


Electronic *memo*



To: Dawn Howe [GRO]
cc:
Hard Copy To:
Hard Copy cc:

Date: 06/09/2000 12:04
From: Keith K Baines
Subject:  Fwd: HORIZON NRO CLOSE DOWN REPORTING

Dawn,
Please print (incl. enclosure) and also print and associate my reply. New file - Horizon Post Project Review. Then delete e-mails.
Keith

To: Douglas Craik [GRO] Keith K
Baines [GRO] Steve
Grayston [GRO] Martin
O'Toole [GRO]
cc:
Hard Copy To:
Hard Copy cc:

Date: 05/09/2000 09:41
From: Don Grey

Subject: HORIZON NRO CLOSE DOWN REPORTING

Folks
Initial draft for comment please before I confirm requirements with NRO Board



NRO Close Down Report.d
Don

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003

Version 0.1
03/10/00

Document Title : Horizon Close Down Reporting
HOR/IMP/STR/003

Document Type : Plan

Abstract : This paper documents the process to be adopted
by the Horizon Implementation Team to close
the Horizon National Roll Out project.

Status : Issued for initial comment

Distribution : Douglas Craik
Steve Grayston
Martin O'Toole
Keith Baines

Author : Don Grey

Comments to : Don Grey

Comments by : 18 September 2000

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003Version 0.1
03/10/00**1.1 Document history**

| Version | Date | Reason |
|---------|---------|---|
| 0.1 | 31.8.00 | 1 st draft for limited review. |

1.2 Approval Authorities

Horizon National Roll Out Project Board

Signed..... Date.....

1.3 Associated Documents

| Reference | Ver. | Date | Title | Source |
|-------------------|------|---------|---|-------------|
| 1 PON/IMP/STR/002 | 0.5 | 18.6.00 | Horizon NRO Close Down Strategy | D. Craik |
| 2 PON/IMP/DES/001 | 0.4 | 17.3.00 | Horizon Implementation Team Transfer of Functional Responsibilities | S. Grayston |
| 3 | 0.1 | | Horizon Implementation Learning Points | M. O'Toole |

1.4 Abbreviations

| | |
|-----|----------------------------|
| NRO | National Roll Out |
| PIR | Post Implementation Review |
| PO | The Post Office |
| PON | Post Office Network |

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003

Version 0.1
03/10/00

1.5 Table Of Contents

| | |
|--------------------------------|---|
| 1.1 DOCUMENT HISTORY | 2 |
| 1.2 APPROVAL AUTHORITIES | 2 |
| 1.3 ASSOCIATED DOCUMENTS..... | 2 |
| 1.4 ABBREVIATIONS | 2 |
| 1.5 TABLE OF CONTENTS..... | 3 |

2. INTRODUCTION..... 4

| | |
|-------------------|---|
| 2.1 SCOPE | 4 |
| 2.2 OUTPUTS | 4 |

3. PROJECT CLOSURE..... 4

4. TRANSFER OF RESPONSIBILITIES..... 5

5. PROJECT IMPLEMENTATION REVIEW 5

6. POST PROJECT REVIEW..... 6

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003Version 0.1
03/10/00

2. INTRODUCTION

The completion of the national roll out of Horizon gives us the opportunity to take stock of achievements and experiences and provide a means of transferring incomplete activity to other functions. This process covers the work to wrap up the project, primarily to prepare input to the Project Board to obtain its confirmation that the project may close.

2.1. Scope

The purpose of this document is to detail the activity that will accompany the end of the NRO project. The process to close the project will :-

- ensure that the objectives or aims set out in the Project Initiation Document have been met
- provide formal confirmation that Horizon implementation activity is complete
- ensure that adequate arrangements are made for the hand over of any outstanding or residual activity
- capture lessons resulting from the project and identify any recommendations for follow-on actions
- prepare a Post Implementation Review
- acquire formal project board consent to close and disband the project

2.2 Outputs

The outputs from this paper will be a high level plan which will define the steps that the NRO project board and management team must undertake to formally close the project.

3. PROJECT CLOSURE

To confirm that the project has delivered what was expected the NRO project board will be asked to verify that:-

- Horizon implementation activity is complete and meets the needs of the business
- satisfactory arrangements exist for the transfer of residual responsibilities to other business units
- all project issues are closed or transferred to other functions to follow up

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003Version 0.1
03/10/00

- all relevant project information is secured and archived or handed on as applicable to permit any future audit of the project's actions and performance
- all involved or interested parties are aware that the project is to be closed and resources disbanded.

