

TSG Progress Report

June Lilley



AUTOMATION PROGRAMME

meeting cancelled; papers returned.

Jay

Transformation Steering Group Progress Report to 23 November 1998

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1. Actions from previous meetings

ITEMS FOR DISCUSSIONS ARE SHOWN IN BOLD

Action	Who	When raised	Update
<p>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.</p> <p>Proposals for Horizon project assurance have been discussed, a timetable for their implementation is required</p>	Project sponsors/ TMT	17/3	<p>The S3 project board has agreed their project assurance requirements.</p> <p>TIP programme assurance will be agreed following the embedding of the new programme management structure.</p> <p>Horizon project assurance has thus far been provided by external consultants working on government and other reviews. The use of external consultants for project assurance is likely to continue at the discretion of the project board. .</p> <p>Carry forward.</p>
<p>2 SERVICE DEVELOPMENT</p> <p>(a) The Service Development Plan (SDP) categories for prioritisation be clarified to ensure consistent understanding.</p> <p>(b) The first iteration of the SDP plan to be completed by the end of August</p>	Stephen Woolley	19/5	<p>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.</p>

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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.
5	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	Peter Turgoose is putting in place a recruitment and training programme to develop project management skills within POCL, this pool of resource would be available to the projects. Short term measures to fill gap have also been identified, in the use of external project resource.
6	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	The separation of boundaries is one of the issues on the key issue list that is part of the current contractual negotiations. Carry forward.
7	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	The majority of the analysis has been completed, the conclusion will be presented to the December ATSG.
8	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	D Miller discussed this with John Main and Nancy Groff Witton and a potentially different approach to training has been identified. This issue to come back to the ATSG in November. Update at the meeting.

Part of the package being offered by ICE Pathway during the present negotiations - £.
is that they will take on the burden of turnover training for all skill agents and assistants.

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<p>9 Capability testing</p> <p>There is a need for wider business capability planning exercise that is dynamic and regularly updated to enable the business to sustain the pace of transformation</p>	R Durrant	28/9	<p>(a) A project profile has been produced to take Gateway forward, and a meeting of interested parties will take place on 27 October. The project aims to have the system in place for the start of the next financial year.</p> <p>(b) &(c) This will be done during detailed migration planning.</p> <p>Carry forward.</p>
a) A review of the minimum commercial requirements is required to feed into the capability planning exercise	TMT		
b) A capability impact assessment on the programme plan is required	TMT		
10 Business Standards	R Durrant	22/9	<p>A project profile has been produced to take this work forward, but the establishment of the Conformance project (led by Andy Radka under Rob's sponsorship) may provide an opportunity to make faster progress than planned.</p>
a) All business standards and supporting documentation will be produced in the same format and will be used for checking compliance, CICS and as a basis for BER			
b) The way reserved powers fit in with this conformist model of working should be considered by the CEC			
12 The ergonomic implications of having both Horizon and AP terminals on the counter need to be fed into the survey process	D Smith	20/10	<p>Done.</p> <p>Update at the meeting.</p>
14 The possibility of using Data Management and assigning movable codes to FAD codes, so that changes in office category can be implemented through the changes in the new codes to be investigated	D Smith	20/10	<p>The possibility of putting a translation table in place was investigated by the working group. The translation table would have to be in Pathway's domain and the cost for this would be comparable to the cost of changing the FAD codes in the case of a major organisational change.</p> <p>Further update at the meeting.</p>

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15 It was agreed that Peter Dent should investigate whether and when we need to be able to pay employees in Euros.

P Dent 20/10

The timing of payment of employees in Euros is a business decision and Peter will be writing to CEC and other business representatives with a recommendation based on benchmarking work.

The service offering under the following scenarios to be agreed:
(a) if UK is out, (b) if UK is in but the Euro has not been introduced yet, (c) if the UK is in and the Euro is introduced.

Service offering scenarios will be presented to the HT board in February.

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2. Key Programme Issues this month

RED LIGHT ISSUESHorizon system

There are major concerns about the test results emanating from Model Office and End to End.

The results indicate that cash accounts and transaction data delivered to POCL's downstream systems lack accounting integrity, all of which raises serious doubt about Pathway's ability to enter into the next phase of Model Office and End to End testing without some form of remedial action.

OTHER ISSUES:Migration to from MS Mail to Lotus

The business has been directed by Group to go ahead with the migration from MS Mail to Lotus in 98/99. This may have budgeting implications for the other automation projects and may have change management implications for the programme. The migration will be driven by a Group project and there is a need to ensure that POCL is in a position to assess impact of this project's requirements on the programme plan.

Remedial ^{analysis} ~~action~~ has taken place fully meeting TIP and Reference Data personnel. Remedial action is now underway. The point must be made that we will not enter the final phase of testing until we are content that we have a robust set of code. The ~~Migration~~ criteria for entering the final stages of testing are being compiled by the testing manager for review by interested parties ~~next~~ this week.

