



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

Report Number: Calendar Month 11

Period: 27/9/99 - 24/10/99

Distribution: Post Office Counters Ltd ICL Pathway

D.Miller
D.Smith
J.Main
E. Logan
J. Millidge
C.French
D.Craik
Library

J.Bennett
M.Coombs
J.Flynn
Library

Author: Julie Pope - Post Office Counters Ltd.
Stephen Billingham - Post Office Counters Ltd.

Authorised by: G.Katon - Post Office Counters Ltd
J. O'Grady - ICL Pathway



MONTHLY JOINT IMPLEMENTATION REPORT

Ref : JT/IM/M/11
Vers : 1.0
Doc. Type : Reference
Date : 29/10/99

CONTENTS

1. Introduction

2. Report Format

3. Headlines and Traffic Light Measurement Systems

4. Infrastructure Phase

4.1 (0) Checking Rollout Data / Readiness Review

4.2 (1) Regional General Manager Letters

4.3 (2) Management Infrastructure Briefing

4.4 (3) Site Survey

4.5 (4) Site Re-Survey

4.6 (5) Modifications

4.7 (6) Preparations

4.8 (7) Ready for Install

5. Installation Phase

6. Implementation Programme Feedback

7. Implementation Risks



MONTHLY JOINT IMPLEMENTATION REPORT

Ref : JT/IM/M/11
Vers : 1.0
Doc. Type : Reference
Date : 29/10/99

1. Introduction

This report is agreed jointly, between POCL and ICL Pathway and provides a high level quantitative overview of implementation activities, deployed within the Infrastructure and Installation Phases, to facilitate the introduction of the Horizon system into the POCL network.

The figures within this report are based purely on National Rollout and do not include Live Trial Outlets except figures quoted for Checking Rollout Data. Where cumulative figures are quoted these represent activity from the Start of National Rollout.

A Dual Traffic Light Measurement System is encompassed within this report, which is intended to create a high level management summary. These measurements will be categorised into an overall End to End Implementation Programme Rollout status as well as a status for the individual activities within both the infrastructure and installation phases. An additional system will operate in order to provide Trend Analysis. See Appendix A for Success Criteria measurements for individual activities.

2. Report Format

SOURCES OF INFORMATION

- Weekly Joint Implementation Report
- Implementation Programme Feedback
- Implementation Risks



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IMM/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

ABBREVIATIONS

ACK1	- Code for inclusion of outlet post Readiness Review	PO	- Post Office
ACK2	- Code for non inclusion of outlet post Readiness Review	PONU	- Post Office Network Unit
ACK3	- Code for inclusion of an office previously given an ACK2 code	Prep	- Preparation
HIM	- Horizon Implementation Manager	RFI	- Ready For Install
ICLP	- ICL Pathway	RGM	- Regional General Manager
IP	- Implementation Programme	RLM	- Regional Liaison Manager
IP1	- Scotland and Northern Ireland	RNM	- Retail Network Manager
IP2	- North Wales & North West / North East	RODB	- Rollout Database
IP3	- South Wales & South West / Midlands	RPM	- Wt plc Regional Programme Manager
IP4	- North Thames & East Anglia / South East	RS	- Re-Survey
IPM	- Implementation Programme Manager	SS	- Site Survey
IPUM	- Implementation Programme User Manager	WT	- (Wt plc) Workplace Technologies plc
ISD	- Implementation Support Data		
ISDN	- Integrated System Digital Network		
ISIS	- Improving Security In Sub Post Offices		
MIB	- Management Infrastructure Briefing		
Midas	- POCL South West Region Database		
Mod	- Modification		
MTC	- Minimum Training Compliance		
N/A	- Not available		
NFC	- No Fixed Counter		
NNDB	- National Network Database		
NS	- No Solution		
OOH	- Out Of Hours		
PLM	- Pathway Liaison Manager		



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

3. Headlines and Traffic Light Measurement Systems

Volumetrics for Period - 27/09/99 - 24/10/99 * Where N/A is shown explanation is given on relevant activity page ** Please see pg15

ACTIVITY	PERIOD		CUMULATIVE	
	Returned by POCL	Given Go Ahead	Returned by POCL	Given Go Ahead
Checking Rollout Data	0	0	19518	17407
	Planned	Actual	Planned	Actual
RGM Letters Despatched	49	45	18055	17440
MIB Events Held	N/A*	0	N/A*	382
Site Surveys Completed	976	900	16805	16419
Re-Surveys Completed	588	514	6349	6018
Modifications Completed	412	383	4552	4244
Preparations Completed	1081	940	11530	9279
Outlets Ready for Install	N/A*	221	N/A*	8638**
ISDN Installations Confirmed				
User Awareness Events Held				
Training Invitations Issued				
ISDN Installations Completed				
Training Events Held				
Number of Users Trained				
Offices Migrated to Horizon pre acceptance	-		601	
Number Counter Positions Installed pre acceptance	-		1129	
NRO Offices Migrated to Horizon	-		785	
Number Counter Positions Migrated During NRO	-		1712	
Migrations Completed	785		1386	
Number of Counter Positions Migrated	1712		2841	

Information on the installation phase is currently being re-baselined between ICL Pathway & PONU



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

Infrastructure Activities

Checking Rollout Data	RGM Letters	MIB's	Site Survey	Site Re-Survey	Outlet Mod.	Outlet Prep.
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Installation Activities

*Information on installation activities is currently being re-baselined between ICL Pathway & PONU

