Dave Miller

Horizon Release Management

Memorandum

To:

Horizon Management Team

From:

Andrew Simpkins

Horizon Release Management 3rd Floor, Terminal House 52 Grosvenor Gardens LONDON SWIW 0AB

Telephone: Fax:

GRO GRO

Date:

17 September 1998

Copy:

Dave Miller

Horizon Level 1 Plans - Urgent

In line with the advanced notification I gave at the HMT last week, we have today completed a first version of the Level 1 stage plans for:

- NR2 Model Office (ChB only) to Release Authorisation
- Ic to 2 Migration
- POCL Live Trial
- National Rollout

These plans are consistent with the Replan Proposal and have been validated with the Pathway version 5 plan (noting that Pathway have not formally committed to the Live Trial duration due to contractual reasons). A copy of these plans is attached together with the latest version of the Level 0 plan.

It is now necessary to ensure we have a Level 1 plan for each of the Horizon Teams, starting with each of Dave's current direct report areas i.e.

- Product Assurance
- Testing
- Implementation
- · Service Management
- Programme Office
- Communications

The stage plans incorporate the Release Management activities by the nature of the approach we are following. Release Management is also assembling plans for the other delivery areas in Pathway, BA/CAPS and POCL.

Dave has made a commitment to Treasury and CEC that we will have these Level 1 plans by the end of the month. He would like to have a draft available from each area by close of play next Wednesday 23rd September, also circulated to the other HMT members, so that we can discuss them at the HMT meeting on Thursday 24th. We attach for each of you a selection of key milestones drawn from the stage plans which could form the basis for the development of your Level 1 plan. We assume you have existing planning documentation which you can use to refine and expand this.

Please note the following guidelines (see Dara Forde's paper for further detail):

 Level 1 plans are the primary level at which the Programme Director will manage the Programme. It is therefore essential that clear visibility is provided of the key deliverables, decisions and events from each team e.g. those that will have a direct

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bearing on the critical dates of 8^{th} February for start of Live Trial and 5^{th} July for National Rollout

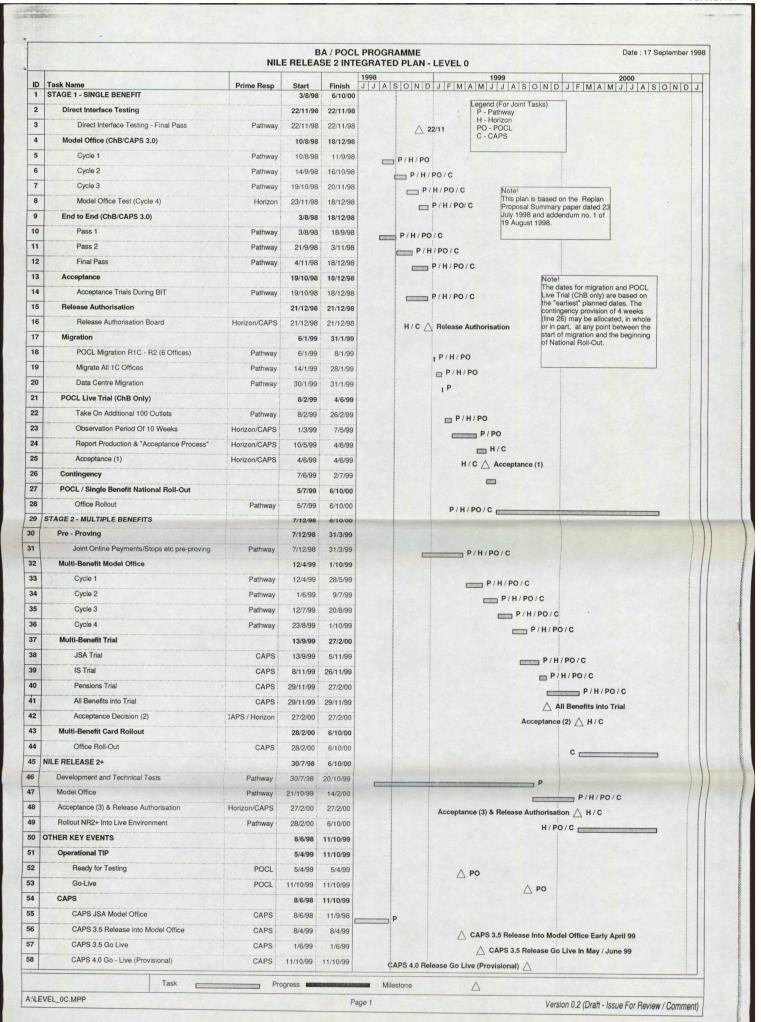
- The guideline is one A3 page from each team showing 20 to 50 milestones, events, tasks etc with start and end dates
- Milestones and events should be grouped as far as possible under the four stages noted above (for the POCL and ChB phase) to assist cross referencing of plans
- Milestones and events should be described as far as possible in terms that are unique and specific to each team's work and deliverables rather than generic type references to Programme level events (e.g. do not show Release Authorisation Board, 21/12/98 but what your team will have to have produced by when to support this Level 0 event, and Level 1 stage event).