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3. Steering Group Key Issues Log

Existing issues

Id	when raised	Issue	Update	Next Steps	Owner
1.	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. Draft timescales for UK joining scenario have been identified and presented to the ATSG, input to programme plan. Further work is under way.	February agenda item.	Roger Tabor
2.	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.	see red light programme issues	Dave Miller

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Id	when raised	Issue	Update	Next Steps	Owner
3.	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 <i>Andy Radlca</i> <i>dealing</i>
4.	28/9/98	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. The business planning team have been made aware of this issue.	New dates for the programme plan have been agreed and have been circulated as a basis for the OPB.	Dave Smith
5.	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).	Ongoing	Dave Smith

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Id	when raised	Issue	Update	Next Steps	Owner
6.	28/9/98	<p>Capability planning</p> <p>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.</p> <p>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</p> <p>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</p>	<p>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</p> <p>A project profile has been prepared to take Gateway forward.</p> <p>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.</p> <p>See action point summary.</p>		Rob Durrant

TSG Progress Report**23 November 1998****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.	<u>12-Mar-98</u>	<u>26-Feb-98</u>
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

TSG Progress Report**23 November 1998****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	G 	22 Jan 98	18-Dec-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.	A 	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 c) Commencement of national roll out	G  G  G 	22 Feb 99 April 99 Aug 99	18-Dec-98 Jan- 99 October 99
O11a Release 2+ authorised	Horizon release 2+ "proof of concept" agreed to enable contractual acceptance	G 	April 2000	February 2000
O12 Live trial complete	Activities to assess the acceptability of Pathway's service complete. Authorisation to proceed with roll-out given.	G 	July 99	April 99
B2 Overall automation programme plan agreed	Plan agreed, including legacy systems interfacing/replacement, to implement migration approach	R 	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	G 	Oct 2000	Apr-2000


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Key Milestone	Activity Description		Due Date	Old Date
B15 Year 2000	Compliance work complete on all systems	G ●	<u>Dec-98</u>	NEW
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 2001	
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	G ●	Nov-2000	Oct-2000
	b) Pathway's service available in every outlet (i.e. "mop up" exercise complete)	G ●	April 2001	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 2001	April 2000

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Key Milestone	Activity Description		Due Date	Old Date
B16 All system integration	Start of multi lateral testing (6 months before full integration)	G ●	April 2001	
	All systems working together for the first time	G ●	October 2001	

TSG Progress Report**23 November 1998****5. Project Highlight Reports**

High Level Summary	Last Month	Planned for Next Month
Horizon & reference data	<p>The major focus of the Programme at the current time is supporting the existing live systems, supporting the testing phase and progressing the 'Programme Management' content of the Replan with respect to the Live Trial, multiple Benefits and the NR2+ Release. In addition, the contractual implications and acceptance process arising from the replan are being clarified.</p> <p>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. Fixes relating to Incomplete Transactions have completed testing and were successfully implemented at the counter on 9 October. Initial results have been encouraging</p>	<p>All Acceptance Specifications to be sign-off.</p> <p>Model Office Rehearsal to complete.</p>
TIP	<p><u>Interim TIP</u></p> <p>Completed Model Office Testing pass 2</p> <p>Started model office testing pass 3.</p> <p>Continued end to end testing pass2.</p>	<p><u>Interim TIP</u></p> <p>Complete model office testing pass 3</p> <p>Complete end to end testing pass 2</p> <p>Start Year 2K testing</p> <p>Prepare for Reference Data live proving</p>

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High Level Summary	Last Month	Planned for Next Month
	<u>Operational TIP</u> Gained MaPEC approval for interim funding until the December PO Board Completed Constellar training for current staff Completed Batch 1 high level design Completed Batch 2 analysis Obtained HP Unix development machine	<u>Operational TIP</u> Obtain sign off for Batch 1 high level design Obtain sign off for Batch 2 analysis Install Unix development machine at Huthwaite and transfer environment from current NT machine Start Batch 1 detailed design Start Batch 2 high level design.
Data Management	Held "visioning" workshop and produced reports on perceptions of data management disciplines and design principles Evaluated and selected Repository tool Held walkthrough on RDL requirements	Obtain sign off of perceptions of data management disciplines, design principles and RDL requirements Produce and install Repository tool.
Single SAP system	SAP HR; UAT underway SSSP: Project initiated. Last member identified	SAP HR; UAT continues SSSP: Conceptual design continues
ADS	Bedding down of system at Dartford . Measurement of processes in some areas, some further alignment to SAP processes which will continue. Further Disaster Recovery Testing to be completed by 4/11. SAP ADS QA Review - has been completed. A summary report has been submitted to the Project Board. Inventory review of IT equipment undertaken	Development and issue of Etna Distribution Centre Managers Implementation Pack Part 1. Internal review of Training. Internal review of System Documentation. Progress Issues arising from Dartford Implementation. Undertake Year 2000 testing to achieve compliance by 27/11/98. Progress further Change Management of Dartford processes.
AP project	Installations are now underway, and are being completed to	Installations to continue as scheduled with completion

