						31/01/13 - PMO to address recruitment issues and fill unresourced roles (ISS 19) ◆				
						31/01/13 - Procurement Resource Sharing Issue Resolved (ISS 25) ◆				
						15/01/13- Stakeholder Map with Comms Strategy(ISS 16-3) ◆			22/01/13 – IT&C Conference (PM24) ◆	
						21/01/13 Issue DC ISFT (ISP70) ◆			15/01/13 - BRM Engagement Strategy & Implementation Plan produced (ISS 16-4) ◆	
						To be updated further to revision of integrated programme plan due to complete 28/12.				
						28/12 - Revised Incumbent IT Supplier Management plan created (RIS 28) ◆				
						21/12 - Detailed plan, budget and resource requirements defined (ISS 23) ◆				



Top Programme Risks



Top 5 programme level risks are shown in the table on the right.

The chart above shows an overview of all open programme level risks based on their RAG status.

Ref	Risk	Project	RAG	Current Risk Mitigation	Key Dates	Owners
27	From September onwards we will be executing 4 or 5 parallel procurements, each of which will require significant input from key Post Office people. The SISD procurement has secured the necessary inputs but there is a high risk that the towers procurements will not.	IT Supplier Procurement	20	14/12 – This is being addressed in the re-planning exercise currently being undertaken on the programme which is due to complete by 28/12.	Raised on: 21/08/2012 Due date: 28/12/2012	Assigned to: Matthew Wieremiej Raised by: Graham Bevan
34	There is a risk that the DC Tower plan may be too congested in January to allow the documents to be produced, refined, reviewed and signed off. If the current plan remains (w/c 7th – 5 days of dialogue, w/c 14th – 5 days of site visits, w/c 21st – issue ISFT), then this risk is likely to materialise into an issue.	IT Supplier Procurement	16	14/12 – This is being addressed in the re-planning exercise currently being undertaken on the programme which is due to complete by 28/12.	Raised on: 15/11/2012 Due date: 28/12/2012	Assigned to: Matthew Wieremiej Raised by: Dave Hulbert
85	Fujitsu retrench from TSS Negotiations solely to their obligations/timelines as detailed in the HG NX contract. i.e. October 2013.	Incumbent IT Supplier Management	15	14/12 – Discussions are currently underway with Fujitsu to keep them from retrenching.	Raised on: 10/12/2012 Due date: 31/01/2013	Assigned to: Richard Boyce Raised by: Richard Boyce
86	Should Fujitsu agree to TSS rescope to migrate Horizon to DC Tower, risk that Fujitsu delays validation coterminus with other procurements.	Incumbent IT Supplier Management	9	12/12 – Continued negotiation. DA (Chris F, Chris T and Blake G) continue to interlock with Incumbents Procurement work stream to mitigate risk and ensure continued Fujitsu focus.	Raised on: 10/12/2012 Due date: 31/01/2013	Assigned to: Richard Boyce Raised by: Richard Boyce
28	There is currently no agreed engagement strategy with smaller incumbent suppliers. This may result in these suppliers being disengaged and potential issues with contract terminations.	IT Incumbents	9	12/12 – A revised Incumbent IT Supplier Management plan should be created incorporating the required engagement strategy. This is currently in progress and is due for completion on 31/01/13.	Raised on: 30/10/2012 Due date: 31/01/2013	Assigned to: Matthew Wieremiej Raised by: Iain Patterson



Top Programme Issues

Issues Summary

R	Total: 1 Issue IDs: 30
A	Total: 8 Issue IDs: 15, 22, 23, 25, 28, 31, 32, 35
G	Total: 2 Issue IDs: 27, 29

Top 5 programme level issues are shown in the table on the right.

The table above shows an overview of all open programme level issues as per their RAG status (based on Impact).

