



IT&C Transformation Programme

Executive Dashboard

18th January 2013



IT&C Transformation Programme – Weekly Update 18/01/2013

Programme Board has agreed to re-visit BT contract. Networks Tower procurement is to be put on hold until completion of feasibility study. SI/SD Dialogue to commence w/c 21st Jan. Preparations for the Dialogue complete.

Programme	Last Week	This Week	Fore-cast	Comments
Overall	A →	A →	A →	We are currently re-planning to address certain challenges that can impact delivery. Status is amber due to pending revision and approval of the plan. Programme Board on 14/01 has decided to re-visit the BT contract. Networks procurement is on hold until completion of this feasibility study. A revised ToR for Programme Board has also been agreed and will take effect from February. SISD Dialogue 2 has commenced and ramps up with full engagement by w/c 28/01. Preparations progress for AI ISOS issue. 1 outline solution (Fujitsu) received for the DC tower. HP and CSC have withdrawn from DC procurement. The revised programme plan is being reviewed and refined to minimise time and cost impact. An impact assessment workshop is scheduled for 24/01. A CR will be presented to Programme Board for approval on 11/02. The refresh of the Transformation business case is underway.
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. Project Leads continue to refine CRs to minimise resource and cost impact of re-planning. The main impact on forecast (Towers) will be presented to the Programme Board on 11/02. Revised Benefits on target for completion by 31/01. However based on stakeholder responses, further workshops and iterations may be needed. Re-modelling is underway and discussions with stakeholders are in progress. The model has been developed and is generating outputs. It is now being refined to enable further stakeholder discussions w/c 21/01 to continue iterations to drive an accepted view. 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. We have included an additional £2.5m in the 2012-13 forecast mainly regarding Transition as we aim to seek approval for spend both sunk and unspent in February.
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 is planning to use IT Products framework). We are working with the QA team to go through necessary gating and formally close this project.
IT Supplier Procurement	A →	A →	A →	Plan is currently being refined prior to being presented to the Programme Board for approval on 11/02. SISD – Dialogue 2 commenced and ramps up with full engagement by w/c 28/01. Progress on 10 critical dependencies is behind plan and is impacting progress with dialogue. A CR is being raised by MWV to assess the impact. Towers – Issued 2 nd draft of AI ISOS for review by working group. 1 outline solution has been received for the DC tower from Fujitsu. Evaluation and moderation is currently in progress. Discussions are taking place to determine further plan of action. John Brannan starts on 01/02 as EUC procurement lead. Programme Board has agreed to revisiting the BT contract before deciding whether to procure a Networks tower on 14/01. Networks procurement is on hold until completion of a feasibility study. The plan is being challenged and refined to minimise time, resource and cost impact due to re-planning.
IT&C Op. 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 if required. "Retained Org Design" for SISD complete. Op model input to SISD engagement complete.
Incumbent IT Supplier Mgt.	A →	A →	A →	Delayed due to pending revision of plan. Change Request raised for the Networks Tower as per decision by Programme Board to re-visit the BT contract. Progressed with procurement Due Diligence work.
Transition and IT Separation	G →	G →	G →	On track with some potential changes in milestones if there is a change in the Towers procurement plan. Transition Procurement Support – EUC ISOS Service Take-On paper reviewed with working group. SISD sch 6.1 reviewed by legal and working group. IT Separation – All solution architecture documents updated further to feedback received. Consolidated IT Separation plan complete.
Current Lag		Focus for w/c 31/12		
Re-planning is underway. A CR will be presented to the Programme Board on 11/02 to review the changes and their impacts as a result of re-planning.		IT&C Transformation Programme – Continue with refinement of the integrated programme plan. Impact assessment workshop on 24/01. IT Supplier Procurement – Continue with SISD dialogue. Issue first draft of AI supplier day presentations to Working Group for review. IT&C Operating Model – Collation of current IT&C Organisation data for input to IT&C Transformation Business Case. Incumbent IT Supplier Management – Agree SISD due diligence requirements. Progress with procurement Due Diligence work. Transition and IT Separation – Commence assessment of non-CSC applications. Release SISD Sch 6.1 to bidders (for pre-ISFT dialogue discussions).		