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High Level Summary	Last Month	Planned for Next Month																											
	<p>schedule. As of 30th October a total of 958 outlets had been installed out of a forecast number of 964.</p> <p>Keltek did experience some difficulties in obtaining parts for the terminal and as a result the despatch of the terminals to outlets stopped for a week, however, installations were not affected by this. Delivery has recommenced and as of 30th October Keltek have despatched a total of 1680 terminals.</p> <p>There have been some problems with the quality of the terminals being produced by Keltek with slightly higher than expected DOA rate.</p>	scheduled for 27/11																											
Year 2000	<table> <tr> <td></td><td>Critical</td><td>Non-critical</td></tr> <tr> <td><i>Total Number of Systems</i></td><td>54</td><td>64</td></tr> <tr> <td>Number of systems exempt or retired</td><td>3</td><td>43</td></tr> <tr> <td>Number of systems to be replaced</td><td>2</td><td>1</td></tr> <tr> <td>Number of systems to be converted *</td><td>49</td><td>20</td></tr> <tr> <td>Systems with detailed and resourced plans (confirmed by supplier)</td><td>48</td><td>20</td></tr> <tr> <td>Number of systems planned to complete in 1998</td><td>49</td><td></td></tr> <tr> <td>Number of systems with conversion commissioned</td><td>49</td><td></td></tr> <tr> <td>Number with completion dates in 1999</td><td>0</td><td>0</td></tr> </table>		Critical	Non-critical	<i>Total Number of Systems</i>	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		Number of systems with conversion commissioned	49		Number with completion dates in 1999	0	0	<ul style="list-style-type: none"> - Resolve Horizon/Pension test environment conflict. - Interface testing and end to end testing slots to be confirmed. - Complete Implementation of CASM - on line for end of October - Integrate 'Change Freeze' implications with TMT Change Control process and agree approach Managing Systems Changes and Change Freeze to communication across the Business. - Formalise and baseline plan of Y2K activities for the period to March 2000
	Critical	Non-critical																											
<i>Total Number of Systems</i>	54	64																											
Number of systems exempt or retired	3	43																											
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Number with completion dates in 1999	0	0																											

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High Level Summary	Last Month	Planned for Next Month
	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 4 5	
	Systems completed 45 15	
	Computer Systems	
	- The following major systems are included in the above table of "completed systems"	
	CBDB; Intellect; CASM; SAP; RIVA , ABC, the 5 Outlet systems which feed into the HAPS/Tandem and 11 Data Central Systems.	
	- Data Central systems (11) have been implemented.	
	- All CASM sites implemented	
	- WTMS due to be tested w/c 17 August but the software was delivered in an unacceptable state and rejected. Re-installed 16/9 for UAT testing commencing 21/9. Testing almost complete but poor quality of work being raised with BSG via ITS.	
	- LID and ReCALL currently being tested	
	- Plan agreed to use the IBM DR site for testing of SAPADS and SAPHR. Cost reduction on SAPHR identified arising from reduced test period.	
	- Two systems have been taken off the escalation report to	

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High Level Summary	Last Month	Planned for Next Month
	<p>Group..</p> <ul style="list-style-type: none">• Riva till replacement - instructed to go ahead with replacement and provide a programme plan to complete by February 1999• Lotus Notes - this drops out of the Y2K critical path following take-up of MS Mail Y2K fix which will be rolled out by end of January 1999. <p>Only escalation now is Horizon R2 and further work is being done to develop contingency plans for making R1C compliant before 2000.</p> <p>- Change freeze and change management processes being developed within the team and in liaison with TMT then will be communicated in November 1998</p> <p>Business continuity</p> <p>- Year 2000 Resourcing Requirements and Business operational dates communicated to senior managers for confirmation of nominated staff for the roll-over.</p> <p>- Critical Success Criteria paper updated with comments from the September Board and feedback from members. The top 5 CSCs have been identified and will be communicated to the CEC</p>	
Client Take On	<p>LFS CCN recommended for signature- formal design and development activity between POCL and ICL Pathway to commence for inclusion of LFS within Horizon release 2+.</p> <p>1st cut commercial requirements prioritisation - to enable</p>	<p>Service Development Plan - 1st cut draft</p> <p>EFTPOS - further definition workshops</p>

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High Level Summary	Last Month	Planned for Next Month
	<p>inclusion within service development plan of existing requirements and emerging (New Vision) requirements.</p> <p>Initial proposals made to define working arrangements (guiding principles, roles & responsibilities) between Service Development Team and Horizon Solutions Architecture Team.</p> <p>Simple Payment Card (British Gas) - change request submitted for impact assessment for possible inclusion in NR2+</p> <p>EFTPOS - continued series of workshops to define draft requirements</p>	<p>Agree working arrangements between Service Development Team and Solutions Architecture Team</p>
TMT	<p>End to end workshops with projects , process owners, and other relevant business representatives undertaken</p> <p>99/00 budget reductions implemented and impact assessment on the plan performed</p> <p>Further work on requirements specification work.</p>	<p>End to end workshops completed</p> <p>Requirements specification work completed</p>

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Appendix A Notes of meeting on 20 October 1998

Actions

Item 1 Actions from last meeting

See updated action points

Item 2 Red Light issues

There were no new red light issues.

