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IMPACT Programme

S80 Migration Strategy

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ROLE	NAME	AREA OF RESPONSIBILITY	SIGNATURE	DATE
Authors	Dave Parnell	**Business Architecture**		
Contributors	Gareth Jenkins Philip Godden Paul Butler Ben Gildersleve Ann Clarke Mark Kirton Karen Hillsden Chris Allen Phil Boardman Sue Milne Graham Shaw			
Programme Manager (Peer Reviewer)	Sue Harding	**Programme Delivery**		
Design Authority (Peer Reviewer)	Torstein Godeseth	**Design**		
Delivery Manager	Graeme Seedall	**Project Delivery**		

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Chapter 0 Document Control

0.1 DOCUMENT INFORMATION

Horizon Release No:	S80
Document Title:	S80 Migration Strategy
Document Type:	Migration Strategy
Abstract:	This document details the end to end approach for functional and systems migration at S80. On agreement the document will be passed to Business Change for implementation
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Originator & Department:	David Parnell – Business Solutions
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Table 1: Document Information

0.2 DOCUMENT HISTORY

Version.	Date.	Reason for Issue.	Associated WP / CT Nos
0.1	31/5/04	Draft for discussion	
0.2	21/6/04	Updated draft for discussion in Design Authority	

Table 2: Document History

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0.3 CHANGE PROCESS

Any changes to this issued version of this document will be made, controlled and distributed by: -

Business Solutions

Post Office Ltd

80 Old Street

London

0.4 CHANGES IN THIS VERSION

Version	Changes
0.1	• None, First draft template.
0.2	• Updated draft following group feedback
0.3	• Updated following DA teleconference
0.4	• Following comments from Graeme Seedall
0.5	• Following comments from Torstein Godeseth and Gareth Jenkins
0.6	• Final version for internal review
0.7	• Version submitted for formal review

Table 3: Changes in this Version

0.5 KEY CONTACTS

Name	Position	Phone Number
David Parnell	Business Process Architect	GRO
Gareth Jenkins	Fujitsu Applications TDA	
Philip Godden	PRISM Design	

Table 4: Key Contacts

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0.6 REVIEW DETAILS

Review Comments to:	Dave Parnell (Dave.Parnell@ GRO
Mandatory Review Authority	**Name**
Post Office Ltd:	
Design Authority	Torstein Godeseth
Programme Manager	Sue Harding
Technical Design Authority	
Business Design Authority	David Parnell, Chris Allen, Karen Hillsden
Product Deployment	
Business Change	Steve Grayston, Ben Gildersleve, Ann Clarke, Mark Kirton
Release Manager	Graeme Seedall
Fujitsu RASD	Gareth Jenkins
Fujitsu Project Manager	Bill Reynolds
PRISM	Philip Godden, Sue Milne
Optional Review/Issued for Information	
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Table 5: Review Details

0.7 ASSOCIATED DOCUMENTS

Reference	Version	Date	Title	Source
BTRMC&TM-001	1.0	29/3/04	Branch Trading Reporting, Management and Control and Transaction Management Conceptual Design	
POL/IMPACT/DES/R3029	1.0	1/6/04	POLtd Financial Systems Release 3 Conceptual Design	
EA/DPR/004	1.0	30/4/04	IMPACT Release 3 Design Proposal	

Table 6: Associated Documents

Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.

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0.7.1 ABBREVIATIONS

Abbreviation	Definition
ADC	Advanced Distribution Centre: Used as an abbreviation on the Horizon desktop for Remittances to and from SAP ADS
AIS	Application Interface Specification
APS	Automated Payments Service. The subsystem that handles the acceptance of automated payments on behalf of Post Office clients and passes details of those payments directly to the clients.
ARL	Additional Remedy Level
C112	The version of the Banking or Debit Card confirmation message picked up by the TPS harvester for summarisation to POL FS made available to the DRS system for Reconciliation.
C12	The version of the Banking or Debit Card confirmation message harvested in real-time to the DRS system for Reconciliation.
CAP	Cash Account Period
CAPO	Card Account for Post Office. The special Bank Account provided by Post Office for Benefit Payments.
CBDB	Counters Business DataBase. Post Office Limited's current Accounting Systems
CCD	Contract Controlled Document
CD	Conceptual Design
CT	Commercial Terms
CTS	Client Transmission Summaries
CTT	Counter Transaction Timings
DIT	Direct Interface Test
DP	Design Proposal
DRS	Data Reconciliation Service. A system used to reconcile the on-line transactions between the Financial Institutions and Horizon
DWh	Data Warehouse
E2E	End to End testing where testing is carried out by POL of the full business processes
EDS	The company which Post Office Ltd's cheque processing is outsourced to
EOD	End of Day
FAD	Financial Accounts Division (FAD Code)
FTMS	File Transfer Management Service
HLD	High Level Design
HR SAP	The SAP System used by Royal mail Group's Human Resources to pay sub-postmasters
ITU	Integration and Testing Unit (within Fujitsu Services Post Office Account)
LDT	Liquidated Damage Threshold
LFS	Logistics Feeder Service
LPO	Local Persistent Object
MI	Management Information
MIS	Management Information System
NB103	A Report produced from the DRS reconciling Banking and Debit Card Transactions against the Cash Account Period they were carried out in.
NBE	Network Banking Engine
NRDS	New Reference Data System (a replacement from RDS)
OBCS	Order Book Control Service
OLA	Operational Level Agreement
ONCH	Overnight Cash Holding
OPTIP	Operational TIP
PO Ltd	Post Office Ltd
POA	Post Office Account
POL	Post Office Ltd
POL FS	Post Office Ltd's Financial System
RDDS	Reference Data Distribution Service
RDMC	Reference Data Management Centre
RDS	Reference Data System
Rem	Remittance
RMG	Royal Mail Group
S80	System Release 80. A Horizon Release.