Executive Dashboard Appendix





Executive Team Milestone Review

We have completed 10 of 10 milestones by the end of period 10. We are revising the plan to address some challenges in delivery detailed below.

The IT&C Transformation Milestones below form part of the Executive Team scorecard for FY12/13.
By the end of Period 10 (up to January 31st 2012) the Programme completed 10 of 10 milestones based on the planned dates.

ID	Project	Workstream	Description	Plan Date	Actual/Fore	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	16/01/2013	Complete
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	TBC	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;
- Resource constraints (availability of BAU resources);
- Impact of decision to re-visit the BT contract instead of procuring a Networks tower;
- Impact of outcomes of the Fujitsu TSS work; and
- Impact of decisions on solutions for services to be separated from RMG.

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

The plan is currently being revised, challenged and refined due to the reasons mentioned above. The revised plan will be presented to the Programme Board with an impact assessed CR on 11/02 for approval.

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 18/01:

- 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 February 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	EUC Procurement Lead (Replacement for Anthony Rybicki)	John Brannan	18/01 – Anthony Rybicki has resigned and John Brannan to start as his replacement on 01/02.
IT Supplier Procurement	EUC Procurement Support	TBC	18/01 – CVs currently being sourced from AMS.
Programme Management	Communications Lead (Replacement for Jessie Perryman leaving 31/01)	TBC	18/01 – A replacement resource (to be identified) from communications team to work on programme 3 days a week from 01/02.
Incumbent IT Supplier Management	Procurement Manager (Replacement for James Nelson leaving 31/01)	TBC	18/01 – CVs currently being sourced from AMS.



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
IOM31	IT&C Operating Model	Checkpoint 3 – Test proposed structure vs responses	19/12/2012	21/12/2012	Complete	Completed.
ISP41	IT Supplier Procurement	SI/SD shortlist 3 bidders	21/12/2012	21/12/2012	Complete	Completed.
ISP69	IT Supplier Procurement	DC Outline Solutions Received	05/12/2012	16/01/2013	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
ISP82	IT Supplier Procurement	EUC ISOS Issued	14/12/2012	TBC (See comment)	Red	17/01 – This milestone has been delayed due to TSS & CSC Separation Plan Option B decisions pending, which is likely to have an impact on forecast dates for the milestone. Once the impact from the final decision is understood, the programme will finalise the integrated programme plan and a CR will be presented to the Programme Board.
ISP70	IT Supplier Procurement	DC ISFT Issued	14/12/2012	TBC (See comment)	Red	17/01 – This milestone has been delayed due to TSS & CSC Separation Plan Option B decisions pending, which is likely to have an impact on forecast dates for the milestone. Once the impact from the final decision is understood, the programme will finalise the integrated programme plan and a CR will be presented to the Programme Board.
ISP74	IT Supplier Procurement	AI ISOS Issued	07/01/2013	TBC (See comment)	Red	17/01 – This milestone has been delayed due to TSS & CSC Separation Plan Option B decisions pending, which is likely to have an impact on forecast dates for the milestone. Once the impact from the final decision is understood, the programme will finalise the integrated programme plan and a CR will be presented to the Programme Board.
ISP66	IT Supplier Procurement	Issue draft SISD ISFT	04/02/2013	21/02/2013 (See comment)	Amber	17/01 – This milestone has been delayed due to a 2 week extension to the second phase of SISD dialogue. An indicative date has been provided which will be confirmed with the finalisation and approval of the revised plan at the Programme Board on 11/02.



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
ISP71	IT Supplier Procurement	DC Final Tenders Received	04/02/2013	TBC (See comment)	Red	17/01 – This milestone has been delayed due to TSS & CSC Separation Plan Option B decisions pending, which is likely to have an impact on forecast dates for the milestone. Once the impact from the final decision is understood, the programme will finalise the integrated programme plan and a CR will be presented to the Programme Board.
TRN08	Transition	Transition Schedule Input to Final ISOS/AI	17/12/2012	TBC (See comment)	Red	17/01 – This milestone date will change due to delay in AI ISOS issued (ISP74).
TRN13	Transition	Transition Schedule Input to Final ISFT/SISD	01/02/2013	19/02/2013 (See comment)	Amber	17/01 – This milestone has been delayed due to a 2 week extension to the second phase of SISD dialogue. An indicative date has been provided which will be confirmed with the finalisation and approval of the revised plan at the Programme Board on 11/02.
IOM32	IT&C Operating Model	Checkpoint 4 – Complete role sizing & individual mapping	06/02/2013	06/02/2013	Green	17/01 – On track as planned.