Item 3 Other issues

3.1 Data Management Project

It was noted that there is a potential for overspend versus the business case numbers for 99/00. This was due to a different understanding over the scope of the project from that in the original July MaPEC business case.

3.2 Overall business case

It was noted that an overall business case with updated numbers and assumptions is due to go to the December PO Board and that a new Horizon case would be required by then.

Release 2+

3.3 It was noted that release 2+ is now expected in February 2000 (pending the Horizon update on timescales) and that it will include smartcard products. In some cases the counter will have to accommodate both the Horizon terminal and the AP terminal to continue to provide AP functionality until Release 2+ is implemented

3.4 Another potential issue is that a British Gas new product requires smartcard capability not currently provided by Release 2+, raising the possibility of needing to maintain the AP terminals until release 3, in order to keep British Gas as a client. The British Gas issue is being impact assessed.

The ergonomic implications of having the two types of equipment on the counter need to be fed into the survey process.

Action

D Smith

20% cut on 99/00 expenditure

3.5 The ATSG was informed that in order for the automation programme to deliver the 20% cut required timescales will need to slip and one major project will have to be delayed. POCL MIS and End to End implementation have already been cut by the CEC and the Single Sap System would have to be delayed to enable delivery of the cuts.

3.6 It was noted that where projects were cut/ slowed down there was an opportunity to divert the resource to other projects and / or Group.

3.7 It was noted that there is a possibility that technology requirements have been double counted across the programmes and that Wendy would assist Finance in identifying such duplication.

Item 4 Horizon testing and timescales

4.1 Dave Miller gave an update on the progress of testing in the Horizon programme and how that impacts on current timescales.

4.2 Testing was due to complete on 18 December with a release Authorisation Bard taking place after that. The Horizon programme view is that these dates are not achievable because of problems encountered during testing, so the testing phase will be extended by four weeks following MOR. Additionally a further testing phase has been added in January/ February lasting four weeks which will enable complete testing results to be assessed prior to authorisation. National roll out is now due to commence on 16 August ending in November 2000. These dates have not been formally agreed with Pathway, they are however prudent dates to be used for planning purposes.

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Actions

- Item 5** **Release Authorisation**
Naresh Mohindra gave a presentation on the release authorisation process (slides attached).
The following were noted:
- the Release Authorisation (RA) decision endorses the release for live trial, it does NOT provide contractual approval of the delivered services
 - the main risk with RA is that there is an exposure to errors in the live trial environment
 - the release authorisation process is not intended to be bureaucratic, less paper will be used, issues will be raised at an early stage and there should not be too many thick reports to read.
 - regular reports will be produced at -12,-10,-6 -2,-1 weeks from authorisation.
 - a business owner would be assigned to each criterion and they would take the decision on the acceptability of the results attached to the criterion assigned to them by looking at the relevant evidence.
- Item 6** **Requirements Specification**
- 6.1** Dave Smith gave an update on this work. The background to this is the agreement that the requirements specification document would be used as the basis for a new front end or for going to the market.
- 6.2** The requirements specification document needs further work to be fit for going to the market, and a number of critical business people must contribute to it as a business priority.
- 6.3** It was noted that the requirements specification is based on a "generic" capability that will enable bringing products to market quickly, and that the ATSG have in the past been supportive of this concept.
The "generic" capability is much more than a "technical requirement" and requires significant change elsewhere within the business for example, the account managers may need to have a different approach to clients and there may be a need for re training in the new way of working.
- 6.4** It was noted that PONTIS have recommended that with respect to a banking product, the clients should not be shown the details of the technology supporting the offer.
- 6.5** The ATSG agreed that:
- further work should be done to the requirement specification with input from appropriate people as a business priority
 - there is a need for a plan to manage the implications of moving to a "generic" product offering
- Item 7** **FAD codes**
- 7.1** Pathway have treated this as a fixed unique outlet identifier, however the FAD code can change as a result of conversions or organisational change.
- 7.2** Pathway have hard coded the FAD codes into the system and changes will necessitate a site visit by Pathway. A solution has been proposed through joint working between Pathway and POCL, however this is not scaleable and will result in costs of £5-7m if POCL goes through an organisational change. (these costs are indicative and are yet to be negotiated with Pathway).
- Action** It was agreed that:
- the possibility of using Data Management and assigning movable codes to FAD codes, so that changes in office category can be implemented through the changes in the new codes would be investigated
 - the extent to which FAD codes are embedded in other systems must be investigated
 - new systems must not have embedded codes
 - the operational disruption resulting from changes to FAD codes must be considered.