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Abbreviation	Definition
SAP	An industry standard accounting system
SAP ADS	SAP Advanced Distribution System
SLA	Service Level Agreement
SLT	Service Level Target
SU	Stock Unit
TC	Transaction Correction
TIP	Transactional Information Processing
TIS	Technical Interface Specification
TMS	Transaction Management System
TPS	Transaction Processing System

Table 7: Abbreviations/Definitions

Other generic IT terms can be looked up at: http://www.whatis.com/

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Chapter 1 - Introduction

1.1 SCOPE

1.2 SCOPE OF THE DOCUMENT

The Conceptual Designs for Branch Trading and POL-FS at S80 and the Fujitsu Design Proposal describe the functional components required for the end to end solution. All three documents contain some elements of migration thinking and assumptions

An initial workshop has been held with business and supplier representatives to co-ordinate these activities and create a logical start point for migration

The purpose of this document is to build on that workshop and develop a migration strategy, the purpose of which is as follows:

- Agree the scope of migration
- Agree an approach and timeline for overall migration which will act as a baseline against which to assess future change
- Develop overall work activities which need to be done to take the Migration Strategy to the next level of detail
- Agree ownership and roles in conducting the next level of detail

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Chapter 2 - Impact R3 Migration

2.1 INTRODUCTION

The migration approach is shown as a timeline that covers activities around the end to end aspects of Impact at S80 with specific reference to Horizon, POL-FS, nRDS and MI. It focuses on process and functional change and introduction with consequential systems impacts. It does not show implementation activities such as when we should be communicating with sub-postmasters – but could be adapted for that purpose.

Section 2.2 depicts the major components of the timeline and their key activities.

2.1.1 Key Principles

- It is a key element of the strategy that the main phases shown under 'Migration Components' below should be run with as little parallelism as practical. Each phase contains sufficient complexity to demand the full focus of Programme Management attention whilst it is in progress.
- There will be no attempt to parallel run the new systems with the current systems as this will be too labour intensive given that there are fundamental differences in data entities
- All reference data will be set up in advance of implementing any other component of S80
- Decommissioning of any legacy systems will happen at the end of migration

2.2 MIGRATION COMPONENTS

Reference Data Set up

Data cleansing in advance - removing duplicates etc

Implement nRDS system into production

All reference data for POLFS

- All clients, agents and other customers set up in reference data
- All client products items set up
- Chart of Accounts loaded

All reference data for Horizon

- Mapping of products to POLFS codes
- Mapping of CTTs for SAPHR

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Adding in Type C data

Sales Prompts reference data

Track&Trace reference data

All reference data for MIS

Implement S80 on Horizon

Data Centre upgrade

Counter Software implementation - all aspects of S80 inc Prompts/T&T

Core functionality changes eg.Transaction retention, APS, - need business check

Begin processing cash variances and new suspense methods

Preparation to implement POLFS

Load opening balances for start of year 04/05 from CBDB

Load period movements into POL-FS from CBDB

Run final cash account for branch - need to ensure compliance

Rationalise suspense values and outstanding errors centrally and by branch

POLFS implementation

Pass branch opening balances generated from Horizon

Open items from CBDB and other sources (legacy systems) loaded to POL-FS

Move from errors to Transaction Corrections (TCs)

Stack up TCs or invoke interim manual process or alternative method of de-risking the error situation

Receive interfaces from SAPADS, Hemel and loading of small systems data and deliver

new interfaces out of POL-FS

Handling hangouts from POLFS implementation

Extract late movements that have come into CBDB - for loading to POL-FS – up to cut off date

Confirming balances correctly set up

Switch on Enhanced MIS

Provide MI requirements from enhanced Data Warehouse - need to prove live reports

Switch off OPTIP feed

Switch Outlets to Branch Trading

Prepare branches for proving their opening balances for passing to POL-FS

Four weeks with 4,000 branches per week - key element to be decided

Begin producing Branch Trading and other new reports and removing cash account functions

Begin processing Transaction Corrections at branch

Merge value and non-value stock and handle stock by volume

Switch Remuneration feed into HRSAP

Begin summarising transactions from Horizon for HRSAP

Lottery data first

Decommission Legacy systems

Run legacy systems until access and archiving needs are met

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Switch off

2.2.1 Migration Timeline

The timeline is shown at Figure 1

It shows different aspects of migration and describes 3 migration phases.

- Phase A: This is the time from when all preparatory activities are undertaken (including the setting up of Reference Data) and the branch migrates to include support for the functionality described in the Branch Trading CD until the final Cash Account that is to be processed by CBDB. It is required to be a Wednesday (since Cash Accounts change on a Wednesday) and it should also be the Wednesday immediately prior to a Post Office Ltd Month End.

  This phase is also used to load initial data into POL-FS including opening CBDB balances for the financial year.

  The assumption is that the updated nRDS system must also have been made ready one month in advance of Horizon Data Centre migration and be delivering interfaces to all recipient systems. As nRDS must support systems through the migration it is required to deliver pre-migration (i.e. S70) and post-migration (i.e. S80) interfaces for those systems which change at this release.

- Phase B: This is the period when POL FS will be providing the central support for the Financial systems, however the branches will still be operating most of the current processes

  This phase will also be used to receive interfaces from SAPADS and Hemel (STAMPS migrating to Yantra) into POL-FS and continue loading other data into POL-FS eg. small systems data and start sending new outbound interfaces

  The new MIS feed from Horizon will be switched on and any MI requirements dependent upon this can begin to be generated during this phase.

- Phase C: This is when the branches switch to using Branch Trading statements rather than the current Cash Accounts.

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For POL-FS this will be when the first interfaces to ES-FS are run and CBDB error notices cease going into POL-FS

This phase will also include the switch to Horizon feeding SAPHR for remuneration purposes and the decommissioning of legacy systems

Other points from Figure 1 are:

- During Phase B, the first time that the Summarisation process operates to pass data to POL FS, it is necessary to ensure that the Opening Position is correctly passed across to POL FS. This Opening Position should be based on the closing levels reported in the Final Cash Account sent to CBDB. All transactions from the point at which the Final cash account was taken must be identified and their effect passed to POL FS even if they took place in earlier Trading Days so that there are no Transactions not accounted for in either CBDB or POL FS. The Opening Figures will be passed to POL FS in a separate sub-file from normal Transactions with an appropriate balancing figure.

  This issue has a certain amount of complexity which is further described in the paper attached at Appendix A – POL-FS Migration.

- During Phase B there will still be cash account information coming from some branches (following non-polling) that will need to be sent to CBDB. In order to support this, the existing interface to OPTIP will need to be maintained during this period. Once all Final Cash Accounts have been sent through, it is then possible to switch off the feed to OPTIP and to replace it with an enhanced data feed to MIS. The completion of final cash accounts will be monitored from OpTIP data. This point is identified as Point 40.

