

DM

Presentation to CAPS Board

15th January 1999

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Planning Movements

	Treasury Review 13/10/98	Treasury Update 28/10/98	Current
Start MOT	14/12/98	14/12/98	15/02/99
RAB	22/02/99	22/02/99	06/04/99
Data centre migrate	27/03/99	10/04/99	08/05/99
Live Trial starts	05/04/99	12/04/99	17/05/99
NRO starts	16/08/99	26/07/99	31/08/99

- Treasury Review identified 4 areas which could 'unlock' time
- Two were agreed by all parties on 28/10/98
- These brought forward the NRO date by 3 weeks
- Current plan adds 6 weeks testing, less the 3 weeks, less 1 week saved by migrating after Easter

Testing Status

- Actions after MOR3/E2E2
- Incident Status at 22/12
- Pre-proving - Cycle 1
- Key areas in Cycle 2
- Coverage at end of Cycle 2
- Next Steps

Actions taken after MOR3/E2E2

- 9 critical problem areas - resolution actions and plans agreed by end November
- 'TIP' interface - system and execution issues clarified and changes made
- Live migration/reference data changes to be proven in targetted testing
- Changes made to management roles
- Changes to processes giving more timely and measurable confidence levels

Pre-Proving Test Plan

- Must enable successful MOT, run to plan
- Must confirm financial integrity at counter and at TIP/TP prior to MOT
- 3 pre-proving stages - pinicl target tests, 6 day counter cycle, 6 day E2E cycle
- Version 1 of plan delayed MOT to 22/2
- Version 2 revised time to 15/2 based on target test results, and weekend working
- E2E setup week moved to 8/2

Incident Status at 22/12

- 347 incidents in total from MOR3/E2E2
- Approx 300 requiring action
- 221 incidents closed by Pathway by 7/12
- 43 more closed by 22/12
- Pre-Xmas tests witnessed 102 (83 passed but focused on key faults with simple cases)
- CAPS testing successful - 7 medium/low STIRs, 16 pinicls (4 high but 3 in retest)

Pre-proving Cycle 1

- Revised pre-proving plan agreed on 23/12
- Scripts and success criteria defined
- Cycle 1 commenced 6 Jan - counter only but including all critical functions
- Witnessed 72 pinicls, passed 68
- Raised 20 high/med pinicls.
- 10 require to be witnessed by 18/1 (Cycle 2)
- 100% success on stock unit balancing and cash accounts

Key Areas in Cycle 2

- Daily reports - recheck reports
- BES fallback - TIP records incorrect
- End-of-day markers when office LAN or Gateway failure occurs
- HAPS reconciliation reports
- E2E cash accounting and reconciliation through TIP
- *Essential to give confidence in MOT plans*

Coverage by end of Cycle 2

- All systems and interfaces except CAPS
- All high priority incidents to be witnessed
- Critical business functions to be executed satisfactorily against measured targets
- A large number of 'cleared' lower priority incidents will need to be witnessed in MOT
- But Pathway system and regression tests will also be complete

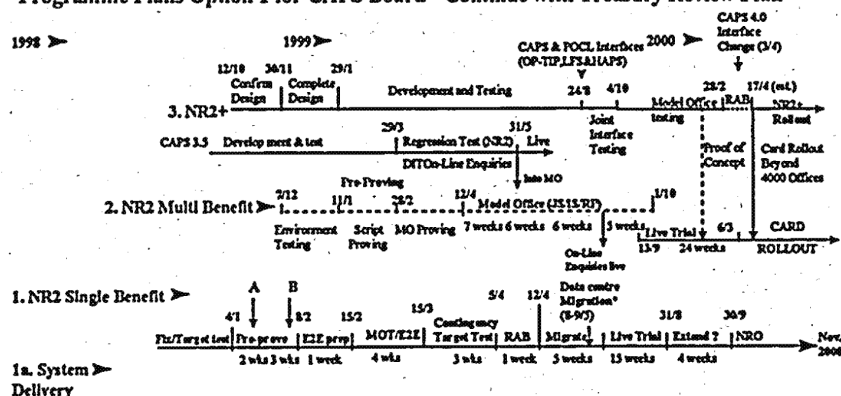
Next Steps

- Review Cycle 1 with CAPS on 18/1
- Plan to start Cycle 2 on 19/1, to complete on 27/1 (follow-up fault clearance to 5/2)
- Complete and agree MOT entry criteria by 22/1
- Gain confirmation from TIP and HAPS on readiness to proceed to MOT
- MOT entry meeting with CAPS on 3/2

Context for Multi-Benefit

- No final ministerial decision
- A POCL/Pathway/Fujitsu commercial arrangement
- No final DSS/Pathway arrangement
- Different planning emphases
 - 'earliest realistic date for office rollout'(POCL)
 - 'stable plans for deployment of critical multi-benefit systems' (BA/DSS)
 - 'maintain Treasury review plan' (Pathway)

Programme Plans Option 1 for CAPS Board - Continue with Treasury Review Plan



This option retains the mul 6-benefit and NR2+ dates provided in the Treasury Review. It assumes:

- BA/DSS direction is to start the multi-benefit Live Trial as per Treasury Review with all 3 benefits
- A POCL ChB rollout will start in September 1999
- The full card rollout is held to start in April 2000
- Pathway are able to support the required parallel activity (as are POCL)
- Start of NRO and of multi-benefit live trial could be extended at a maximum to end September 7

