Automation Transformation Steering Group Meeting
22 September 10.30 a.m. in Second Floor Board Room, KEB

AGENDA

Improvement Opportunities from last meeting: The meeting should be sharper, not go over the same issue in more than one agenda item

1.	Actions from last meeting	Paul Rich	10.30 -10.45

2.	"Red Light" Programme Issues	Dave Smith	10.45- 11.05

Input: Attached summary from monthly report.
Review of milestone report
Output: Actions and owners to resolve

3.	Review of issue register and new issues	Dave Smith	11.05-11.25

Input: Attached summary from monthly report.
Output: Recommended solutions and further actions agreed

4.	Business Standards	Rob Durrant	11.25-11.45

Input: Presentation by Rob Durrant
Output: ATSG to agree next steps

5.	Requirements specification	Dave Smith	11.45- 12.00

Input: Pre circulated paper
Output: ATSG to agree the way forward

Next meeting : 2pm on 20 October , Second Floor Board Room, KEB

POST OFFICE *AUTOMATION PROGRAMME*

Transformation Steering Group Progress Report to 28 September 1998

1. Actions from previous meetings

ITEMS FOR DISCUSSIONS ARE SHOWN IN BOLD

Action	Who	When raised	Update
1 The project sponsors to report back to the ATSG through the TMT on their proposals on the form of project assurance they will introduce.	Project sponsors/ TMT	17/3	**The S3 project board has agreed their project assurance requirements.** **National Audit are now working with the TIP project board to identify their assurance requirements.** **Proposals for Horizon project assurance remain outstanding.** **Carry forward.**
2 SERVICE DEVELOPMENT (a) The Service Development Plan (SDP) categories for prioritisation be clarified to ensure consistent understanding. (b) (b) The first iteration of the SDP plan to be completed by the end of August	Stephen Woolley	19/5	An update was given to the ATSG in August. The SDP preparation is following business planning timescales and a draft will be presented in December.
3 Any existing training / change management budgets which would be used to deliver the change management required, or part of it, need to be identified. A break down of the components of change management will enable this.	Ruth Holleran	19/5	The Requirements Specification will require appropriate projects to develop detailed change management plans. Once these are known the manner in which these will be funded, including within existing budgets, will be ascertained. To be revisited at the end of phase 1 of the Requirements Specification.

4 The Horizon programme Board to take place at the beginning of July to consider urgent issues such as testing and EPOSS.	Dave Miller	23/6	Horizon testing is now on the ATSG issue log. EPOSS- see action points 15 & 16. Discharge
5 A review across all the SAP projects should be undertaken to ensure that the right amount and type of resource (SAP professionals, change management staff, staff with business knowledge) is present and identify skills gaps.	Roger Tabor	24/7	An initial review has been undertaken and report prepared, significant gaps have been identified and work is ongoing. Carry Forward.
6 Dave Smith should let John Main know whether EPOSS has multi till functionality.	D Smith	24/7	Done. Discharged.
7 Paul Rich to discuss with Peter Turgoose with input from Paul Thornton, the potential shortage of project management skills in the business and action to be taken for the short term.	P Rich P Thornton	24/7	a)TMT will give Peter a list of prioritised project urgent needs across the programme. b) Peter T, having spoken to Paul Thornton, will follow up leads for some specialist cheaper project urgent consultancies and hold a 'beauty parade' for potential call-off. Carry forward
8 The acceptance process to include a condition on the clear separation of boundaries between BA and POCL within the Pathway system.	D Miller	24/7	Work is ongoing within the Horizon programme on the acceptance process. This will be incorporated within it.
9 D Miller to confirm that the LFS link will be included within release 2+.	D Miller	24/7	The LFS is within the contents of Release 2+. Discharge.
10 A comprehensive set of business standards, to enable project and programme assurance, that are short and easy to follow to encourage conformance, should be produced.	R Durrant	24/7	AGENDA ITEM. Discharge.