- The switch from phase B to phase C (ie Point 50) will not take place at the same time in all branches. This will allow the new branch processes to be piloted. A "soft launch" mechanism is required to enable the rolling over of a Cash Account to result in the migration of Stock Units and the branch into the new way of working (i.e. moving from phase B to phase C).

- CBDB will pass data to HR SAP covering the period up until the final Cash Account (i.e. Point 30). This means that the first run of data from TMS to HR SAP will probably be nearly 2 months after the move from Point 30. An added complication is that Lottery data is passed only one month in arrears. See section 2.2.9 for further

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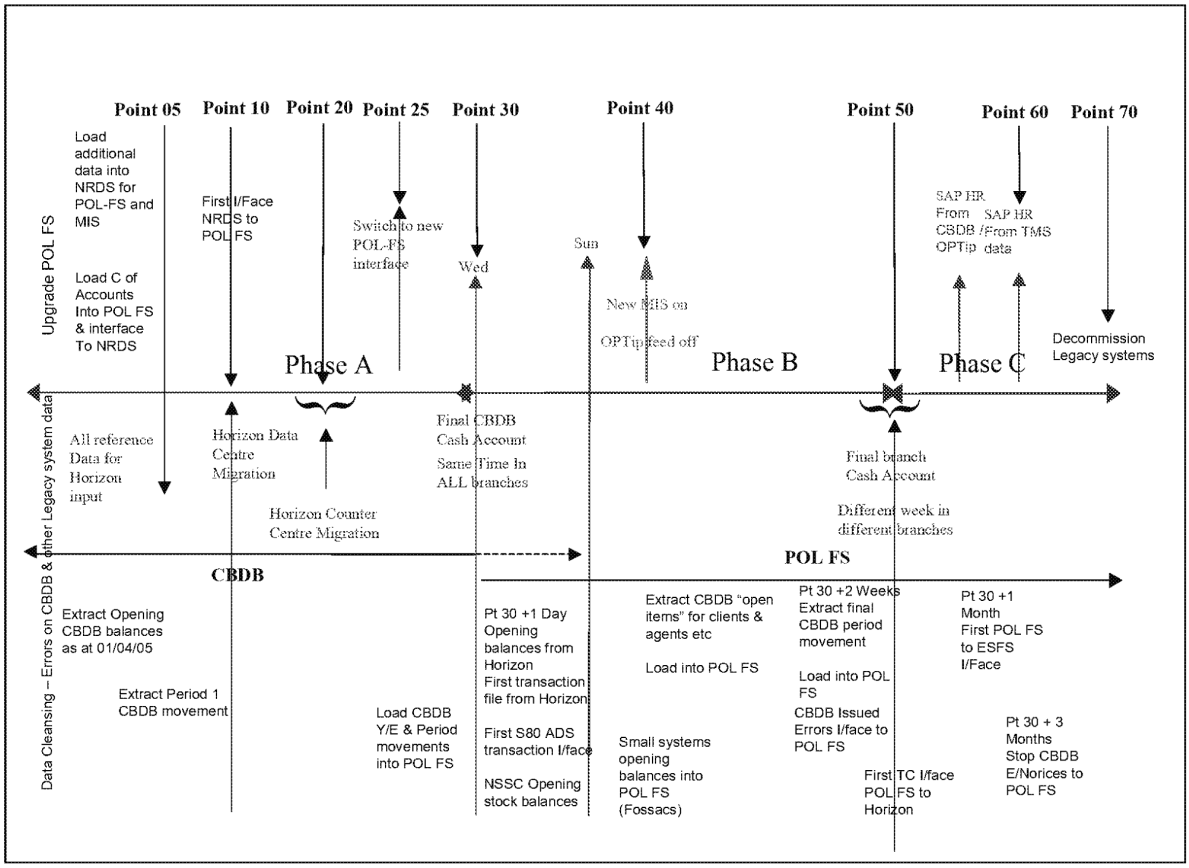

Figure 1 – Migration Timeline

Migration will occur over a period of time. The key points are:

- Reference Data Set Up (by Point 05)
- Implement S80 on Horizon
    - Horizon Data Centre Migration (Point 10)
    - Counter Software Upgrade (Point 20)
- Switch Horizon and POL FS to use the Release 3 interface (Point 25)
- Preparation to Implement POL-FS

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  - Running the Final Counter Cash Account for CBDB (Point 30)

- POL-FS Implementation
  - Horizon opening balances in POL-FS (Point 30 + 1 day) would be the ideal theoretical position. In practice these will trickle through at any time between point 25 and Point 40 depending on when a branch rolls its cash account and non-polling issues.
- Handling Hangouts from POL-FS Implementation
  - Final CBDB movement period (Point 30 + 2 weeks)
- Switch on Enhanced MIS (Point 40)
- Switch Branches to Branch Trading (Point 50). This will be spread out over a significant period.
- Switch Remuneration Feed into HRSAP (Point 60). In practice this will occur before all branches have been switched to Branch Trading (point 50).
- Decommissioning Legacy Systems (Point 70)

These are described in more detail in Section 2.2.2

The following gives some indication of the actual durations of the various activities.

Point 05 will be circa 1/4/05 as Point 10 is currently planned for the weekend of 29/4/05

Then expect to allow about two weeks for Ref Data distribution followed by the first trial counter – model office - (Calthorpe) at Point 20 (16/5/05) followed by a software pilot of Counters for two weeks (to complete 3/6/05) followed by the full rollout of Counter software which normally takes about 4 to 6 weeks. (potentially 15/7/05). Evaluation can take place throughout the trial/pilot and beyond but by 3/6 the business should be sufficiently informed to know whether to authorise software rollout to commence on 6/6

Point 25 must be after all counter have migrated (ie achieved Point 20) and it must also be before any branch has rolled the "Point 30 Cash Account". And should have a safety net of two weeks (15/7/05)

Since Point 30 must be a POL month end June is too early and so end July (27/7/05) is perhaps more likely and certainly lower risk.

Point 40 will be about 10 days later (6/8/05) , thus allowing the first Branch Trading Pilot branches to achieve Point 50 two weeks after Point 30 (10/8/05) .