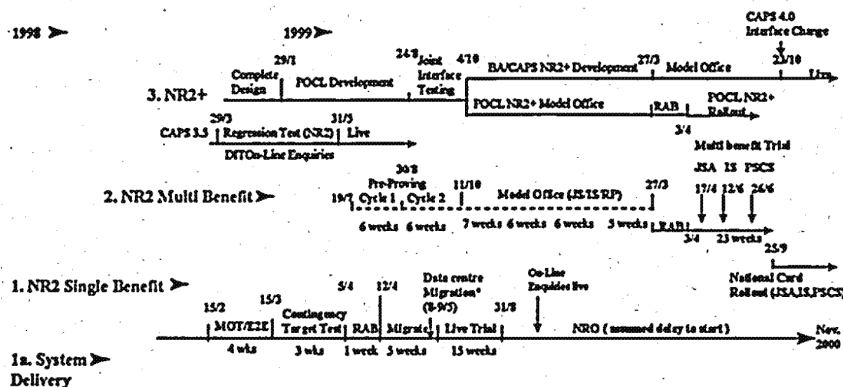
Option 1 - CAPS Concerns

- Increased parallelism of testing
 - overlap of single and multi-benefit model office
 - multi-benefit MO starts before NR2 fully live at data centre migration
- Increased parallelism of live trials
 - planned gap of only 2 weeks between trials
- Millennium effect - a months delay in NRO could postpone MB trial into 2000
- Risks an unstable start to MB live trial

Option 1 - POCL View

- Some Horizon multi-benefit testing already performed in E2E without serious problems
- Scale of POCL testing of multi-benefit limited in comparison to POCL/ChB
- No necessary link of multi-benefit model office to data centre migration date
- *But limited contingency for multi-benefit trial (although some overlap possible ?)*
- *And Pathway delivery doubts remain*

Programme Plans Option 2 for CAPS Board - Defer Multi-Benefit Trial to April 2000



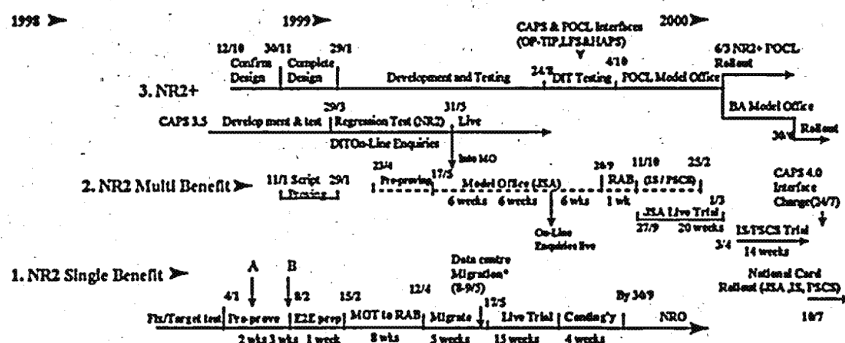
Option 2 - Delay to April 2000

- Multi-benefit trial delayed by 7 months
- National card rollout (and CAPS 4.0) delayed 7 months
- Need to split POCL and BA components of NR2+ for testing and rollout to avoid unnecessary delay to POCL

Option 2 - POCL View

- Commercial/business case impact for all parties (minimum payment guarantees etc)
- Risk of litigation
- Length of delay unattractive if card given go-ahead by Ministers
- Exposure if Pathway do hit NRO by 30/9/99
- *But necessary if Pathway do not deliver in '99*

Programme Plans Option 3 for CAPS Board - Option to Retain JSA Trial in 1999



This option retains a multi-benefit Live Trial in 1999 but for one additional benefit only (e.g. JSA ?). It assumes:

- BA/DSS want to keep open the option of starting a multi-benefit Live Trial in 1999 but also reduce the planned level of effort given continuing uncertainties with the Programme and dates
- A POCL ChB rollout will start in September 1999 (or progress on ChB Live Trial is good enough to include a second benefit)
- The multi-benefit Model Office does not start until after NR2 Data Centre Migration is completed
- Given the JSA Model Office performed in summer 98 and the multi-benefit testing carried out within POCL ChB E2E testing then the JSA testing required prior to inclusion in a Live Trial can be conducted between May and September
- NR2+ dates are retained (but it may be possible to defer testing and rollout of the BA/CAPS component as these are not required until July 2000)

Option 3 - JSA Trial only in 1999

- Some benefits in planning terms over Option 2 (phasing, earlier rollout etc)
- Less risk to BA plans in 99
- But raises same commercial and business issues as Option 2
- No easier to pursue and agree at this point

Summary - POCL View

- Options 2/3 not currently negotiable with Pathway
 - Treasury Review is agreed commercial basis
 - Firm action taken on testing slippage
 - Target date for NRO on new plan is still August
 - Up to 1 month contingency after August
 - Serious commercial impact of any card delay
- Recent progress on revised testing plan does not easily justify change at this time

Preferred Way Forward

- Delay decision on multi-benefit plan until mid-March
- Prepare fallback position given risk in plan
- Monitor testing weekly and pre-RAB status fortnightly
- Allow time for ministerial discussions to complete
- Progress service management issues and multi-benefit pre-proving for end February

Key Questions

- *Can we prove now that the Single Benefit plan is unachievable ?*
- *Is the cost of maintaining the multi-benefit plan acceptable for the time being ?*
- *Is it necessary to defer a decision until March when 'politics' and MOT status will be clearer ?*
- *Can we agree what conditions would 'force' acceptance of Option 2 ?*