Plans should be produced in Microsoft Project and a copy held by the Programme Office.

If you or your teams require any clarification of what is required or how to proceed please speak to myself or Dara Forde. If you need assistance in constructing your Level 1 plan in Microsoft Project, or in referencing any other existing planning documentation, please speak to Bob Burkin.



Andrew Simpkins Horizon Release Management



Plan Status: V 0.4 (Draft) - 17 Sept 98 SM - Strategic Milestone HLM - High Level Milestone Horizon Programme Level 1 Stage Schedule For NR2 Single Benefit - Model Office To Release Authorisation ID Name Aug Sep Oct Nov Dec 27/3/97 NILE RELEASE 2 SINGLE BENEFIT 6/10/00 Legend PW - Pathway BACAPS - CAPS 2 **NR2 Development** 25/5/98 22/11/98 BA - BA Sponsor BASPO - BA Sponsor HPA - Horizon Product Assurance HT - Horizon Testing 5 Complete JSA Model Office 11/9/98 11/9/98 BACAPS BACAPS CAPS R3.0 - full functionality available (for 6 2/11/98 2/11/98 BACAPS HI - Horizon Implementation HSM - Horizon Service Management HRM - Horizon Release Mmanagement HLM 5 BACAPS 4 System Test final Pass completed 22/11/98 22/11/98 PW HLM 2 O PW HRD - Horizon Reference Data 148 **Joint Testing** 5/1/98 18/12/98 POCHE - POCL Chesterfie (TP,TIP,APACHE,CBDB,etc POBSS - POCL Business Assurance POOSG - POCL OSG & IT (Inc HAPS) 161 Complete BIT final pass 22/11/98 22/11/98 PW POCL - POCL Sponsor 165 Security Regression 28/9/98 22/11/98 PW PW/HT 163 Complete R2 BIT Y2K 18/12/98 18/12/98 PW O PW/HPA 167 **End To End Testing** 27/3/97 18/12/98 End to End - Pass 1 249 10/8/98 18/9/98 PW PW/HT/POCHE/POOSG/BACAPS 250 Complete End to End - Pass 1 18/9/98 18/9/98 PW PW/HT/POCHE/POOSG/BACAPS Commence End to End - Pass 2 252 21/9/98 21/9/98 PW > PW/HT/POCHE/POOSG/BACAPS End to End - Pass 2 253 21/9/98 3/11/98 PW PW/HT/POCHE/POOSG/BACAPS 254 Complete End to End - Pass 2 3/11/98 3/11/98 PW SM D2 O PW/HT/POCHE/POOSG/BACAPS 255 Commence E2E - Final Pass 4/11/98 4/11/98 PW O PW/HT/POCHE/POOSG/BACAPS 243 Complete Walkthrough of Busne 27/11/98 27/11/98 HSM O PW/HSM/POCHE/BACAPS Services Management E2E procedures End To End - Final Pass 256 4/11/98 18/12/98 PW PW/HT/POCHE/POOSG/BACAPS 25 Complete E2E - Final Pass 18/12/98 18/12/98 PW O PW/HT/POCHE/POOSG/BACAPS 262 27/3/97 18/12/98 346 Model Office Rehearsal