User Awareness Events	ISDN Installation	User Training	Specialist Training	Outlet Installations	Outlet Migration	Outlet Go Live Support
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>






MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

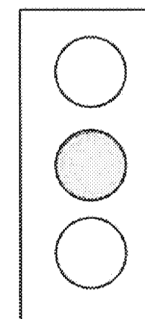
E2E Traffic Light Status - Infrastructure Phase

Event	Critical Success Factor	Impact	Weighting	Period Result % (Report No.)	Resulting %
Readiness Review	• % of ACK1 outlets	High	15%	85.7% (Report No.07)	12.9%
RGM Letters	• % despatched against planned	Low	4%	91.8%	3.7%
MIB's	• % of outlets attended compared to outlets invited	Med	7%	91% (Report No.10)	6.4%
Site Survey	• % of surveys carried out against baselined	Med	7%	92.2%	6.5%
	• % outlets not requiring re-surveys	High	15%	52.3%	7.8%
Re-Survey	• % Re-surveys carried out against planned	Med	7%	87.4%	6.1%
	• % outlets not shown as No Solution	High	15%	95.2%	14.3%
Modification	• % complete against planned	High	15%	93%	14%
Preparation	• % complete against planned	High	15%	87%	13.1%
			Total 100%		Total 84.8%

E2E measurement system :

-  Red = 0 - 80
-  Amber = 80 - 90
-  Green = 90 - 100

E2E Status this period :





MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

4. Infrastructure Phase

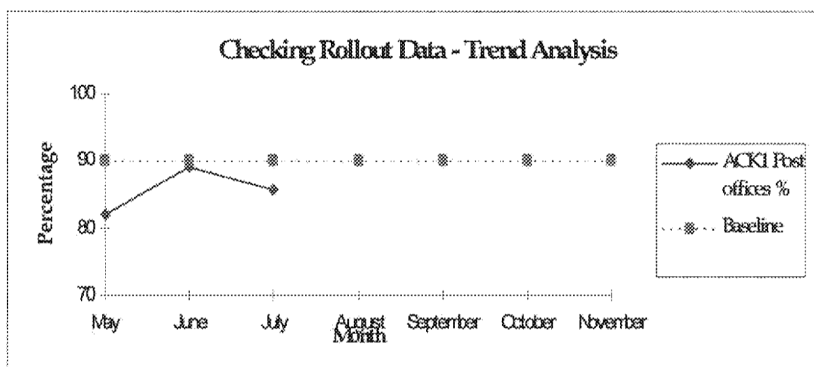
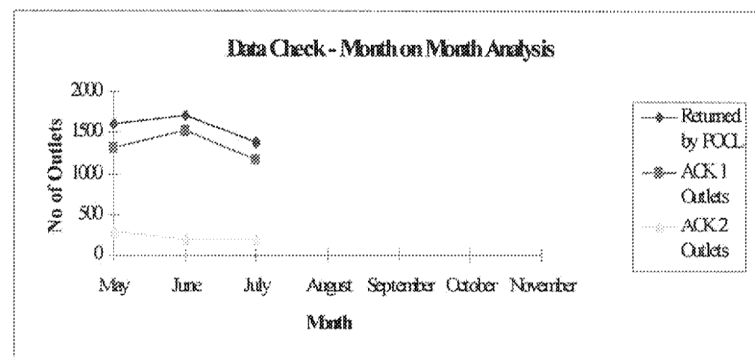
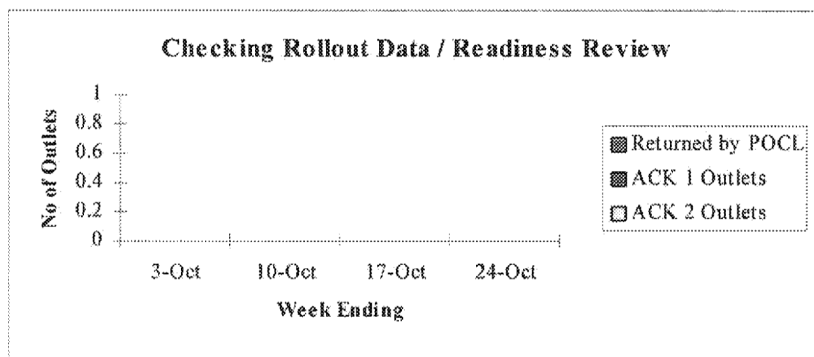
Monthly Snapshot Status :

Trend Analysis Status :



4.1 (0) Checking Rollout Data / Readiness Review

A monthly check of selected offices to ascertain their readiness for inclusion in the Horizon Programme.



The last available data consisted of results from Readiness Review 13 week ending 04/07/99. A total of 1375 offices were returned by POCL from this review and from these 1178 offices were forwarded into the programme - 85.7% (ACK1) and 150 offices were withheld from the programme (ACK2). A cumulative total of 635 offices that were previously suspended from the programme have now rejoined (ACK3). As a result of this the monthly snapshot status is amber and the trend analysis is shown as red.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