Ref	Issue	Project	RAG	Current Resolution Action	Key Dates	Owners
15	We need a single "picture" of all change activities across Post Office, managed through single, common governance to ensure all initiatives deliver the intended benefits. We understand that this is currently being put in place.	Programme Management	3	14/12 – Discussions on going about an approach for coordination of change activities in the business.	Raised on: 15/10/2012 Due date: 31/03/2013	Assigned to: Piers Virik Raised by: Iain Patterson
22	Due to recent changes in scope, the Business Case for G219 – IT&C Transformation Programme is out of date. There is also a direct impact of this on benefits tracking for the programme.	Programme Management	3	14/12 – Jack Frangou is taking this forward. An interim update on benefits refresh will be sent to the Programme Board on 17/12. A complete update will be provided to the Programme Board on 11/02.	Raised on: 30/10/2012 Due date: 11/02/2012	Assigned to: Jack Frangou Raised by: Iain Patterson
25	Programme resources assigned to IT Supplier Procurement, Design Authority and Transition planning have been asked to support BAU procurement work (e.g. supporting in-flight projects using Frameworks). This resource sharing is unplanned and can impact delivery of the programme if it is not resolved.	Programme Management	3	14/12 – The programme is currently undertaking a re-planning activity including resourcing which is due to complete 28/12. A clearer picture of resource usage will be obtained upon completion which can then be discussed with the Lead Team to see what BAU support can be provided.	Raised on: 15/11/2012 Due date: 28/12/2012	Assigned to: Iain Patterson Raised by: Bhavesh Morar
31	The integrated programme plan needs to be updated to account for delays in Towers procurement. There are separate risks and issue registers for each project on the programme. These need to be consolidated into a programme wide integrated risk and issue register to enable better escalation and management of risks and issues.	Programme Management	3	14/12 – Integrated risk and issue register has been created and in use on the programme. The integrated programme plan is currently being updated and is to be completed by 28/12.	Raised on: 15/11/2012 Due date: 28/12/2012	Assigned to: Irfan Khan Raised by: Iain Patterson
35	Due to onboarding of new resources there is now a shortage of desk space on the programme. This has been discussed with property services who have advised that there are no additional desks available in 148 Old Street and therefore no additional desks can be allocated to the programme. The severity of this issue will get worse as further resources join the programme in the new year.	Programme Management	3	14/12 – As a short term solution, the resources that do not have a desk will look to occupy unused desks assigned to other teams. A long term solution however needs to be determined (discussions are currently ongoing with property services) and may need to be escalated through programme governance if necessary.	Raised on: 12/12/2012 Due date: 15/02/2013	Assigned to: Faraz Danish Raised by: Irfan Khan



