ICL PATHWAY

PROGRAMME OFFICE

MONTHLY REPORT

May 1998

Compiled by :	Graham Chatten
	Programme Office Manager
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ICL PATHWAY   *Commercial in Confidence*   *Programme Office*

Contents

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1. Programme Office

1.1 Planning Office

1.1.1 Monthly Summary

A new Release 2 High Level Plan (Plan A1.3) was agreed as the basis for the preparation of the new Level 3 Plans.   Work on establishing the agreed L3 plans leading to a consolidated L1 Plan has been the main focus during the month.

A "Hangouts" spreadsheet has been established in an attempt to capture outstanding issues and CPs so that they may be incorporated into the new plans.   All level 1 managers have been asked to assess the impact of the hangouts and ensure that they are integrated fully into their future plans. T&I are resisting providing the information (as agreed they would at the meeting on 14th May) to use as a basis for low level planning and CP test tracking.

More work has been done in developing the plans for Acceptance, Customer Education and Quality & Risk. Additional levels of granularity need to be added next month.

A review of the planning services has been undertaken and the conclusions and recommendations are to be considered during the coming month.

1.1.2 Issues

The exception reporting process in the Design, Development and T&I areas remains a concern and it has not been carried out effectively during the month due to the re-planning exercises. The process and meetings format will be reviewed following agreement of the latest plan.

Agreement and acceptance of the plans at all levels needs to be tackled so that full commitment is achieved to provide the focus that the programme demands.

A number of planning exercises on the concurrent work of NR2 and R2+ shows cause for concern on programme slippage and potential resource constraints. The work will be provided to MC/TA for consideration.

1.1.3 Staffing

Rob Clark (freelance) joined during May on a short term contract as the Planning Manager; this will free up Andy Morley to concentrate more on customer-facing activity.

Advertising for the permanent post of Planning Manager has appeared in the national press; the response has been disappointing. To date only one appropriate candidate has been passed to Pathway from Hayes, but the candidate has been rejected following interview.

1.1.4 Last Month (May) Activities

1. Replan v 4.0 once the agreement on alignment of Model Office phases has been reached.
2. Plan all 'Hangout' activities including intermediate milestones.

Target completion for activities 1 and 2 is now 5th June

3. Define process for exception tracking of other programme areas such as Acceptance, Customer Services, Implementation.

Target completion w/c 8th June.

1.1.5 Next Month (June) Activities

1. Complete re-plan exercise and issue agreed Level 1 plans.
2. Complete L2 plans and issue.
3. Re-establish close monitoring and control against the newly agreed Level 3 Plans
4. Consider Planning Services Review document; some short term objectives can be implemented immediately.
5. Handover Planning Team management from Andy Morley to Rob Clark.

1.2 Programme Tracking and Control

1.2.1 Monthly Summary

The PinICL forecasting model was completed and issued to several managers for comments. These supported the assumptions used to forecast PinICLs. However it was felt that greater emphasis was required on technical and security testing and the model has been revised to take this into account. This resulted in a marginal increased number of PinICLs forecasted. The number and rate of actual PinICLs raised will now be tracked against the model and the trend will be used to generate future forecasts.

The speed of finalizing the budget forecasts for the Systems Directorate has been disappointingly slow. The manpower plan for the whole of 1999 is now required before reaching a point where the forecast can be baselined. The mitigating circumstance for lack of progress in this area is the concerted effort on the Release 2 re-planning exercise. The net effect however is that further effort will be required in this area and not the lesser effort in maintenance of a stable budget as originally envisaged.

The graphs produced from the metrics area have required quite some effort in continuous realignment to re-plan dates. As with the budget forecast, the volatility of the plans has resulted in a greater amount of effort than envisaged. It is expected to return to a "maintenance" mode when the Release 2 High Level Plan v4.0 is agreed next month

Work has started on the full study report outlining the overall aims of the Control/Tracking section.

Work has also started on the joint exercise with Finance and Personnel on establishing and maintaining a Pathway Manpower plan. However the pressures required by the Control/Tracking study report will result in this having a lesser priority.