Pass 1 10/8/98 11/9/98 HT PW/HT/POCHE/POOSG/HI 347 MO Environment Reset 7/9/98 11/9/98 HT PW/HT/POCHE/POOSG/BACAPS 348 Start MOR 2 14/9/98 14/9/98 HT PW/HT/POCHE/POOSG/BACAPS 282 NR2 Counter Procedures v 6.0 - Test & Re-Work During Model Office 4/9/98 16/10/98 PW PW/HI 349 Model Office Rehearsal Pass 2 HI PW/HT/POCHE/POOSG/BACAPS/HI Complete MOR 2 350 16/10/98 16/10/98 HT O PW/HT/POCHE/POOSG/BACAPS BES Recovery System Available For 351 16/10/98 16/10/98 PW O PW 280 MOT Readiness Review 19/10/98 19/10/98 PW O PW/HT/POCHE/POOSG/BACAPS 352 Start MOR3 19/10/98 19/10/98 HT 290 Operational Readiness Review 13/11/98 13/11/98 PW O PW/HPM/POCL/BA Issue Counter Procedures Amendments For MOT To H.O. Publications 283 19/10/98 18/11/98 PW PW/HI 353 Model Office Rehearsal Pass 3 19/10/98 20/11/98 HT PW/HT/POCHE/POOSG/BACAPS/HI 354 Complete MOR3 20/11/98 20/11/98 HT HLM 9 O PW/HT/POCHE/POOSG/BACAPS 355 Start Model Office Test 23/11/98 23/11/98 HT HLM 10 O PW/HT/POCHE/POOSG/BACAPS 281 Complete Training Contents Sign-Offs 30/11/98 30/11/98 PW ♦ PW/HI/POCL 356 Model Office Test 23/11/98 18/12/98 HT PW/HT/POCHE/POOSG/BACAPS/HI 357 Complete Model Office Test 18/12/98 18/12/98 HT SM D2 O PW/HT/POCHE/POOSG/BACAPS 358 Approval For LIVE TRIAL 21/12/98 27/3/97 371 POCL Sign-Off All Acceptance Test Specs 30/9/98 30/9/98 HRM O PW/HPA/HRM 370 RAB process defined and agreed. 19/10/98 19/10/98 HRM ♦ HRM/BA/POCL 372 POCL Sign Off Remainder Of Acceptance 30/10/98 30/10/98 HRM O PW/HPA/HRM **Test Specs** 374 Commence Acceptance Trials - BIT Final 6/11/98 6/11/98 PW HLM 11 \diamondsuit PW/HPA 375 Acceptance Trials - BIT Final Pass 6/11/98 22/11/98 PW PW/HPA 376 Complete Acceptance Trials - BIT Final 22/11/98 22/11/98 HLM 12 O PW/HPA 384 Pre-Release Authorisation Board review 7/12/98 8/12/98 HRM **■ POCL/BA/HPA/HI/HSM/HT/BACAPS/HRM/POCHE/POBSS/POOSG** 361 Seals of Approval obtained 18/12/98 18/12/98 BACAPS ♦ BACAPS POCL Feeder Systems authorised for use in Live Trial (for RAB) 373 18/12/98 18/12/98 HRM SM C1 O HRM/POBSS/POCHE/POOSG Complete Acceptance Tests For Technical & Security 377 18/12/98 18/12/98 PW O PW/HPA 378 Complete Acceptance Reviews 18/12/98 18/12/98 PW O PW/HPA 386 NR2 authorised for use in Live Trial (RAB) 21/12/98 21/12/98 HRM SM A1
POCL/BA/HRM Project: Date: 17/9/98 Task Progress . Milestone 🗘 Page 1