D Smith

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Item 8	EMU	
8.1	Peter Dent gave an update on the work done so far on EMU, potential dates for implementation and resulting timescales impact for POCL.	
8.2	It was noted that dates used for planning purposes by POCL must be common across the Group.	
8.3	Time estimates show that there will be approximately 36 months between the UK joining the EMU and the end of the conversion from sterling to EMU, which gives POCL 30 months to prepare. However there is a possibility that POCL must be ready to accept Euro from the date that is introduced whether the UK is in or not.	
	<u>Possible dates:</u>	
8.4	On the assumption that there is an election in Nov 2001- April 2002, with a referendum before that, the UK would be joining the EMU in the 3 rd quarter of 2002 with the Euro currency being introduced in February 2004.	
8.5	Peter is working with clients to understand whether they have any dual currency requirements, at this stage the dual currency requirements seem to be minimal. There is a possibility that our agents have dual currency requirements, or that dual currency is necessary for the HR systems.	
	It was agreed that Peter Dent should investigate whether and when we need to be able to pay employees in Euros.	P Dent
8.6	The service offering under the following scenarios needs to be decided: (a) if UK is out, (b) if UK is in but the Euro has not been introduced yet, (c) if the UK is in and the Euro is introduced.	
8.7	POCL is leading on EMU in the Group and Peter has sent an outline plan to the TSSG.	
8.8	It was noted that one way of resourcing the EMU technical project is to switch the staff from the Year 2K team once that project is complete.	
8.9	An initial estimate for the EMU work business is £85m.	

(Harnessing Technology) PROGRAMME DEFINITION STATEMENT - (17 Nov 98)

DRAFT A

Programme Definition Statement

Programme Name: Harnessing Technology

Programme Director: Paul Rich
Programme Manager: Dave Smith

Date 1998



*Why doesn't
this include all the
technology programmes.*



Post Office Counters Ltd.

*Need to cross
check.*

Issue: Draft A

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

November 1998

1.0 Purpose of document

The Programme Definition Statement (PDS) is the agreed statement of objectives and plans between the target business area (e.g. the areas that will be impacted by the Programme), the Programme Director and the Counters Executive Committee (CEC). The document forms the basis for funding the programme and will be maintained through the life of the programme, as a management document, to monitor, control and review the programme.

1.1 Contents

2.0 Programme aims, objectives and measures

3.0 Key milestones, deliverables and programme plan

4.0 Inter-dependencies with other programmes/projects

5.0 Programme Risks

6.0 Programme Organisation & meeting structure

6.1 Programme organisation chart

6.2 Programme Board members

6.3 Meeting structures

7.0 Key Roles and Accountabilities

8.0 Resource

9.0 Programme Benefits

10.0 Programme brief authorisation history

10.1 Document validity

10.2 Revision history

10.3 Approvals

11.0 Distribution

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

November 1998

2.0 Programme Goals, Objectives & Measures

Vision:

POCL's Harnessing Technology Programme is aimed at automating the entire operating process from the customer transaction to the client. It is an essential component of the business strategy and impacts on a wide range of POCL's strategic goals:

- improving POCL's competitive offering to clients
- improving service to customers
- increasing sales
- improving financial control
- reducing the cost of operations

Automation provides a platform for the development of a new long term vision for POCL. The detailed business objectives of the vision are still emerging but it is likely that the automation platform will be required to support:

- extensive use of smartcards for a range of transactions
- information and advice services through connection to government and other agencies
- simple on line banking services, including cash withdrawal and deposits
- integration with a number of customer access channels

The objectives below are for the timescales starting from November 98.

<u>18 MTHS</u>	<u>5 YRS</u>	<u>5-10 YRS</u>
Successful completion of Horizon live trial	Completion of Horizon roll out	Integration of new vision requirements
Successful drop of release 2+	All systems integration	New technology research
	Completion of ADS roll out	
Year 2K compliance	Systems ready for EMU	Appropriate technology to enable delivery of business requirements
Set of security standards	Integration of new vision requirements	
Infrastructure	Appropriate technology to enable delivery of business requirements	
New technology research		
Objectives:	Objectives:	Objectives:
a) To ensure that the business has a migration plan that enables it to move from the current state to the future state whilst maintaining	a) To deliver an end to end automated system	a) To ensure that the new vision requirements are delivered by HT in the timescales required.
	b) To ensure that the business systems are able to support the introduction of the EMU	

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

November 1998

- business continuity
- b) To ensure that all systems are Year 2K compliant and that business continuity is maintained during the millennium changeover
- c) To ensure that the Horizon system is fully implemented to the quality and timescales expected.
- in the UK and business EMU requirements
- c) To ensure that the new vision requirements are delivered by HT in the timescales required.

