

Input into CAPS Programme Board Report for Meeting on 15 January 1999

1 Introduction

This report summarises the state of the overall HORIZON Programme as at 31 December 1998, with updates to key areas.

2 Programme Overview

The major focus of the Programme at the current time is:

- supporting the existing live systems
- reviewing with Pathway the status of testing and the robustness of the system
- progressing the 'Programme Management' content of the Plan with respect to the Live Trial, Multiple Benefits and the NR2+ Release, and brokering a way forward
- clarifying contractual issues and the acceptance process
- Service Management development
- supporting the Treasury review and resulting negotiations.

3 Live Operations

The current Release continues to provide a Benefit Payment Service and Order Book Control System for Child Benefit Payments in 204 outlets (119 in the South West & South Wales Region and 85 in the North East Region). From an operational point of view, there are no major threats to business continuity.

Six incomplete transactions (ITs) were generated during November; a promising reduction from last month's reported figure of 13 (this equates to 0.7 per 10,000 against a target of 0). ITs are still a source of concern and remain the number one priority with both POCL and ICL Pathway operational environments.

During November there were approximately 86,000 encashments with a total value in excess of £2.7m (includes foreign encashments).

The Business Service Management Team continues to produce a monthly Service Report which includes service performance reports and operational issues / threats. The latest report was issued on 30 December 1998. CAPS are included on the distribution list.

4 Progress against the Master Plan and Integrated Programme Plan

The Programme Master Plan (MP version 4) and Integrated Plan (IPP version 1) will be formally updated following current proposed revisions to the 'Critical Path Plan' that was agreed in the Treasury Review. The HORIZON level 0 and level 1 plans are currently being updated to reflect recent work, including discussions with members of the CAPS Management Team on 5 January. Pathway are also in the process of updating their plan to version 7.

The current planning work has proposed changes to a number of key milestones in the area of the POCL Child Benefit implementation. A report of these changes, and current progress, will be given at the CAPS Board together with the implications for the Multi-Benefit stream and NR2+.

5 ICL Pathway Release 2
5.1 Release Management

A joint meeting was held between Horizon, CAPS and Pathway on the 18 December which agreed potential options and issues to be addressed in both single and multi-benefit testing. Following this meeting, a Horizon/Pathway meeting reviewed the status of testing and the robustness of the system on 23 December. Pathway agreed the proposed Horizon planned dates for undertaking pre-proving activities and MOT, starting migration and starting NRO.

Further discussions with CAPS and Pathway took place on 4/5 January covering the plan, the review procedures, modus operandi and resourcing. These covered for example the need to run the tests in a more controlled manner and to manage the length of the E2E working day. The current key milestone dates are proposed as follows for POCL Child benefit:

6 Jan	Start pre-proving
8 Feb	Start E2E
15 Feb	Start MOT
Week of 5 Apr	Release Authorisation Board
8/9 May	Data Centre migration
15/16 May	Contingency weekend for Data Centre migration

5.2 Testing

The pre-Christmas targeted testing completed on 16 December. The results indicated improvements in software quality, for example balancing cash accounts, but was run on a limited set of data. Witnessing of reported cleared pinICLs indicated a failure rate of around 20%. Based on this progress Horizon concluded that we were prepared to move into the fuller pre-proving exercise, and that the timescale for the pre-proving could be slightly reduced but subject to specific success conditions being satisfied.

A Checkpoint Meeting was held on 23 December to agree the way forward, and Pathway accepted the Horizon approach to the pre-proving exercise prior to MOT and E2E Final. Financial integrity of

the system will be specifically monitored by a set of co-ordinators in addition to previous arrangements.

Pre-proving is planned to commence on 6 January, to run in two phases. The first will concentrate on Counter Activity, running a 6 day plan without connecting back-end processes. Once progress has proved satisfactory, we will then repeat the 6 day plan, this time connecting the back-end systems (notably TIP and HAPS).

This should enable us to reach a level of confidence on the counter before proceeding to the back-end batch processes, and finally proceeding to MOT / E2E Final. Agreed criteria for proceeding between each stage will be drawn up with Pathway during w/c 4 January. If testing proceeds without major difficulty, the first internal checkpoint will occur on 14 January to review Counter processing. Joint checkpoints with CAPS are scheduled for 18 January and 3 February to agree moving forward into MOT and E2E Final.

