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Comments :

PLS SIDE TO DAVID MULLER - THIS IS THE REDUCED ISSUES LIST - DAVID MAY WANT TO GIVE IT TO MESSRS COPPING, MC (LAWSON) AND COOMBS WHEN THEY COME OUT OF THEIR MEETING BEFORE THEY GO HOME TOMORROW

Horizon Implementation Plan - Points of Issue

| Statement of the Issue | BA View | Horizon View | Pathway View | Way Forward |
|--|---|---|---|---|
| <p>1. Is there a consistent and complete technical design for key products (EPOSS and Reference Data) ?</p> | <p>A significant number of design issues are believed to be outstanding in these areas which are a risk to the plan. BA have noted that Pathway and Horizon believe these issues are under active management but would like sight of progress. BA would also wish to review any functional 'hangouts' due in MOR3. On non-ISDN outlets and mobile configs BA would like evidence of progress.</p> | <p>In the live environment Reference Data will require disciplined processes to control and validate change and these are being actively developed. The impact of Reference Data on cash account production is being flushed out in Model Office and E2E testing.</p> | <p>EPOSS design has been exposed to, and documented with, Horizon. There are no outstanding design change requirements. Usability and functionality are being tested in current phase of work. There have been a large number of testing faults but these are steadily being cleared.</p> | <p><i>The technical design of these systems is complete but their operability needs to be confirmed in testing and Live Trial - this is a known risk which is being managed in planned areas of work e.g Live Reference Data Proving, EPOSS Usability Trial. If this risk is not managed then contingency would be needed. BA further require:</i></p> <ol style="list-style-type: none"> <i>1) Visibility of progress (A Simpkins to provide by 12/10)</i> <i>2) Their own assessment of functional hangouts (Pathway to provide details by 6/10)</i> <i>3) Understanding of progress on non-ISDN and mobiles (Pathway to provide by 9/10).</i> |

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Horizon Implementation Plan - Points of Issue

| Statement of the Issue | BA View | Horizon View | Pathway View | Way Forward |
|--|--|--|---|--|
| 2a. Are the required service management products available and scalable in Pathway ? | No firm evidence yet available to confirm adequacy. | Preparation for and execution of POCL Live Trial will provide next level of confidence and provide greater exposure of Pathway capability. | Activities and plans are visible in the Service Management Forum. No known outstanding problems identified by Pathway or Sponsors at this stage. Will work with POCL to ensure effective end-to-end service as the provider of support for the infrastructure and applications. | <i>Prepare TOR for end-to-end study and discuss with PA (D Miller by 6/10) Conduct the E2E service mgt review (D Miller by 6/11)</i> |
| 2b. Will the POCL service management function be ready for rollout ? | Only embryonic function in place and a major challenge for POCL to develop | Overall approach documented, and approved by CEC. Detailed planning and recruitment are moving forward. Outsourcing arrangement in process of tender | | See 2a |
| 3. Can there be confidence in the scalability of the ICL Pathway design ? | Doubts about Pathway capability to support full rollout | The Treasury Review Panel was reassured on this issue. General concern must remain as rollout proceeds but no further actions proposed at this stage | Many papers already produced on which discussions have taken place. A further paper will be issued in October to support acceptance - any detail can be addressed as required | <i>BA to prepare a list of specific questions (P Crahan by 6/10) Horizon/Pathway to respond at a workshop before 16/10 under PA's facilitation</i> |
| 4 Will the speed of the acceptance process threaten key dates ? | Horizon have not yet produced a clear plan of tests and resources required and therefore it is not possible to be confident in completion by the key dates e.g. start of acceptance tests at end of October. | Approach has been agreed. No reason why tests cannot be completed within the available timescale given co-operation | Concern that all acceptance spec sign-offs have not been completed in a timely manner. | <i>Review already arranged at Acceptance Board on 1/10. Report to PA following Acceptance Board (D Miller) Confirm detail of plans (D Miller by 16/10)</i> |

