FUJITSU

Project Initiation Document

For

IT Roadmap
Feasibility Study

Programme	**Post Office / Fujitsu IT Road Map**
Document Author	**P Homan / M J How**
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Document Status	**Approved**

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Γ Roadmap – Feasibility Study   Ref: PA/PLA/025

Document Control

Amendment History

Date Issued:	Version No.	Reason for Change:
Feb 2004	0.1	Draft
April 2004	0.2	1st Draft reflecting Feasibility Study
April 2004	0.3	2nd Draft released for approval/review
April 2004	0.4	3rd Draft released for approval
May 2004	0.5	4th Draft released by Fujitsu for approval
May 2004	0.6	Major POL edits and new material, centred around Product Descriptions
18-June-2004	1.0	Issued by Fujitsu for approval
23-June-2004	1.1	Final POL edits, agreed to be signed-off
4th August	3.0	Final POL/Fujitsu agreement following POL Exec comment
11th November	4.0	Corrected sign-off page to enable correct approval. Replace Approval names due to staff changes. Added document reference (PA/PLA/025) to headers

Mandatory Approval Authority

Post Office Ltd.	Date	
David Smith		
I O'Driscoll		
M Wells		
D Norgard		
Fujitsu Services	Date	
C Morgan		
L Foley		

Issued by	Issue Date	Version	Page
M Paxton	11-Nov 2004	4.0	2 of 35

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1 Management Summary

This document outlines the Terms of Reference for the Post Office / Fujitsu Services IT Roadmap Feasibility Study project approved at the Post Office Executive meeting on 29th March. The IT Roadmap "Next Generation" concept was judged, at that point, to be sufficiently compelling to proceed to a full feasibility assessment and the development of a business case.

The project is in two phases: the Full Feasibility Stage (covering the period up to early September 2004), and the Heads of Agreement, covering the period from early September 2004 to 30th September 2004.

This project will be resourced and implemented jointly by Post Office and Fujitsu.

The project is required to ensure that there is a business case for Post Office and Fujitsu to migrate to a new Business / Systems model (described as the "Next Generation") ensuring that the solution can withstand market scrutiny and provide a win / win for both organisations.

This will represent the first formal stage in a longer programme of work, leading to the implementation of the "Next Generation" solution and its associated business changes.

The success criteria for the Feasibility Study will be jointly agreed, however it must be recognised that at certain subsequent stages either organisation may decline to move forward if its key goals can no longer be met.

The document describes:

- The project objectives
- The programme structure
- The project strands and deliverables
- The organisational structure
- The project plan (and responsibilities)
- The programme resources

It should be noted that this document will be updated by Post Office and Fujitsu as details of actual deliverables and checkpoints are agreed by the joint project team. As such this will provide an audit trail of progress and decision making.

1.1 Feasibility Project Objectives

The overall objective of the IT Roadmap programme is to define and then deliver a new IT technical strategy for POL which enables delivery of its business strategy and key business objectives. To enable this, the Feasibility Study aims to:

- Refine the business case for change, based on a supporting financial model for build, deploy and operate elements

- Assess the viability of achieving contractual commitment

- Formally capture strategic business inputs likely to materially impact the architectural characteristics of the solution

- Capture changes to Operations and Service Management likely to impact the architectural characteristics of the solution.

- Document the target technical architecture and intermediate architectural steps to a sufficient level to support refined business cases for both Post Office and Fujitsu Services

- Document the operational and technical migration plan to sufficient detail to permit feasibility assessment and cost estimation

- Deliver a supporting commercial model, potentially including elements of "Objective Based Contracting" and realigned Service Level Targets, better reflecting business drivers.

- Agree approach to acceptance of new solution

1.2   Business Objectives

1.2.1   Post Office Ltd:

- In order for Post Office Ltd to proceed with a Horizon replacement, the following criteria would need to be met:

  - Less than 3 year payback for investment

  - At least 25% reduction in the total annual cost of ownership

  - Must meet the agreed service requirement

  - No material adverse effect on 2004/05 and/or 2005/06 Post Office Ltd profit & loss account

- In order for Post Office Ltd to proceed with Fujitsu Services without external competition, the following additional criteria would need to be met:

  - o A cost outcome less than or equal to what Post Office Ltd would expect to pay as a result of a competitive tender, after taking into account the following add-backs:

    - The cost of running a competition

    - The costs of transition to a new service provider

    - The risk of change (comprising a factor of the likely cost of the risk and likelihood of it happening)

    - The financial impact of a "dead" period when it would be uneconomic to undertake further Horizon development

  - o The outcome to be validated by a third party "trusted" benchmark

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1.2.2   Fujitsu Services Objectives:

- To secure a revised contract which:

  o Delivers no less a total gross margin in net present value terms measured from 1ˢᵗ April 2005 over the life of the contract, than under the existing contract measured over the period 1ˢᵗ April 2005 to 31ˢᵗ March 2010

  o Achieves a Gross Margin of 25% on Revenue (Charges to Post Office Ltd. Net of VAT)

  o Has an extended term to 31ˢᵗ March 2015.

Other Considerations
- Engagement will be made with Fujitsu Tokyo to gain buy-in to the significant contract change

1.3 Summary of Scope

To ensure the overall objectives can be achieved consideration of the following must be included:
- The Post Office Business Strategy
- The Business Migration strategy determined by business benefit realisation requirements
- Definition of total POL target architectures - Business / Technical / Service Management
- Architecture cost profile and benefits
- Contracting model and approach to proving VFM

Other activities associated with the bid submission and evaluation process and contract negotiation and approval processes (after the Heads of Agreement stage), are not considered a part of this study, and will be managed separately though they may take place in parallel with this study.

1.4 Deliverables

Section 3 Project Strands & Deliverable Definition identifies the full list of deliverables initiated within the feasibility study. In summary, deliverables are:
- High level POL business requirements documented and agreed.

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- Business Threat Analysis, from which security and availability requirements will be derived, conducted, documented and agreed.

- High level business solution description and its rationale documented and agreed.