It is proposed that for the Pilot that the pilot branches will be the first part of the initial implementation group (Group A) and they will perform their last cash account in week 1 (Point 30 + 1 week) followed

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by their first Branch Trading Statement the following week, (Point 30 + 2 weeks) They will then not perform another Branch Trading Statement until the next period end (4 weeks later – Point 30 + 6 weeks) along with the rest of Group A. who start with a short 1 week trading period followed by a 4 / 5 week period. Assuming the business can support 4 tranches of approximately 4000 branches, then by Point 30 + 10 weeks all branches will have rolled over their first Trading Period (19/10/05). It will clearly take longer if we cannot support 4000 branches moving each week.

Note: POL month end = Wednesday

2.2.2 Reference Data Set Up

The first activity is to undertake data cleansing in advance of inputting new items of data. This means ensuring that duplicate items are removed and standard naming conventions are applied so that the same instance of an entity is not described in more than one way.

The second activity to undertake is to make sure all the necessary items of reference data have been set up in nRDS and that the relevant data has been interfaced to its receiving systems notably POL-FS, Horizon and MIS.

This activity should not be underestimated as there are new and complex data items and relationships which need to be in full working order before any of the other components can take place and it is assumed that full testing, including Live Reference Data Proving, will have taken place as part of the testing approach. Specific, but not exhaustive, relationships are:

- Setting up all clients, agents and other customers
- Setting up all new stock items
- Mapping products to POL-FS codes
- Setting up the hierarchy for Transaction Corrections
- Mapping of CTTs for summarising the data for SAPHR
- Setting up the necessary relationships for Type C reference data which is going to be part of nRDS

2.2.3 Implement S80 on Horizon

There are two major activities here.

Firstly, Data Centre Migration will be the normal upgrade process that takes place over a single weekend. It will ensure that all the Data Centre Systems are able to support the new functionality, while also retaining support for the existing functionality, prior to it being switched off.

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Once this migration has taken place, it will be possible to receive the additional Reference Data required to support the new functionality from NRDS and to distribute it as required.

Secondly, Counter Software Upgrade will follow the normal pattern for a Software rollout and include some initial trial Branches to ensure that the upgrade process runs smoothly, prior to rolling the software out to the full estate. Some of the new functionality will become active as soon as the Branch is upgraded, while other functions will be controlled by a Soft Launch mechanism and so will be activated at a later time.

2.2.4 Preparation to Implement POL_FS

The following activities are required from a hardware and software implementation perspective:

Hardware:

- Complete build of infrastructure for the SAP R3 application in addition to the S60 production system.
- Complete build of the infrastructure for the Middleware application.
- Ensure that both production systems have full connectivity from Fujitsu domain to the Horizon domain. This includes connection to the user presentation layer, print servers, and all interface connections as necessary.

Software:

- Transport all tested configuration and development objects from the Development system to the Production system.
- Migrate the Middleware development from the development or test middleware system to the production system

In POL-FS activities must be undertaken to load the start of the financial year opening balances from CBDB into POL-FS. This is in addition to any identified previous year closing balances and movements that need to be put into POL-FS to create the correct starting position.

There is also an activity to address the position of the suspense accounts both centrally and locally particularly as the current "unknown items" option will no longer be available to the branch. An exercise to cleanse suspense accounts in advance of implementing POL-FS is envisaged.

It is a requirement of POL FS that the switch over of the accounts from CBDB to POL FS occurs at a single point in time, which coincides with a POL Month End. A specific Cash Account Week will be identified such that once that Cash Account has been produced, all subsequent transactions will be summarised and passed to POL FS. In

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addition a special migration flow of data will be required to pass the Closing figures from that Cash Account through to POL FS as Opening Figures for the corresponding accounts.

Branches need to generate this Cash Account on the selected Wednesday. This will ensure that we have a clean cutover. Processes must be put in place to ensure compliance and the receipt of cash accounts will be monitored through OpTIP. It is almost certain, however, that there will be a small number of branches which cannot conform to this through no fault of their own. A process for dealing with these exceptions needs to be prepared.

[*DN from GJ: As far as Horizon is concerned we will manage that cut-over whenever the Cash Account is rolled over and it need not be on that Wednesday. We need to define an earliest and latest time for this so as to ensure that we don't miss the data.]*

As far as the Data Centre is concerned, this is the point at which the new Impact Release 3 data is first sent to POL FS. It is expected that the interface will be switched from the Impact Release 1 format to the new Impact Release 3 format a few days prior to this rather than at point 10.

This is now referred Point 25. This needs to be defined in relation to Point 30, such that any branches that rollover the Point 30 cash account prior to Point 25 will not migrate correctly. It is probable that a week is sufficient, but it depends how well the branches are controlled in terms of conformance to correct CAP weeks.

2.2.5 POL-FS Implementation

A process will be defined to ensure the accuracy of Horizon opening balances. This process will operate at the branches and will utilise outputs/reports from pre-S80 Horizon so that an accurate position can be reached. These balances will then be passed separately to POL-FS for population of the ledgers.

It should be recognised that the opening figures for all stock items (other than those included in S60) are being taken from the Cash Account in addition to the opening figures from the Suspense and Discrepancy tables in the Cash Account produced at Point 30

The error process from CBDB will be ceased and the new Transaction Correction process will commence. However, given that this activity is prior to branches switching to Branch Trading then there is an interim period to be addressed. This will either mean a) stacking up the Transaction Corrections for dealing with later b) invoking some form of manual intervention or c) invoking an alternative process which de-risks the strategy Note that there is no way to support this in the branch. Business requirements for this need to be addressed as

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this may result in a Change request for the storage of Transaction Correction data centrally beyond the currently proposed 42 day limit and an Error Migration Approach needs to be defined.

Open items from a number of sources will need to be loaded into POL-FS (either by a data load routine or by keying directly). In either instance there needs to be a reconciliation exercise to ensure integrity of the data.

Interfaces from SAPADS, Yantra and other legacy systems (eg. FOSACS) will also need to be generated. These will be a mixture of start up figures and ongoing interfaces with regular transaction data.

2.2.6 Handling Hangouts from POL-FS Implementation

This activity will extract any late movements that have come into CBDB, for a variety of reasons, so that they may be loaded into POL-FS. This could be as a result of late activity in branches or via client management. There will be a final cut off point for this activity.