The project manager has responsibility for the process and will maintain a regular dialogue with the project board to ensure that there will be no problems with its confirmation of the project closure

The key criteria to be applied are:-

- Have all elements of the Project Initiation Document been delivered, subject to any changes that may have been approved during the project life cycle?
- Are any deviations from the Project Initiation Document addressed in the project close down report and is the project board still prepared to accept the project closure? Where appropriate, are any deviations reflected in the follow-on action recommendations?
- Are the project board satisfied that any outstanding project issues have been baton passed to others to pursue?
- Have gaining business units formally agreed to the transfer of residual responsibilities and signalled their readiness to accept the work?
- Are the project resources and support services not being transferred elsewhere no longer required?
- Are there any contractual implications when decommissioning the project?

4. TRANSFER OF RESIDUAL RESPONSIBILITY

The arrangements for undertaking follow on work from the project have been signed off by the project board and are defined in the Transfer of Functional Responsibilities paper (PON/IMP/DES/001)

5. PROJECT IMPLEMENTATION REVIEW (PIR)

It is not strictly a project activity to produce the PIR only to plan it but the NRO project team are best placed to undertake this. A more formal Post Project Review to assess achievement of the benefits claimed in the business case will be done later by the Horizon Commercial team.

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003Version 0.1
03/10/00

The PIR will be structured as follows:-

- Background to the project
- Performance against aims and objectives
- Achievement of plan - timescales
 - benefits
- Performance - financial
 - operational
 - technical
- Learning opportunities
- Follow up actions
- Recommendations

The following are a sample (not exhaustive) of the questions to be addressed in the PIR:-

1. Has the project achieved the expected aims and objectives?
2. Are the users happy with all aspects of the specification and quality of the product?
3. Were the project board arrangements sufficient in all respects to control and monitor the project?
4. Were all implementation strands, including development activity, fully and effectively planned, integrated and delivered?
5. Were supplier plans presented in a timely and efficient manner?
6. Did the liaison arrangements with suppliers work well?
7. Did the performance of suppliers meet requirements?
8. Were the field teams happy with what the organisational, management, logistics and support arrangements for the project?
9. What unexpected problems were encountered during the project?
10. Was the correct calibre of staff used and supervision exercised?
11. Were there adequate arrangements for the recovery of failures and were contingency plans exist?
12. Was all documentation comprehensive and easy to understand?
13. Did the procedures for managing change requests work effectively and promptly?
14. Was the training administration and delivery adequate for all categories of users?
15. Was there an adequate process for all aspects of the project including remedial activity and compensation payments?
16. Were there any shortcomings in the use of project controls including management of risks and issues?
17. Was the influencing and communications activity properly planned and delivered to all relevant parties?

HORIZON CLOSE DOWN REPORTING
HOR/IMP/STR/003Version 0.1
03/10/00

The report will also give:-

- final statistics on activity undertaken during the project and quality work carried out
- an assessment of the impact of what has been delivered
- a view on how well the project was managed.

The lessons learned element of the report will capture what can be learned from NRO implementation and will be contributed to by everyone involved with the project. Through this report it is intended to record the salient highlights of the various management and supplier processes and procedures which either made a significant contribution to the project's achievements or caused a problem. The aim of the report is to answer the question 'What should be done differently next time?' A more detailed account of this element is contained in Horizon Implementation Learning Points (reference 3).

6. Post Project Review

The Post Project Review, to be completed by the Horizon Commercial team, will examine achievement against the business case particularly in the context of benefits realisation and will identify:-

- what benefit achievements are to be measured
- how the achievement can be measured
- whether any unexpected benefits have been found?

This review will be done after the NRO Project has closed at a time when benefit achievement can be measured.

DON GREY
Horizon NRO Project Manager

Electronic *memo*



To: Don Grey GRO

cc:

Hard Copy To:

Hard Copy cc:

Date: 06/09/2000 12:03

From: Keith K Baines

Subject:  Re: HORIZON NRO CLOSE DOWN REPORTING

Don,

Just one comment. The business case for Horizon is wider in scope than the NRO project; hence the review of benefits will cover the full scope of the business case. Suggested insertion in section 5 as follows:

It is not strictly a project activity to produce the PIR only to plan it but the NRO project team are best placed to undertake this. A more formal Post Project Review to assess achievement of the benefits claimed in the business case will be done later by the Horizon Commercial team. This PPR will cover the full scope of the Horizon Business Case, including delivery of CSR and CSR+ functionality as well as NRO.

Regards,

Keith