- High level Customer Services requirements documented and agreed

- The Testing and Acceptance strategy for the delivery of Next Generation products and associated migration approach, and Next Stage Project Plan documented and agreed

- Technical Architecture and various components designed (high-level), documented and agreed.

- Commercial agreements necessary to support the Next Stage, including but not limited to a Gartner review of migration approach and value for money, Next Stage business case(s) and Heads of Agreement.

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2 Programme Timetable

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The following high-level progression for the IT Roadmap implementation was presented to the EC in March 2004:
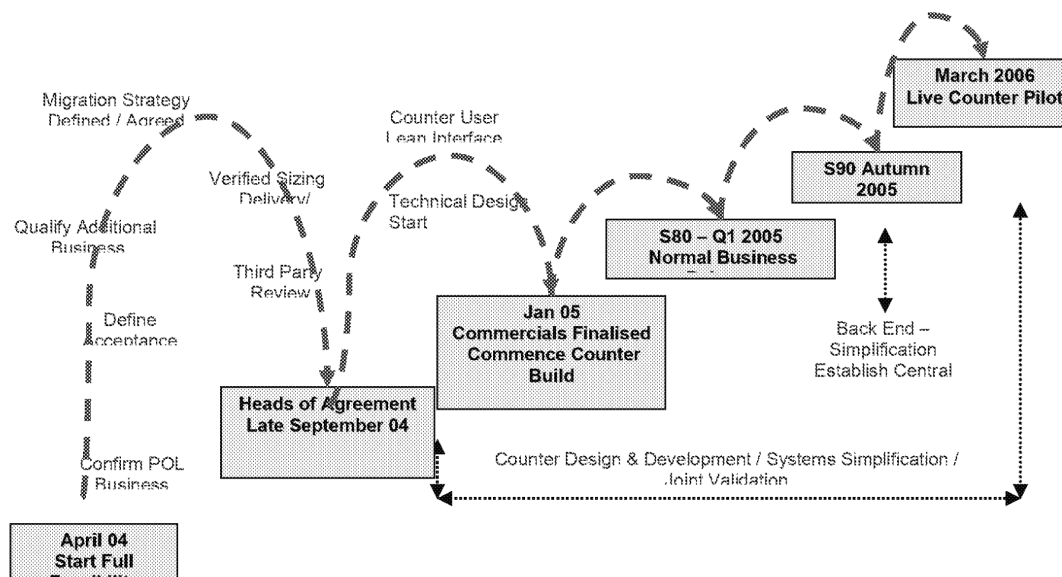
The above outlines the following major milestones:

- Full Feasibility Study project completed by early September 04 (revised from original target of July 04)

- Heads of Agreement reached in late September 04 – (revised from original target of July 04)

- Technical design starting October 04 enabling new counter development to commence in January 05

- S80 release Q1 05. This release is the baseline position for the Next Generation

- S90 in Autumn 05, providing a Data Centre stepping stone towards migration

- Pilot Counter release March 06

- Full roll-out October 06

- Roll-out complete October 07

- Feasibility Study – associated commercial considerations:

- Commercial Terms will confirm that the Fujitsu Services resources will be provided at no cost to Post Office for the period up to 31 July 2004; will set out the IPR in respect of each of the deliverables described in PID; and the rights under which Post Office may use the Fujitsu Services deliverables.

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- From 1 August 2004, Fujitsu Services will continue to provide a base re-architecture team of 5 people until the Post Office Business Plan (including Head of Agreement) is approved; anticipated to be at the end of September or early October. During this period, Post Office and Fujitsu Services can agree for Fujitsu Services to provide further level of resource, above the base team of 5, on the common benefit to current and future architecture work, which would be covered by Commercial Terms, under the current contract, with the costs met by Post Office. It is recognised that the IT RoadMap schedule may need to be revised if the Post Office approval process becomes unduly extended or agreement to additional resource is not reached and the Fujitsu team is deployed on other activities. If in the event that Post Office approval is not reached by 31 December 2004 then Fujitsu Services and Post Office will agree how IT RoadMap may be progressed.

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3 Project Strands & Deliverable Definition

This section together with Appendix 1 (Deliverable Product Descriptions Summary Table), describes the work strands and deliverables of the Feasibility Study project. The deliverables described are an initial list which requires joint POL / Fujitsu review to ensure relevance and content.

Following feasibility, Heads of Agreement are scheduled for end September 04 and final contract for end January 2005. Separate commercial approval will be sought, following completion of this project, to commence detailed requirements analysis and design activities necessary to maintain target delivery dates.

The work strands are identified as:

- Business
- Threat Analysis
- Solution
- Implementation Planning
- Services
- Technical
- Commercial

