HMT
File.

AGENDA

HORIZON Management Team Meeting

Cont.

Item	Purpose	Lead	Time	
1 Welcome	Introductions and confirm purpose of meeting.	DWM	9:30	- 9:35
2 Meeting Process	To explain the new meeting process.	JT	9:35	9:45
3 Actions	To report progress / status of all outstanding actions.	All	9:45	- 10:15
4 Performance	Team Performance against IPP Level 0 Plan - new exceptions / variances only.	All	10:15	- 10:20
5 Issues	Significant issues that need to be escalated to be identified and action agreed.	DWM	10:20	- 10:45
6 Risks	Significant risks that need to be escalated to be identified and action agreed.	DWM	10:45	- 11:15
7 AOB	To discuss any relevant business.	All	11:15	- 11:25
8 Communications	Identify what needs to be communicated.	DWM	11:25	
9 Review	Review meeting and identify improvements to the meetings process.	DWM		- 11:30

Chris French

Action status and new actions only to be recorded at the meeting.

Apologies   Bruce McNiven

AGENDA

HORIZON Management Team Meeting

<u>Cont.</u>

Actions deemed cleared by HMT at meeting on 3 March 1999:

       02/10-4
       02/03-1
       02/03-3
       01/19-38
       02/17-1
       02/17-2

Actions already being addressed by RIMFG:

01/06-33	(issue 10004 and risk 65)
10/00-1	(risk 31)
10/00-7	(risk 31)
02/10-1	(issue 10007 and risk 68)
02/10-3	(risk 5)
02/10-2	(risks 46 and 8)
12/16-17	(risk 46)

Bob Burkin
Planning Team
GRO

HORIZON Management Team

Actions from Meeting held on 3 March 1999

Attendees:
Dave Miller	DM
Bruce McNiven	BMcN
Andrew Simpkins	AS
Richard Gaze	RG
Janet Topham	JT
John Meagher	JM
Mark Kelly	MK
Andy Radka	AR
Bob Burkin	(notes)

Action
review
on

Acceptance/Assurance

03/03-2   1)   To ensure that the RAB includes a
mechanism that enables issues raised to be
addressed. Issues include: AS   10 Mar X

'the integrity of the system'
'User Guides'
'KPR' (impact assessments)
'issues raised during MOT' ——▶

Naresh Mohindra.

Simon band. /Naresh.

*meeting.
Smith
Rich.*

2)   To ensure that the key players within the   DM   10 Mar X
Business who need to input into the RAB process are
identified and informed. *Gail Morley.*

03/03-2   John Meagher to speak to Richard Gaze re the impact   JM   17 Mar
on testing of revising the end date for completion of
Acceptance Trials from 14 February to 4 April (to
align with Pathway's planning dates).

Office Migration

10/00-5   Concerns have been raised about deficiencies in the
(part)   User Guides both in quality and content. Possible
impact on MOT / RAB sign-off.

Noted that User Guides were being revised and
hopefully 'improved' on an ongoing basis and this
would continue until the deadline for printing was
reached. This date to be identified by Bruce
McNiven.
Work on improvements to User Guides was being
led by Product Assurance with input from Service
Management and Pathway.
John Meagher to provide an update on progress to   JM   10 Mar X
the HMT. *User guide.*

(handwritten: getting people to own process —)

(handwritten: for Evaluate activity)

Live Trial

Ref	Item	Owner	Date	
02/24-2	1) Andrew Simpkins to present the paper on 'managing the Live Trial' to John Main.	AS	10 Mar	X *next week.*
	2) HMT members to identify who would represent them at the POCL Live Trial Forum to be set up (from Service Management, Implementation and Release Management). Andrew Simpkins to be informed.	AR & BMcN	10 Mar	X

(handwritten checkmark and "R.")

(handwritten margin note, encircled: into and out of live Trial)

Roll-out

11/05-2   Meeting held with Pathway on 4 February to discuss the proposal considered a more cautious approach to National Roll-out and the logistics to support it. Douglas Craik and Pathway to build a model based on the discussions. A further meeting to be held on 10 March (meeting planned for 24 February not held).