IT&C Transformation Programme Continuous Improvement Plan



Milestone On Track

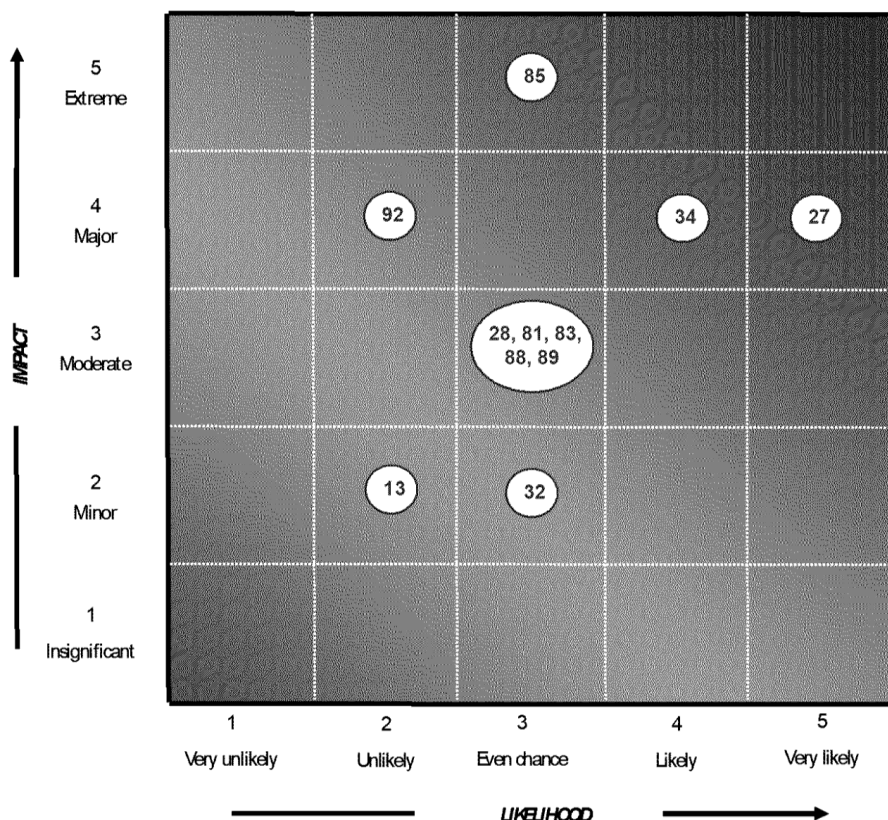
Milestone at risk/delayed with
Impact managed by projectMilestone at risk/delayed with
potential impact on programme
and Managed by Programme

Completed Milestone

2012		2013		
		January	February	March
Programme Management	30/10 - Programme Walkthrough session held (ISS 24-1)	11/02 - Cost Business Case updated (ISS 22-1)		
	05/11 - Monthly programme team catch-up meetings scheduled (ISS 24-2)	11/02 - Benefits Mapping updated (ISS 22-2)		28/02 - Finance Approval Obtained for revised business case (ISS 22-3)
	30/11 - Analysis of programme spend complete (RIS 25)	15/01 - Transformation Comms Toolkit updated (ISS 16-2)	08/02 - Produce provisional affordability guidance for the SISD procurement (ISS 13)	
	20/11 - Requirement to attend governance boards & meetings communicated (ISS 20)	30/01 - Stakeholder Map and Strategy produced (ISS 16-3)	30/01 - BRM Engagement Strategy & Implementation Plan produced (ISS 16-4)	
	20/11 - PMO structure, governance & processes redesigned (ISS 21)	02/01 - PMO to address recruitment issues and fill unresourced roles (ISS 19)		31/03 - Programme seating issue resolved (RIS 31)
IT Supplier Procurement	18/12 - Comms Plan and strategy Produced (ISS 16-5)	11/02 - Procurement Resource Sharing Issue Resolved (ISS 25)	11/02 - Produce Integrated Programme Plan (ISS 26)	31/03 - Single "picture" of all change activities produced (ISS 15)
	14/11 - QA processes reviewed (ISS 17)			
Incumbent IT Supplier Management	16/11 - Incumbent IT Supplier Management Project fully resourced (ISS 18)		31/01 - Revised Incumbent IT Supplier Management plan created (RIS 28)	
IT&C Operating Model			25/01 - Detailed plan, budget and resource requirements defined beyond Feb 2013 (ISS 23)	

To be updated further to
revision of integrated
programme plan due to
complete 11/02.