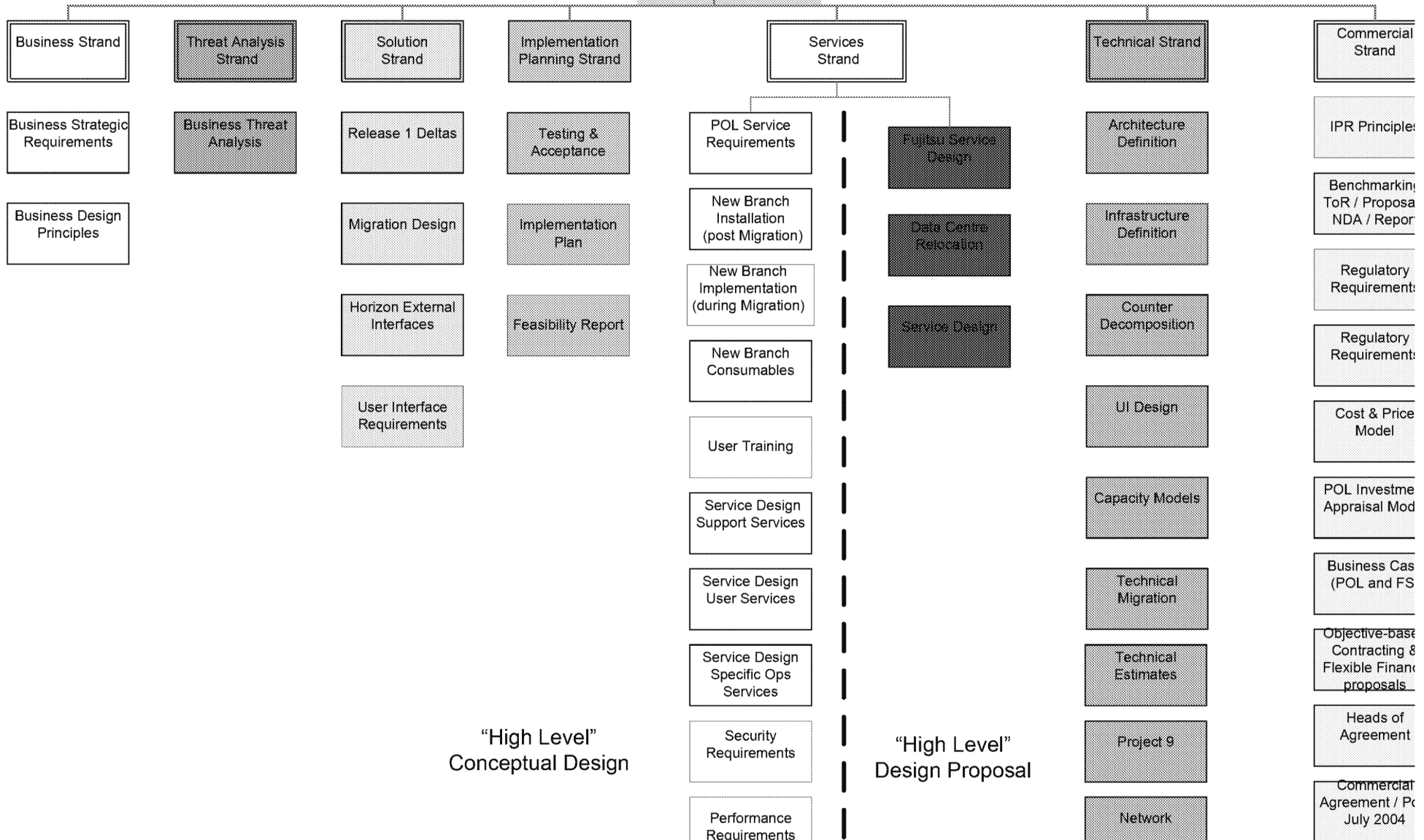The following section describes the activities within each Strand.

Note: Deliverables are documented in Appendix 1 and changes may be made to these as the Feasibility Study project progresses. Any such changes will be subject to Project Governance.

Strand Leaders, identified below, are responsible for the day-to-day coordination of resources and timely production of the deliverables within their strand.

IT Road Map
Document Hierarchy V3

PID
Review : POL / Fujitsu
Sign-Off – Steering Group

Business Strand	Threat Analysis Strand	Solution Strand	Implementation Planning Strand	Services Strand	Technical Strand	Commercial Strand
Business Strategic Requirements	Business Threat Analysis	Release 1 Deltas	Testing & Acceptance	POL Service Requirements	Architecture Definition	IPR Principles
Business Design Principles		Migration Design	Implementation Plan	New Branch Installation (post Migration)	Infrastructure Definition	Benchmarking ToR / Proposal NDA / Report
		Horizon External Interfaces	Feasibility Report	New Branch Implementation (during Migration)	Counter Decomposition	Regulatory Requirements
		User Interface Requirements		New Branch Consumables	UI Design	Regulatory Requirements
				User Training	Capacity Models	Cost & Price Model
				Service Design Support Services	Technical Migration	POL Investment Appraisal Model
				Service Design User Services	Technical Estimates	Business Case (POL and FS
				Service Design Specific Ops Services	Project 9	Objective-based Contracting & Flexible Finance proposals
				Security Requirements	Network	Heads of Agreement
				Performance Requirements		Commercial Agreement / Po July 2004

Under Services Strand (right side):
- Fujitsu Service Design
- Data Centre Relocation
- Service Design

"High Level"
Conceptual Design

"High Level"
Design Proposal

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3.1 Business Strand

3.1.1 Strand Summary

The overall objective of this strand is to ensure that the Next Generation solution is informed by the most up-to-date understanding of Post Office strategies and intentions, where these may have an impact on the solution.

It is recognised that during the period of feasibility the level of detail available will be variable dependant on the maturity of the business project. Where the consequences of strategic intentions are not yet fully understood, working assumptions will be agreed, documented and verified when the detailed implications of the strategy materialise.

Many of the topic areas identified here represent aspirations and opportunities that may not form part of the final solution.

This strand will be owned by Post Office Ltd. Findings will be input to the Solution and Technical Strands, as appropriate.

3.1.2 Strand Leadership

POL – Paul Homan
Fujitsu – Dave Cook

3.2 Business Threat Strand

3.2.1 Strand Summary

The overall objective of this strand is to ensure that the Next Generation solution is informed by the most up-to-date understanding of Post Office business threats, where these may have an impact on the solution. The key outputs from this strand will determine the service/solution Availability targets and Security requirements, ideally expressed in business (rather than technical) terms

This strand will be owned by Post Office Ltd. Findings will be input to the Solution and Technical Strands, as appropriate.

3.2.2 Strand Leadership

POL – Mike Wells
Fujitsu – Tony Drahota

3.3 Solution Strand

3.3.1 Strand Summary

It has been agreed in principle that documenting a full business requirement for the counter environment would not be practical in the timescale (see technical strand regarding development of an acceptable

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approach to design and acceptance). This strand of activity seeks to document changes ("deltas") to be incorporated in the new solution. These arise principally from three areas:

- Changes arising due to fundamental differences in the solution model

- Changes to address fundamental shortcomings in the current architecture (e.g. lack of token support in EPOSS service)

- Changes to enable (future) support for POL's high level business drivers (identified in the Business Strand)

The basic assumption has been made that the Next Generation solution will replace the current functionality as delivered in the S80 release.