Daily update meetings will be held with Pathway so that a common understanding of issues emerges, and prompt action can be taken as required.

Live Reference Data Proving and Y2k is proceeding satisfactorily.

Good progress continues on all 4 Technical and Security test streams with Systems Management, Security, Integrity Test Reports and Performance Tranche 1 Closure Report all approved.

5.3

Acceptance

Work continues on the review of acceptance specs with all comments from Horizon and sponsors sent to Pathway on 4 December. Three Acceptance Specifications (BES, PAS/CMS and Reference Data) remain at "Red" status and it will be February before they are all finally resolved. These outstanding specs are being negotiated between all parties to agree appropriate evidence for acceptance. Unresolved issues, where possible, are being caveated for escalation and future resolution. Lack of agreement, however, is not precluding progress with the acceptance tests.

Following a workshop on the subject of witnessing Pathway acceptance tests, an agreement on the approach has been reached with all parties. HORIZON has issued, for review, the procedure on the handling of acceptance incidents when they arise. Work has commenced to identify all acceptance reviews to ensure that we have adequate planning and resource availability

5.4 Implementation

Migration

Release Management will manage the migration pre-proving exercise using live reference data in order for POCL to gain confidence with all migration scenarios.

A data centre migration date of 8/9 May is proposed with 15/16 May as a contingency. This will avoid conflict with the CAPS 3.5 go live on 29/30 May. Release Management confirmed this approach with CAPS on 5 January.

Live Trial

Release Management have met with POCL and BA to develop the approach to live trial. With the agreement, in principle, of the NR2 release dates, this work will continue to be taken forward.

National Rollout

Agreement has been reached with ICL Pathway on the end date for incomplete preparations and modification snagging, to be completed by end of January 1999.

A revised approach to the deployment of Survey Support Managers has also been reached to ensure quality checking is triggered at earliest point of rollout process.

6 Issues / Risks

A report on Issues and Risks follows.

Horizon Programme - Most Significant Risks

31 Dec 98

Reg. No.	Risk Statement	Prob (1-5)	Impacts (1-3)			Owner	Date Raised	Risk Reduction/Mitigation Actions	Action by Whom	Action by When
			E	F	P					
0001	Lack of End-to-end design of the reference data processes may be inadequate to support live operations.	4	3	3	3	P Kennedy	01/09/98	Under programme review; Model Office testing preparation has clarified the scope and issues in this area; additional phase of testing established to prove live Ref. Data.	DWM	
0002	POCL Organisational Processes may not be ready to take on Horizon - may impact Service performance.	4	3	3	3	A Radka	01/09/98	1) Executive support required to sustain priority of Horizon support initiatives. 2) Develop approach and management plan with business managers	A Radka	
0003	If the POCL network does not conform to Horizon business processes and procedures - there will be a detrimental impact on performance, costs, services etc.	4	3	3	3	A Radka	24/09/98	Service Management conformance team established; Plan in place to show all conformance project milestones	A Radka	
0004	Scale of Service Management support requirement for roll-out rate is too great for POCL to take on.	4	3	3	3	A Radka	01/09/98	Management Plan and Implementation Plan to address this concern is being developed.	A Radka	
0005	Due to lack of adequate visibility of the Pathway design, POCL risks the implementation of a system which will have negative operational impacts - both at outlets and centrally.	5	3	3	3	J Meagher	14/12/98	All other approaches having failed - final entreaty has been made for co-operation from Pathway to make available appropriate levels of documentation. Outcome awaited	J Meagher	
0006	The inability to attract and retain staff with the requisite technical ability and business knowledge causes the Horizon programme to be reliant upon contract staff to fill key roles, thereby causing: • cost escalation and by implication endangering the business case, • high turn-over of staff leading to lack of continuity, • inability to fulfil the Product Assurance primary function.	5	3	3	3	J Meagher	14/12/98	No reduction/mitigation actions taken until the conclusions of the Treasury review are determined. Programme issue raised to address the immediate consequences of this risk	J Meagher	
0007	Due to the nature of the contract with ICL Pathway, POCL risks the implementation of a system which will have negative operational impacts - both at outlets and centrally.	5	3	3	3	J Meagher	14/12/98	No reduction actions possible whilst ICL Pathway continues to use the terms and conditions of the contract to deny Horizon access to the information necessary for technical assurance. <u>Mitigation</u> - Discussions are planned to explore methods for collaboration to assure technical viability.	J Meagher	Post Treasury Review