Measures:

- technology delivered to meet requirements specification

Measures:

- all outlets automated
- all cash centres have ADS
- technology delivered to meet requirements specification

Measures:

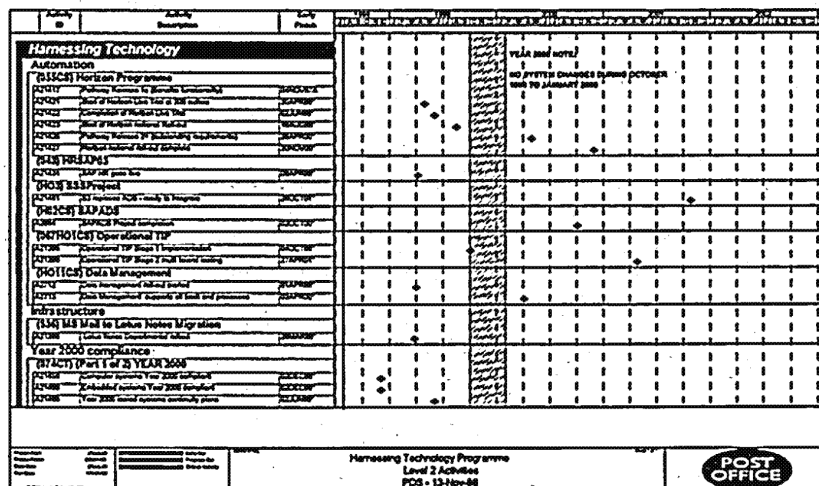
- 300 offices in live trial
- commencement of roll out
- business continuity over the millennium

The above is still work in progress, and has not fully taken into account the requirements of the other programmes that are not yet fully defined.

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT
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3.0 Key milestones, deliverables and programme plan

HIGH LEVEL PROGRAMME PLAN



The delivery of the harnessing technology programme as currently defined is contingent upon the delivery of the Horizon programme which will give front end automation. Failure to deliver front end automation by Horizon would necessitate a contingency solution to be invoked and the programme plan as it currently stands would be invalidated.

Project Name	Project No	Start Date	Completion Date	Ranking
Horizon roll out		August 99	November 2000	
operational TIP delivered			October 99	
Horizon Release 2+			April 2001	
SAPADS completes roll out			November 2000	
S3 in operation			October 2001	
All systems start multi lateral testing		April 2001	October 2001	
All systems working together for the first time			October 2001	

Detailed programme milestones:

1. HORIZON

- systems testing MOR1
- systems testing- MOR2
- MOT & Release Authorisation
- Release 2 into 1c offices
- Release 2 into an extra 100 offices
- Live trial

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT
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- Horizon national roll-out
 - Release 1c
 - Release 2
 - NR2+ live
 - Release 3
 - Release 4
 - Release 5
2. First use of TMS to HAPS interface
 3. First use of HAPS to TMS Interface
 4. Last Hybrid Platform transfer to HAPS
 5. Last Client Cut-over to TMS
 6. SAPADS
 - SAPADS Pilot: Hastings
 - SAPADS Pilot: Dartford
 - SAPADS installed in Hemel Hempstead
 - SAPADS roll out
 - LFS live
 7. Ref Data tested and ready for use
 8. Interim TIP live
 9. Batch TIP 1 working with Horizon
 10. On line TIP
 - Build & test phase
 11. MICA SAP II element switched on
 12. Single client live
 13. SAP HR Goes Live
 14. Data Management pilot
 15. RDL in operation to support all systems
 16. multi lateral testing
 17. All systems working together for the first time
 18. E2E requirements specification work
 19. BA CAPS
 - CAPS 3.5
 - CAPS 4.0
 20. EMU
 - Systems impact analysis
 - Requirements specification
 - development work on systems
 - Testing- 6 months

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

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4.0 Inter-dependencies with other programmes/projects

4.1 Deliverables that are required by the programme from other programmes

Deliverable	Date of delivery	Programme (Project if known)
Automation platform requirements of Horizon	Release 3 October 2000	FLA. <i>Series documents</i> <i>requirements of release by APRIL 99,</i>
Automation requirements of a different platform (not Horizon)	April 99 for requirements October 99 for implementation	FLA
New vision requirements	not known	new vision programmes

4.2 Deliverables that have to be delivered by the programme to other programmes

The programme will deliver the technical capability and technical infrastructure to enable other business requirements to be met using this technology. In the first instance the programme will meet the requirements out of the FLA programme.