The Strand deliverables will describe how the Next Generation solution will differ from the S80 baseline position. This strand will be owned by Post Office Ltd

3.3.2 Strand Leadership

POL – Clive Read

3.4   Implementation Planning Strand

3.4.1 Strand Summary

The overall objective of this strand is to ensure that agreement is reached to any deviation from the Joint Working/IS Landscape processes that would be followed by the New Horizon development/implementation project, with special focus on the Acceptance testing of the proposed migration approach ("port plus delta's").

The strand will also jointly agree the detailed planning for the Next Stage of the project.

The strand will be jointly owned by Post Office Ltd and Fujitsu Services.

3.4.2 Strand Leadership

POL – Louis Prastitis
Fujitsu – M How

3.5   Service Design strand

3.5.1 Strand Summary

This strand will consider those topics necessary for successful delivery of the solution from a customer services perspective.

The strand will comprise two sets of activities – those pertaining to definition of service requirements from Customer perspective (these will be owned by POL) and those concerned with design of services that meet the POL service requirements as well as ensuring that Fujitsu's internal service needs are satisfied (these will be owned by Fujitsu).

3.5.2 Strand Leadership

POL : Dave Hulbert
Fujitsu : Martin Riddell

3.6 Technical Strand

3.6.1 Strand Summary

The purpose of this strand is to validate architectural components and to verify current technical estimates, assumptions, costs and timescales to deliver the Next Generation solution and to impart a reasonable understanding of the overall solution.

The level of detail will vary depending on the topic e.g. the counter will be described to a level of detail appropriate to a Design Proposal whereas minor changes will be covered by a delta description.

It should be recognised that the deliverables below will be developed during the full delivery lifecycle and will only be completed during feasibility to a level of detail sufficient for estimating and benchmarking.

Many of these deliverables will be refined, and taken to a further level of detail in subsequent work following completion of feasibility. The strand will be owned by Fujitsu Services.

3.6.2 Strand Leadership

Fujitsu : Tony Drahota

3.7 Commercial strand

3.7.1 Strand Summary

The overall purpose of this strand is to ensure all commercial requirements have been identified and appropriate actions put in place. It will consider benchmarking and contract optimisation opportunities.

The strand will be jointly owned by Post Office Ltd and Fujitsu Services.

3.7.2 Strand leadership
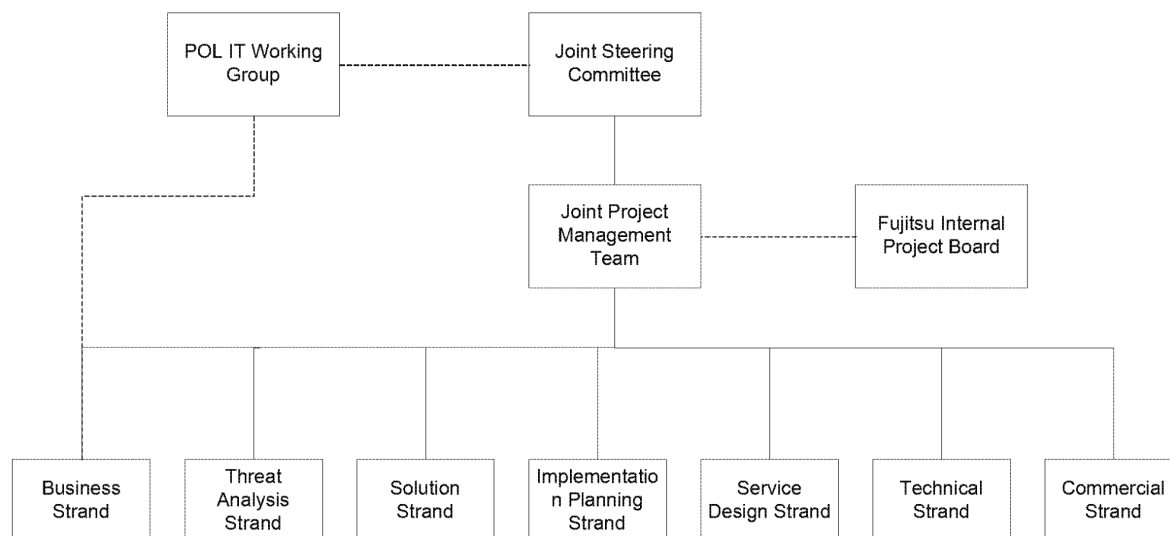
POL – Keith Baines
Fujitsu – Colin Lenton-Smith

4 Organisational Structure

The project will be organised as shown in the chart below :

The roles and responsibilities of each entity are described below.

Note: It should be recognised that the feasibility phase is a strand within the overall Fujitsu Bid Management structure.

4.1 Roles and Responsibilities:

Name	Role / Responsibility
Joint Steering Committee Attendees: D Smith I Lamb I O'Driscoll L Foley M How M Wells D Norgard	o Formally agree PID o Provide direction for the project where issues cannot be resolved within the project teams o Approve any change to programme timetable, budget or deliverable o Regularly review project progress via Status Report o Understand programme risks and agree mitigating actions o Approve final deliverables prior to Executive presentation o Brief project of external drivers not necessarily apparent to team members
Project Management Team Mike Wells Dennis Norgard Liam Foley Mike How	o To prepare, review and recommend approval of PID to Joint Executive Steering o To manage overall project against agreed plan and agreed budget. o To ensure that all deliverables are appropriately reviewed prior to acceptance. o To escalate project exceptions to Executive Steering Committee o To monitor and direct team activities
Internal	o Internal monitoring of progress against plan

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Name	Role / Responsibility
Programme Board (Fujitsu)	o Commitment to local resource and resolution of risks and issues o To review and approve deliverables (where appropriate) o To co-ordinate feasibility study activities with non-project activities (e.g. bid preparation, approval preparation)
IT Working Group	o To provide Project Assurance on behalf of POL o To review and assure business and solution strands
Strands	o Day to day progress of deliverables to plan.