No	Action	Owner	Date	Progress
11	The TMT and HO Finance should teamwork to resolve the issues on the new project reporting package (balanced scorecard) where possible.	TMT	24/7	Balanced scorecard reporting package is being piloted, issues are being worked through. Discharge.
12	Paul Rich to remind projects that CEC agreed that this reporting package be trialed by the automation projects.	P Rich	18/8	Done. Discharged.
13	Paul Rich to raise at the TSSG the need for Group intentions and requirements generally to be more specifically defined.	P Rich	18/8	Verbal update.
14	An impact assessment should be done on the results of the group single SAP client work for the whole programme by the TMT/ ISITSU for a decision to be made in October.	D Smith W Powney	18/8	The PWC report is now expected at the beginning of October. This is being raised as a red light issue. Discharge.
15	There is a need to assess the operational impact of the £3.1m of errors on TP in terms of manpower and capacity	D Smith	18/8	Work is being done to identify solutions and an operational impact assessment is part of this work.
16	Dave Miller to confirm whether it is envisaged that the proposed EPOSS improvements will be incorporated in Release 3.	D Miller	18/8	The decision on the incorporation of EPOSS improvements into release 3 can only be taken when the improvements have been defined. Discharge.
17	A better definition of the criteria for the suitability of release 2 is required, together with agreed tolerance levels, and these should be presented to the ATSG in September	D Miller	18/8	Work in being undertaken on the criteria for suitability of release 2, this is due to complete end of September. Report back in October. Carry forward.
18	Dave Miller to ensure that as far as possible the Pathway design of the system forces conformance.	D Miller	18/8	Pathway are being pressured to ensure that the system forces conformance. Also a conformance manager will soon be appointed.

19	There is a need to review the training resource and specification for the Horizon system to ensure that it will support conformance	J Main/ D Miller	18/8	**Verbal update at the meeting**
20	There is a need to impact assess the release of a new front end as part of release 3, this to be done jointly between the Horizon Implementation team (Bruce McNiven) and the ADT.	D Miller	18/8	An impact assessment will be done once the contents of release 3 are known. Discharge.
21	(a) The benefits monitoring report to be piloted on the automation projects for October and that project sponsors would ensure such reports are reviewed at the project board.	Project sponsors	18/8	OCTOBER agenda item.
	(b) To share the benefits monitoring approach with Jan Challis for general management process lessons.	TMT		Done. Discharged.

2.   Key Programme Issues this month

Red light issues

POCL single SAP system

The appointment of consulting partners for the conceptual design stage is due in early October. However the view from Group IS strategy is that POCL should halt this process until the systems implications of the Shaping for Competitive Success (SCS) programme are known.

Impact
Either

Group withhold concurrence and the project is delayed, which will delay the entire automation programme

or

POCL is allowed to move ahead with single client but is delayed at a later stage when change requests from group materialise, causing substantial rework and potentially delay the entire automation programme.

Solution
either

Accept delay as inevitable and wait for group requirements

or

POCL goes ahead with single client. Migrate to Group single client once the automation programme is completed.

or

POCL abandons single SAP system and reverts to individual SAPCON, SAPADS, SAPHR systems implemented to programme timescales. Migrate to Group single client once the automation programme is completed.

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3. Steering Group Key Issues Log

New issues

the issue	impact	proposed solution	who raised	when raised	further action
Capability planning 18 months ago the Midlands region supported by Chris Robinson (external consultant) undertook some work on regional capabilities to support roll out concentrating on people capability. This work indicated that the then planned level of resource was insufficient to support the roll out. Amongst a number of measures to address this issue CEC agreed that there would be no new products launched during the roll out. The Migration Working Group has been re convened and will be undertaking detailed migration planning, which will identify the impact and constraints of automation on the business. This process needs to plug into a wider business capability checking process. The Business Planning process gives a high level view of a single point in time. A more detailed capability process is needed that is updated on a regular basis	Business is not able to sustain the pace of transformation, either through a lack of resource or because it has to pause to enable changes to current state to be made.	CEC are due to discuss proposals on the Gateway process later in the day. CEC members are invited to consider the extent to which the Gateway process can fill these gaps.	D Smith	28/9/98	

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Timing of releases The automation plan is being baselined on the strategic guideline dates. These are in line with Horizon dates in most areas except the timing of release 2+, release 3 and subsequent releases.	The business planning assumptions are incorrect with a risk of further slippage making the Business plan information out of date. Dates suggested for release 3 clash with the switch over to the new back end systems.	TMT to work with business planning to identify a way forward based on the most realistic dates.	D Smith	28/9/98	
Royal Mail tariff increases Royal Mail have indicated that there may be tariff changes in January 99. Pathway timescales for such an operational change are different from the Royal Mail decision making timescales.	Royal Mail are unable to introduce tariff changes.	This issue is being managed by Graeme Seedall (Horizon Assurance Team).	D Smith	28/9/98	