Deliverable	Date of delivery	Programme (Project if known)
Front end automation (Horizon)	November 2000	FLA
End to end automation	October 2001	FLA
Automated distribution system	October 2000	Wholesale cash
Release 3	October 2000	FLA, Network Bank

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT November 1998

5.0. Programme Risks

HARNESSING TECHNOLOGY RISK PROFILE

SPECIFIC RISK		IMPACT	CONTROLS/ MONITORING	LIKE LI- HO OD	IMPACT				TOT AL	OWNER	FURTHER ACTIONS REQ'D
					E	F C	P				
	Inadequate human resources to deliver Horizon	<ul style="list-style-type: none"> • Further delay to Horizon implementation • BA contract risk • Financial pressures on Pathway • Political embarrassment • Staff and agents cynicism • Loss of bill payment business 	<ul style="list-style-type: none"> • Project planning to free up resources • Aligning business priorities with Horizon • Project restructuring 	4	3	3	2	2	40		Service Management to be set up
	PFI arrangements may not be viable	<ul style="list-style-type: none"> • Significant delays to current automation plan • Increase in costs • Loss of credibility • Loss of clients 	<ul style="list-style-type: none"> • Contractual negotiations • Government lobbying 	4	3	3	2	1	36		Commitment to programme required by the Board by the authorisation of release 2 date
	Horizon programme not implemented	<ul style="list-style-type: none"> • Loss of confidence and reputation • Major costs to POCL • Project benefits lost • Delayed automation • Loss of clients 	<ul style="list-style-type: none"> • Contractual negotiations • Deep Pink (contingency) • Requirements Specification work 	5	3	3	2	3	55		Notwithstanding the outcome of contractual negotiations, further work being done on Horizon solution and timescales

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

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6.0 Programme Organisation & meeting structure

6.1 Programme Board members

BOARD MEMBERSHIP:	
Chair:	Paul Rich
Programme Manager:	Dave Smith
Finance Rep:	Roger Tabor
Communications	to be agreed by Rob Durrant
IS/IT Rep:	Wendy Powney & Dave Miller
Commercial/CBC/Bus Strategy Rep:	Mike Hellier
Business Centres:	Paul Harris
Regional Rep:	Eric Logan
Programme Office Rep:	Doug Warwick
Head Of Planning TMT	Elena Marsh