2.2.7 Switch on Enhanced MIS

Once all Cash Account data from the final cash account has been successfully passed to OPTIP, the Transactional flow to OPTIP can be discontinued and replaced by the new flow to MIS.

This should be invisible to Branch staff.

The upgraded MIS system at S80 will contain updated data feeds from Horizon in addition to new data feeds from a number of other sources. All of these data feeds will be available at this point and all MIS requirements from the data warehouse can be met at this point. It may be possible to meet some MIS requirements earlier than this point dependent upon the nature of the data feeds. Analysis will determine what is possible.

2.2.8 Switch on Branches to Branch Trading

At some later time the branches need to switch to using the new Branch Trading processes. Different branches can do this at different times, thus allowing pilots to be supported on different processes. However the changes in process at any branch need to occur immediately after rolling over into a new Cash Account Period. The system change occurs as part of rolling from a Cash Account Period into a Branch Trading Period.

The current assumption is that this will occur in blocks of offices over a four week period with an estimated 4,000 offices per week being switched over. It must be noted, however, that this assumption needs ratification once further work, to assess the support needed by the Branches during cutover, amongst other things, is assessed.

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This will be achieved by introducing a new type of "Soft Launch" which will be triggered as part of the rollover process to a specified Cash Account Period.

Switching into the Branch Trading mode will allow branches to process Transaction Corrections – including any which may have been generated since the cut over from CBDB to POL-FS

In order to focus attention and minimise problems it is proposed that the merging of value and non-value stock takes place at some time after all the branches have moved over to Branch Trading.

2.2.9 Switch Remuneration Feed into HRSAP

There will be a final run of remuneration feeds from CBDB after the final branch accounts have been run and branches have moved to Branch Trading. This will be at least a month after Point 30. The switch to feeding data from TMS will be made for the following month – therefore being two months after point 30.

There is an added complication. On the main Pivot feed, Lottery data is passed only one month in arrears, so the last set of data form CBDB will exclude such transactions (since they will not have been passed to CBDB). However since Horizon will have been processing these transactions it will be able to generate a file containing just the lottery transactions in that month and this can be manually loaded into HR SAP, thus ensuring correct remuneration.

2.2.10 Decommissioning Legacy Systems

At some point beyond the completion of migration to S80 legacy systems will be decommissioned. The precise timing of this needs to take into account any access to data on these legacy systems. Analysis needs to be undertaken to determine these access and archiving requirements but the underlying principle is that this is the last activity in migration.

2.3 MIGRATION ASSUMPTIONS - HORIZON

The following assumptions are made about migration:

- *. [DN from GJ:. The counter will now support some Stock Units to be operating post Point 30 and others before Point 30 (depending on the state of the individual Stock Unit), and similarly at Point 50.*]
- Following the final CAP rollover for CBDB, changes will be made to the housekeeping menu to support changed Suspense accounts; prevention of Error Notice and Voucher processing (if required – dealing with error notices will be determined as part of the Error Migration Approach); and introduction of new Housekeeping functions to replace vouchers.

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- Restricting the Housekeeping menus as specified in requirement will happen at a specified date prior to the final CAP for CBDB being rolled over at all branches (ie it will not be co-ordinated to a CAP rollover). In particular this change will take place at the same time in all branches and will not be available for piloting.
- Transactions Corrections will not be able to be processed until the branch is operating in Branch Trading Mode (ie point 50 in the migration process). Transactions Corrections received earlier than point 50 will be retained and can be processed after point 50 until 42 days after they were delivered by POL FS – unless a change request is invoked.
- It must be possible to support a pilot "POL FS" for selected branches in parallel with normal "S60" operation of the live POL FS. Such a pilot can then be stopped and a "proper" migration supported. The term pilot is taken to mean the provision of data from selected branches to a test instance of POL FS whilst continuing to provide an operational feed to CBDB. On completion of the pilot, it is assumed that the data in the POL FS test instance will be discarded.

  The flow to POL FS will conform to the S60 AIS until we first pass through the S80 Data (i.e. Point 25 in the migration process). Therefore late data from branches that are still operating at S60 will then pass the data through the S80 interface (but include a Balancing account) There may be circumstances under which S80 Transactions from Horizon get passed to POL FS prior to the Opening Balances.
- ForEx will **NOT** continue to be handled as a single account within POL FS. To enable proper inventory management of ForEx separate currency items will need to be created and a change request (PSOCR00220) has been raised to cater for this.
- The CD has not identified the requirement for any special reports that need to be created to support branch migration. In particular, the opening Balance from the first "new" Stock Unit Balance will not match the Closing Balance of the last "old" balance (though business processes can be defined to allow the two to be manually reconciled)
- Pending completion of POL requirement analysis to define specific requirements, it has not been possible to address any changes that may be necessary to handle migration non-value stock products to value stock products.
- The feed to OPTIP will be switched to MIS at a given point after POL FS is operational (expected to be approximately 10 days following point 30 in the migration process – i.e. point 40). It is understood that there is no requirement for parallel running.
- [*DN from GJ: We will ensure that the same boundaries are used for Transaction summarisation to HR SAP as for POL FS.*]

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- There is no requirement to look at old NB103s – reports which reconcile banking transactions to the cash account - after CBDB switch off

2.4 MIGRATION ASSUMPTIONS – BACK END

Balances for Cash and near cash existing by Branch/cash centre from S60 will not be reloaded at S80.

-

- Data cleansing will take place between now and April 2005 - by the business. This data cleansing can cover anything from reference data through to errors and suspense.

- NRDS will be ready and have all reference data set up before point 10

- All reference data will set up in POL FS by Point 10

- POL FS will receive and load opening financial balances for beginning of year 05/06 from CBDB

- POL FS will receive and load monthly financial movements on CBDB for all financial periods in 05/06 prior to go live.

- POL FS will receive and load "open items" due for payment or receipt for clients & "live" agents from CBDB as at the end of the final period on CBDB

- Open items for former sub postmasters will be received from FOSACS

- Open items for other customers/debtors; vendor/creditors will be received from other legacy systems to be defined.