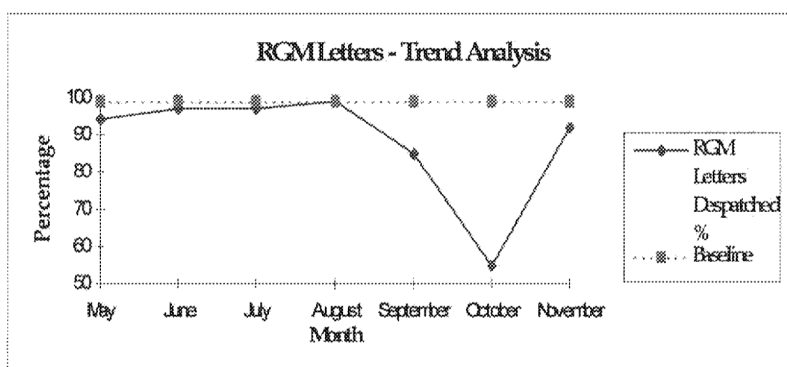
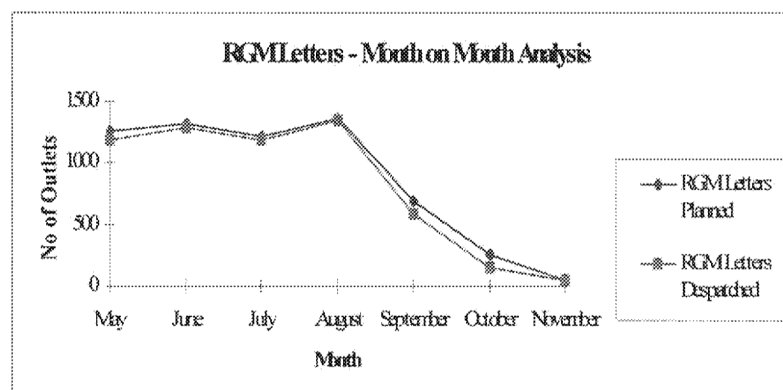
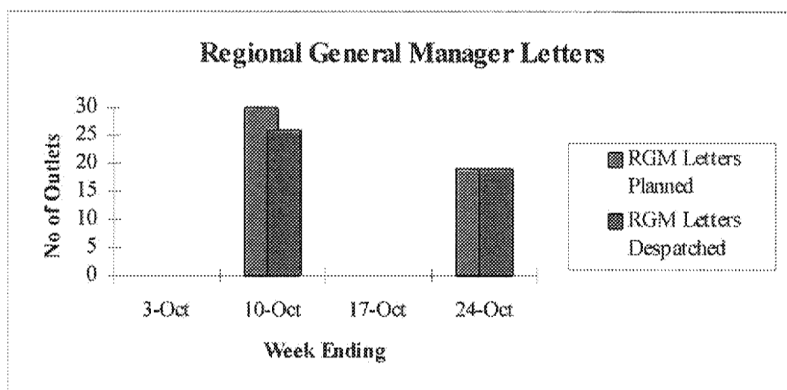
Monthly Snapshot Status :

Trend Analysis Status :

4.2 (1) Regional General Manager Letters Despatched



Letters sent to outlets by POCL Regional General Managers informing them of their inclusion in the Horizon Programme



During this reporting period a total of 45 letters were despatched compared to the 49 planned. This represents a performance level of 91.8%. The baseline performance target has been set at 99% hence the monthly snapshot status is red. The trend analysis status is also shown as red as the baseline performance target has not been achieved.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

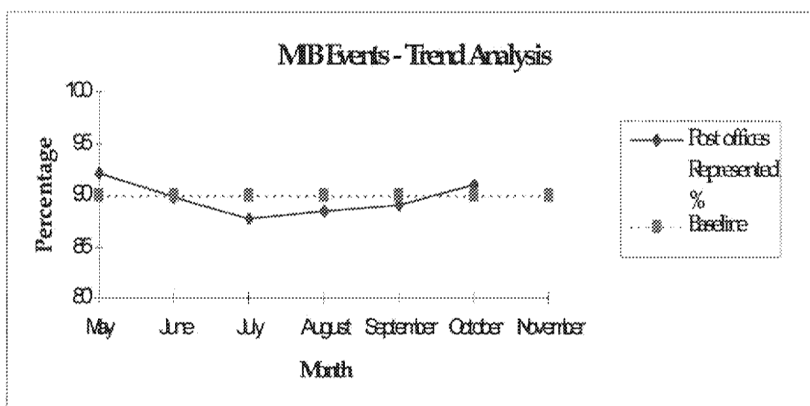
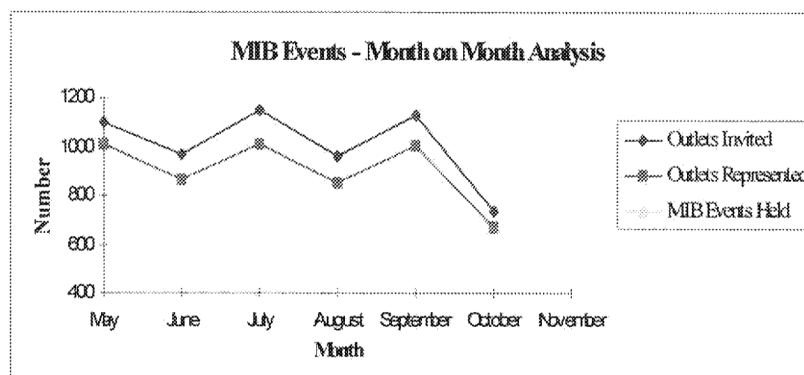
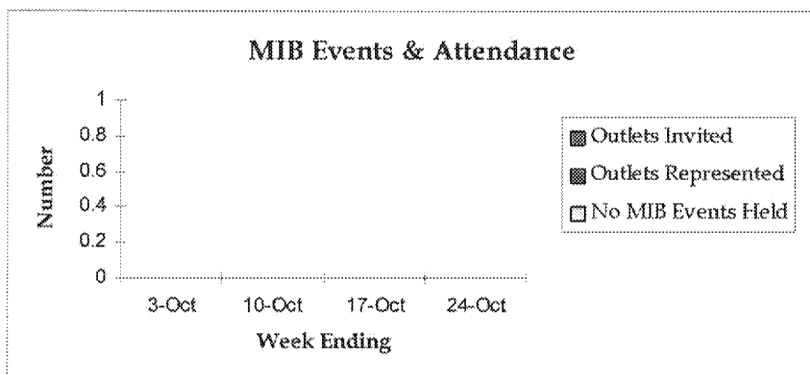
Monthly Snapshot Status :