Horizon Programme - Most Significant Risks

31 Dec 98

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		(1-5)	E	F	P				by Whom	by When
0008	The plan proposed by ICL Pathway for the provision of training may not meet the logistical needs, quality requirements nor the operational limitations of the POCL business network and community, thereby causing the implementation plan to be disrupted and the roll-out rate to be degraded. As a consequence the direct and indirect costs of introducing Horizon will be greater than expected.	4	3	3	3	B McNiven	21/12/98	1) Supplier process under review; fallout rates and contingency plans to be established; intervention procedures to be agreed. 2) Position taken by POCL in current round of negotiations will greatly reduce this risk. 3) Proactive measures taken to: a. Assess and overcome users resistance to technology. b. Assess the degree to which current practices conform with Horizon procedures. 4) Research into understanding and attitudes is in place to identify those areas which will require improvement. 5) Paper being prepared and scoped to review "post Go Live" support, subpostmaster literacy levels, POCL employee requirements and the revised BES transaction training. 6) Kirkpatrick scales will be used to measure the effectiveness of the early delivery of training to MOR, MOT and Live Trial periods so that processes to overcome any deficiencies can be developed as early as possible.	B McNiven D Miller M Kelly T Rollison T Rollison	 Feb 99 Feb 99

Ref No	Issue Title & Description	Owner	Raised	Action/Mitigation	Action By	When?	RAG Status Urgency	RAG Status Action
I0003	Inability to achieve satisfactory cash account balancing.	JW	6-11-98	Need to prove all aspects of cash accounting across a number of different test phases in order to provide POCL with the confidence to authorise the release of NR2. Adjustment to shape of final testing phases required. 24/12 - Testing replan agreed. Progress checkpoint on 14/1 to review.	AS	20-01-99	RED	GREEN
I0004	Treasury Review concerning the Programme is not yet completed and resolved.	DM	30-10-98	Negotiations are underway with all parties and progress is reported as and when. Await Ministerial decision.	DM	06-01-99	RED	GREEN
I0007	Product Assurance: All Acceptance Specs to have been signed off by mid-November 1998.	JM	30-10-98	All Acceptance Specs expected to be signed off 13/11. A number of issues still remain if date is to be achieved. 23/12 - 4 Specs outstanding. DWM to review details in January. Follow up 13/01/99.	JM	13-01-99	RED	GREEN
I0018	Data centre Migration date not yet decided.	AS	18-11-98	Meet discuss and agree Data Centre Migration date. Migration weekend discussed with CAPS 5/1/99. New dates now agreed (8/9 May with 15/16 May as contingency) - being brokered with BA	AS	20-01-99	AMBER	GREEN
I0023	The only formal change control we have is to the contract. We need to be able to control the technical solution at the cross-domain level to ensure integrity of the service.	JM	02-12-98	1) define aspects of the service and solution which need to be formally managed. 2) need a process which provides orderly control of change. Draft approach to Change Control Issued to HMT for comment. Needs to be developed further, agreed and implemented. Formal follow-up on 6/1/99	All	06-01-99	AMBER	GREEN

7 Service Management Development

Work is continuing on three main strands of work;

- Establishing a support centre
- Conformance
- Development/deployment of Business Service Management principles.

Work continues to develop the new Support centre and recruit staff. The business case is in final draft prior to circulation for comment. It is hoped to submit the case to the Post Office Major Projects Expenditure Committee (MaPEC) in February.

8 Future Releases

Release 2 + (introducing AP Smart and Logistics Feeder System functionality)

HORIZON continues to progress toward development of the end-to-end design for the following components of NR2+: LFS, AP smart, AP direct client interfaces; Soft EVP and Operational TIP.

A meeting has been held with Pathway & POCL to discuss Reference Data hangouts from NR2 to be included in NR2+.

Planning for NR2+ is being progressed with several CCNs being approved and initial milestones identified.

Release 3

HORIZON has intercepted Release 3 design and is discussing EFTPOS with all parties.

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This report has been produced in accordance with the guidelines agreed between Peter Crahan and the Horizon Programme Director on 15 April 1998. The area not covered is 'Routine Commercial / Contractual Activity' where no request had been made by the CAPS PMO for specific detail, and no input received from the Horizon Joint Contracts Team.