Table 1 – Roles and Responsibilities

The roles and responsibilities of the Project Boards and Groups are based on the following assumptions:

- The deliverable product descriptions identified within this documented are agreed by both POL and Fujitsu. Agreement to the deliverable Product Descriptions is implemented as formal sign-off to this document.

- A single POL / Fujitsu plan containing all activities and project resource will be baselined and then used to manage progress against agreed activities and milestones. M Wells/ D Norgard and M How will be responsible for the production of this plan.

  The plan is scheduled to be baselined in June 2004.

  Following commitment to resource, any significant change must be agreed by the Joint Steering Committee.

- Following sign-off to the baseline plan, amendments can only be made through formal change control managed through the Project Management Team and agreed by the Joint Steering Committee

- Formal progress reporting and meetings will be held with the Joint Steering committee on a monthly basis.

  - o Review of minutes and actions
  - o Progress
  - o Issues / Risks / Mitigating actions
  - o Change Approval

- All project review material will be produced by:
  - o M How / K Spence
  - o M Wells/ D Norgard

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5 Project Plan

5.1 High-Level Milestones

This section will contain the dates for agreed milestones within the plan.

15JUN04		Baseline Plan Version 0.3			2004				1
Act ID	Task Owner	Description	Start	Complete	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
TR_2215	Mike How	CP3720: Deliverables	27APR04	21SEP04						
TR_2425	Mike How	POL Feasibility Plan	27APR04	21SEP04						
TR_2430	David Cooke	Business Strand	06JUL04	21JUL04						
TR_2435	David Cooke	Deliverable 1: Business Requirements - Strategic Requirements Level		05JUL04				05		
TR_2440	David Cooke	Deliverable 2: Business Design Principles		21JUL04				21		
TR_2445	POL	Solution Strand	18JUN04	16AUG04						
TR_2450	POL	Deliverable 12: Release 1 Deltas		23JUL04				23		
TR_2460	POL	Deliverable 13: Migration Design		16AUG04					06 16	
TR_2465	POL	Deliverable 15: Horizon External Interfaces		24JUN04			24			
TR_2470	POL	Deliverable 14: UI Principles		17JUN04			17			
TR_2475	Peter Burden	Services Strand	06JUL04	06AUG04						
TR_2480	Peter Burden	Deliverable 3: New Branch Installation (Post Migration)		23JUL04				23		
TR_2485	Peter Burden	Deliverable 4: New Branch Installation (During Migration)		30JUL04				30		
TR_2490	Peter Burden	Deliverable 5: New Branch Consumables		23JUL04				23		
TR_2495	Peter Burden	Deliverable 6: User Training		06AUG04					06	
TR_2496	Peter Burden	Deliverable 7: Service Design - Support Services		08JUL04				08		
TR_2500	Peter Burden	Deliverable 8: Service Design - User Services		08JUL04				08		
TR_2505	Peter Burden	Deliverable 9: Service Design - Specific Ops Services		08JUL04				08		
TR_2510	Peter Burden	Deliverable 10: Data Centre Relocation		05JUL04				05		
TR_2515	Peter Burden	Deliverable 11: Service Design		22JUL04				22		
TR_2520	POL	Threat Analysis	14JUL04	14JUL04 00:01						
TR_2525	POL	Deliverable 16: Business Threat Analysis		13JUL04				13		
TR_2530	Richard Herbert	Technical Strand	16JUL04	03SEP04						
TR_2535	Richard Herbert	Deliverable 17: Architecture Definition		27JUL04				27		
TR_2540	Richard Herbert	Deliverable 18: High Level Infrastructure Definition		27JUL04				27		
TR_2550	Richard Herbert	Deliverable 19: Revise Counter Decomposition		27JUL04				27		
TR_2555	Richard Herbert	Deliverable 20: Revise UI Design		27AUG04						27
TR_2560	Richard Herbert	Deliverable 21: Revise Capacity Models		15JUL04				15		
TR_2565	Richard Herbert	Deliverable 22: Technical Migration		03SEP04						03
TR_2570	Richard Herbert	Deliverable 23: Project 9		03SEP04						03
TR_2575	Richard Herbert	Deliverable 24: Network		27JUL04				27		
TR_2580	Colin Lenton-Smith	Commercial Strand	27APR04	13SEP04						
TR_2585	Colin Lenton-Smith	Deliverable 28: IPR Principles		26APR04	26					
TR_2590	Colin Lenton-Smith	Deliverable 29: Benchmarking ToR/Proposal		02JUL04				02		
TR_2595	Colin Lenton-Smith	Deliverable 30: Benchmarking NDA		02JUL04				02		
TR_2600	Colin Lenton-Smith	Deliverable 31: Benchmarking Reports		30JUL04				30		
TR_2610	Colin Lenton-Smith	Deliverable 32: Regulatory Requirements		15JUL04				15		
TR_2615	Colin Lenton-Smith	Deliverable 33: Cost & Price Model		03SEP04						03
TR_2620	Colin Lenton-Smith	Deliverable 34: PO Investment/Appraisal Model		20JUL04				20		
TR_2665	Colin Lenton-Smith	Deliverable 35: Post Office Business Case		20JUL04				20		
TR_2670	Colin Lenton-Smith	Deliverable 36: Fujitsu Business Case		20JUL04				20		
TR_2675	Colin Lenton-Smith	Deliverable 37: Objective Based Contracting Proposal		19JUL04				19		
TR_2625	Colin Lenton-Smith	Deliverable 38: Flexible Finance Proposal		26APR04	26					
TR_2680	Colin Lenton-Smith	Deliverable 39: Heads Of Agreement		13SEP04						13
TR_2685	Colin Lenton-Smith	Deliverable 40: Commercial Agreement for Work Post July 2004		26APR04	26					
TR_2630	FJS/POL	JWISL & Planning Strand	14AUG04	21SEP04						
TR_2635	FJS/POL	Deliverable 25: JWISL		13AUG04					13	
TR_2640	FJS/POL	Deliverable 26: Testing & Acceptance		16AUG04					16	
TR_2645	FJS/POL	Deliverable 27: Implementation Plan		21SEP04						21

5.2 Initial View of Risk, Assumptions

The risks, assumptions are held separately in the joint programme register.