Top 5 Programme Risks



There are currently 10 open programme level risks. The above graph shows an overview of these risks based on their RAG status.

Top 5 programme level risks are shown on the right.

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	17/01 – This is being addressed in the re-planning exercise currently being undertaken. The revised plan has now been drafted and is currently being challenged and refined. Upon finalisation, a CR for re-planning will be presented to Programme Board on 11/02 for approval.	Raised on: 21/08/2012 Due date: 11/02/2013	Assigned to: Matthew Wieremiej Raised by: Graham Bevan
34	There is a risk that the DC Tower plan may be too congested 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	17/01 – This has been addressed in the re-planning exercise currently being undertaken. The revised plan has now been drafted and is currently being challenged and refined. Upon finalisation, a CR for re-planning will be presented to Programme Board on 11/02 for approval.	Raised on: 15/11/2012 Due date: 11/02/2013	Assigned to: Matthew Wieremiej Raised by: Dave Hulbert
85	Fujitsu retrench from TSS Negotiations solely to their obligations/timelines as detailed in the HGNX contract. i.e. October 2013.	Incumbent IT Supplier Management	15	17/01 – 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
88	The IT&C Transformation programme is dependent on the outcome of Separation. Decisions on the solutions for each of the services to be separated could have a material impact on the scope of the Towers.	IT Separation	9	17/01 – A CR has been raised and is being impact assessed. This will be presented to the Programme Board for approval on 11/02. Close engagement continues with the Separation team to monitor and track the dependency.	Raised on: 07/01/2013 Due date: 11/02/2013	Assigned to: Simon Baker Raised by: Iain Patterson
92	Programme Board has agreed to re-visit the existing BT contract instead of going to market for procuring the Networks tower. There are however a number of factors that require evaluation before it can be confirmed that this route is feasible. Therefore there is a risk that if this route is deemed as not feasible, Networks procurement will need to be undertaken from scratch.	IT Supplier Procurement	8	14/01 – This risk currently needs to be monitored for any early indications of current approach failing. This is to ensure this is flagged up well in advance and the necessary planning to procure a Networks tower can then take place.	Raised on: 14/01/2013 Due date: 31/03/2013	Assigned to: Matthew Wieremiej Raised by: Irfan Khan



Top 5 Programme Issues

Issues Summary	
R	Total: 1 Issue IDs: 22
A	Total: 3 Issue IDs: 31, 35, 36
G	Total: 3 Issue IDs: 15, 29, 27

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

Top 5 programme issues are shown on the right.

Ref	Issue	Project	RAG	Current Resolution Action	Key Dates	Owners
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	5	17/01 – An interim update on benefits refresh was issued 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
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 January and February.	Programme Management	3	17/01 – Our seating requirements have been provided to the Property Services team. They have advised that there are no desks left which can be assigned to the programme. This has been escalated to the Programme Board for their visibility and action. As a short term solution the programme team will look to occupy assigned but unused desks on the 5 th floor as required on a temporary basis.	Raised on: 12/12/2012 Due date: 31/03/2013	Assigned to: Faraz Danish Raised by: Irfan Khan
31	The integrated programme plan needs to be updated to account for delays in Towers procurement.	Programme Management	3	17/01 – The integrated programme plan has been revised and is currently being challenged and refined. Once finalised, a CR for re-planning will be presented to Programme Board on 11/02 for approval.	Raised on: 15/11/2012 Due date: 11/02/2013	Assigned to: Irfan Khan Raised by: Iain Patterson
36	IT&C has received two resignations from colleagues It should also be noted that Royal Mail is currently recruiting for technical roles at competitive rates. It must be ensured that business and technical knowledge is shared effectively amongst job families to avoid loss of knowledge/skills.	IT&C Operating Model	3	17/01 – A knowledge share plan is to be put in place to ensure effective knowledge sharing.	Raised on: 19/12/2012 Due date: 31/03/2013	Assigned to: Steve Rogers Raised by: Tom Basquille
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	2	17/01 – This is now being managed as part of the Organisation Design work and the overall view will be delivered by the SPMO by 31/03.	Raised on: 15/10/2012 Due date: 31/03/2013	Assigned to: Piers Virik Raised by: Iain Patterson