Trend Analysis Status :



4.3 (2) Management Infrastructure Briefing

An event where Subpostmasters and Branch Managers are informed about the Infrastructure and Installation Programmes.



This months MIB figures are based on last months activity (30/08/99 - 26/09/99), due to no information from ICL. Last month a total of 19 MIB Events took place. Out of the 734 offices that were invited to these events, 668 offices were represented. This represents an attendance level of 91%. The baseline performance target has been set at 90%, hence the monthly snapshot is shown as green and the trend analysis is shown as green.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

Monthly Snapshot Status :

Trend Analysis Status :

R

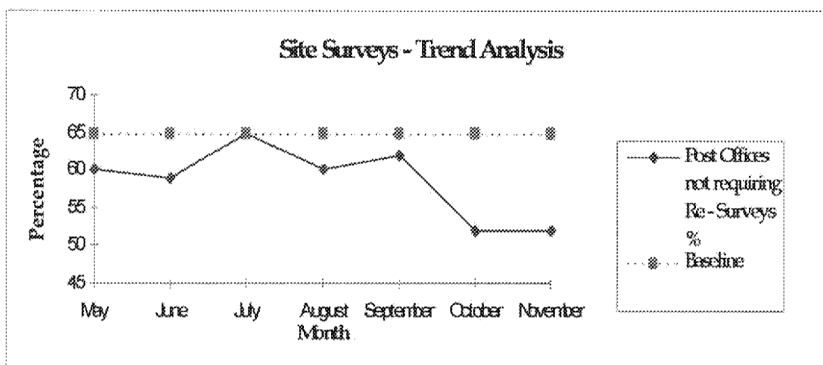
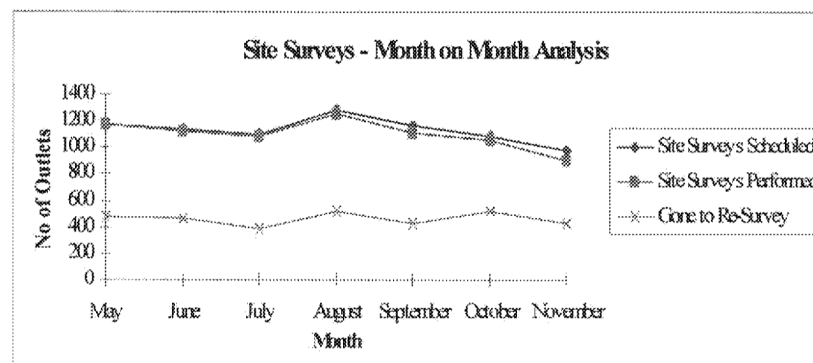
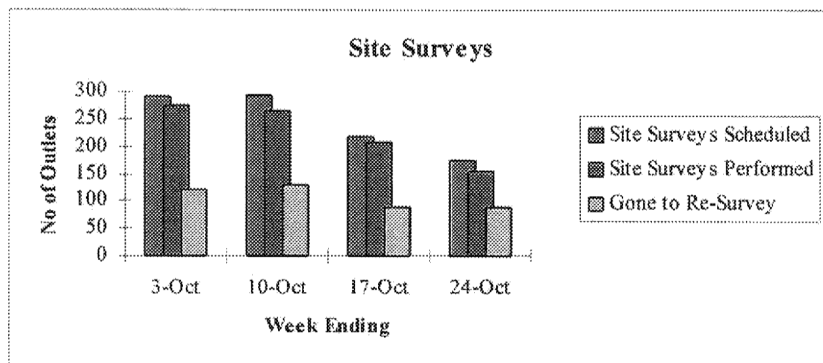


R



4.4 (3) Site Surveys

Survey of outlets to ascertain what work is required to become Horizon Infrastructure Compliant.



A total of 900 surveys took place this reporting period which represents 92.2% of the scheduled surveys (976). The percentage of offices not requiring re-surveys was 52.3% against the baseline performance target of 65%, hence the monthly snapshot status is shown as red. The trend analysis status is also shown as red due to the fact that activity has failed to achieve the baseline target.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