Existing issues

Id	when raised	Issue	Update	Next Steps	Owner
1.	29/7/97	**Horizon re-plan** There is a lack of clarity around the contents of release 2 and its timing. There is no agreed baselined Horizon plan which makes it difficult for the back end automation projects to plan with certainty.	Release 2 dates have been agreed and baselined. Baseline assumptions have been made about Release 2+ and release 3 timescales.	Discharge.	Dave Miller

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Id	when raised	Issue	Update	Next Steps	Owner
2.	22/4/97	**Group IS Strategy – "TOFFEE"** Proposals from Group for consolidation of SAP systems may have a substantial impact on POCL programme plans.	See new red light issues being raised. This issue has been superseded.	**Discharge.**	**Wendy Powney**
3.	17/2/98	**EMU** Compliance with EMU requirements will have a substantial impact on POCL automation programme. A statement of POCL's business requirements of compliance needs to be produced to enable impact assessment by the systems.	A draft implementation approach for the EMU has been prepared. It is envisaged that the business strategy for EMU would be agreed by October 98.	**October agenda item.**	**Roger Tabor**
4.	17/3/98	**ADS link to Horizon** The TMT to work with ADS to ensure that the LFS (logistics feeder system) requirements are clearly and unambiguously stated	The LFS requirement is included in release 2+.	**Discharge.**	**Dave Smith**
5.	24/7/98	**Horizon testing** The testing strategy is not being deployed as originally planned. There is evidence that the early phases of testing are not covering the scope that they should, and there is a danger that the true purpose of MOT testing will be lost, that major faults will be detected during it, and that this will result either in delay or in workarounds	MOT2 is now seen as the critical testing stage where all major functionality is due to be tested.	Update at the meeting.	**Dave Miller**

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Id	when raised	Issue	Update	Next Steps	Owner
6.	24/7/98	**Transaction times** A survey was conducted by research services in February and May on the transaction times at a sample of automated offices. The results show that on average the transactions at automated offices are taking longer than the contracted rate	A plan has been put in place by the Horizon programme to resolve this issue. Further work involves: baselining transaction times, further measurement of transaction times, work on the layout of Horizon equipment	Ongoing	**Dave Miller**

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4. Top-level Milestone Report

4.1 Milestones achieved

O4	First 200 offices live (Stream A)	Complete roll-out of 200 offices and lessons learnt for POCL implementation activities	30-Sep-97	30-Jun-97
B3	Automation Business Case	MaPEC business case produced and agreed and restructuring of projects complete	Sept-97	July-97
B4	Programme management structures fully operational	Automation steering groups in place and working well and TMT resourced by POCL employees	Aug-97	
O6	Horizon Congo 4 release authorised	Pathway's BPS service and all BA and POCL activities are ready to be switched on in the 200 live offices	2-Nov-97	
O5	New BA settlement process ready	Testing and procedure walk-through demonstrates to POCL's satisfaction that new plastic-card settlement process is ready to go live	3-Nov-97	6-Oct-97
B6	Start of Distribution Pilot	Agreement to proceed with ADS Pilot. Pilot region ready to proceed.	12-Mar-98	26-Feb-98
O7	Regions ready for Horizon	b) Regional plans for supporting task force developed	April 98	
O16	Pathway to POCL system testing successful	Testing between Pathway and POCL's 3 systems (HAPS -Host Automated Payment System, Interim TIP and Reference Data) completed successfully and indicating that EPOSS and APS well on track	8-July-98	1-May-98

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Milestones achieved this month

No milestones achieved this month

Milestones removed

No milestones removed in this report.