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6 Programme Resources

The following people are provisionally named resource allocated to this programme.

Actual effort will be included following formal approval of the resource and after the plan has been formally baselined.

POL			Fujitsu		
Skill Type	No.	FT/PT	Skill Type	No.	FT/PT
Management M Wells D Norgard	2	PT & FT	Management L Foley M How	1	FT
Project Support L Yau L Prastitis	1	PT	Commercial / Finance C Lenton-Smith K Spence	3	PT
Commercial / Finance I O'Driscoll K Baines TBA B Kirkup	3	PT	Architecture T Drahota R Herbert J Stinchcombe Lab K Bradley P Gardner E Kovaios	6	2 - FT 4 - PT
Architecture C Read T Gillott P Stanton T Goddesth R Cowan D Craik	4	PT	Business Analysts D Cooke C Kenyon P Franks M Paxton	2	FT
Business Solution Manager P Homan W Dare S Page TBC	3	1 – FT 2 - PT	Infrastructure TBC	1	FT
Business Analysts K Thompson + 1 TBC	2	PT	Customer Services / Delivery P Burden	1	1 – FT 1 - PT
Process Analysts TBC D Parnell	2	PT	Process / Tools / Techniques TBC	1	FT
Legal R Silkin	1	PT	Legal TBC	1	PT

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7 Sign off Sheet

I agree that this project initiation document accurately reflects the current position of the project and I also agree that it forms the basis for moving this project forward.

Project:	IT Roadmap
Authors:	P Homan / M J How
Date of Issue:	11th November 2004
Version:	4.0

Sign-Off	Date
Joint Steering Committee	

David Smith

_____

C Morgan

_____

I O'Driscoll

_____

L Foley

_____

M Wells

_____

D Norgard

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Appendix 1– Deliverable Product Descriptions Summary Table

Strand	Product Title	Product Owner	Purpose	Composition
Business	1. Business Requirements – Strategic Requirements Level	Paul Homan	To provide a set of documents that describe the Strategic Level Requirements of the Business for those areas that are anticipated to be potentially different from a Horizon S80 baseline, so that a High Level Architectural design can be produced for a Next Generation Horizon solution. To document all candidate Strategic Level Requirements of the Business for those areas that are anticipated to be potentially different from a Horizon S80 baseline, in order that a prioritisation and filtering process can be undertaken for the next stage by the ITWG	The content will be as per the following:- • List of topics or Business Areas, identifying full appropriate topic heading coverage from a Business perspective. • Single A4 (template to be attached) for each Topic/ Business Area identifying in business terms summarised requirements and descriptions. • Requirement Statements (categorised by topics as defined above) as per agreed Volere template for Requirements Capture during Feasibility Stage certain fields only are mandatory as identified in attached template). • 1st draft Context diagrams for each Topic/ Business Area identifying alignment with existing Entity Models held within Systems Architect
	2. Business Design Principles	Paul Homan	To provide a document that describes Business Design Principles in order to set a context and be used to help shape overall High Level Architectural Design.	The content will cover and include the following:- • Key Business Drivers & Objectives • Key Business Performance Measures • Key Business Success Factors • Key Business Operational Criteria

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Customer Services	3. Branch Installation	Douglas Craik	To provide understanding of implementation of New Horizon into branches **post Rollout** (Operational Business Change-Branch) and inform costing of activity for initial business case	A high level Change Impact Assessment with key options identified, anticipated to cover: • Any significant degree of change to current OBC activities • Any significant changes in costs of OBC-B activities • Any significant degree of change on lead times of OBC-B Any significant degree of change to out-of-service time during OBC-B

	4. Branch Implementation	Douglas Craik	To provide understanding of implementation of NGH into branches **during migration** and inform costing of activity for initial business case	A high level Strategy with key options identified. Anticipated to cover:
				 • Assessment of how replacement equipment will fit into existing estate
				 • Assessment of essential modifications to existing branch counter areas to allow installation of replacement counter equipment and reconnecting existing equipment
				 • Assessment of how LAN will be replaced or modified and connection to WAN(s) will be provided
				 • Assessment of how types of individual branches (by size) will be implemented, with particular consideration of degree of loss of branch service (ambition is nil) and reduction of service (ambition is less than 50%)
				 • Rollout Strategy in terms of geography, branch type or other proposed criteria.
				 • Rollout approach, including maximum delivery by Fujitsu of
				   o Scheduling
				   o Communication
				   o Issue Management
				   o Supplier management
				 • Post Office Ltd rollout support that will be required by Fujitsu e.g.
				   o Scheduling
				   o Issue Management
				 • Network dimensions used in assessment and effect of

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				significant variations (e.g. number of small branches)

	5. Branch Consumables	Douglas Craik	To provide understanding of any significant changes to consumables due to implementation of NGH into and inform costing of activity for initial business case	Assessment of any significant change of
				• Annual volume of consumables due to New Generation Equipment (as against transaction driven volume changes)
				• Cost of individual consumable items due to New Generation Equipment e.g.
				  1. Desk-top printer –Paper and cartridges
				  2. Back Office Printer– Paper and cartridges

	6. User Training	Douglas Craik	To provide understanding of User Training for implementation of NGH into branches and inform costing of activity for initial business case	A high level Strategy with key options identified.
				Anticipated to cover:
				• Assessment of extent of training or provision of awareness for users of Horizon due to changes caused by the introduction of Horizon New Generation. The extent of training is directly dependant on the extent of visible change/change of user activity.
				• Proposed method of delivery of training including scheduling and issue management this might include any or none of:
				  o 1 day for all user and 2 day for branch specialists (2/branch)
				  o 1 evening (2-3hr) session for all branch specialists
				  o As above for all users
				  o Video to all branches
				  o e-learning
				  o Distribution of printed briefings
				• Extent of required support (to be minimised) by Post Office Ltd staff
				• Key enablers to be arranged