idii	Status : V 0.4 (Draft) - 17 Sept 98	el 1 Stage	Schedule		Programme Single Benefit - R1C To NR2 Migration Single Benefit - R1C To NR2 Migration
	Name NILE RELEASE 2 SINGLE BENEFIT	Start 27/3/97	Finish 6/10/00	Resp	Aug Sep Oct Nov Dec Jan Feb Mar Apr
62	Model Office	27/3/97	18/12/98		
55	Start Model Office Test	23/11/98	23/11/98	нт	
					HLM 10 ♦ PW/HT/POCHE/POOSG/BACAPS
58	Approval For LIVE TRIAL	27/3/97	21/12/98		
85	NR2 Confirm Migration Is On Target (Pre-RAB)	7/12/98	7/12/98	HRM	♦ HRM/PW
86	NR2 authorised for use in Live Trial (RAB)	21/12/98	21/12/98	HRM	SM A1 ♦ POCL/BA/HRM
37	Migration - 1C To R2	25/9/98	21/2/99		
38	Issue Pathway Approach Document	25/9/98	25/9/98	PW	♦ PW
89	Issue Horizon PID - Migration Stage	25/9/98	25/9/98	HRM	♦ HRM
91	Issue ITSA Implementation Approach Document	9/10/98	9/10/98	BACAPS	♦ BACAPS/ITSA
90	Agree Data Centre Migration Strategy & Duration	23/10/98	23/10/98	PW	♦ PW/HRM/ITSA
95	Agree ECCO Migration Strategy	23/10/98	23/10/98	PW	♦ PW/HRM
92	Sign Off ITSA Approach Document	9/11/98	9/11/98	HRM	♦ HRM/PW/ITSA
21	JSA PDr Load 1	9/11/98	9/11/98	BACAPS	♦ BACAPS
94	Sign-Off Joint Overview Document	16/11/98	16/11/98	HRM	♦ HRM/PW/BACAPS/HI
20	NR2 Procedures Established (From Printers)	20/11/98	20/11/98	PW	♦ PW/HRM/ITSA
12	Temporary Phase 1 Procedures	23/11/98	23/11/98	PW	♦ PW/HRM/ITSA
02	Established (AM To Confirm Date) Sign-Off Low Level Plan	15/12/98	15/12/98	HRM	♦ HRM/PW/BACAPS/HI
93	Initiate Preparation & Training In District	4/1/99	4/1/99	BACAPS	♦ BACAPS
13	Offices Start Migration (Train 6 Offices)	4/1/99	5/1/99	PW	[] PW/HI
14	Migration from R1c to Nile R2 (6 offices)	6/1/99	8/1/99	PW	□ PW/HI
19	First Office Live with Nile R2	6/1/99	6/1/99	PW	HLM 14 ♦ PW/HI
00	Training In 198 Offices	11/1/99	27/1/99	PW	PW/HI
96	1st Cash Account Under NR2 (From	13/1/99	13/1/99	HRM	♦ POCHE/HPA/HRM
15	Counters) Complete Migration from R1c to Nile R2	14/1/99	28/1/99	PW	
16	(existing offices) Data Centre Migration - Start Preparatory	22/1/99	22/1/99	PW	PW/HI
98	Work Confirm Bootle Built To NR2	25/1/99	25/1/99	PW	♦ PW/HI
17	Data Centre Migration (Wigan To Bootle)	30/1/99	31/1/99	PW	♦ PW
22	NR2 Live For E2E (1st File Sent To TIP)	1/2/99	1/2/99	PW	[] PW
97	1st Cash Account Via TIP	3/2/99	3/2/99	HRM	♦ PW
01	Migrate 1st ECCO Office To Horizon				♦ HRM/POCHE/HPA
99	Confirm Wigan Re-Built To NR2	9/2/99	9/2/99	PW	♦ PW/HI
18	MI THE MET AND	11/2/99	11/2/99	PW	·
	Dual Data Centre Implementation	13/2/99	14/2/99	PW	[] PW
23	JSA PDr Load 2	15/2/99	15/2/99	BACAPS	♦ BACAPS
24	JSA PDr Load 3	21/2/99	21/2/99	BACAPS	♦ BACAPS
				BANGERS AND THE PERSONS AND	Legend
-					PW - Pathway BACAPS - CAPS
1					BA - BA Sponsor BASPO - BA Sponsor HPA - Horizon Product Assurance
1					HT - Horizon Testing HI - Horizon Implementation
					HSM - Horizon Service Management HRM - Horizon Release Mmanagement
				**************************	HRD - Horizon Reference Data POCHE - POCL Chesterfield
					(TP,TIP,APACHE,CBDB,etc POBSS - POCL Business Assurance
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■ Milestone ♦