Appendix: Business Case and Benefits Refresh Interim Update – 11/12/12

Activity	RAG	Dates	Update	Dependencies
Obtain Supplier Spend and Baseline Costs for FY11-12 and FY12-13 Obtained for BAU OPEX and PROJECTS (POOC, Capex and Exceptional). These form the bulk of the source data for the revised model.	A	Thu 03/01/2013	Main Data Obtained. Information split into BAU (opex), Pooc and Capex is not readily available.	System reports unable to provide supplier spend split by categories. Finance and Service Delivery teams to assist.
Supplier and Baseline Costs analysed into new TOWERS, using best estimates based on discussions with Business Stakeholders.	G	Mon 17/12/12	Original assumptions were based on older Towers format, so being revised by Business Partners for 17th December.	Outputs agreed with Service Delivery Team.
Obtain copy of the original PID financial model supporting the Benefits Business Base Case reviewed and analysed at high level. Dissect and understand how Benefits were produced and sufficient analysis of the Cost bases as these are not provided in the PID.	C	Completed	Completed. Summary made to bring out key inputs and outputs. Recognition that Optimised Baseline is not 'As Is' so part of the benefits are opportunity cost savings.	Some assumptions still awaiting further details on, however will add value rather than delay anything.
Obtain Baseline FY13-14 to FY15-16 BAU OPEX and PROJECTS (POOC, Capex and Exceptional) - Initial Cut	G	Tue 18/12/2012 (BAU Figures)	Some delay as Business Plans were revised, received Pooc/Capex numbers however still await BAU(Opex).	Request made with Central Finance Team.
Meetings with Stakeholders in BAU that will be impacted by IT&C Transformation Programme.	G	w/c 10/12/2012 to continue in January 2013	These have started, on Monday a meeting to review Budgets and Affordability for the SISD and discuss the wider aspects of what we can and can not obtain for updating the business case.	Further meeting with Dave Hulbert to discuss 12th December. Other meetings also being arranged.
Meet with SPMO and Central Finance to discuss and agree model approach and actions required.	G	w/c 17/12/2012	Meeting to be with S. Hirst and N. Sambridge.	SPMO/Finance
Bring data together and start formulating model	G	Fri 04/01/2013		
High level outline stating what the New Benefits Model will achieve, assume and provide.	G	Mon 07/01/2013	Meeting to be with S. Hirst and N. Sambridge.	SPMO/Finance
Meet with SPMO and Central Finance to update progress.	G	w/c 07/01/2013		
Draft Model and reviewed with key stakeholders	G	Fri 11/01/2013		
G056 Frameworks Benefits Forecast updated vs. original ITTP3 - Cost reduction of £9.7m associated with implementing IT Frameworks Stakeholders review	A	Fri 18/01/2013	All benefits will form part of the same model and outputs so G056 will be aligned to G219 dates. Slip by 3 weeks from original date.	From reviewing PID model, they are integral to main project so not a separate exercise.
Meetings with Stakeholders in BAU that will be impacted by G219 - IT&C Transformation Programme (IT Supplier Procurement, Incumbents & Op Model).	G	w/c 7/01/2013		
Benefits Case update draft for Business review	G	w/c 14/01/2013		
- ITTP1-Cost savings associated with (a) contract signature & (b) ongoing supplier efficiency.				
- ITTP2- Cost saving associated with efficiency from new Ops Model £ m				
Initial stakeholder agreement on revised benefits for business planning cycle.	G	w/c 14/01/2013		
High level draft of Benefits Cases produced	G	w/c 21/01/2013		
Stakeholder discussions to finalise all Benefits.	G	w/c 21/01/2013		
Updated Benefits Case and potentially Business Case / PID submission with Costs and Benefits impact both at Programme and Operational Level	G	w/c 28/01/2013		
Revised dates to account for staff on branch duties, annual leave and furlough as original plan omitted to account for these factors.				

Appendix: IT Supplier Procurement Key Dependencies Summary – 12/12/12



Dependency Summary

Dependency		Description
DA & Legal Gap Analysis on Service Boundary (all Towers)		Description: To ensure the touch points between the Towers and the SI are correctly reflected in service requirements and procurement deliverables. Status: Complete – this has been planned into the standard review cycles for all procurement deliverables Required by: 25/01/13 Owner: Blake Griffin
SLA Model	30%	Description: The Service Level Model for the Towers/SI Model, outlining the ways in which boundaries between Tower suppliers will be determined so that responsibility for the achievement of each SLA and KPI is clear, and Service Credits can be applied against the appropriate party or parties Status: On-track. ISG have provided the initial draft which is currently being reviewed by the DA. Required by: 11/01/13 Owner: Blake Griffin Next Activity: Redraft ISG paper following DA review ready for working group review on Monday 17th.
Collaboration Model	50%	Description: A set of options for how the supplier ecosystem (including future Tower providers, current Incumbents, etc) will function operationally and commercially under the management of the SI. Status: On-track. ISG have provided a draft which has now been reviewed and is being updated. Required by: Draft for 02/01/13 to support dialogue Owner: Blake Griffin Next Activity: One to One sessions and workshops to be arranged to review the proposed model with stakeholders. Schedule of meetings to be confirmed 14/12/12.
Payment Mechanisms	10%	Description: Production of a discussion paper covering the payment mechanism options to be used with the bidders in the next phase of SI/SD dialogue. Status: On-track. Analysis of the bidders outline solutions has been completed and working group activities scheduled. Required by: Draft for 08/01/13 to support dialogue Owner: Andrew Fleming Next Activity: Confirm the requirements for the SI/SD Payment mechanism with the DA including the requirements for cross-tower trading.