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				by Post Office Ltd to facilitate training • Assessment of user volumes based on forecast of network shape and size
	7. Service Design – Support Services	Dave Hulbert	To provide an initial view of the support service deliverables required for NG Horizon.	• Components and processes required in providing a proactive service management operation. This is likely to include (but not exclusively): ○ Timely (real-time) notification of service affecting incidents. Ideally notification will include key details of the impact i.e. what service is impacted and how much of the estate does it affect. ○ Proactive problem prevention ○ Management information relating to services, branches, transactions, performance, capacity etc. ○ Service review and enhancements ○ Incident Management ○ Problem Management ○ Business Continuity ○ Capacity Management ○ Change Management ○ Configuration Management • Resilience, Disaster Recovery & Crisis Management required to support the NG Horizon solution & POL's business requirements
	8. Service Design – User Services	Dave Hulbert	To provide an initial view of the deliverables required to support the users for NG Horizon.	• Assessment of the operational service requirements and possibilities (if not already included above) e.g.: ○ Quality front-line support services ○ Self-help services ○ Ensuring users are aware and kept informed about service issues/failures

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				o Help facilities e.g. helpdesk and other support tools/functions o Service updates or enhancements
	9. Service Design – specific operational services	Dave Hulbert	To provide an initial view of the services required to deliver operational processes for use with NG Horizon.	Specific examples include: • OBC • Reference Data • Client take-on
	10. Data Centre Relocation	Martin Riddell	The approach to migrating the Horizon Data centres from Wigan and Bootle to Fujitsu facilities will be defined to a sufficient level of detail to permit planning and cost assessment.	A document outlining the approach to Data Centre Relocation, to include: • Recommendations • Rationale • Risks, issues and mitigations • Dependency on other infrastructure services and components • Key Assumptions • Timeline and outline plan
	11. Fujitsu Service Design	Martin Riddell	This deliverable will capture any changes in the operational and support services that Fujitsu will provide with Horizon NG	The document will cover: • Spares management • Break-fix service • Access to Horizon NG information • Operations • Help desk(s) • Support and Maintenance • Release management • Reference Data management • Client take-on • Capacity planning service • Litigation support • Operational Business Change
Solution	12. Release 1 Delta's	Clive Read	Specify the formal Business Requirements for release 1 of Horizon NG	A document, using the standard CD template which will capture the following main areas: A structured set of 'delta' requirements which are assumed to be delivered in the initial release of Horizon NG. Requirements will be sourced from the Business Strand, and other source products to provide functional and non-functional

				requirements, classified within the template. A set of formal design deliverables which conform to POL IT standards, namely Process Model, Data/Information Model, Application Architecture.
	13. Migration Design	Clive Read	This deliverable will describe the proposed approach to migrating from current Horizon to Horizon NG. It will describe the counter/branch migration as well as transition between data centre solutions.	A high level plan for the migration of all aspects of the solution until steady state is achieved. All planning requirements and constraints (appropriate to the level of the plan) to be included and addressed. Significant risks to be identified and quantified.
	14. User Interface	Clive Read	The initial deliverable will outline the principles of the selected UI; this will be later developed into a full UI Style Guide	Description of a limited number of options for the 'to be' UI model. Budgetary estimate of development, equipment and implementation costs for each. Each model to be assessed against following criteria: - Skills transfer - Training needs - Usability - Ergonomics - Productivity - Statutory compliance - Implementation costs - Representational prototypes of each model may also be required
	15. Horizon External Interfaces	Clive Read	To identify all logical interfaces between Horizon and external systems over an appropriate time-scale.	A set of top level context diagram to identify all logical interfaces
Threat Analysis	16. Business Threat Analysis	Mike Wells	To provide a document that describes the business threats and quantify levels of service (availability, security) that the new architecture needs to support. For each threat the likelihood and impact needs to be given so that appropriate	The content will be as per the Business Risk Template

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			countermeasures can be devised (whether within the business design (e.g. processes) or the solution design (e.g. resilience).	
Technical	17. Architecture Definition	Tony Drahota	A formal (high level) architecture definition document written to Fujitsu standards. This deliverable will provide an overall summary of the Horizon NG solution,	The document will describe: • The application, infrastructure and service components and how these relate. • It will incorporate key elements from the Technical Stream in sufficient detail to enable top level assessment of the solution for feasibility of implementation.
	18. High Level Infrastructure definition	Tony Drahota	This deliverable will describe the anticipated target infrastructure components to support the Horizon NG Application to levels of performance and service specified	Expected to include: • Security Provision • Audit Facilities • System Management • Estate Management • Platform technologies • Typical counter peripheral functions • Disaster Recovery strategy • Service Monitoring (what when who)
	19. Counter Decomposition	Tony Drahota	This will provide a top level design/decomposition of the Horizon NG counter application. It will address the functional and system requirements identified by the deliverables	Product will identify all functional components , captured in the modelling tool and to a level where an estimate sufficient for feasibility can be agreed. It will identify the matrices against which the estimate has been calculated
	20. User Interface Design	Tony Drahota	The initial deliverable will outline the principles of the selected UI; this will be later developed into a full UI Style Guide. Changes to the UI could necessitate costly retraining.	Impact on the proposed architecture

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			This needs to be borne in mind when seeking to justify UI changes	
	21. Capacity Model	Tony Drahota	This deliverable will reflect any changes identified in Post Office performance criteria and volumes; it will provide an initial view of equipment requirements to meet the projected workloads.	Product to be completed to the same template as PA/PER/033
	22. Technical Migration	Tony Drahota	This deliverable will describe the proposed approach to migrating from current Horizon to Horizon NG	. It will describe: • the counter/branch migration transition between data centre solutions.
	23. Project 9 Description	Tony Drahota	Although Project 9 (of the Impact Programme) is not part of the IT Roadmap programme, its outputs will form part of the baseline from which Horizon NG will be evolved. Therefore, the expected deliverables of Project 9 need to be documented and factored into the Horizon NG plans	Description of the scope and migration project to support the simplification and migration of the central infrastructure.
	24. Network Strategy	Tony Drahota	The anticipated evolution of the Horizon network will be documented. This will include any agreed outcome of the Feasibility Study into a secondary Horizon network. This Feasibility Study is otherwise outside the scope of the IT Roadmap programme.	Deliverable to describe the development of the network from 'Delivery 1' over the medium term (5 years). Key areas to include ➢ Topology ➢ Technology ➢ Performance requirements ➢ Resilience and availability