Item	Owner	Date	
Bruce McNiven to brief Mark Kelly on proposal.	BMcN	10 Mar	X *(Checkpoint)*
Bruce McNiven to update the HMT.	BMcN	17 Mar	

Business Service Management

Ref	Item	Owner	Date
10/00-5 (part)	A combined Conformance / strategy paper is to be issued to the CEC on 29 March. Dave Miller and Andy Radka to meet to agree how to best present the case to the CEC.	DM & AR	30 Mar
01/26-47	Andy Radka to provide feedback to HMT on the Business Service Management MaPEC submission.	AR	24 Mar
02.24-1	Bruce McNiven to report status at next HMT on the specification of work expected from Pathway (on 5 March) regarding the provision of Help Desk escalation process.	BMcN	10 Mar X

(handwritten: nothing received from Pathway.)

(handwritten: mgmtn spec)

Multi-benefit

Ref	Item	Owner	Date
01/24-44	Noted that:		
	1) no action possible until issues with BA on the multi-benefit start date can be resolved.		
	2) Andrew Simpkins has spoken to Vince Gaskell and CAPS are expected to propose a way ahead which will retain the multi-benefit MOT start date of 12 April.		
	3) Andrew Simpkins to progress and confirm the latest date this year (1999) that CAPS could start multi-benefit Live Trial.	AS	17 Mar
	4) Dave Miller to write to Vince Gaskell re commercial issues / impacts.	DM	17 Mar

(handwritten margin notes: Areas, Live Trial)

	NR2+			
01/19-39	Noted that:			
	1) the formal completion of the End to End design is expected to be endorsed by the newly formed JED (Joint End to End Design Board). Current forecast for completion of design framework is Mid March.			
	2) Work on CARS is being progressed. A meeting between Peter Curtis (SAPADS) and Pathway is to be arranged.			
	3) Andrew Simpkins to report progress to the HMT.	AS	17 Mar	
01/19-40	A Communication plan for NR2+ to be developed.	MK & AS (John Bruce)	10 Mar	X
01/19-41	HORIZON Testing to provide a High Level Test Plan/strategy for NR2+ Release. Joint meeting to progress this to be held on 12 March.	RG	30 Mar	
	Resourcing			
11/19-6	Updates on the Programme move to Greville Street (expected June / July 1999) to be provided.	JT ✓	10 Mar	X
02/24-3	Dave Miller to raise at the next HORIZON Board the issue of staff shortages and the 'poaching' of HORIZON staff by other Business Units.	DM	24 Mar	
	Working Practices			
01/26-43	Progress on improvement opportunities, <u>regarding working practices with BA</u>, to be reported:			
	1) John Meagher to arrange a presentation on the HORIZON HMT to BA CAPS (PET).	JM	10 Mar	
	2) Andy Radka to consider holding a joint workshop / away day for Service Management Teams.	AR	10 Mar	
	3) Andy Radka to look at opportunities for exchanging staff between HORIZON and CAPS Service Management Teams.	AR	10 Mar	
12/23/-27	Noted that decisions on improvement opportunities, <u>regarding working practices with Pathway</u>, are in abeyance. Dave Miller to provide feedback to HMT when appropriate.	DM	30 Mar	

AGENDA

HORIZON Management Team Meeting

Wednesday 10 March 1999

9:30am to 11:30am   The Board Room, ICL Pathway, Feltham

Attendees   Andy Radka
             Andrew Simpkins ✓
             Richard Gaze ✓
             Janet Topham ✓
             John Meagher ✓
             Mark Kelly ✓
             Douglas Craik ✓
             Bob Burkin   (notes) ✓

Chair   Dave Miller ✓

Purpose   *To ensure the HORIZON Programme is fully scoped, planned and
             managed to deliver in all areas. To monitor the delivery of HORIZON
             within the agreed Programme timescales and ensure that issues are
             resolved and risks are managed.*

Please find attached the actions outstanding from previous HMT meetings;
updated at the meeting held on 3 March. A list (ref. nos. only) of:
   (i)   actions deemed by the HMT at the last meeting to be have
           been 'cleared' (or covered by other actions or being dealt with
           under business as usual)
   (ii)   actions already being addressed by the Risk and Issues
           Management Focus Group (RIMFG)
is below for completeness. These are not included on the outstanding action
list.

For this meeting, the emphasis is on ensuring action is being taken to manage
the key issues & risks and agreeing those that should be escalated to the next
HORIZON and CAPS and Cards Programme Boards.