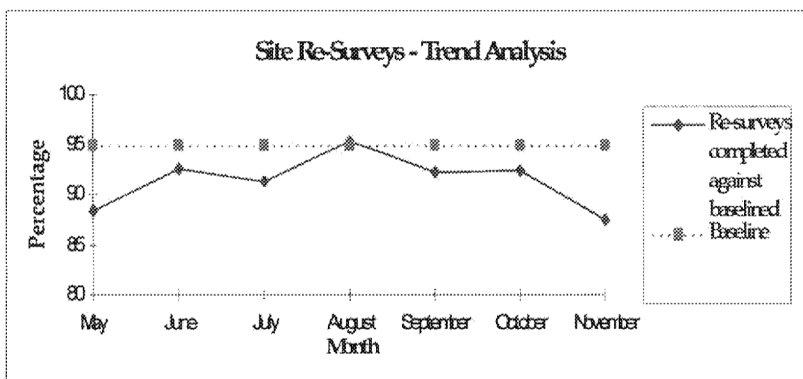
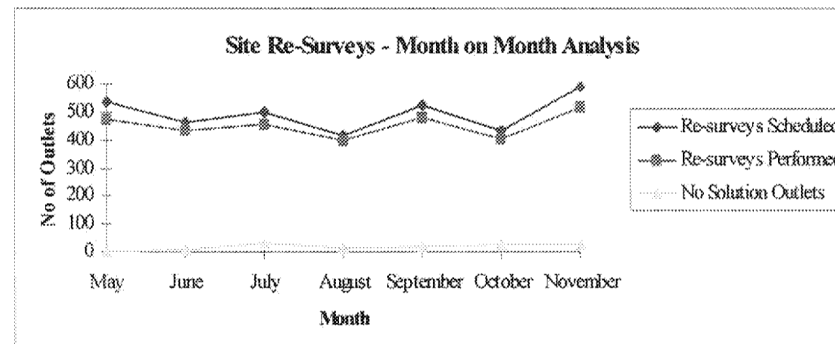
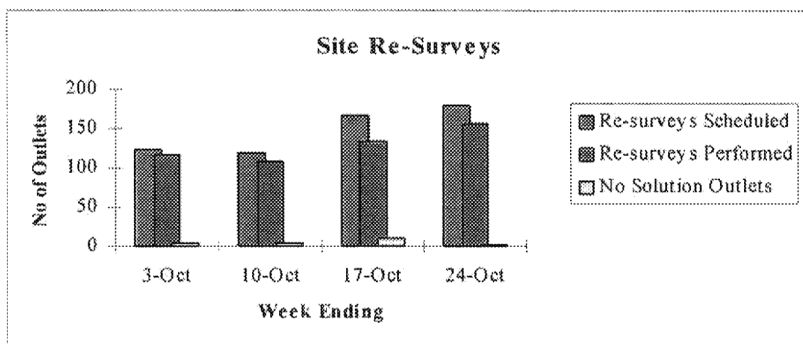
Monthly Snapshot Status :

Trend Analysis Status :



4.5 (4) Site Re-Survey

Re-Survey to find an acceptable solution for installation of Horizon at outlets where no solution was found at initial survey.



During this reporting period a total of 514 re-surveys were performed compared to the 588 that were planned. This represents a performance level of 87.4%. The baseline performance target for this activity has been set at 95%, hence the monthly snapshot status is shown as amber. The trend analysis status is shown as red for this activity as performance has not reached the baseline target. During this period the total number of offices reported by ICL Pathway as being No Solution was 23.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

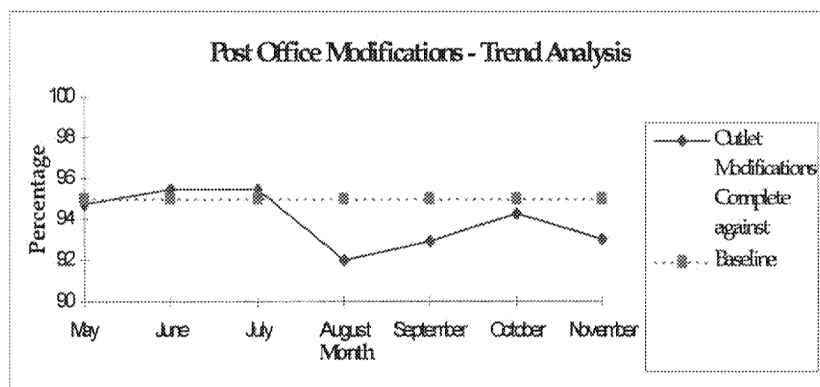
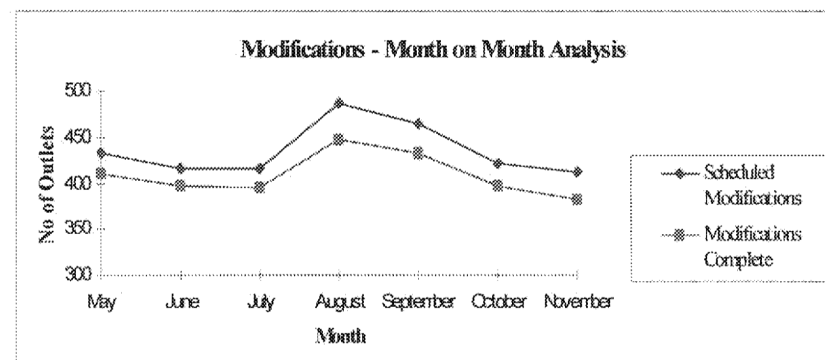
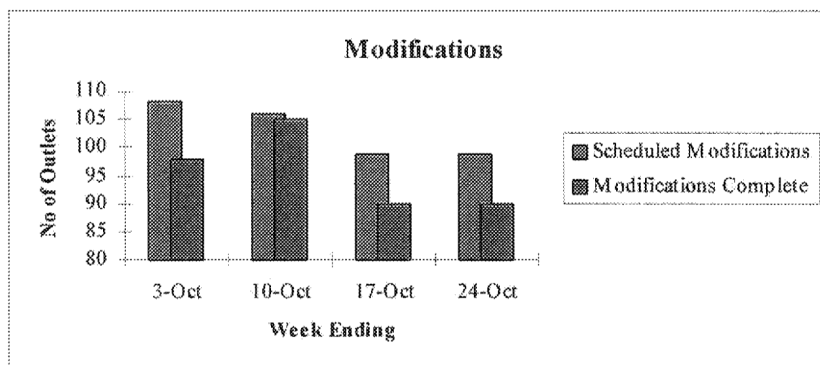
Monthly Snapshot Status :