Progress Progress

Project: Date: 17/9/98

Task

SM - Strategic Milestone HLM - High Level Milestone Plan Status: V 0.4 (Draft) - 17 Sept 98 Horizon Programme Level 1 Stage Schedule For NR2 Single Benefit - Live Trial Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May ID Name Start Finish 1 NILE RELEASE 2 SINGLE BENEFIT 27/3/97 6/10/00 Legend
PW - Pathway
BACAPS - CAPS
BA - BA Sponsor
HPA - Horizon Product Assurance
HT - Horizon Testing
HI - Horizon Service Management
HRM - Horizon Service Management
HRM - Horizon Release Mmanagement
HRD - Horizon Rel 27/3/97 425 Live Trial 7/6/99 Issue Benchmark Field Research Plan 14/9/98 14/9/98 HSM 450 HSM Initiate Cards For 100 New Offices 1/10/98 1/10/98 BACAPS 459 ♦ BACAPS Issue Live Trial PID 9/10/98 9/10/98 HRM 429 ♦ HRM Agree Basis Of Statistical Analysis With Pathway 9/10/98 9/10/98 HSM 449 | HSM/PW Benchmark Field Research 451 13/11/98 13/11/98 HSM ♦ HSM 438 Commence User Awareness Events 23/11/98 23/11/98 PW ♦ PW/HI Live Trial Detail Plan Agreed 30/11/98 HRM 430 30/11/98 ♦ HRM Operational Readiness Review 30/11/98 30/11/98 PW 432 O PW/HI Complete Live Reference Data Drop For Start Of Migration 454 15/12/98 15/12/98 HRD O HRD 460 Initiate Additional Awareness Training In 30/1/99 30/1/99 BACAPS ♦ BACAPS **District Offices** 441 Start Live Trial 8/2/99 8/2/99 PW SM E2 O HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/PW/HI 440 9/2/99 Commence Office Implementation 9/2/99 O PW/HI 442 Take On Additional 100 Offices 9/2/99 19/2/99 PW PW/HI 444 All 300 Trial Offices Live & Bedded - In 26/2/99 26/2/99 PW SM E3 O PW/HI 445 Observation Period Of 10 Weeks 1/3/99 7/5/99 HRM HRM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/ 446 Decision To Initiate NRO Activities 15/3/99 15/3/99 HRM ♦ HRM/PW 447 Report Production & Acceptance Process 10/5/99 4/6/99 HRM HRM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/ Complete Rel 2 Acceptance Test During Live Trial 468 24/5/99 24/5/99 PW O PW/HPA Complete Live Trial 448 4/6/99 4/6/99 HPA SM E5 A HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/PW/HI Nile 2 Authorised for use in NRO 475 7/6/99 7/6/99 POCL/BA SM A2 O HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/