Dependency Summary

Dependency		Description
Budget & Affordability	10%	Description: Production of a paper for bidders documenting the basis of the affordability guidance provided to bidders. Status: On-track. A product description has been completed and re-validation of the original business case numbers has commenced. Required by: Draft for 09/01/13 to support dialogue Owner: Andrew Fleming Next Activity: Complete the analysis of the current business case model by 12/12/12,
Governance Model	50%	Description: A model of governance structures and forums for the Target Operating Model. Status: On-track. Initial Governance workshop held 11/12/12. Required by: POL's preferred model by 08/01/13 to support SI/SD dialogue Owner: Steve Rogers Next Activity: Ad-hoc sessions are being held with Lead Team members (12/12/12 – Andy Holt, Chris F & Chris T) in preparation for the next workshop on the 19th December.
Retained Org Description	30%	Description: A Organisational structure of the proposed retained org, including numbers and role descriptions. Status: On-track. The completion of role descriptions has missed the target date of 07/12/12. Steve Rogers has chased and this is now targeted for the 12/12/12. Provided this is completed the deliverable will remain on-track. Required by: POL's preferred model (v0.1) by 07/01/13 to support SI/SD dialogue Owner: Steve Rogers Next Activity: All Lead Team responses on Draft Org Structure and Role Descriptions are outstanding. These will be chased down ahead of the target of completing the Lead Team Org structure by the 17/12/12.
Staff Data (both PO & 3rd party)	50%	Description: The estimated numbers and breakdown of staff affected by TUPE. Status: Drafts already exist. Refinement of these is dependent on completion of the Retained Org Description and provision of data by incumbent suppliers – Legacy Due Diligence Material (if this can be obtained). Required by: Draft for 31/01/13 to support dialogue Owner: Jeremy How Next Activity: This is dependant on the completion of the Org Design and