1.2.2 Progress

1.2.2.1 Metrics

The Pin ICL forecast model has been refined to show the quantities of PinICLs raised and closed up to Rel 2 MOR #1. The figures produced have been forwarded to Development and T&I for their review.

A summary of the information produced by the model is as follows:-

PinICL forecasts show the rate of PinICLs Opening to start declining at the end of June (in conjunction with the culmination of System Testing), but this will be too late for the rate of PinICL closing to catch up. Current estimations are as follows:

Total Number of Rel 2 PinICLs OPENED by MOR #1 = 3950 approx
Total Number of Rel 2 PinICLs CLOSED by MOR #1 = 3500 approx

Total Number PinICLs remaining OPEN at MOR #1 = 450 approx

1.2.2.2 PinICL MIS

There have not been any new developments in this area.

Following the formal Pathway response to the Horizon Programme on their Fault Management report (as reported last month), another version 0.2 was received and comments expected on this version.

1.2.2.3 Pathway Budget Forecast

Progress has been painfully slow in this area. Although reviews have been held on the largest directorates, namely Systems, Customer Service and Programmes directorates, only the forecast for Programmes has been formally baselined.

The amendments as agreed at the CS review have still to be effected before it can be baselined. For Systems, the requirement changed and a manpower plan is now required for the whole of 1999 for review.

1.2.2.4 General

A study report outlining the overall aims of the Control/Tracking section commenced during the month. Unfortunately progress on this has been hampered by other ongoing work.

1.2.3 Critical Problems

No critical problems reported.

1.2.4 Issues

1.2.4.1 Metrics

The volatility of the plans resulted in re-work in this area. It is recognized that stability will be achieved when v4.0 of the High Level Plan for Release 2 is approved next month.

1.2.4.2 Problem Management

None.

1.2.4.3 Pathway Budget Forecast

The lack of enthusiasm in this area is now quite worrying. Work in this area will take a lower priority as effort will be concentrated on completion of the Control/Tracking study report.

1.2.4.4 General

The priority of the Control/Tracking study report needs to be increased.

1.2.5 Planned Work

1.2.5.1 Metrics

1. Realign the graphs to the Release 2 High Level Plan v4.0 when this is agreed.
2. Map actual numbers of PinICLs raised against forecast within PinICL forecasting model.
3. Greater level of data analysis.

1.2.5.2 PinICL MIS

1. Wider distribution of the PinICL MIS report document once internally agreed.

1.2.5.3 Pathway Budget Forecast

1. Baseline budget forecast for Systems directorate.
2. Define operational procedures with the Finance section for reporting actual costs against forecast. Not achieved last month.

1.2.5.4 General

1. Catalogue the full suite of reports from Programme Control/Tracking.

1.3 Configuration Management

1.3.1 Software Configuration Management

Management of the installable software is continuing with the usual problems of last minute changes to configurations as the software drop is ready for delivery, causing unplanned work and delays in take-on into PCMS.

Suzie Morley has started with us to replace Merrilyn Dodds. We will continue to support the current processes and begin work on the use of PCMS for Source Code Management. This is dependent upon an upgrade of PCMS to 4.4 from 4.3. Intersolv (the new owners of PCMS) are having difficulty in performing the upgrade for the TeamServer platform because the Motif development software is no longer supported.

We are waiting for Design to produce the physical design documents for the Solaris platforms.

1.3.2 Hardware Configuration Management

Work is continuing to develop the Hardware Configuration Baseline for NR2. A meeting has been conducted regarding the collection of asset data. We have agreed with all relevant parties that the hardware configuration information for counters will be held in the asset database and updated with each repair.

We are still awaiting Design's input, in the form of a baselined document, for the configuration of the Routers.

1.3.3 Change Management

The initiative to clear all CPs by the end of May was unsuccessful. This was due to the volume of new CPs raised in the last half of the month. There are currently 38 CPs for impact, of which 47 were raised since 15 May. Therefore if no new CPs were raised in the latter half of May, we could have cleared the backlog.

The volume of CPs being raised both internally and externally is not abating.