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Implementation Planning	25. Testing and Acceptance	Louis Prastitis	To document the agreed approach to Migration Planning, Testing and Acceptance both for the initial and subsequent releases of Horizon NG The subsequent release will be as normal agreed practice . There needs to be agreement to the first release	• Introduction to include scope and fit within Fujitsu and POL testing document maps • Principles to include collaborative approach and joint working wherever possible • Testing involvement in ISL stages • Fujitsu Testing approach for initial and subsequent releases • POL Testing approach for initial and subsequent releases • POL Acceptance
	26. Implementation Plan	Louis Prastitis	To produce an agreed end to end project plan for the delivery of the solution from design through to completion of roll-out both for the initial and subsequent releases of Horizon NG. This can be produced at high level. Detailed planning for the next phase is commencing but is strictly not a Feasibility study deliverable	• Principles to include collaborative approach and joint working wherever possible • Structured by Lifecycle stages: o Requirements o Design o Build and test o Acceptance o Business/people change including user training o Migration and decommissioning o Implementation and roll-out • Detailed Project Plan for Requirements/Design stage of initial release • End to end project plan for initial release covering all lifecycle stages • Generic end to end plan for subsequent releases
Commercial	27. IPR Principles	Keith Baines	To define the ownership and rights of use by Post Office and Fujitsu of all deliverables from the Feasibility Study Stage	Agreed position included in Commercial Terms (CT) for Full Feasibility Stage
	28. Benchmarking ToR/Proposal	Keith Baines	To define the services and deliverables to be provided by Gartner UK in carrying out the technical and value for money benchmarks of the	Description of the work to be carried out by Gartner including timescales and deliverables together with Gartner's response including price, dependencies and terms and conditions

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				proposed Horizon NG solution.
	29. Benchmarking NDA	Keith Baines	To enable information that is needed for Gartner to carry out the benchmarking assignment and PO and Fujitsu to understand and use the outputs to be shared between Gartner, PO and Fujitsu in a way that is commercially acceptable to all 3 parties.	Legal contract setting out the terms and conditions that apply to the interchange of confidential information to enable the benchmarking.
	30. Benchmarking Reports	Keith Baines	To provide an independent assurance of the technical viability and value for money of the proposed Horizon NG solution	Reports as defined in the Benchmarking ToR
	31. Regulatory Requirements	Keith Baines	To set out the legal and regulatory framework and constraints relevant to a decision to proceed with the Roadmap programme beyond the feasibility stage	Legal advice covering (1) Public Procurement policy and (2) Competition law. The impact of this advice will be shared with Fujitsu, but some of the detail may be confidential to Post Office. The scope of the advice will include an assessment of the legality of a single source approach under public procurement policy and European competition law, and of the risks of challenge and delay if a decision to proceed on a single source basis is made
	32. Cost & Price Model	Colin Lenton-Smith	To demonstrate on an open-book basis the build up of costs of the Horizon NG proposal including development, implementation, operation and ongoing change; and to derive prices chargeable to Post Office from the costs.	To demonstrate on an open-book basis the build up of costs of the Horizon NG proposal including development, implementation, operation and ongoing change; and to derive prices chargeable to Post Office from the costs.

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	33. PO Investment Appraisal Model	Keith Baines	To demonstrate the financial viability of the business case for the Roadmap programme	Cashflow showing capital and revenue expenditure, cost savings and avoided costs resulting from the programme
	34. Post Office Business Case	Mike Wells	To seek approval to go ahead with the development and deployment of Horizon NG and the associated contractual changes.	All relevant sections of the standard business case template supported by Financial, Operational, Technical and Business concurrences and with an accompanying file of supporting documents
	35. Fujitsu Business Case	Colin Lenton-Smith	To seek approval to go ahead with the development and deployments of Horizon NG and the associated contractual changes	All requirements for Fujitsu Group CAR achieved.
	36. Objective Based Contracting Proposal	Colin Lenton-Smith	To allow Post Office to decide whether it wishes to adopt and Objective-based approach in the contract for Horizon NG or to continue with the current approach.	Proposal setting out Fujitsu's standard approach to Objective based contracting and its applicability to the contract for Horizon NG.
	37. Flexible Finance Proposal	Colin Lenton-Smith	To set out Fujitsu's proposal for use of their Flexible Finance arrangement to provide development funding for Horizon NG	Proposal setting out the interest rates, repayment periods and other terms and conditions under which financing could be arranged
	38. Heads of Agreement	Keith Baines	To set out the basis on which Post Office and Fujitsu agree to proceed with Horizon NG beyond the Feasibility Stage	Agreement between Post Office and Fujitsu setting out the terms and conditions for the next stage of the project (up to signing a revised contract) and the parties' intentions regarding the composition of the revised contract and the nature of the new solution and services to be provided. The HoA will be an outline of around 5 pages length at the end of the Feasibility stage, and will be a document of 50 to 100 pages when ready for signature. The HoA is expected to have the following sections (to be confirmed or amended during the Feasibility Study):

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				• Purpose • Definitions • Post Office Business Drivers • Fujitsu considerations and Business Objectives • Basis of agreement • Timetable • Pre signature conditions • Confidentiality • Exclusive Period • Costs • Governing Law and the following annexes: • Scope of Service • Costs and Charges • Plan to achieve agreement signature • Changes needed to current contract • Service Migration Approach • Service Credits • Reference List of Associated Documents
	39. Commercial Agreement for work after July 2004	Keith Baines	To set out the terms on which work on the Roadmap project may continue after 31 July 2004	Arrangements to be included in agreed Commercial Terms (CT)

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END OF DOCUMENT