Dependency Summary

Dependency		Description
'Stable' Programme M/stones	30%	Description: This will be covered in the Service Take On paper to be provided by Stephane Laffley, detailing contract end and service transition dates. Status: On-track. Draft of the STO paper remains on track for the 14/12/12. Required by: Draft for 21/12/12 Owner: Stephane Laffley Next Activity: Issue draft STO Paper for review – 14/12/12
Legacy 'Due Diligence Material'	10%	Description: Production of a plan for gathering the Due Diligence Material that we believe will be requested by bidders. Delivery against the plan will sit with the nominated owners and be tracked by the programme PMO. Status: On-track. Initial planning meeting to be held 12/12/12, however resource availability is impacting the ability to define the product description Required by: Draft for 21/12/12 to be reviewed by bidders early Jan. Owner: Graham Bevan Next Activity: Review the proposed approach with the Procurement Leads to identify appropriate resources.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
Collaboration Model	Initial Draft Due	07/12/12	07/12/12	Complete	
Collaboration Model	DA Review	07/12/12	07/12/12	Complete	
Collaboration Model	Release to Working Group	10/12/12	10/12/12	Complete	
Collaboration Model	ISG Working Group Workshop	11/12/12	11/12/12	Complete	Chris Taylor and Andy Holt present, next steps agreed.
Collaboration Model	Presentation to Leadership Team	04/01/13	04/01/13	Green	On track as per planned date.
SLA Model	Initial Draft Due	10/12/12	10/12/12	Complete	
SLA Model	DA Review	12/12/12	12/12/12	Green	On track as per planned date.
SLA Model	Working Group Review	14/12/12	17/12/12	Amber	Moved to the 17 th due to the availability of resources Andy Jacques and Carol Ayres)
SLA Model	Amendments complete	18/12/12	18/12/12	Amber	On track subject to working group review completing on the 17/12/12
SLA Model	Page Turn	19/12/12	19/12/12	Amber	On track as per planned date.
SLA Model	Approval	21/12/12	21/12/12	Amber	On track as per planned date.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
Payment Mechanism	Expected requirements drafted	12/12/12	12/12/12	Green	On track as per planned date.
Payment Mechanism	Confirm Materiality of Cross-Tower trading	14/12/12	14/12/12	Green	On track as per planned date.
Payment Mechanism	Paper Drafted and issued for review	18/12/12	18/12/12	Green	On track as per planned date.
Payment Mechanism	Final draft complete	04/01/13	04/01/13	Green	On track as per planned date.
Payment Mechanism	Presentation to Delivery Board	07/01/13	07/01/13	Green	On track as per planned date.
Budget & Affordability	Review initial business case with Deloitte	12/12/12	12/12/12	Complete	
Budget & Affordability	Supplier Costs re-aligned to the current Towers model	17/12/12	17/12/12	Green	On track as per planned date.
Budget & Affordability	Synergies information input to paper provided	05/01/13	05/01/13	Green	On track as per planned date.
Budget & Affordability	Initial Draft Due	07/01/13	07/01/13	Green	On track as per planned date.
Budget & Affordability	Working Group workshop	07/01/13	07/01/13	Green	On track as per planned date.
Budget & Affordability	Quality review	08/01/13	08/01/13	Green	On track as per planned date.
Budget & Affordability	Final Draft	09/01/13	09/01/13	Green	On track as per planned date.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
Governance Model	ISOS Review Complete	07/12/12	07/12/12	Complete	
Governance Model	Workshop 1	12/12/12	11/12/12	Complete	
Governance Model	Workshop 2	19/12/12	19/12/12	Green	On track as per planned date.
Governance Model	Proposed Model Complete	04/01/13	04/01/13	Green	On track as per planned date.
Retained Org Structure	Lead Team Review	03/12/12	03/12/12	Complete	On track as per planned date.
Retained Org Structure	ISOS Review Complete	07/12/12	07/12/12	Complete	On track as per planned date.
Retained Org Structure	Draft Org Structure Role Descriptions submitted	07/12/12	12/12/12	Red	Lead Team have been chased by Steve Rogers, requesting returns by close of play 11/12/12.
Retained Org Structure	Lead Team Org Structure Defined	17/12/12	17/12/12	Amber	On track subject to Role Descriptions being submitted for the 12/12/12.
Retained Org Structure	Updated Org Structure for dialogue	21/12/12	21/12/12	Amber	On track subject to Role Descriptions being submitted for the 12/12/12.
Retained Org Structure	Lead Team Sign Off – Org Structure and Role Descriptions	07/01/12	07/01/12	Amber	On track subject to Role Descriptions being submitted for the 12/12/12.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
Staff Data (<u>both</u> PO & 3 rd party)	Update PO data (dependent on the Retained Org Structure completion)	11/01/13	11/01/13	Green	On track as per planned date.
Staff Data (<u>both</u> PO & 3 rd party)	Update 3 rd Party data (Dependent on availability of Due Diligence Data)	TBC	TBC	Red	Dependent on the availability of Due Diligence Data and incumbent suppliers willingness to provide it. Dates for this will be included in the Legacy Due Diligence plan. (see Legacy Due Diligence Material)
Stable Prog Milestones	Issue Draft v0.1	14/12/12	12/12/12	Green	On track as per planned date.
Stable Prog Milestones	Internal Review compete	21/12/12	21/12/12	Green	On track as per planned date.
Stable Prog Milestones	Issue Draft v0.2 to bidders for comment	09/01/13	09/01/13	Green	On track as per planned date.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
Legacy Due Diligence Material	Kick off meeting	12/12/12	12/12/12	Complete	On track as per planned date.
Legacy Due Diligence Material	Detailed Planning session	18/12/12	18/12/12	Amber	There is a resource constraint on defining the product description ahead of this session, and the SI/SD evaluation. A meeting is to be held on Monday with the Procurement Leads to agree how this is taken forward.
Legacy Due Diligence Material	Draft Plan produced	21/12/12	21/12/12	Amber	On track subject to the detailed planning session taking place.
Legacy Due Diligence Material	Draft Plan shared with bidders for review	09/01/13	09/01/13	Amber	On track subject to the detailed planning session taking place.
Legacy Due Diligence Material	Bidder Feedback received	16/01/13	16/01/13	Amber	On track subject to the detailed planning session taking place.
Legacy Due Diligence Material	On-going population of the VDR	TBC	TBC	Amber	Subject to the completion of the plan and bidder feedback