1.3.4 Document Management

The volume of documents and reviews continues at a steady level.

1.3.5 Problem Management

The Problem Review Forum and progress chasing continues as normal. Please refer to the Programme Tracking & Control section for metrics.

1.3.6 Issues

The SCM team are being asked to cover all weekends, 9am-5pm, and potentially 24hrs. However, we do not have the staff contracts in place to cover this. This potentially could cause an issue if we lose the good co-operation we currently have.

The management of source code is dependent upon an upgrade from 4.3 to 4.4 of PCMS. Version 4.4 includes the developer's interface that integrates with Visual Basic and Visual C++. Intersolv are having difficulty performing this upgrade because the platform's operating system and MOTIF development environment are no longer supported. We are yet to determine the Y2K status of 4.3. Potentially we might have to migrate to a different type of server.

1.3.7 Staffing

Sue Rutherford has agreed to join us in a permanent position within Change Management, reporting to Kim Rosenbaum.

Brian Crossland has replaced Annet Fernandes as document controller, in a temporary capacity. Potentially he will consider a permanent position. This will be reviewed in late June.

1.3.8 Last Month (May) Activities

The planned activities for May were :

1. Finalise PinICL MIS reports   Not yet agreed
2. Receive PinICL software updates for enhancements   Due in June
3. Review Change Control impact process   Ongoing
4. Add Routers to the HCM/SCM database for NR2   Awaiting Design
5. Add Solaris Platforms to SCM database for NR2   Awaiting Design

1.3.9 Next Month (June) Activities

The planned activities for June are :

1. Finalise PinICL MIS reports
2. Receive PinICL software updates for enhancements

3. Review Change Control impact process
4. Add Routers to the HCM/SCM database for NR2
5. Add Solaris Platforms to SCM database for NR2
6. Produce strategy and high level plan for Source Code Takeon into PCMS

1.4 Programme Wide

1.4.1 Programme Risk Analysis

The Programme Risk Analysis produced in February has been taken up by Quality and Risk and has been issued to managers who have been assigned a risk to mitigate. The mitigation actions have been processed by Q&R and discussed at a Risk meeting. The Programme Office continues to assist and support this work as and when required.

2. New Release 2

2.1 NR2 Summary

2.1.1 General

May has been focussed on two activities - re-planning and testing.

The re-planning exercise has consumed a great deal of effort from the production teams. There is still some way to go before a finalised plan is produced that is underpinned with the necessary level of detail and is "bought into" by the Sponsors. Of concern is the difficulty in defining the outstanding development work required to complete the release. Until there is confidence that all the "hangouts" have been identified and are contained in the plan, there is a risk that further unexpected tasks will arise.

Testing has dominated the focus of T&I, PIT, SPTS and Development. Daily prayers has been running for much of the month to provide day-to-day tactical priorities. The general status is that we are behind where we would wish to be with a number of System Test phases (in particular EPOSS) whilst having maintained good progress with Cycle 1 of Business Integration Testing (BIT). The priority has been to fix PinICLs that are preventing any of the main threads of testing. A PinICL clearance plan is being produced by Development to identify how the backlog of lower priority PinICLs can be cleared.

Direct Interface Testing (DIT) phase 2 is on target to re-start on 16th June. This is an extremely visible and politically sensitive milestone - every effort has been made to ensure this is achieved successfully.

A revised approach and strategy to to Model Office has been brokered with CAPS/Horizon. The new approach is at the heart of the re-plan and forms the cornerstone of the shape of the new plan. There are a number of areas of the plan where the Horizon are reviewing the approach from their perspective (e.g. Live Trial).

2.2 Issues

The main areas of concern:

- As reported last month, the 3.3 Recovery Plan has proven to be unachievable. During the month there has not been a firm plan against which to track progress.

- There are a number of major areas of the system that remain to be finalised - these include:
  - Reference Data
  - Reconciliation
  - In Office Migration
  - Audit

- Introduction of security is now forecast to occur later in the process than was originally planned. This increases the risk that issues that arise will not be able to be handled in the elapsed time of the plan.