- The S80 Horizon interface will pass opening balances for Foreign exchange on hand (by currency), stocks (valued) – volume only, and suspense items (to be defined) as at the final accounting CAP on Horizon, to POL FS. These opening balances will be identified as at the date of the final accounting CAP, no matter when that CAP is actually rolled.

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- All financial opening balances will be loaded by Point 30 + 3 weeks (1 week before first financial period end on POL FS).

2.5 MIGRATION REQUIREMENTS FROM BRANCH TRADING CD

Table 8 is copied from the Branch Trading CD and identifies the requirements for changing the various business processed described in the Branch Trading CD.

Change Area	Migration Approach/Requirements
A4.1.1.1 Perform Transaction Checks –Periodic. Change: Production of new reports and exception reports.	Changes implemented in MIS systems no change at front end. Non-Functional and Migration requirements to be considered under the MI part of the Impact programme.
A4.1.1.3 Automated Reconciliation. Change: Move from APS/TPS to TMS	Requirements to be defined as part of migration work stream.
A4.1.2.3 Produce Sales Report to Assist Remuneration Check. Change: Different sales report over different periods.	Could be implemented at any time, would be beneficial to be implemented in period A. No need for soft launch.
A4.1.5.1 Receive Automated Message. Change: Reminders on Receipt/Delivery of Transaction Corrections.	Needs to be implemented from the beginning of phase B, can be implemented, but not used, from commencement of implementation. Need to consider mapping Transaction Corrections transactions to the cash account during phase B.
A4.1.5.2 Handle Transaction Correction. Change: Management of Transaction Corrections, Implementation of corrective actions, etc.	Needs to be implemented from the beginning of phase B, can be implemented, but not used, from commencement of implementation. Need to consider mapping Transaction Corrections transactions to the cash account for during phase B. Although branches may still be doing cash accounts, the moment that CBDB is ceased no cash account errors should be brought to account and the facility to do this should be removed. Manual processes will be set up to deal with this in POL-FS. Error Notices buttons to be removed at switch over from phase A to phase B, (to be revisited as part of the Error Migration Approach) after which process is for outstanding Error Notices to be converted to Transaction Corrections.
A4.1.6.1 Compare Generated with Actual Cash Held for Stock Unit. Change: Removal of ONCH declarations functionality, reminders on cash declarations.	During phase A, implemented at implementation of S80. Day 1 phase A.
A4.1.6.2 Create Variance Report. Change: Implementation of new report – format to be defined, complexity may affect usability of report produced – may need to re-format to simplify.	During phase A, implemented at implementation of S80. Day 1 phase A.

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Change Area	Migration Approach/Requirements
A4.1.7.1 Make Good any Outstanding Variances. Change: Changes to Suspense Account products.	Prior to going live with S80 there will be known and unknown values in Suspense. The known (or legitimate) items should be mapped across to the new suspense products so that they can appear in the new account. For the unknown suspense items, these should not be taken across, but we would like the values to be mapped onto the Cash variance Report so that they appear as shortages/surplus and will then be dealt with by the new processes. These shortages/surpluses should be identified as a result of this migration mapping. At commencement of phase C. Need to clear any values out of the discrepancy product. Need to consider what to, how and when (during the first balance of phase C)?
A4.1.7.2 Stock Checking. Change: Removal of value information on Stock reports	Implemented at commencement of phase C. Transfer of Non-value stock to be controlled stock, implemented during phase C. Need to consider how to obtain opening balances. Back end controls for process manual returns need to continue until this is completed.
A4.1.7.3 Produce Trial Balance. Change: Change in reports to exclude stock in balance.	Implemented at commencement of phase C. Must be able to correlate brought forward figure to carried forward items on old style reports.
A4.1.7.4 Investigate Balance Discrepancies. Change: No change.	
A4.1.7.5 Produce Final Balance. Change: Functionality to control not being able to complete Trading Statement with variances.	As for trial balance
A4.1.7.6 Produce and Confirm Trading Statement. Change: New Report, change in electronic confirmation functionality	Implemented at commencement of phase C. Must be able to correlate brought forward figure to carried forward items on old style reports.

Table 8 – Migration Requirements from Branch Trading CD

2.5.1 Mapping of Changes to Migration Phases

Table 9 shows at which phase of migration each aspect of the functional changes described in the Branch Trading CD will change. The migration points are described in section 2.2.1

Functional Change	Migration Point	Comment
Extending Transaction Retention	10/20	
Stock to be handled by Volume rather than by Value	50	
Merging of Value and Non-Value Stock	Post 50	See section 2.5.2.3
Changes to Suspense Products	30 and 50	Also Error Notices and Vouchers are to be disabled at this point There are also some new Housekeeping functions to be introduced at the same time.

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IMPACT Programme

Functional Change	Migration Point	Comment
Change APS to use EPOSS Core	20	
Settlement Transactions	10 - 25	This is a ref data change and so needs to happen at a fixed time. It should be OK to do this at any time between 10 and 30 and shouldn't require the counter to be at S80.
Changes to Cash Declarations	20	
Reporting of Cash Variances	20	
Processing of Cash Variances	20	
Stock Declarations and Variances	50	
Non-Value Stock Declarations	50	This is removing functionality
Remuneration Reporting	20	
Office Snapshot Report	50	
Suspense Account Report	20	
Counter Weekly Redeemed Savings Stamps Report	50	
APS Transactions Report	20	
Event Log	20	Though some new events will not be generated until point 50
Other reports affected by changes to Stock Processing	50	
Reprints of Reports	50	
Reports proposed to be removed	50	Some may go at 20
Weekly Reports	50	May be able to do it at 20
Changes to Rollover processing	50	
Branch Trading Reports	50	
Remove Extended CAPs	20	
Removal of LFS Weekly Stock Reporting functions	10 - 30	This is a ref data change and so needs to happen at a fixed time. It should be OK to do this at any time between 10 and 30 and shouldn't require the counter to be at S80.
POL FS Summarisation at Counter	Post 40	This functionality can be removed by End-Dating the Reference data that invokes this function through CAS at any time between points 40 and 50
Maintenance of Office Variances Persistent Object	20	
LFS EOD functionality changes to handle changes in Cash Declarations	20	
Simplification of EPOSS Reconciliation	Post 40	This functionality can be removed by End-Dating the Reference Data that invokes this function through CAS and introducing the Reference Data to invoke the replacement function at the same time at any time between points 40 and 50
Protection against lost data	20	
Logon Checks: ONCH run for "yesterday"	20	
Logon Checks: Stock Unit in correct Trading Period	50	
Logon Checks: Outstanding Transaction Corrections	50	
Process Transaction Correction	50	This has to occur at point 50 otherwise it will be expensive to make the changes to support TCs on a CAP report