Appendix: Business Case and Benefits Refresh Interim Update

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.	C	Thu 03/01/2013	Main Data Obtained. Information split into BAU (opex), Pooc and Capex is not readily available. Obtained, refinements continue.	Capex analysis obtained, however future years difficult to predict, working with teams to prepare assumptions.
Supplier and Baseline Costs analysed into new TOWERS, using best estimates based on discussions with Business Stakeholders.	C	Mon 17/12/12	Completed and refinements with operational stakeholders continue.	People willing to commit to assumptions.
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	C	Tue 16/01/2013 (BAU Figures)	Delayed as Business made updates on BAU(Opex), timing ok with remodel so far.	Request made with Central Finance Team.
Meetings with Stakeholders in BAU that will be impacted by IT&C Transformation Programme.	G	Mon 28/01/2013	In progress and as we progress issues are being worked on to seek resolution.	Availability of people and ability to supply information or make agreements.
Meet with SPMO and Central Finance to discuss and agree model approach and actions required.	G	Mon 28/01/2013	Now ongoing throughout project.	SPMO/Finance
Bring data together and start formulating model	C	Tue 15/01/2013	Iterations continuing	Detailed staffing not yet received and iterations on supplier analysis ongoing.
High level outline stating what the New Benefits Model will achieve, assume and provide.	G	Mon 21/01/2013	Now ongoing throughout project.	SPMO/Finance
Draft Model and reviewed with key stakeholders	G	Mon 28/01/2013	Initial review completed with stakeholders on 18/01. All reviews to complete by 25/01.	See below. Start w/c 14 Jan.
G056 Frameworks Benefits Forecast updated vs. original ITTP3 - Cost reduction of £9.7m associated with implementing IT Frameworks Stakeholders review	A	Fri 25/01/2013 w/c 21/01/2013	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 21/01/2013	Continuing next week, most stakeholders have been dealt with to bring the model to a review stage.	People being available and willing to commit to assumptions.
Benefits Case update draft for Business review - ITTP1-Cost savings associated with (a) contract signature & (b) ongoing supplier efficiency. - ITTP2- Cost saving associated with efficiency from new Ops Model £ m	G	Tue 22/01/2013		
Initial stakeholder agreement on revised benefits for business planning cycle.	G	Thu 24/01/2013		
High level draft of Benefits Cases produced	G	Fri 25/01/2013		
Stakeholder discussions to finalise all Benefits.	G	w/c 28/01/2013		
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		

Appendix: IT Supplier Procurement Key Dependencies Summary – 17/01/13



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
SLA Model	Initial Draft Due	10/12/12	10/12/12	Complete	
SLA Model	DA Review	12/12/12	12/12/12	Complete	
SLA Model	Working Group Review	14/12/12	w/c21/01/13 w/c07/01/13 17/12/12	Red	18/01 SLA being reviewed through the ISG gap analysis. Report due Monday, from this revised plan dates to follow 11/01- Work continues. Discussed during preparation session this week. Session to progress to be scheduled w/c 14 th January. 03/01- Blake Griffin progressing. 20/12- The review was held but further work is required. A revised model will be presented back to the working group w/c 7 th January, while this is still targeted to complete ahead of dialogue the subsequent reviews and approvals will need to complete by 11 th January.
SLA Model	Amendments complete	18/12/12	TBC w/c07/01/13 18/12/12	Red	20/12- To be scheduled
SLA Model	Page Turn	19/12/12	TBC w/c07/01/13 19/12/12	Red	20/12- To be scheduled
SLA Model	Approval	21/12/12	TBC w/c07/01/13 21/12/12	Red	20/12- To be scheduled