- Design/Development continue to raise change and items for the "hangouts" list. Given the elapsed time left before we have to make code freezes the opportunity for further change without impact is limited. Reference Data "get well" programme has been established which will require development support until the enrichment tools are delivered.

- The number of PinICLs has remained constant during the last month. The focus has been upon the clearance of the "A" and "B" priority PinICLs. It appears that it has been difficult on occasions to keep pace with these and a PinICL clearance plan is being drawn up by Development to show the impact on the plan of this activity.

RCD not signed off by Sponsors - this remains an outstanding contractual issue.

3. APS (Programme Wide)

3.1 NR2

DIT2 testing on HAPS is still suspended awaiting resolution of TPS/TIP interface problems and will restart in early June. BIT testing (including APS functionality) has completed two cycles and the third full cycle has now commenced.

Customer Service are progressing the agreement of operational processes and SLAs and the Reconciliation Process is being reworked following a formal review. The APS Processes and Procedures Description has been reviewed with POCL and is currently being reworked.

The APS Reconciliation High Level Design is out for review. The High Level Design of APS has been baselined and now reflects the current design and incorporates additional information not documented elsewhere eg. a description of how tokens are matched with Reference data at the Counter.

There are still outstanding agreements to agree on APS in relation to the Technical documentation required by POCL to market the service to their clients and also to assess any possible new AP services. The previously agreed solution of sending them our design and technical information under an NDA was fraught with difficulty on both sides and a new approach has been adopted using a new document - APS Service Overview. This document is being prepared by Dave Cooke and is intended to provide the right level of information for POCL without infringing Pathway's IPR and so will not require an NDA. This will be discussed with POCL in early June.

Some problems have been identified with the processing at the counter of a few magnetic cards and bar codes, resolutions are being progressed through both code and Reference Data changes. One of these changes requires an amendment to Escher code which is being progressed.

Hand-over of Token and Interface specifications is nearly complete. Further test tokens are still awaited, but informal testing of many of the tokens already handed over has taken place and PinICLs raised on Reference data are being fixed. There is still an issue surrounding provision of "Method of Payment" Reference data, but this is being actively resolved.

3.2 NR2+

Talexus and PISCES Smart cards are being excluded from the Release NR2+ Contents Description and no further work is being progressed on these.

POCL have provided a baseline for Watercard and a partial baseline for Quantum. Another meeting was held with CQO and POCL where some

progress was made but additional information is still awaited and the documents should be baselined using a CCN.

Test Watercards have been provided but progress in testing with these is being hampered by the lack of the changes required from Escher to the LiftKeyboard software.

The updated High Level Design for 2+ is out for review and the Generic Client AIS and TIS are being worked on.

AP Digital Signing design and development are going to be considerably later than originally planned due to the heavy demand on Cryptographic resources within TSC. A "Stub" can be produced which will enable unit testing to take place. Consideration will have to be given as to whether it is acceptable for T&I to commence testing without the full product when plans for 2+ are prepared.

Work on Client Migration strategy is held up pending recruitment of an additional resource within Implementation who will assist with the preparation of the Strategy.

3.3 Issues

3.3.1 NR2

POCL have asked Pathway to raise a Change Request on the RDP team to update their system to include "Method of Payment". Pathway have refused to raise a Change Request on the grounds that this data is required to meet the requirement and it is POCL's responsibility to supply it to us. POCL are considering our response but this debate is getting in the way of actually implementing the change.

APS agreements to agree are still outstanding - if the new document to meet these is not acceptable to POCL then there may be a long delay in getting these agreed.

The lack of an agreed published High Level Plan for NR2 is making it difficult to plan the lower level activities in conjunction with POCL.

3.3.2 NR2+

Security requirements as defined within Tom Parker's document in order to satisfy Landis & Gyr's concerns requires in excess of 90 days development effort from Pathway. This effort could impact on other planned cryptographic work and there is also the issue of who should pay for the work being done to meet the requirements of one of POCL's suppliers.

The requirements for AP digital signing have been informally agreed with POCL. However the SFS needs to be updated to reflect the change and a

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CP/CCN raised to obtain formal approval for the change. Lack of resources in the Requirements area is delaying this work.