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Functional Change	Migration Point	Comment
Reporting on Transaction Corrections	50	
RDMC	10	
LFS	10	Needs to be done later to ensure that no data is still coming through from the Branches. In particular it must be after "Removal of LFS Weekly Stock Reporting functions"
Process SAP ADS Transactions	N/A	
TPS Harvesting	10	
DRS Host	40	Changes to the DRS workstation may need to be delayed. POL to consider this. Assumption is that this can be done at the same time.
APS Host	N/A	
Generate MIS Info	40	
Transaction Summarisation	10 / 25	
Accept CAPO Data	N/A	
Generate HR SAP Info	10	
Generate POL FS Info	25	
Transaction Correction	10	
POA Data Warehouse	10	
TPS Host	10 and 40	The main changes take place at point 10, however some of the changes to the constraints on the Harvester Interface tables should be left until point 40.

Table 9 – Migration of Functions

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Chapter 3 – Detailed Work Activities

3.1 GENERAL

The approach to migration is laid out in Chapter 2 of this document. This will now act as the baseline approach against which detailed migration analysis needs to be undertaken. The detailed analysis may drive changes to the approach through the normal change request mechanism.

3.2 ROLES AND RESPONSIBILITIES

The responsibility for leading the detailed migration analysis lies with the Impact Business Change team – primarily Steve Grayston (Business Change Manager), Ann Clark (Back End), Ben Gildersleve (Counter) and Mark Kirton (Implementation) The Design Authority will be the guardians of the strategy and ensure that any proposed changes resulting from the detailed analysis are assessed against the strategy.

Key members of and contributors to the migration forum are:

SM - Sue Milne
KH - Karen Hillsden
CA - Chris Allen
DP - David Parnell
PBo - Phil Boardman
BG - Ben Gildersleve
PBu - Paul Butler
GJ - Gareth Jenkins
MK - Mark Kirton
PG - Philip Godden
AH - Alan Holbrook
NS - Nigel Stone
AW - Alvin West
CR - Chris Ridler
NF - Neil Fagan
AG - Al Garrett
IW - Iwan Williams

Other members and contributors will be required as the analysis gathers pace.

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3.3 DETAILED ACTIVITIES

Detailed activities have been moved to a separately maintained document

S80_Migration_Actions_vn.n.doc

This allows the actions to be progressed more effectively.

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Chapter 4 – Appendix A

POL FS Migration

Ref: c:\gij\winword\documents\gij documents\notes\polfs_mig.doc
Author: Gareth I Jenkins
Date: 02/09/2004 11:18:00

4.1 INTRODUCTION

The purpose of this note is to consider in more detail the migration of the Horizon to POL FS interface at Impact R3.

It is produced following some detailed discussions on migration within the Fujitsu team and is intended to record the conclusions of that discussion and to highlight the implications to the Prism POL FS designers to ensure that it fits in with their thinking.

After a brief conversation with Philip Godden of Prism, it is clear that some of the aspects considered here have not yet been considered by Prism, and so this note enables these issues to be brought out and discussed further if necessary.

This is a working note and any conclusions will be fed back into either the main Fujitsu Design documents or the Horizon to POL FS AIS as appropriate.

This has now been updated following further discussions with Philip Godden, Karen Hillsden and Chris Allen on 20/7/04. In particular it introduces some further changes to the interface from Horizon to POL FS and as such will require a CR to be raised.

4.2 MIGRATION OVERVIEW

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Figure 1 shows the overall Migration timeline and is based on a similar figure in the POL document *Impact Programme Migration Strategy*. The main difference is the inclusion of the additional Point 25, which indicates the time at which Horizon switches from the AIS for S60 to the AIS for S80 when feeding POL FS.

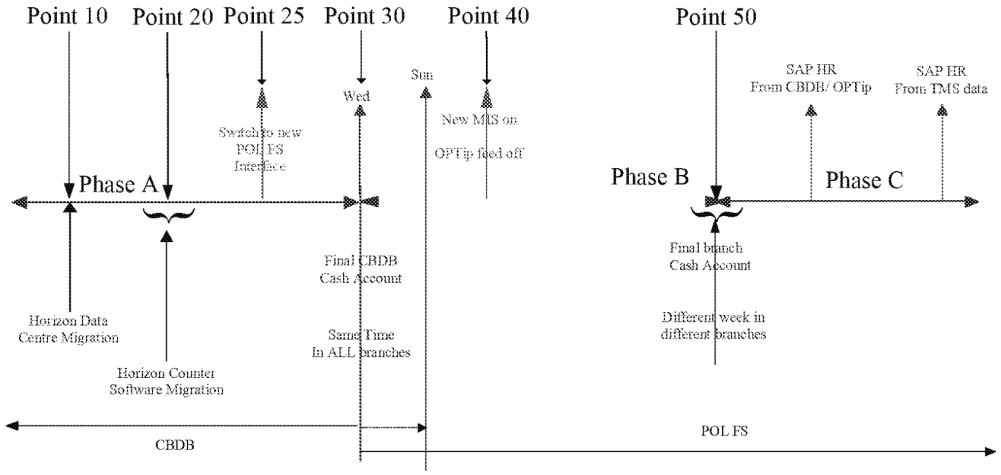

Figure 2 – Migration Timeline

This paper is primarily looking at what happens at Points 25 and 30 and in general the additional processes needed during the POL FS migration period which can be defined as the time between Points 25 and 40. The actual Cash Account Period that ends at Point 30 will be referred to as *CAP nn*.

Key requirements for the data being passed to POL FS:

- All data currently being passed to POL FS relating to cash – near cash at S60 needs to continue being passed as branches move from CAP nn to CAP nn+1.

Such data does, however need to be kept separate for that which is transacted in CAP nn (or earlier) and that which is for CAP nn+1 (or later). It is now proposed that the data for CAP nn (or earlier) is included in a separate set of subfiles with a new record identifier for the subfile header (eg BLCR3). Note that it is only data in such subfiles that will require a balancing transaction.

