

#PD/02/010

Horizon:
Implementation

21 May 1998

Mike Coombs
Programme Director
ICL Pathway Ltd
Forest Road
Feltham
MIDDLESEX TW13 7EJ

Dear Mike

IMPLEMENTATION "RISKS"

Barrie and I have discussed the levels of assurance and the areas of interest which will provide greater demonstrated confidence in each others support plans. I know this is fully supported by yourself and John as part of an integrated approach to implementation planning. Many of the issues will be addressed at the next Joint Implementation Meeting on 27 May.

There are however some associated risk areas which relate more directly to the current review of release plans and carry implications for the start of National rollout. I also want to raise them at the JIM but both you and Barrie may wish to consider their implications in advance.

The issues are;

- The current plans envisage we will provide go live dates for the first batch of rollout offices before we have entered live trial. As a result, the associated programme of User Awareness and Training in the preceding 12 weeks carries a significant level of risk by being defined before we have seen the release in live operation.

- The process by which the rollout programme will ramp up to full installation rates is currently restricted to a period of 4 weeks. Clearly the confidence in supplier capacity (from both a Pathway and POCL perspective) is something we have now jointly agreed to review, but the way in which full capacity is reached, both in terms of timescale and location is sufficiently critical to justify reexamination.
- The means by which the lessons learned from live trial are factored back into the rollout procedures has not been clearly described and we also need to review this process.
- We learned from release 1C there was a period of fault fixing which extended for 4-8 weeks after the release date. Given the greater complexity of release 2, there may be advantages in planning for a "fault fix" release ahead of rollout to ensure the procedures are fully stable, have been tested and have been factored into any associated alterations to training content and user guides.

You will recognise, as I do, that the ramifications of these issues extend outwith just the implementation cycle but it is important to get them onto the planning agenda as soon as possible and the forthcoming JIM is a sensible first step.

Following next weeks meeting I will discuss with Andrew Simpkins how we take them forward within the review process but this is clearly a matter of urgency to support the release planning activity now underway. Please let me know if you have any concerns with this approach otherwise I would expect Barrie and I to take them forward as proposed.

Yours sincerely

BRUCE McNIVEN
General Manager Horizon Implementation

cc: Barrie Davis
Dave Miller - Horizon Programme Director
Andrew Simpkins - Programme Management Office