Pressure continues to be exerted on POCL to provide the complete set of documentation and agree a baseline for each of the Smart products. This is being progressed via John Murray and Business Development.

Planning of APS development (particularly the APS Host Design) in conjunction with other Release 2+ development needs to be addressed by Development. It is difficult to assess the changes required to RDMC to support APS at 2+ until this detailed design of the APS Host is completed and no dates are available for when this work will be done.

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4. NON-ISDN

4.1 Progress

Following the presentation given to POCL Horizon Programme representatives during April, the Risk Analysis has been updated to respond to specific security concerns raised by POCL. A proposal letter was sent to John Meagher and included a high level summary of our testing strategy for Frame Relay.

Full approval of the CP is awaiting a response to the proposal letter from POCL confirming whether it is acceptable to implement Frame Relay in NR2.

Progress continues to be slow on completing the BT analysis of ISDN availability at offices. BT are continuing with the planned transmission tests, there are still 1076 sites to be tested. However, the results on those tested so far are encouraging as 147 out of 1044 tested have been found to be non-ISDN. A spreadsheet of the "busy" outlets ie. with either more than one counter or single counters with > 500 BTHs was sent to Energis for them to request BT to give priority to testing these sites. This information on single counter transactions will be useful in assessing the results of the ISDN analysis.

4.2 Issues

If Frame Relay is to be included within NR2 then Frame Relay circuits need to be ordered ASAP in order to not delay End to End testing and technical testing at TSC. A decision is required as soon as possible. Alternatively, the circuits could possibly be ordered before approval of the CP as they will be needed at NR2+ if not at NR2.

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5. Security and Audit

5.1 Monthly Summary

Progress for NR2 continues to be slow, which is reflected in the secure test statistics. The requirements for security has exposed the lack of management and control over the platform structures. This is causing difficulties in the application of security. It should be noted that this weakness has also caused difficulties in the implementation of FTMS, and will likely cause difficulties in other areas, e.g. Audit.

NR2+ activity progresses. The majority of design and development work falls within the Crypto Teams remit. A plan for this team has been produced which has highlighted that, with an additional three members of staff, all development activity could be completed by the end of December.

5.2 Progress

5.2.1 Security - NR2

5.2.1.1 Secure Sequent / SecurID

➢ Integration of the Secure Sequent design is ongoing in PIT and completion of this exercise is targeted for inclusion in the 8F baseline due on the 18th June.

5.2.1.2 Secure NT

➢ Progress slow due to problems encountered with sourcing information. Deliverables reviewed and split into two. The first deliverable has been targeted for the 8F baseline.

5.2.1.3 Cryptography

➢ Development of the event management aspects of the various crypto applications was completed in May. These were handed over to PIT on the 27th May, with the exception of the CAPS crypto module and POLO application. To accommodate other changes, these will be handed over in June.
➢ Development work to incorporate changes to POLO and Teamcrypto to accommodate Riposte Disc Mirroring is ongoing. Delivery to PIT is targeted for the 19th June.

5.2.1.4 Networks

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> ➢ The revised firewall proposal was approved and this has been incorporated into the NR2 network design. Detailed design configuration has been held up due to lack of availability of hardware and software.

5.2.1.5 Secure Test

> ➢ Test activity continues to be impeded by the lack Secure NT, Secure Sequent and SecurID although progress has been made in other areas covered by the Secure Test team. The Secure Test plan will be revised in line with expected delivery schedules and the recent NR2 replan.
> ➢ Little visible progress has been made with regard to testing the secure elements of Pathway's Managed Services. This continues to be escalated and should be regarded as a serious threat to obtaining sponsor acceptability of the release.

5.2.2 Security - NR2+

5.2.2.1 KMS

Progress was made on the following documentation set:

> ➢ Requirements for Key Management document baselined at Version 1.0 on 8 May.
> ➢ Key Management HLD inspection copy, V0.31, issued 18 May and a formal review arranged for 1 June.
> ➢ Key Management Platform Specifications, V0.1, issued for comment on 20May.
> ➢ Key Management Application Design, V0.2, issued for comment 22 May.
> ➢ Key Generation Design, V0.2, produced for internal comment.
> ➢ Work commenced on the Crypto Changes document and the CA Design.