4.2   **Milestone report**

Key

Traffic light conventions:

Milestones for which dates have not been agreed will have a TBA under the date	no traffic light shown
Milestones for which there are firm agreed dates will show date in bold and underlined	traffic light relates to due date
Milestones for which dates are generally accepted but not yet agreed, dates shown in normal characters	traffic light relates to due date

Key Milestone	Activity Description		Due Date	Old Date
O7 Regions ready for Horizon	a) National and regional implementation teams in place	G	Jan 99	
O8 POCL Release contents prioritisation process agreed	Release prioritisation process agreed	G	Dec 98	
O9 EPOSS and AP Services fully tested	PDA demonstrates integrity of Pathway services and POCL's accounting, reconciliation and settlement process	A	18-Dec-98	5-Oct-98

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Key Milestone	Activity Description	🚦	Due Date	Old Date
O10 Service management ready	a) All Service Level agreements and service management processes are in place and ready for live trial evaluation b) Conformance requirements identified and procedures in place to enable conformance.	G ●	Jan-99 TBA	31-Mar-97
O11 Horizon Nile 2 release authorised	a) Pathway's full service and all BA and POCL activities are ready and full service authorised to go live b) Start of live trial	A ◯ G ●	18-Dec-98 June 99	Oct- 98 Jan- 99
O11a Release 2+ authorised	Horizon release 2+ "proof of concept" agreed to enable contractual acceptance	A ◯	February 2000	October 99
O12 Live trial complete	Activities to assess the acceptability of Pathway's service complete. Authorisation to proceed with roll-out given.	A ◯	April 99	31-Mar-98
B2 Overall automation programme plan agreed	Plan agreed, including legacy systems interfacing/replacement, to implement migration approach	G ●	November 98	Jan 98
B5 POCL's overall Test Plan agreed	End to end integration testing strategy defined and end to end UAT agreed to enable 6 month trilateral testing between the projects to commence prior to all back end systems going live.	G ●	Dec 99	Sep-97
B8 Pathway Release 3 live	Pathway Release 3 accepted for go live	A ◯	April 2000	Apr-98
B15 Year 2000	Compliance work complete on all systems	G ●	Dec-98	NEW

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Key Milestone	Activity Description		Due Date		Old Date
B9 New accounting systems operational	Back end systems ready to operate new accounting + settlement processes.	A ◯	Oct-2000		TBA
B10 Operational TIP operational	a) Operational TIP (batch 1, interface to Horizon) developed, tested and ready to replace existing systems	G ●	October 99		
	b) Operational TIP (batch 2 , interface to strategic systems and ready to replace legacy systems) ready for testing	G ●	April 2000		
B11 POCL-MIS Phase1 operational	POCL-MIS developed, tested, and ready for operation		TBA		
B12 Distribution roll-out complete	Final Cash Centre operating with ADS	G ●	Oct- 2000		Nov-99
B13 Pathway roll out complete	a) Pathway roll out complete	A ◯	Oct-2000		Dec-2000
	b) Pathway's service available in every outlet (i.e. "mop up" exercise complete)	A ◯	March 2001		
B14 Migration complete	IS Strategy systems implemented and all legacy systems replaced	A ◯	Dec-2000		TBA
B15 Data Management	Data Management processes defined and implemented, data management systems ready for multi lateral testing with strategic systems	G ●	April 2000		

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5.   Project Highlight Reports

High Level Summary	Last Month	Planned for Next Month
Horizon	- MORI for Release 2 commenced 3 August and completed 26 August. - DIT completed as planned. - E to E commenced 3 August. - Office surveys and modificatons commenced 3 August.	- System test for EPOSS,TPS, MIS forecast to complete 21 September. - E to E reforecast to November completion as we do not yet have confidence in the accounting processes.
TIP	OPERATIONAL TIP/DATA HUB - - pilot of Constellar in productivity terms undertaken - New cost profiles developed for business case - design continues - Supplier resourcing for development in anticipation - Move to new accomodation INTERIM TIP - continue to support Horizon E2E tests and MOR	OPERATIONAL TIP/DATA HUB - submission of refined business case - presentation to MaPEC - Installation of development environment subject to POITS ordering - ordering of Constellar licences if approved - continue with system design - complete PID for next phase
Data Management	- Key stakeholders engaged - Communication via Newsbrief Monthly - Initation phase completed - Communication plan developed - Resource requirements identified	- Data Management vision to be developed in detail (Phase 1 of Pilot project) - Key POCL resource to be allocated - including Data Administrator - Identification of change management and Reference Data Library pilots to be confirmed - data administration software tools to be made available for pilot
Reference Data	Release 60 of the Reference Data application accepted and with POITS for implementation.	Project Board: 10 September.