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SM - Strategic Milestone HLM - High Level Milestone Plan Status: V 0.4 (Draft) - 17 Sept 98 Horizon Programme Level 1 Stage Schedule For NR2 Single Benefit - National Roll Out 1999 2000 | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | ID Name Finish 1 NILE RELEASE 2 SINGLE BENEFIT 27/3/97 6/10/00 477 National Roll-out 27/3/97 6/10/00 Ministerial feedback on Creatives and Approval to Proceed BA PVI/BA/ 484 31/7/98 31/7/98 Pathway complete review of Ministerial feedback on Creatives and Approval to 485 28/8/98 28/8/98 PW ♦ PW 506 Commence Site Re-Surveys 31/8/98 31/8/98 PW O PW/HI Full Programme Plans for SIGs & Media and Internal comms. lodged and baselined Notify CAPS If Roll-Out Is To Be Brought Forward 486 1/10/98 1/10/98 PW O PW 497 1/10/98 1/10/98 HRM O HRM/BACAPS 481 Start Preparation & Planning For NRO 2/11/98 2/11/98 BACAPS O BACAPS Sponsors and Ministerial Approval of Finished Advertisement 487 2/11/98 2/11/98 POCL/BA O POCL/BA/PW 507 Commence Office Modifications 2/11/98 2/11/98 PW O PW/HI 488 Advertising Media Planning Starts 12/11/98 12/11/98 PW O PW Pathway Release 2 support in place 18/12/98 18/12/98 PW 491 O PW 508 Commence User Awareness Events 23/2/99 23/2/99 PW ◇ PW/HI Initiate Card Ordering BACAPS 482 1/4/99 1/4/99 ♦ BACAPS National Roll Out Advertising Starts 12/4/99 12/4/99 489 PW ◇ PW Start Training BA Staff On ChB 1/6/99 1/6/99 BACAPS 480 ♦ BACAPS Initiate Customer Education Programme BACAPS 1/6/99 1/6/99 483 ♦ BACAPS 509 Commence Counter Training 21/6/99 21/6/99 PW O PW/HI Commence Office Implementation 5/7/99 5/7/99 PW 510 O PW/HI 518 Start National Roll-out 5/7/99 5/7/99 PW SM F2 > PW/HI 520 Installation at POs & BA offices In Area IP1 5/7/99 13/8/00 PW PW/HI/BACAPS 521 Installation at POs & BA offices In Area IP2 6/10/00 PW PW/HI/BACAPS 522 Installation at POs & BA offices In Area IP3 5/7/99 6/10/00 PW PW/HI/BACAPS 523 Installation at POs & BA offices In Area IP4 5/7/99 6/10/00 PW PW/HI/BACAPS Legend
PW - Pathway
BACAPS - CAPS
BA - BA Sponsor
BASPO - BA Sponsor
HPA - Horizon Product Assurance
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HRM - FOCHE - POCL Chesterfield POCHE - POCL Chesterfield POCHE - POCL Unesterned (TP,TIP,APACHE,CBDB,etc POBSS - POCL Business Assurance POOSG - POCL OSG & iT (Inc HAPS) POCL - POCL Sponsor