In addition to this, the Crypto Team commenced a series of workshops to resolve outstanding design issues.

5.2.2.2 VPN

> ➢ Workshop attended in Austria, coupled with continued dialogue, to confirm feasibility of interfacing the SG VPN product with the KMS and to define work packages, with first pass estimates, to feed into the NR2+ plan.

5.2.2.3 AP Signing

> ➢ Awaits a stable draft of the Crypto Changes document to progress this item.

5.3 *Issues*

NR2 test activity continues to be constrained due to the lack of key products; Secure Sequent, SecurID, Secure NT and security enforcing networking

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components. Revised dates for delivery of these products to PIT have been established and will be impacted on the test plans.

Full implementation of the Secure NT Build is being severely delayed. This is due to difficulties in obtaining the required information in a complete and consistent format to apply file level security on the individual NT platforms. As a result, the integration of Secure NT has been split into two deliverables.

The first deliverable, which implements roles and associated policies, the NT domain structure and NT client security, is targeted for inclusion in the 8F baseline from PIT. In parallel, an exercise has started to capture the basic information in order that the platform specific security can be enforced. This is a resource intensive piece of work which will require prompt action and full co-operation from the various design and development teams. This activity remains a high risk item for completion within the NR2 timescales.

Lack of hardware and software is stopping progress on the implementation of Firewalls. This will have a negative impact on the Secure test plans.

NR2+ plans show completion of development being the end of December 1998. Further resources are required to meet these delivery dates. This issue is being actively pursued by TSC. The Crypto development plan will need to be impacted by the test and integration teams to understand how these products can be intercepted within the proposed NR2+ timescales.

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6. Audit

6.1 Monthly Summary

The draft Audit Design was issued and is currently undergoing the review cycle. In parallel, effort has been put into defining retrieval requirements, work packages and estimating development timescales.

6.2 Progress

6.2.1 Requirements

➢ A review of the draft design against the ATFS was completed. Issues arising are being progressed.
➢ Audit capture gap analysis completed and CPs raised where appropriate.

6.2.2 Design

➢ Draft design issued on the 5th May.
➢ Formal review held on the 12th May.
➢ Formal baselining of the design targeted for the 3rd June.

6.2.3 Development

➢ Work commenced on the definition of workpackages and work estimates.

6.2.4 Integration

➢ No activity.

6.2.5 Test

➢ Current test scripts have been impacted against the Audit Capture requirements.
➢ Analysis work has started on defining the Audit Archiving and Retrieval test requirements.

6.3 Issues

Activity for the provision of audit facilities is extremely late in the Programme timetable and will require close management to ensure that it can be intercepted within NR2 timescales.

There are issues around requirements which will be urgently progressed and, as yet, no substantive work has been done with regard to the provision of analysis tools.

The current activity to estimate development work may well throw up an urgent requirement for additional resources to effect delivery within an acceptable timeframe.

How the testing of audit is to be intercepted cannot be progressed until deliverables and delivery dates have been established and, due to this, audit archiving and retrieval has not been factored into any of the current test plans.

7. Reconciliation

7.1 Progress Summary

During May, 3 workshops were held to discuss and finalise the BES/EPOSS fallback and recovery. At each meeting new issues were raised by POCL/Horizon and addressed by Pathway Design/Development. We documented the solution and provided the draft to POCL/Horizon for comment. From the input received Pathway design are working on a final version for presenting to POCL/Horizon. It is unlikely to completely satisfy all parties with BA/POCL.

Statistics of system and ISDN failures have been produced to support the solution and will be incorporated into the paper.

POCL have continued to request Pathway to improve the Help Desk security.

POCL have requested a definition of the service boundary during fallback i.e. is the Helpdesk a BES service or EPOSS.

7.2 Actions

1. Complete the Benefit Payment Reconciliation paper and review internally. Present to POCL/Horizon.
2. Investigate the use of check digit production at the Help Desk.
3. Clarify the Service boundary during Fallback.