Trend Analysis Status :



4.6 (5) Modifications

Modifications to outlets that are required to accommodate the installation of Horizon



During this reporting period a total of 383 modifications were completed compared to the 412 that were scheduled. This represents a performance level of 93%. The baseline performance target for this activity is 95% hence the monthly snapshot status is shown at amber. The trend analysis status is shown at red as activity has failed to reach the baseline target.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

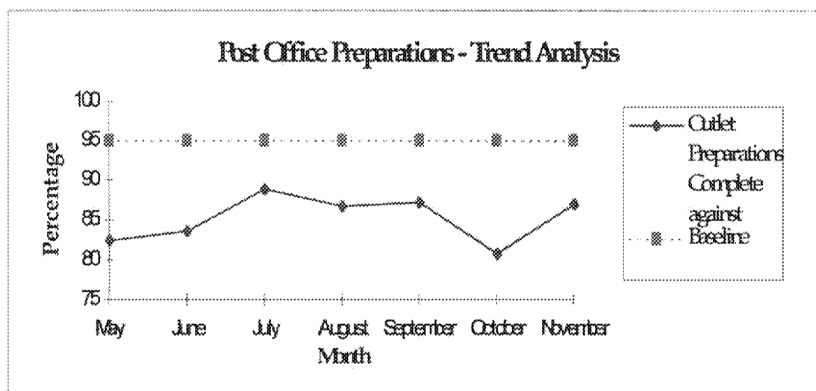
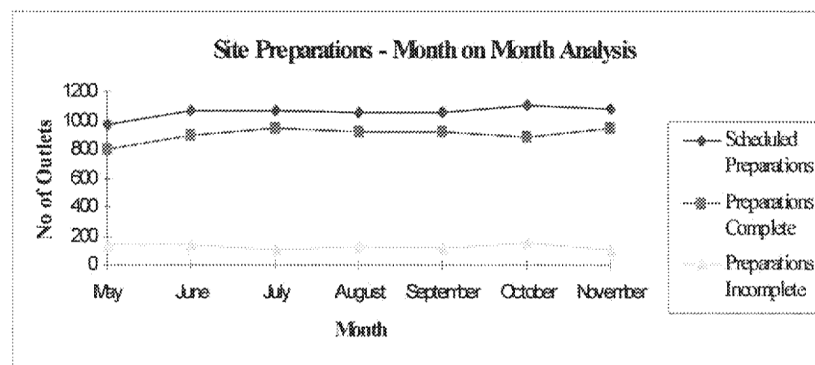
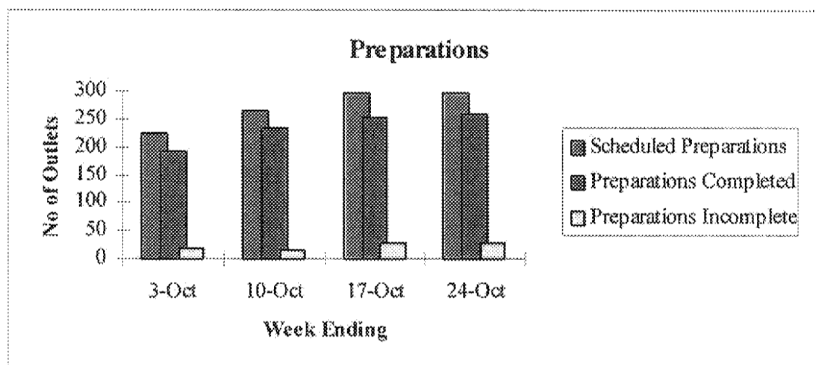
Monthly Snapshot Status :

Trend Analysis Status :



4.7 (6) Preparations

Preparations to outlets that are required to accommodate the installation of Horizon



A total of 940 preparations have been completed during this reporting period compared to the 1081 that were planned. This represents a performance level of 87%. For the period a total of 95 preparations have been reported as incomplete which represents 8.8% of the planned preparations for the period. The performance target for this activity is 95% hence the monthly snapshot status is shown as red. The trend analysis status is also shown as red as the level of activity within the current reporting period was 9% below the baseline target and this target has yet to be met.