High Level Summary	Last Month	Planned for Next Month
	Horizon testing, Model Office Rehearsal Phase 1 (MOR1) completed. First test data drop for MOR2 delivered. Horizon testing, End To End Phase 1 (E2E1) running to plan, with all ref data targets met. The Live Reference Data Proving test phase has been planned; preliminary work is underway; live ref data is being supplied to Pathway from the live system. Initial OBC deployment to Regions continues, with four regions (and Outlet Systems Group) prepared and a further 2 planned. Release 61 work package defined and work underway, using on-site programming resource. A number of data quality initiatives are in progress. An Interim Disaster Recovery Plan has been prepared. Reference Data work has been handed over to the POCL Horizon team, c/o Janet Topham. The final project board meeting for the Enhancements project has been scheduled for 10 September.	MOR2 and E2E Phase 2. Commencement of Live Ref Data Proving. Completion of initial rollout of OBC data change processes. Continuation of data quality initiatives. Release 60 live running; commencement of Release 61 development.
Single SAP system	Still working on HR. Building team and evaluating tenders for SSSP.	HR UAT commences & SSSP initiated
ADS	Enhancement release #2 has been successfully implemented at the pilot site. Enhancement Releases #3 and #4 will deliver improvements to the cash account. Work on the cash account release #3 has identified some additional improvements. Additional ABAP resource requirement has been identified. The pilot site cash account has been run on a daily basis at the Project Office to try to establish where the problems lie. These investigations continue with the aid of the Operational Support Team who will be on site to monitor processes.	Completion of Manager Training development. Delivery of CBT Training. Induction and Training of Implementation and Operational Support Teams. Delivery of Finance and Manager Training. Enhancement Releases #3 and #4 complete coding and Team Testing.

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High Level Summary	Last Month	Planned for Next Month
	CBT Development has been completed. The development of the Finance Training Modules is complete. Recruitment, selection and release of staff for the Implementation Support Team and Operational Support Team has run to schedule. A training structure has been formalised for both Teams. Orders have been placed for Dartford equipment. Delivery lead times are acceptable to the programme. Two people have been recruited to carry out the System Documentation work. Stock has been removed from Dartford as of 27/8/98. The manual process proposed by the LBU is being assessed for system impacts by the Project Team.	System Documentation complete Finance Modules. Operational Documentation design complete and incorporate feedback from Users. The Disaster Recovery test is to take place w/c 28th September at Greenford. Progress of the QA recommendations from Clare Birks of French Thornton will presented to the Project Board on the 15th September. Delivery of supplementary equipment for Dartford expected on 14th September.
AP project	The production and testing of prototype A APT's was successful and prototype B APT's have now been received at Farnborough for testing. Modification to offices for installation have been completed in all areas with the exception of NT/EA which will be completed by 30 September 98. Roll out plans by Regions have been completed and submitted to Keltek and the regions. Installation is due to start as originally planned and a completion date of November 98 is targeted.	Completion of office Modifications. Training of installation staff. Recruitment and training of Farnborough Helpdesk staff. Delivery of 250 apt's to offices. Completion of testing of prototype B APT's .

High Level Summary	Last Month	Planned for Next Month
Year 2000		Critical *Total Number of Systems* 54 64 Number of systems exempt or retired 3 43 Number of systems to be replaced 2 1 **Number of systems to be converted *** 49 20 Systems with detailed and resourced plans (confirmed by supplier) 48 20 Number of systems planned to complete in 1998 49 20 Number of systems with conversion commissioned 49 20 Number with completion dates in 1999 0 0 Number requiring use of test centre 16 1 Number booked into test centre 16 1 Number with UAT planned and resources confirmed OK by Business 21 8 **Systems completed** 25 12 **Activities completed/In progress:** **Computer Systems** - CBDB testing completed on schedule - Intellect testing started and on course for completion 4 September - Plan agreed to use the IBM DR site for testing of SAPADS and SAPHR - two systems likely to miss the December deadline – replacement of old RIVA tills and replacement of MS Mail with Lotus Notes. **Suppliers** - All critical Goods & Services suppliers contacted. - KPMG's modified survey will provide the Post Office with a means to produce for each critical supplier, a "spider's web"	- Test Not-to-complete interface testing and to conduct end to end testing have been requested - Review "Change Freeze" proposals and present to September Board. - Escalation Process for systems failing target definitions – present to September Board. - Present draft Success Criteria to September Board. - Review HR/Continuity plan for Year 2000 at September Board - start SLA review for October Board - Risk Review - 3rd Supplier seminar on 30 September