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Plan Status: V 0.4 (Draft) - 17 Sept 98 SM - Strategic Milestone HLM - High Level Milestone Horizon Programme Level 1 Schedule For NR2 Single Benefit - Horizon Service Management 1999 Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar ID Finish Name NILE RELEASE 2 SINGLE BENEFIT 27/3/97 6/10/00 167 **End To End Testing** 27/3/97 18/12/98 Complete Walkthrough of Busness Services Management E2E procedures 243 27/11/98 27/11/98 HSM O PW/HSM/POCHE/BACAPS 358 Approval For LIVE TRIAL 27/3/97 21/12/98 384 Pre-Release Authorisation Board review 7/12/98 8/12/98 HRM I POCL/BA/HPA/HI/HSM/HT/BACAPS/HRM/POCHE/POBSS/POOSG 425 Live Trial 27/3/97 7/6/99 450 Issue Benchmark Field Research Plan 14/9/98 14/9/98 HSM C HSM Agree Basis Of Statistical Analysis With Pathway Benchmark Field Research HSM 449 | HSM/PW 451 13/11/98 13/11/98 HSM ♦ HSM 441 Start Live Trial 8/2/99 8/2/99 PW SM E2 O HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/PW/HI 445 Observation Period Of 10 Weeks 1/3/99 7/5/99 HRM HRM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/ 447 Report Production & Acceptance Process 10/5/99 4/6/99 HRM HRM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/ 448 Complete Live Trial 4/6/99 4/6/99 HPA SM E5 O HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/P 475 Nile 2 Authorised for use in NRO 7/6/99 7/6/99 POCL/BA SM A2 O HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/ Legend
PW - Pathway
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0	Name	Start	Finish	Resp	1999 Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jun Feb Mar Apr May May Apr May Apr
1	NILE RELEASE 2 SINGLE BENEFIT	27/3/97	6/10/00		
62	Model Office	27/3/97	18/12/98		
46	Model Office Rehearsal Pass 1	10/8/98	11/9/98	НТ	PW/HT/POCHE/POOSG/HI
82	NR2 Counter Procedures v 6.0 - Test &	4/9/98	16/10/98	PW	PW/HI
49	Re-Work During Model Office Model Office Rehearsal Pass 2	14/9/98	16/10/98	НТ	PW/HT/POCHE/POOSG/BACAPS/HI
83	Issue Counter Procedures Amendments	19/10/98	18/11/98	PW	PW/HI
53	For MOT To H.O. Publications Model Office Rehearsal Pass 3	19/10/98	20/11/98	НТ	PW/HT/POCHE/POOSG/BACAPS/HI
81	Complete Training Contents Sign-Offs	30/11/98	30/11/98	PW	♦ PW/Hi/POCL
56	Model Office Test	23/11/98	18/12/98	НТ	PW/HT/POCHE/POOSG/BACAPS/HI
58	Approval For LIVE TRIAL	27/3/97	21/12/98		FWITIFOOTIEFOOOGAAAAFOITI
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87	Migration - 1C To R2	25/9/98	21/2/99		POCL/BA/HPA/HI/HSM/HT/BACAPS/HRM/POCHE/POBSS/POOSG
				HRM	
94	Sign-Off Joint Overview Document	16/11/98	16/11/98		♦ HRM/PW/BACAPS/HI
02	Sign-Off Low Level Plan	15/12/98	15/12/98	HRM	♦ HRM/PW/BACAPS/HI
13	Start Migration (Train 6 Offices)	4/1/99	5/1/99	PW	I PW/HI
119	First Office Live with Nile R2	6/1/99	6/1/99	PW	HLM 14 ♦ PW/HI
114	Migration from R1c to Nile R2 (6 offices)	6/1/99	8/1/99	PW	□ PW/HI
116	Data Centre Migration - Start Preparatory Work	22/1/99	22/1/99	PW	♦ PW/HI
100	Training In 198 Offices	11/1/99	27/1/99	PW	■ PW/HI
115	Complete Migration from R1c to Nile R2 (existing offices)	14/1/99	28/1/99	PW	□ PW/HI
101	Migrate 1st ECCO Office To Horizon	9/2/99	9/2/99	PW	♦ PW/HI
25	Live Trial	27/3/97	7/6/99		
138	Commence User Awareness Events	23/11/98	23/11/98	PW	♦ PW/HI
132	Operational Readiness Review	30/11/98	30/11/98	PW	♦ PW/HI
141	Start Live Trial	8/2/99	8/2/99	PW	SM E2 ♦ HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD/PW/HI
40	Commence Office Implementation	9/2/99	9/2/99	PW	♦ PW/HI
142	Take On Additional 100 Offices	9/2/99	19/2/99	PW	□ PW/HI
444	All 300 Trial Offices Live & Bedded - In	26/2/99	26/2/99	PW	SM E3 ♦ PW/HI
148	Complete Live Trial	4/6/99	4/6/99	НРА	SM E5 ♦ HPM/HPA/HSM/POCHE/POOSG/POCL/BA/HRD
477	National Roll-out	27/3/97	6/10/00		
506	Commence Site Re-Surveys	31/8/98	31/8/98	PW	♦ PW/HI
507	Commence Office Modifications	2/11/98	2/11/98	PW	♦ PW/HI
508	Commence User Awareness Events	23/2/99	23/2/99	PW	♦ PW/HI
509	Commence Counter Training	21/6/99	21/6/99	PW	♦ PW/HI
510	Commence Office Implementation	5/7/99	5/7/99	PW	
518	Start National Roll-out	5/7/99	5/7/99	PW	♦ PW/HI
520	Installation at POs & BA offices In Area IP1	5/7/99	13/8/00	PW	SM F2 ◇ PW/HI
521	Installation at POs & BA offices In Area IP2	5/7/99	6/10/00	PW	
22	Installation at POs & BA offices In Area IP3	5/7/99	6/10/00	PW	
23	Installation at POs & BA offices In Area IP4	5/7/99	6/10/00	PW	
201					
					Legend PW - Pathway
					BACAPS - CAPS BA - BA Sponsor
81				-	BASPO - BA Sponsor HPA - Horizon Product Assurance
					HT - Horizon Testing HI - Horizon Implementation
E					HSM - Horizon Service Management HRM - Horizon Release Mmanagement
					HRD - Horizon Reference Data POCHE - POCL Chesterfield
					(TP,TIP,APACHE,CBDB,etc POBSS - POCL Business Assurance
100					POOSG - POCL OSG & IT (Inc HAPS) POCL - POCL Sponsor