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8. Reference Data

8.1 Progress Summary

During May, CS/Systems Directorate produced a plan for the management of Reference data. This assumes the 'Live' data, both 'A' and 'C' will be made available to Pathway on the 30/6/98. The plan also assumed that MO would not use 'Live' data.

On the 22nd. May a reference data workshop was held in Borough, which was not attended by any Design/Development staff member. The output indicates a complete change to the approach of use of reference data in MO. The impact of changing this direction has not been evaluated and assumes POCL are able to produce the aged reference data for MO, that they are able to introduce change control on their data by the 8th. June.

The RDMC development is forecast to complete by the 15th. June, 1998. This will then have the capability of enhancing the supplied 'A' and 'B' class data.

There are 27 outstanding PINICLs, on Reference data, awaiting resolution with POCL.

In the current plans, the testing of the 'Live' data is not included. This has been discussed with John Meagher/Colin Oudot.

Pathway have requested a single point of contact within POCL for all Reference data issues.

8.2 Actions

1. Agree resources contained in CS plan.
2. Agree with POCL the supply of change controlled 'Live' reference data.
3. Agree with POCL the supply of aged 'Live' reference data for MO
4. Progress with POCL a named contact
5. Progress the resolution of problems identified in 'Live' data drops.

P.S. A paper has been received, from John Meagher, to test and integrate the 'Live' reference data.

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9. Roll-Out Data Base

9.1 Status as at 1/6/98

Following the appointment of the new project manager and the handover prior to the release of the previous manager, activity since the 28th April has centred around ensuring development, testing and delivery activities slip no further, by:

- Ensuring the timely delivery of latest RoDB release 2.4b;
- Planning and progressing the development of the next release of RoDB 2.5

Following a takeup review in April the following issues are being addresses as a matter of urgency.

- Draft End to End plans for 2.4b and 2.5 have been produced addressing design, development, testing and implementation activities. Review and agreement of these plans is currently underway with the associated departments.

- The currently outstanding PINICLs have been reviewed with Implementation and Development with draft resolution plans to be agreed through 2.4b delivery and beyond.

- Progression of formal SLAs with CFM and Verification Centre and set-up of formal support.

- An action plan has been agreed with CFM to progress the RoDB Server move from Feltham to Wigan data centre and activate formal support arrangements. The RoDB Project Board has agreed that the temporary move to Kidsgrove for short term support is no longer a profitable activity given the progression with CFM during the last month.

- Draft plans have been agreed and are being progressed with the Verification Centre to upgrade the Supplier PCs, test and activate the ISDN links to suppliers. WTL, Peritas and Sorbus links to be established during 2.4b go-live timescales.

- In order to minimise over runs and to ensure RoDB core development is complete for National Rollout,
    ⇒ A de-scoping of 2.5 user requirements has been completed;
    ⇒ Development team has increased headcount by one contractor.

9.2 Actions in focus during the next period

- Progression of the development of 2.5 functionality;
- Delivery to live service of the 2.4b system;

- System moved into operational support at data centre;
- Daily operational support for the system at a application/database level;
- User support provision via the Horizon helpdesk;
- The scoping and rationalisation of user and technical requirements;
- User and supplier training needs and documentation.

9.3 Issues

- Poor software configuration management of code during a bug fix of 2.4b and inadequate software unit testing has resulted in a one week slippage in test cycle two. Remedial actions have been taken to assure the 2.4b plan remains key focus for Technical Direct during June.

- Given the quality of work produced by Technical Direct to date, the development timescales for 2.5 present us with a non-contingent plan risk, with only manual fallbacks for the implementation group if not achieved. The project has:
  ⇒ Placed resource with development experience "above" the supplier in an effort to steer and raise the quality and hence confidence on the product to be delivered at the end of July;
  ⇒ Committed project planning resources to provide assistance in development planning through 2.5 to support the supplier and provide development with a more clearly defined progress monitor;
  ⇒ Committed testing resource to assist with unit testing at site.