High Level Summary	Last Month	Planned for Next Month
	measure of their compliance status. This "Self Assessment "was launched at the Suppliers' Seminar on 12 August and seemed to be well received by them. It is being put on the Internet and suppliers (including Franchise partners) will be invited to complete it and share results with the Post Office. **Client management** - 91 % of the National clients contacted have responded. The remaining three will be included in the list of invitees to the next supplier seminar. - clients have also responded re their equipment on POCL/Agents' sites **Success Criteria** Measures have been identified and the recommendations will be put to the September project board. **Communications** - Effectiveness Survey of agents issues to sample of 1,200 . Analysis due to be completed mid September - Further communication to team leaders to list business critical "End User" systems and availability of local skills to make compliant. This should help to identify any skill gaps to be raised with ITS. - Courier article to be in September issue - POCL section of Post Office Year 2000 Internet website active on www.postoffice.co.uk	
Client Take On	Service development - timescales merged with Business Planning timescales (Dec 98) LFS contract agreed, CCN issued for impact assessment. EFTPOS migration planning in progress.	Service development - commence analysis of business centre commercial proposal inputs LFS contracts signed. Delivery activities planned. Further EFTPOS service definition development.

High Level Summary	Last Month	Planned for Next Month
TMT	Programme assurance process drafted. Programme impact on business Centres identified and communicated to them. Programme plan baselined on strategic guideline dates Migration working group re convened End to end requirements specification work ongoing Automation programme project profiles completion co-ordinated for input to business planning	Programme change control process drafted ready for comments. Programme plan baselined.

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                                                                    Actions

Item 1   Actions from last meeting

                  See updated action points
1.1   It was noted that the new balanced scorecard reporting package had not been
                  produced for the meeting due to the failure of some projects to complete the pack.
                  Paul Rich to remind projects that CEC agreed that this reporting package be trialed
                  by the automation projects.   Paul Rich

Item 2   Red Light issues

                  There were no new red light issues.
2.1   It was noted that a detailed Horizon plan, consistent with the dates in the strategic
                  planning guideline, is still outstanding.
2.2   TOFFEE and Group impact
Action   It was noted that Group intentions and requirements generally need to be more   Paul Rich
                  specifically defined and , and this would be raised at TSSG.

                  It was noted that Price Waterhouse Coopers (PWC) are due to report back on the
Action   group single SAP client work at the end of September. An impact assessment
                  should be done on the results of this for the whole programme by the TMT and   TMT/ Wendy
                  Wendy Powney for a decision to be made in October. (October agenda item).   Powney

Item 3   EPOSS and Service Development
                  Stephen Woolley gave an update on EPOSS and Service Development (see attached
                  slides).
3.1   EPOSS
                  The current estimate of the impact of the "ECCO" effect is £3.1m, however this
                  does not take into account the different error profile of CAPTURE offices which
                  have very low error levels, so this figure may be understated. The ECCO effect is
                  caused by parallel manual and computerised processes.
3.2   Work has identified that some of the biggest changes required to the manual process
                  affect main office procedures and TP, but do not affect clients so will not require
                  client permission before changes are made.
                  Where changes do affect the clients, change may be minimised by capturing
                  information in an extra field that exists within Horizon.
                  There is a need to prioritise changes to the manual process and work is ongoing on
                  this aspect. Detailed recommendations on changes to manual processes applicable
                  to each client will be produced by the end of September and findings presented to
                  the October ATSG.
Action   It was agreed that there is a need to assess the operational impact of the £3.1m of Stephen
                  errors on TP in terms of manpower and capacity.   Woolley