6.2 Meeting structures

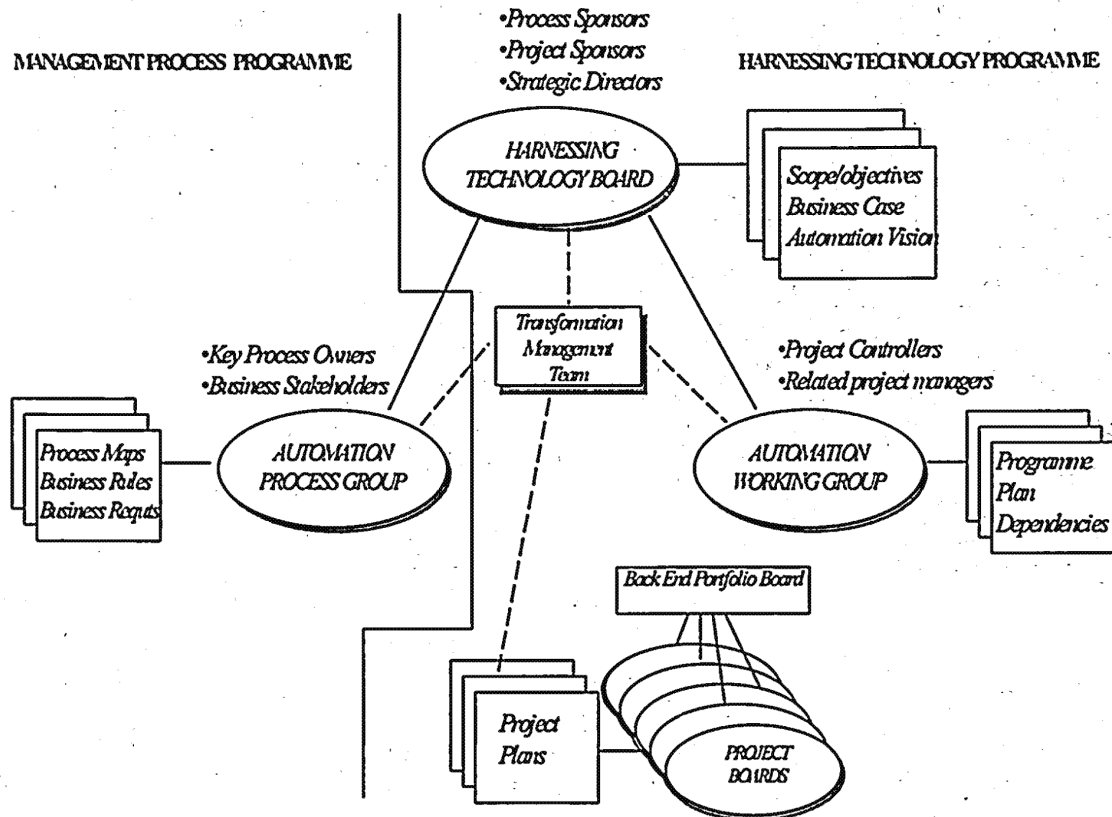
PROGRAMME: HARNESSING TECHNOLOGY

MEETINGS/ FORUMS TO BE SUBSUMED/DIRECTED BY THE PROGRAMME	BAU (FUNCTIONAL) MEETINGS/FORUMS - POCL LED
<ul style="list-style-type: none"> • ATSG • IS Strategy Development Team • TIP Project board • INTERNET PERFORMANCE REVIEW • APG/OPG • SAPCON (including Technical SAP/HR) 	•
GROUP LED MEETINGS/FORUMS WHICH NEED TO INFORM THE PROGRAMME	BAU (FUNCTIONAL) MEETINGS/FORUMS - GROUP LED
<ul style="list-style-type: none"> • IT Joint steering group • Technology Strategy Steering Group • Counter Automation Steering Group • Group SAP Steering group 	
CAN'T BE SUBSUMED WITHIN THE PROGRAMME (NEEDS SEPARATE BOARD)	DON'T KNOW? (NEED TO EXAMINE TERMS OF REFERENCE)
<ul style="list-style-type: none"> • HORIZON • YEAR 2000 	

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

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6.3 Programme Structure



7.0 Key Roles and Accountabilities

Note:

The roles as described below are consistent with the CEC decision to make programme managers accountable for the delivery of the programme. How this will be implemented in detail is still the subject of debate.

***Programme Director:-**

- Owns the Programme : accountable for its success
- Senior role, CEC member
- Commission the Programme and sets direction
- Chairs the Programme Board
- Decision taker/maker
- Manage stakeholders
- Directs the Programme Manager

Programme Board:-

- Approve project creation (feasibility) and ensure alignment of projects within Programme

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

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- Set direction
- Review Programme progress Vs. key milestones
- Management issues and risk
- Ensure delivery of Programme benefits
- By giving functional views (representative empowered/ power of veto)
- Determine extent of independent assurance of project/programme
- Determine project/portfolio boards and ongoing management arrangements

Programme Manager:-

- Accountable to Programme Director for delivery of Programme
- Runs the Programme on a day-to-day basis
- Information, advice and assistance to Programme Director
- Creates the Programme Definition Statement and clearly defined work plan.
- Defines the key milestones and end game (stages, projects, sequences, investment)
- Manages resource acquisition and allocation
- Manage Project dependencies (Intra-programme)
- Manage inter Programme dependencies
- Flag major issues to CEC
- Benefits realization
- Periodic reporting to CEC

Transformation Management Team purpose:

The TMT is part of the automation directorate within Head Office and interacts and integrates with the individual projects via a programme reporting structure that has at its head the Automation Transformation Steering Group which is attended by all CEC directors.

The Transformation Management Team has overall responsibility for:

- assuring the benefits of the Automation Transformation Programme are delivered
- implementing the business process strategy in respect of the core operating process

We do this by:

- integrating project plans and deliverables to ensure they are complete and consistent
- aligning the programme with other business strategies and plans, including the service development plan
- assuring that business process and technical integrity are maintained throughout the migration from existing to future state
- owning horizon requirements
- managing the issues and risks of the overall automation programme
- assuring the benefits of the automation programme are delivered
- managing the overall automation business case
- supporting account teams, clients and other internal customers in the identification of automation opportunities
- designing and specifying the systems and operating process dimensions of reengineered products and services
- documenting current and future states of the operating process
- designing and specifying process improvements in respect of the operating process

8.0 Resource

Detailed resource implications of all the projects are maintained on the individual project profiles.

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HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

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9.0 Programme Benefits

The majority of the programme benefits are being delivered by the strategic automation projects and are summarised in the overall business case that is monitored by the programme office and will be presented to the HT Board at appropriate intervals.

HARNESSING TECHNOLOGY PROGRAMME DEFINITION STATEMENT

November 1998

10.0. Programme Definition Statement history

10.1. Document validity

This document is only valid on the day it was issued.

10.2. Revision history

Date of this revision: November 1998	Date of next review/revision:
--------------------------------------	-------------------------------

Revision date	Version number	Summary of changes	Changes marked
17/11/98	Draft A	Draft issue for comment.	

10.3 Approvals

This document requires the following approvals.

	Programme Manager	Signature	Date	Programme Director	Signature	Date
Version 1						

11.0 Distribution

This document has been distributed to

Name	Title	Date of Issue	Version
Paul Rich	Programme Director	17/11/98	Draft A
Dave Smith	Programme Manager	17/11/98	Draft A
Dave Miller	Programme Board	17/11/98	Draft A
Roger Tabor	Programme Board	17/11/98	Draft A
Wendy Powney	Programme Board	17/11/98	Draft A
Paul Kelsall	Programme Board	17/11/98	Draft A
Eric Logan	Programme Board	17/11/98	Draft A
Mike Hellier	Programme Board	17/11/98	Draft A
Paul Harris	Programme Board	17/11/98	Draft A
Doug Warwick	Programme Board	17/11/98	Draft A
Elena Marsh	Programme Board	17/11/98	Draft A

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