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	
Collaboration Model	Design Authority Review	03/01/13	03/01/13	Complete	
Collaboration Model	Working Group Review	07/01/13	21/01/13 07/01/13	Amber	18/01 Being reviewed through the ISG gap analysis. Report due Mon 21/01, from this revised plan dates to follow 11/01- Session to progress to be scheduled w/c 14th January. 03/01- ISG presenting 4 th January, feedback to be issued for review as planned 7 th January.
Collaboration Model	Presentation to Leadership Team	04/01/13	TBC w/c 07/01/13 04/01/13	Amber	20/12- To be scheduled



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
SISD Payment Mechanism	Expected requirements drafted	12/12/12	12/12/12	Complete	
SISD Payment Mechanism	Paper Drafted and issued for review	18/12/12	14/01/13 04/01/13 18/12/12	Amber	18/01 Document being reviewed through the ISG gap analysis. Report due Mon 21/01, from this revised plan dates to follow 11/01- Session to resolve scheduled for 14 th January. 03/01- Peer review meeting to be setup for 8 th January with P.Croft to ensure alignment with requirement i.e. adequately details the options and recommendations.
SISD Payment Mechanism	Final draft complete	04/01/13	TBC 11/01/13 04/01/13	Amber	
Cross-Tower Payment Mechanism	Expected requirements drafted	12/12/12	12/12/12	Complete	
Cross-Tower Payment Mechanism	Confirm Materiality of Cross-Tower trading	14/12/12	14/12/12	Complete	
Cross-Tower Payment Mechanism	Paper Drafted and issued for review	18/12/12	04/01/13 18/12/12	Complete	03/01- Issued for review. 20/12- 1 st draft 50% complete. Progress has been delayed due to resource constraints due to extended SI/SD Moderation and supporting Data Centre clarifications. Dates have slipped but this remains within the window for completion ahead of dialogue.
Cross-Tower Payment Mechanism	Final draft complete	04/01/13	w/c 14/01/13 11/01/13 04/01/13	Amber	18/01- DA currently reviewing. This document has been provided for the ISG review.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
SISD Budget & Affordability	Review initial IT&C Business Case with Deloitte	12/12/12	12/12/12	Complete	
SISD Budget & Affordability	Supplier Costs re-aligned to the current Towers model	17/12/12	03/01/13 17/12/12	Complete	03/01- Complete. 22/12- Ian Bradbury has provided Jack Frangou with an update, this is due to be incorporated into the required format by the updated date.
SISD Budget & Affordability	SISD Value-Add Defined (previously 'Synergies information')	05/01/13	05/01/13	Red	11/01- Provided to AP for review. 22/12- Andy Jacques is confirming that it is acceptable to provide a list without quantification, if this is the case the paper will exclude these.
SISD Budget & Affordability	Initial Draft Due high-level SISD Budget & Affordability	07/01/13	07/01/13	Red	18/01 – Model created, JF engaged with IP and DH to refine. Further work this week. Still on track for month end delivery and socialization ahead of POLIC. 11/01- Draft discussed during this week. IP working with JF to refine w/c 14 th January. On track for Socialisation ahead of POLIC. 03/01- RISK raised with the following actions: P.Croft to confirm 'service take-on' costs via S.Laffley by COB 7 th January, ready for review on 8 th with M.Wieremiej. A.Plemming to confirm the revised "budget figure" by end of January, after the cost profile has been re-aligned to the new Organisation. A.Plemming to draft Exec Summary by COB 8 th January. P.Croft to walk-through the Exec.Summary with D.Hulbert and L.Sewell etc on 11 th January, in preparation for final decision on affordability by mid February. CPMO to review budget approval process prior to issue of ISFT J.Frangou to review his own resource requirements against business requirements to ensure sufficient capacity by end of January. 22/12- On track subject to lack of quantified synergies, as per planned date.
SISD Budget & Affordability	Working Group workshop	07/01/13	TBC 07/01/13	Red	03/01- To be rescheduled. 22/12- Andy Jacques on track as per planned date but without quantification.