This will require a change to the Horizon to POL FS AIS and also a CR to be raised since this is work that was not included in the original costings.

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For simplicity these subfiles containing BLCR3 data might be generated in separate files from "normal" S80 steady state data, but if this is the case, these files will still be included in the EOT file.

Although POL FS needs to post such transactions into different Accounting Periods, it is assumed that this can be done based on the subfile header and that there is no requirement for Horizon to "falsify" the Trading Dates to achieve the correct posting. In particular there could be a subfile of each type (ie BLCR1, BLCR2 and BLCR3) on any given day, however there will never be more than one subfile of any type for any branch for any trading day.

Again this needs clarifying in the AIS and Philip needs to confirm that this is OK.

- Any such data for CAP nn (or earlier) will require an appropriate "Balancing Transaction" to account 999999 such that the sub-file sent to POL FS balances to zero.

Need to define how this "Balancing account" is to be defined. Will it be defined as a "normal" Product with appropriate mappings or will be have a hardcoded "dummy article" such as 999999 to handle this?

Note that it is only subfiles of type BLCR2 and BLCR3 that will contain balancing transactions. Subfiles of type BLCR1 will always "self balance" (and Horizon will check this).

- Once a branch is fully operating at CAP nn+1, then the transactions should be completely balanced without any Balancing Transaction.
- It cannot be assumed that the move from CAP nn to CAP nn+1 will occur at the end of a Trading Day (ie it is possible for the data for a single trading day to have a mixture of transactions for CAP nn and CAP nn+1).
- It cannot be assumed that all Stock Units in a Branch will move from CAP nn to CAP nn+1 at the same time. For example the following scenario is valid:
  - SU AA rolls into CAP nn+1 at 16:00 on Tuesday (since the owner of the SU doesn't normally work on Wednesday)
  - SU AA is then used at 17:00 on Tuesday (due to a late rush at closing time)
  - SU BB is rolled over at 16:00 on Wednesday (as normal)
  - SU CC is rolled over at 09:30 on Thursday morning (after entering out of hours transactions – eg for lottery)
  - Cash Account is produced at 10:00 on Thursday morning (as normal)

In this case there will be transactions for both CAP nn and CAP nn+1 on Tuesday, Wednesday and Thursday and the Cash Account will not be available for processing until Thursday evening.

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- Opening Figures need to be kept separate from normal transactions and will be passed over in a sub-file with a different Header type (ie BLCR2 as defined in the AIS)
- No opening figures are needed for Cash and Cheques. Since these will have been maintained in POL FS since S60 migration

> *As part of our data to define how to extract Opening Figures from the Cash Account data we need to ensure that we exclude these products.*

- New opening figures are needed for all ForEx products, since S60 maintained a single total for all currencies and separate per-currency figures are now required at S80.
- The S80 AIS passes data across to POL FS based on Horizon Products and Modes. At S80, any mapping onto accounts is done by POL FS based on the Account attribute defined in Horizon Product Reference Data supplied by POL's NRDS system. However the S60 AIS summarises the transactions from a number of separate Horizon Products into a single account line. This mapping is defined in *Mapping of Horizon products to POL FS chart of accounts codes* (EA/CDE/001).

> *The Ref Data AIS is now likely to change slightly but the principle still applies.*

Since we will need to explicitly identify those products which need to be mapped for transactions prior to CAP nn, then it is proposed that this is done using a separate static set of mapping data (based on EA/CDE/001) and this will then provide the opportunity for the ForEx products to map onto separate accounts if they were transacted prior to CAP nn or after CAP nn.

> *We need to do some further work to define exactly what these interim mappings look like or whether we should use the standard S80 mappings "with exceptions" to handle ForEx.*

4.3 FUJITSU PROPOSAL

The following is what Fujitsu proposes:

- At Migration Point 25, we change the Data Centre Processing such that we start to generate a POLFS file to conform to the S80 AIS, however we will continue to only send Cash and near-cash information. Such data will be segregated into separate subfiles within separate files as described above. This means that we will potentially generate multiple subfiles for the same branch for the same trading day, however there will not be more than one subfile of a given type for the same branch for the same trading day.

> *These BLCR3 subfiles into a single file will be split across 64 files. However, we need to do further detailed design before deciding if they are best kept in separate files (ie making a total of 129 files being delivered each day) or included with the BLCR1 subfiles.*

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It is assumed that it would make no difference to the POL FS Load process.

Philip to confirm.

Horizon will be configured with a list of Products (based on *Mapping of Horizon products to POL FS chart of accounts codes*) and only transaction summaries for products in this list will be passed through to POL FS and a Balancing Transaction will be calculated to ensure that the sub-file balances. The mapping will be based on the separate mapping data described above and will not use the NRDS defined mappings.

POL / Prism to confirm if this is OK.

- We would expect Point 25 to be defined such that no branch will yet have rolled over from CAP nn to CAP nn+1

It will be up to POL to put in place business processes to ensure that any branches that are running ahead of the current CAP are brought sufficiently in line such that this is true.

Our expectation is that Point 25 is between one and two weeks prior to the normal rollover of branches from CAP nn to CAP nn+1 (ie Point 30).

- On a day that contains a mixture of Transactions for CAP nn and CAP nn+1, the following will happen:
  - A subfile with header BLCR3 will be generated for all transactions in CAP nn (or earlier). This subfile will contain a Balancing transaction
  - A separate subfile with header BLCR1 will be generated for all transactions in CAP nn+1 (or later). This subfile will **not** contain a Balancing transaction
  - If the Cash Account was also completed on this day, then a third subfile with header BLCR2 will be generated for the Closing figures based on the Cash Account. This subfile will contain a Balancing transaction

I would expect the majority of branches to only be in this position for one day.

- The processes that generate the Subfiles of types BLCR2 and BLCR3 could be discarded once we reach Point 40 in the migration timeline.

Currently the AIS expects all these sub-files to have a Trading date of "Wednesday" to distinguish them from "normal transactions, however there will potentially be "normal transactions" for these branches (and perhaps even for these products) also happening on Wednesday, so is there really any point in using this false date rather than separating this data based on the fact that it is in a different sub-file type.