- A review of TDL performance is to be conducted urgently with Development as the supplier remains a **MAJOR RISK** to the successful delivery of RODB. Unless delivery confidence of TDL capability can be raised significantly, and very quickly, we may be forced to consider other options, although the timescales are such that these options are severely limited.

- It is believed that any further descoping would not provide a system which would be of benefit to implementation during the run up to national rollout; Hence the current solution relies heavily upon the supplier to increase beat rate and headcount to accelerate development, a situation which is contrary to quality concerns above. Further options including relocation to ICL Pathway premises of the development team, with increased in-house resources to manage them are being examined as a matter of urgency;

The descoping of 2.5 will necessitate a mop up of requirements into a 2.6 development, yet to be estimated or planned.

10. New Release 2+

10.1 Summary

With POCL/BA failing to provide information timely or approve CCNs to support our contractual position, NR2+ is currently in a state of No Forecast and in June this will formally be reported to the Horizon Programme Director. With the continued impact of NR2 on the provision of resources to NR2+, Systems Directorate are looking to see how that impact can be absorbed in order to hold original dates. It was intended that NR2+ was planned in detail in parallel with re-planning NR2 during May. The NR2 plan has however not concluded by the end of May and detailed NR2+ planning is still in it's early stages.

A further Joint workshop was held with Horizon, BA, POCL and Pathway on 11/5. This was however disappointing because previous actions due to be completed by the end of April had not been progressed by BA and POCL. These actions are still outstanding.

BA/POCL have failed to approve CCNs or provide information to assist or contractually underwrite any design progress.

10.2 Progress

The Horizon Programme have written confirming that LFS BRD version 16 represents the requirement they desire. We do not however have approval to the CCN that supports that. Pathway has committed to progressing LFS for 4 weeks in parallel with agreeing the CCN by 19/6. There are a number areas of design that require further discussion and clarification, however we are reluctant to commence those discussions before the CCN is approved in case it delays approval further. This does however limit progress in some areas before CCN approval. We have committed to a review of LFS at the end of July where we can jointly agree how LFS is progressing and if it's inclusion in NR2+ puts NR2+ at greater risk.

AP Smart has progressed through the month with agreement on most areas achieved. We are however still awaiting SLAs for Quantum and Watercard and Volumetrics for Quantum. Without this information design can not be concluded. All information to date will require baselining by POCL before Pathway can be assured of the baseline it is working to, until that point we are still subject to 'free' change.

Additional CP work for NR2 and NR2+ has impacted the security workload at TSC. Additional recruitment is underway to enable delivery of the products before Christmas 1998. This is later than the dates in the NR2+ plan presented in February and would require a more compact test window to hold original Live dates.

The VPN CP has been approved, subject to ensuring that it can migrated to remotely.

Approval of the Soft EVP CCN has been held up by Sponsors and therefore Pathway does not have a contractual position on which to move forward. Design is progressing, but Horizon have been told we must have CCN approval before we progress too far. Horizon were passed an NDA on the 8/5 to enable them to have sight of our Soft EVP SOD. They have not yet returned the NDA.

The DIDVR between CAPS and Pathway has not been agreed for NR2+. This impacts on to On-Line Enquiries, Soft EVP, Pathway understanding of CAPS 4.0 and any other changes. This is being progressed by Horizon, but is impacting Pathway's ability to create a baseline.

During May we have continued to progress Flat Screens. Standard Flat Screens available on the market do not provide the physical size savings we require and therefore some bespoke prototyping work is underway. A meeting is arranged for early June to review these screens and agree a way forward.

10.3 Issues

The issues on NR2+ continue as before.

Until there is a re-plan of NR2+, created by the Line after taking any re-plan of NR2 into account, it is difficult to determine what can be achieved on NR2+.

The Migration of NR2 to NR2+ is one of the biggest issues on NR2+. The Architects have agreed to include this migration exercise in the TED, but this will no alleviate the importance of Design ensuring they build this activity into their design as they progress.

There are a number of areas on NR2+ that we do no have an approved contractual position, therefore any work progressed is at Pathways risk.