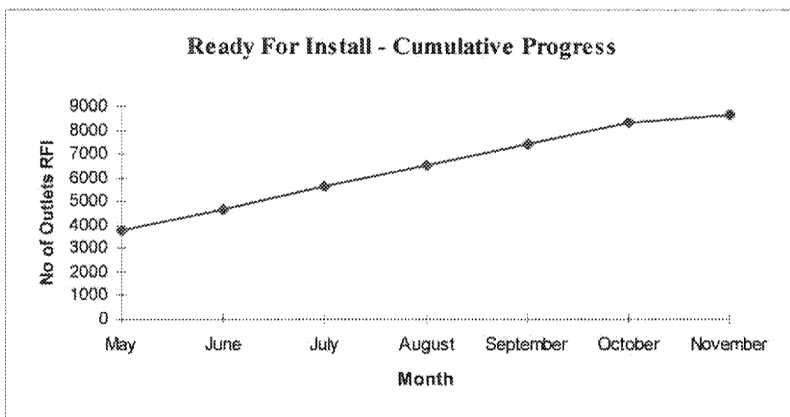
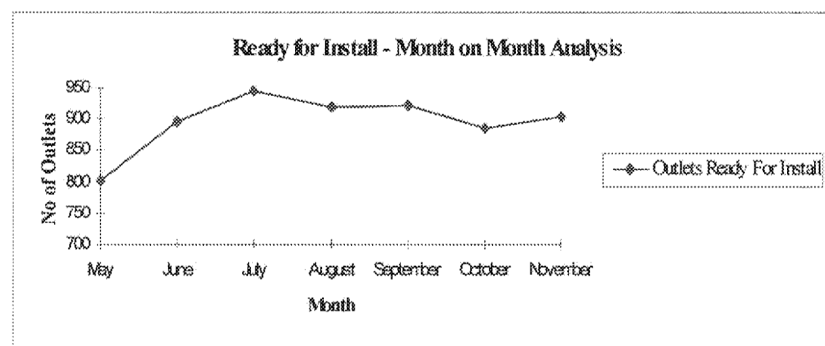
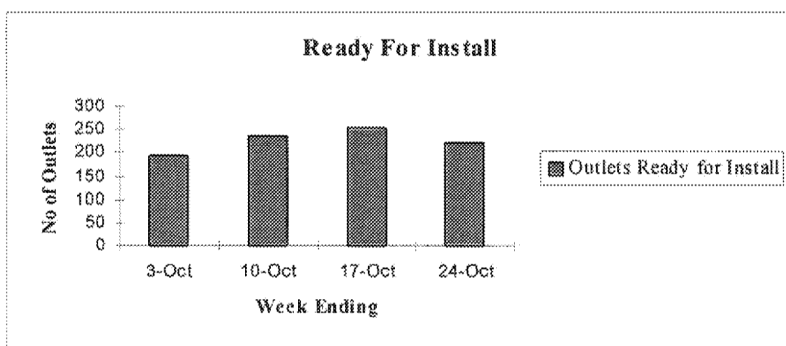


MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

4.8 (7) Ready for Install

Outlets that are ready to enter the installation phase of Horizon



The reporting method for RFI has been further developed in order to more accurately reflect the number of outlets that have reached this stage. The accumulative number of RFI offices now represents the cumulative number of preparations complete, minus any outstanding modification or preparation snagging issues. The current totals for outstanding snagging issues at outlets are 346 for modifications & 295 for preparations. This month 940 offices had preparations, from these 903 became RFI. This brings the new cumulative to 8638 offices.



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

5. Installation Phase

Information on installation activities is currently being re-baselined between ICL Pathway & Post Office Network Unit.

Four Weekly Migration Activity Summary at IP Level

	C/F					Period					Cumulative				
	IP1	IP2	IP3	IP4	Total	IP1	IP2	IP3	IP4	Total	IP1	IP2	IP3	IP4	Total
Successful migrations	47	221	233	100	601	114	290	181	200	785	161	511	414	300	1386
Manual migrations	44	206	222	94	566	108	280	175	200	763	152	486	397	294	1329
ECCO migrations	3	15	11	6	35	6	10	6	0	22	9	25	17	6	57
BO migrations	1	5	10	5	21	6	8	5	2	21	7	13	15	7	42
MSPO migrations	1	5	6	1	13	1	11	5	5	22	2	16	11	6	35
FPO migrations	2	10	1	2	15	5	2	1	3	11	7	12	2	5	26
SPSO migrations	41	189	210	90	530	100	269	168	180	717	141	458	378	270	1247
COMM migrations	2	12	6	2	22	2	0	2	10	14	4	12	8	12	36
Counter Positions	119	401	387	222	1129	291	684	388	349	1712	410	1085	775	571	2841
% complete by 10pm	87%	81%	77%	83%		95%	88%	94%	95%		92%	85%	84%	91%	



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

6. Implementation Programme Feedback

IP1 - Scotland & Northern Ireland

		Related Process
Issues & Concerns	<ul style="list-style-type: none"> Concern that both the standard MIB event and standard MIB pack are inappropriate in their current state for Trolley solution outlets. The process to confirm installation and operation of the ISDN prior to system installation remains a concern. Concern around communications flow & timescales between ROHD and Regional Teams. UAE and Training invitations not complying with full lead-time due to delays in supplying information from ICL -P on installation dates. The reliability and quality of training reports received from Knowledgepool to the IP teams. Concern on the release of NFC outlet information without prior consultation with the Regional Teams. 	IP Operations IP Operations IP Operations Training Training Programme Scheduling
Regional Processes	<ul style="list-style-type: none"> No comment 	
Capture of Best Practice	<ul style="list-style-type: none"> Suggestion that ROHD add to their fax on ISDN suspended outlets that they have contacted the outlet to inform them of the reason for the suspension. 	IP Operations
Trends	<ul style="list-style-type: none"> No comment 	
Solution to problems	<ul style="list-style-type: none"> No comment 	