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
SISD Budget & Affordability	Quality review	08/01/13	TBC 08/01/13	Red	03/01- To be rescheduled. 22/12- On track as per planned date.
SISD Budget & SISD Affordability	Final Draft	09/01/13	TBC 09/01/13	Red	03/01- To be rescheduled. 22/12- On track as per planned date.
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	Complete	
Governance Model	Governance Model Draft Compete	04/01/13	04/01/13	Complete	11/01- Complete. 03/01- Version 1 complete. 22/12- On track as per planned date.
Governance Model	Governance Model Draft Updated	05/01/13	05/01/13	Complete	11/01- Complete. 03/01- Version 2 to P.Croft and ISG 5th January.
Governance Model	Governance Model Final Complete	08/01/13	08/01/13	Complete	11/01- Complete. 03/01- On track as per planned date.
Retained Org Structure	Lead Team Review	03/12/12	03/12/12	Complete	
Retained Org Structure	ISOS Review Complete	07/12/12	07/12/12	Complete	
Retained Org Structure	Draft Org Structure Role Descriptions submitted	07/12/12	12/12/12	Complete	
Retained Org Structure	Lead Team Org Structure Defined	w/c 17/12/12	w/c 17/12/12	Complete	



Dependency Milestone Tracker

Project	Milestone	Planned Date	Forecast Date	RAG	Comments
Retained Org Structure	Updated Org Structure for dialogue	21/12/12	21/12/12	Complete	
Retained Org Structure	Lead Team Sign Off – Org Structure and Role Descriptions	07/01/12	07/01/12	Complete	18/01 – Sufficient detail provided. Complete 11/01- Pending final confirmation of the agreed structure on w/c 14 th January. 03/01- On track as per planned date. However a Risk has been raised as L.Sewell is unlikely to review/approve by COB 11 th January. 22/12- On track as per planned date.
Staff Data (both PO & 3 rd party)	Update PO data (dependent on the Retained Org Structure completion)	11/01/13	11/01/13	Amber	11/01- Internal staff data to be updated following confirmation of the revised structure 14 th January. 22/12- On track as per planned date.
Staff Data (both PO & 3 rd party)	Update 3 rd Party data (Dependent on availability of Due Diligence Data)	TBC	TBC	Red	18/01 – Delays in defining retained org have impacted this activity. Guideline figures supplied to enable business case model work. JH to advise revised delivery date Mon 21/1 03/01- Head count numbers given to Bidders already. J.How has got a view from unions but further work require on requirements mapping. L.Sewell and J.Barton reviewing the retained Organisation. Dave's area is comfortable in terms of Technology Strategy and Service Management. 22/12- 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	Complete	
Stable Prog Milestones	Internal Review compete	21/12/12	21/12/12	Complete	11/01- Complete. 22/12- On track as per planned date.
Stable Prog Milestones	Issue Draft v0.2 to bidders for comment	09/01/13	18/01/13 09/01/13	Green	11/01- Final review of Service Take-On scheduled for 14 th January. To be issued 18 th January. 22/12- 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	
Legacy Due Diligence Material	Detailed Planning session	18/12/12	15/01/13 18/12/12	Red	18/01 Meeting rescheduled to Friday 18/04 4pm. Outcome and plan updates to be advised Mon 21/01 11/01- Key data discussions scheduled for 15 th January involving; Procurement, Service Mgmt and HR. 03/01- Further work in progress to identify key data for review early January. 22/12- A session will be held on 20/12/12 with Brain Deveney and the Procurement Leads to agree the approach, roles and responsibilities for Due Diligence data gathering and management, and the plan for the initial DD requests to incumbent suppliers. Subsequent dates and milestones will be re-planned following this meeting.
Legacy Due Diligence Material	Draft Plan produced	21/12/12	TBC 21/12/12	Red	11/01- To be re-scheduled following detailed planning session. 22/12- On track subject to the detailed planning session taking place.
Legacy Due Diligence Material	Draft Plan shared with bidders for review	09/01/13	TBC 09/01/13	Red	11/01- To be re-scheduled following detailed planning session. 22/12- On track subject to the detailed planning session taking place.
Legacy Due Diligence Material	Bidder Feedback received	16/01/13	TBC 16/01/13	Red	11/01- To be re-scheduled following detailed planning session. 22/12- On track subject to the detailed planning session taking place.
Legacy Due Diligence Material	On-going population of the VDR	TBC	TBC	Red	11/01- To be re-scheduled following detailed planning session. 22/12- On track subject to the detailed planning session taking place.