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Horizon Implementation Plan - Points of Issue

| Statement of Issue | BA View | Horizon View | Pathway View | Way Forward |
|--|---|---|--|---|
| 5 Can the HPO drive the Programme forward and provide robust monitoring of plans ? | HPO is still not demonstrating effective control of the programme. See specific items in G.McCorkell's letter to Harry Bush | Wider HPO is now geared up: 1. £1m+ .p.a. being spent on additional external resource 2. Detailed planning approach now in place 3. New processes developed in Programme Office | Pathway recognise improvements have been made and that the general approach is now much more focused on achieving delivery. | <i>PA to review progress and status of HPO (by 9/10)</i> |
| 6. What is the status of the plans for NR2+ ? | No detailed plan has been presented by Horizon for the delivery of NR2+ and this puts in doubt the date of February 2000. Later delivery of NR2+ would impact multi-benefit card rollout in terms of number of cards and outlets. | Pathway plan awaited, but BA/CAPS also need to clarify their requirement and CAPS delivery dates. It will then be clear which Pathway or CAPS activities impact on the critical path for NR2+. NR2+ plans are not however expected to impact the NR2 rollout to POCL offices. | Plan for NR2+ being drafted but needs confirmation from BA/CAPS on CAPS releases contents and dates. E.g. 1) If CAPS 4.0 is not available for a 6 month testing window until Oct 99, then this may delay NR2+ go-live until April 2000 2) Also if CAPS 4.0 go-live is scheduled for Easter 2000 then NR2+ may be delayed to this date as well. | <i>CAPS and NR2+ plans and dates to be agreed and any impact on the key dates and approach in the Replan to be assessed.</i> 1. <i>Horizon to review pathway plan (A Simpkins by 1/10)</i> 2. <i>Agree integration with CAPS (A Simpkins/P Jenkins by 5/10)</i> 3. <i>Provide NR2+ plan to PA (A Simpkins by 7/10)</i> |

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Horizon Implementation Plan - Points of Issue

| Statement of Issue | BA View | Horizon View | Pathway View | Way Forward |
|--|---|--|---|--|
| 7a. Are there serious problems in the areas of functionality critical to BA ? | A number of BES faults have been identified. A number of functional hangouts also exist, and there is a need to perform a business assessment of the pinicl position. | E2E accounting is not yet proven in the current test phase - too early to judge if this will be an issue or may prolong testing | 5 BES faults identified - 2 with CAPS, 2 with Pathway, 1 under investigation. | <i>Problems to be resolved and escalated as part of the normal test correction and reporting process but Horizon to respond to improvements in the reporting process suggested by Vince Gaskell (A Simpkins by 6/10)</i> |
| 7b What is the likelihood of the current test phase achieving the target date of 13/12/98 ? | Concerns at slippages and limited coverage achieved to date - date not considered feasible. BA also need to be convinced about the availability of contingency. | Testing execution has been running in line with Horizon plans and expectations but number of faults is a concern. Still too early to reassess likely completion date. At least 2 weeks contingency available in January without changing July rollout | Agree that testing has had problems but not outside expectations. December date is being continually reviewed and reported to the fortnightly Checkpoint meetings with Horizon. | <i>Joint test review with all parties and PA to be rescheduled to 13/10 (A Simpkins to arrange by 6/10) PA to take view on the test plan, the need for contingency, and the consequences for the later test stages (PA by 14/10 but need to combine with 8. below)</i> |
| 8. To what extent has the Replan improved the position on delivery dates suggested by Treasury Panel ? Is there a baselined master plan agreed by the parties ? | Replan has not advanced, and in fact put back by one month, the full rollout of NR2. | <ol style="list-style-type: none"> 1. Replan has de-risked overall delivery by separating the POCL and the card rollout 2. All POCL functionality (and ChB) has been moved forward from Jan 2000 to July 1999 3. Move of Full NR2 to February 2000 was at BA's request. | Agree with Horizon view. Would like clarification as to the BA's planning assumptions and dependencies on the schedule for multi-benefit | <i>All parties to support Horizon Programme Office in producing full baselined master plan by 9/10 Review plan with all parties in light of the wider actions within this review (A Simpkins by 13/10) PA to perform risk assessment and to share with parties on 14/10.</i> |

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