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

IP2 - North Wales & North West / North East

		Related Process
<ul style="list-style-type: none"> Issues and Concerns 	<ul style="list-style-type: none"> Mechanisms for dealing with offices where the completion of preparation work during normal opening hours is not possible. This will shortly result in preparations being suspended as there is currently no alternative options available to carry out the work. 	Preparations
<ul style="list-style-type: none"> Regional Processes 	<ul style="list-style-type: none"> No comment 	
<ul style="list-style-type: none"> Capture of Best Practice 	<ul style="list-style-type: none"> No comment 	
<ul style="list-style-type: none"> Trends 	<ul style="list-style-type: none"> Modifications – the extent and number of closures that are required and the reluctance of some SPMRs to closing. Also, the quality of some of the modification work and the contingency to react to issues that do arise. 	Modifications
<ul style="list-style-type: none"> Solutions to Problems 	<ul style="list-style-type: none"> No comment 	



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

IP3 - South Wales & South West / Midlands

		Related Process
Issues & Concerns	<ul style="list-style-type: none"> • Training continues to cause major difficulties. A variety of different issues have been encountered including, outlets not contacted to book training, outlets turning up to non-existent courses, outlet staff being booked onto wrong course type. This is compounded by the fact that the daily & weekly reports are not received at the scheduled times. This is further compounded by the reports being inaccurate. KPL have also been unable to respond to issue raised by the TLM in a timely fashion, or occasionally at all. • The lack of clarity re. the process for managing counter discrepancies at time of install continues to cause operational difficulties. 	<p>Training</p> <p>Installation</p>
Review of Regional Processes	<ul style="list-style-type: none"> • No Comment. 	
Capture of Best Practice	<ul style="list-style-type: none"> • POCL have been contacting offices to ensure that they have been booked onto training & highlighting the ones that haven't. • Discussions are underway to identify & reschedule outlets into the programme pre-Xmas. 	<p>Training</p> <p>Scheduling</p>
Trends	<ul style="list-style-type: none"> • On-the-day installation issues continue to absorb much of the team resource with other tasks having to be deferred as a result. The current level of team resource is regarded as a significant risk once maximum beat rate is reached. 	<p>Resource</p>
Solution to Problems	<ul style="list-style-type: none"> • No Comment 	



MONTHLY JOINT IMPLEMENTATION REPORT

Ref: JT/IM/M/11
Vers: 1.0
Doc. Type: Reference
Date: 29/10/99

Success Criteria Measurements - Infrastructure Phase

Appendix A




<u>EVENT</u>	<u>JOINT OWNER</u>	<u>IMPACT</u>	<u>GREEN LIGHT</u> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	<u>AMBER LIGHT</u> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<u>RED LIGHT</u> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Checking Rollout Data / Readiness Review • % of outlets ACK1	M.O'Toole POCL S.Burgess ICLP	High	90% or Above	Between 80 & 90%	Below 80%
RGM Letters • % despatched against planned	M.O'Toole POCL S.Burgess ICLP	Low	99% or Above	Between 95 & 99%	Below 95%
MIB's • % of outlets attended compared to outlets invited	T.Rollason POCL S.Lovegrove ICLP	Med	90% or Above	Between 80 & 90%	Below 80%
Site Survey • % of surveys carried out against those planned • % of outlets not requiring re-surveys	A.Jones POCL B.Herd ICLP	Med High	95% or Above 65% or Above	Between 85 & 95% Between 55 & 65%	Below 85% Below 55%
Re-Survey • % of Re-surveys carried out against those planned • % of outlets not shown as no solution	A.Jones POCL B.Herd ICLP	Med High	95% or Above 95% or Above	Between 85 & 95% Between 85 & 95%	Below 85% Below 85%
Outlet Modifications • % complete against planned	A.Jones POCL B.Herd ICLP	High	95% or Above	Between 90 & 95%	Below 90%
Outlet Preparations • % Complete against planned	A.Jones POCL B.Herd ICLP	High	95% or Above	Between 90 & 95%	Below 90%



MONTHLY JOINT IMPLEMENTATION REPORT

Ref : JT/IM/M/11
Vers : 1.0
Doc. Type : Reference
Date : 29/10/99

Success Criteria Measurements - Installation Phase

<u>EVENT</u>	<u>JOINT OWNER</u>	<u>IMPACT</u>	<u>GREEN LIGHT</u> 	<u>AMBER LIGHT</u> 	<u>RED LIGHT</u> 
User Awareness Event <ul style="list-style-type: none"> • % of events held against those planned • % attended compared to those invited 	T.Rollason POCL S.Lovegrove ICLP	Med High	90% or Above 95% or Above	Between 80 & 90% Between 90 & 95%	Below 80% Below 90%
ISDN Installed <ul style="list-style-type: none"> • % completed against planned 	A.Jones POCL B.McDermott ICLP	High	95% or Above	Between 85 & 95%	Below 85%
User Training <ul style="list-style-type: none"> • % of events held against those planned • % attended compared to those invited 	T.Rollason POCL S.Lovegrove P/Way	High High	96% or Above 96 % or Above	Between 94 & 96% Between 94 & 96%	Below 94% Below 94%
Specialist Training <ul style="list-style-type: none"> • % of events held against those planned • % attended compared with those invited 	T.Rollason POCL S.Lovegrove P/Way	Med High	90% or Above 95% or Above	Between 80 & 90% Between 90 & 95%	Below 80% Below 90%
Outlet Installation <ul style="list-style-type: none"> • % completed against planned 	S.Grayston POCL B.McDermott ICLP	High	99% or Above	Between 94 & 99%	Below 94%
Outlet Migration <ul style="list-style-type: none"> • % completed against planned 	S.Grayston POCL E.Long ICLP	High	99% or Above	Between 94 & 99%	Below 94%