3.3   Service Development Plan (SDP)
                  As part of the business plan the Business Centres are currently producing a demand
                  position for the automation platform, the results of which will be used by the ADT
                  to prioritise client take on according to the criteria agreed by the ATSG in May.
                  The timescales are consistent with the business plan and a first cut SDP showing
                  client take on will be produced in December. Current draft timings for client take
                  on slots indicate a Release 3 in April 2000 which may include the results of current
                  strategic developments, mails, banking and modular design of the front end.
                  Dave Miller to confirm whether it is envisaged that the proposed EPOSS
                  improvements will also be incorporated in Release 3.
Action   Dave Miller
3.4   The next major release will be in April 2001, to avoid a release at the time of cut
                  over to all the new back end systems. Following that, there will be new major
                  releases at six month intervals. However a move to a modular design will allow

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	more frequent client take on.	
3.5	It was noted that the key dependency of the SDP is the timing of the releases and client take on slots, and the capacity of each for technical changes as well as the capacity of the business to deal with the resulting operational impact.	

Item 4   Review of risks

4.1   The ATSG undertook a thorough review of the revised risk register . The risks, impacts, ratings and actions to manage them were agreed with the following additions/ comments (see revised register circulated with the minutes):

4.2   "Horizon testing risk"
It was noted that actions and timescales have been identified to manage this risk, now the critical timescale is for MOR2. It was noted that if the scope and/ or results of MOR2 did not meet the expected criteria it could result at best in a 4-6 week delay or in a worse case scenario in the release being postponed.
It was agreed that a better definition of the criteria for the suitability of the release is

Action   required, together with agreed tolerance levels, and these should be presented to the   **Dave Miller**
ATSG in September.

4.3   "Increased front end errors"
An additional action is required to identify the operational impact of this risk (see 3.2)

4.4   "Non conformance to business procedures"
It was agreed that there is a need to (a) define processes and (b) build the infrastructure to enable the processes to be adhered to, and that long term action is required to enable this.

4.5   A view on the magnitude and impact of non conformance will be taken during live trial. The magnitude of the problem will contribute to the decision on the timing of the start of roll out and the necessity for fire breaks during roll out. Where required conformance problems may be resolved on a pareto basis in terms of operational impact to enable roll out.

Action   It was agreed that Dave Miller should ensure that as far as possible the Pathway   **Dave Miller**
design of the system forces conformance.

Action   It was agreed that there is a need to review the training resouce and specification for   **John Main/**
the Horizon system to ensure that it will support conformance.   **Dave Miller**

4.7   "Ability of the Horizon solution to maintain business continuity"
It was agreed that there is a need to better understand the criteria for business continuity that will enable release authorisation (see 4.2)
"Uncertainty about the businesses' capability to change the front end during roll out"
It was agreed that there is a need to impact assess the release of a new front end as part of release 3, this to be done jointly between the Horizon Implementation team
(Bruce McNiven) and the ADT.   **D Miller**

4.6   It was agreed that there should be a thorough review of the risks in November when the rebaseline plan will be reviewed .

Item 5   Benefits Management

5.1   Elena Marsh gave a presentation on benefits management (slides attached)
The following points were made during this presentation:
- under the new programme management process agreed, the project sponsor will be the programme director.
- All projects have a benefits management plan which should at least be reviewed at business case stages
- Most project benefits are due to be delivered in the medium to long term, not in the short term
- More emphasis is placed on targeting projects to deliver their scope within the agreed cost
- Benefits due to be delivered in the short term are driven in through the OPB round
- Non financial benefits are not usually defined in a measurable way
- Soft benefits of automation are being defined by the business requirements

Actions

specification work
- Benefits due to be delivered after the project is complete and the team has disbanded are at greatest risk of not being delivered

5.2   A suggestion for the monitoring of benefits was presented to the ATSG which involved monitoring on two aspects, value of the benefits and timing of the delivery. This would be in the form of traffic lights and an attempt would be made to link this in with the balanced scorecard report and the new programme management process.

Action   It was agreed that this method of monitoring would be piloted on the automation projects for October and that project sponsors would ensure such reports are reviewed at the project board.   Project sponsors

It was agreed that this approach would be shared with Jan Challis for general management process lessons.   TMT

Item 8   **Communication and recognition**

Communication to project managers and project sponsors (if absent) about the benefits monitoring report.

Item 9   **AOB**

There was no other business

Meeting review

it was noted that there is an opportunity to make the meeting sharper, not go over the same issue in more than one agenda item.