Plan Status: V 04 (Draft) - 17 Sept 98 SM - Strategic Milestone HLM - High Level Milestone Horizon Programme Level 1 Schedule For NR2 Single Benefit - Horizon Testing 1999 ID Name Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep 1 NILE RELEASE 2 SINGLE BENEFIT 27/3/97 6/10/00 148 **Joint Testing** 5/1/98 18/12/98 161 Complete BIT final pass 22/11/98 22/11/98 PW HLM 8 O PW/HT 165 Security Regression 28/9/98 22/11/98 PW PW/HT 167 **End To End Testing** 27/3/97 18/12/98 End to End - Pass 1 249 10/8/98 18/9/98 PW PW/HT/POCHE/POOSG/BACAPS Complete End to End - Pass 1 250 18/9/98 18/9/98 PW DW/HT/POCHE/POOSG/BACAPS Commence End to End - Pass 2 252 21/9/98 21/9/98 PW PW/HT/POCHE/POOSG/BACAPS End to End - Pass 2 253 21/9/98 3/11/98 PW PW/HT/POCHE/POOSG/BACAPS 254 Complete End to End - Pass 2 3/11/98 3/11/98 PW SM D2 O PW/HT/POCHE/POOSG/BACAPS 255 Commence E2E - Final Pass 4/11/98 4/11/98 PW ♦ PW/HT/POCHE/POOSG/BACAPS End To End - Final Pass 256 4/11/98 18/12/98 PW PW/HT/POCHE/POOSG/BACAPS Complete E2E - Final Pass 257 18/12/98 18/12/98 PW ♦ PW/HT/POCHE/POOSG/BACAPS 262 **Model Office** 27/3/97 18/12/98 346 Model Office Rehearsal Pass 1 10/8/98 11/9/98 HT PW/HT/POCHE/POOSG/HI 347 MO Environment Reset 11/9/98 7/9/98 HT □ PW/HT/POCHE/POOSG/BACAPS 348 Start MOR 2 14/9/98 14/9/98 HT PW/HT/POCHE/POOSG/BACAPS 349 Model Office Rehearsal Pass 2 14/9/98 16/10/98 HT PW/HT/POCHE/POOSG/BACAPS/HI 350 Complete MOR 2 16/10/98 16/10/98 HT O PW/HT/POCHE/POOSG/BACAPS MOT Readiness Review 280 19/10/98 19/10/98 PW O PW/HT/POCHE/POOSG/BACAPS 352 Start MOR3 19/10/98 19/10/98 HT O PW/HT/POCHE/POOSG/BACAPS 353 Model Office Rehearsal Pass 3 19/10/98 20/11/98 HT PW/HT/POCHE/POOSG/BACAPS/HI 354 Complete MOR3 20/11/98 20/11/98 HT HLM 9 O PW/HT/POCHE/POOSG/BACAPS 355 Start Model Office Test 23/11/98 23/11/98 HT HLM 10 O PW/HT/POCHE/POOSG/BACAPS 356 Model Office Test 23/11/98 18/12/98 HT PW/HT/POCHE/POOSG/BACAPS/HI 357 Complete Model Office Test 18/12/98 18/12/98 HT SM D2 O PW/HT/POCHE/POOSG/BACAPS 358 Approval For LIVE TRIAL 27/3/97 21/12/98 384 Pre-Release Authorisation Board review 7/12/98 8/12/98 HRM POCL/BA/HPA/HI/HSM/HT/BACAPS/HRM/POCHE/POBSS/POOSG Legend
PW - Pathway
BACAPS - CAPS
BA - BA Sponsor
BASPO - BA Sponsor
HPA - Horizon Product Assurance
HT - Horizon Testing
HI - Horizon Toesting
HI - Horizon Rolementation
HSM - Horizon Release Mmanagement
HRD - Horizon Release Mmanagement
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Project: Date: 17/9/98	Task		Progress	Milestone ♦		
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