HORIZON PROGRAMME SIGNIFICANT ISSUES
Issues Status as at: 5th March 1999

Ref No	Issue Title & Description	Impact	Owner	Raised	Action/Mitigation	Action By	When ?	RAG Status Urg	RAG Status Action
I0004	HMT agreed that the continued absence of a clear Treasury/Government decision was impacting the Programme. This impact would start to become apparent from the end of January particularly with PO & POCL activities.	DM		30-10-98	Negotiations are underway with all parties and progress is reported as and when. 24/02 - HMT . This is impacting the Multi-Benefit plan. DM wrote to Pathway 23/2.	DM	29-01-99	RED	GREE
I0007	Product Assurance: All Acceptance Specs to have been signed off by mid-November 1998. (Ref: CCN365 - CMS CCN366 - PAS CCN381 - Rollout - these have all been completed)	JM		30-10-98	All Acceptance Specs expected to be signed off by end Jan. A number of issues still remain if date is to be achieved. 25/2 - Currently 3 specs o/s. 1) BES - awaiting resolution of BES/PAS boundary issue (see Risk 0068) , 2) POCL infrastructure - revised wording from P'way due 26/2. 3) BPS Service boundary - in review.	JM	27-01-99	RED	GREE
I0036	Major issues relating to Incident & Problem management remain around the integration of the POCL Business Support centre with ICL Pathway's help desk facilities.	AR		17-12-98	Integration of POCL BSM and ICL Pathway's help desk facilities. (by 31/1/99) Further walkthroughs and observations are planned to be completed by 22/2/99.	AR	29/2/99	RED	GREE

Legend: Action RAG Status - RED is 4 weeks late; AMBER is 2 weeks late; GREEN is on target

   Urgency RAG status - RED is imperative - resolve now or will impact programme; Amber is urgent - resolve within two weeks or will impact programme, GREEN is important - resolve within 4 weeks

Restricted - Commercial

HORIZON PROGRAMME SIGNIFICANT ISSUES
Issues Status as at: 5th March 1999

Ref No	Issue Title & Description	Impact	Owner	Raised	Action/Mitigation	Action By	When ?	RAG Status Urg	RAG Status Action
I0043	User Guides are incomplete - one comprehensive UG for outlets operating Horizon will not exist. No visible testing phase planned to cover 100% testing of all required user procedures. Errors will arise due to incorrect operation of the Horizon system.	AR		17-12-98	DWM to brief J Main as owner/customer. Live Trial will address this to ensure Business User accepts & understands operational Implications. This should apply to all Horizon documentation & user Interface with Requirements. 4/3 - RIMFG. This issue has now been split into 2 issues. RA to provide the details.	AR	13-01-99	RED	GREE

Legend: Action RAG Status - RED is 4 weeks late; AMBER is 2 weeks late; GREEN is on target
Urgency RAG status - RED is imperative - resolve now or will impact programme; Amber is urgent - resolve within two weeks or will impact programme, GREEN is important - resolve within 4 weeks

Restricted - Commercial

Programme Risk Status Report
Most Significant Risks

POCL Horizon Programme

Dated: 8 Mar 99

Reg. Num.	Risk Title & Description	Prob. (1-5)	Impact (1-5)	Owner	Status Date	Action / Mitigation (planned or taken)	Action by	When ?	Risk Factor	RAG Status
0005	Due to lack of adequate visibility of the ICL Pathway design, and the lack of support from the contract to leverage this visibility, we have been unable to gain a high level of assurance in the adequacy or suitability of the service to support the POCL business. POCL therefore risks the implementation of a service in Live Trial and beyond which will have negative operational impacts, resulting either in a level of service degradation or delay to the start of National Roll Out.	5	5	J Meagher	04/03/99	1) All other approaches having failed - final entreaty has been made for co-operation from Pathway to make available appropriate level of documentation. (Outcome awaited)	J Meagher	15-Jan-99	25	Red
						2) Mike Coombs pressed (by DWM) to respond to earlier letters regarding the need for ICL Pathway to co-operate. (Outcome awaited)	D Miller	17 Feb 99		
						Note ... No Risk Reduction possible whilst ICL Pathway continues to use the terms and conditions of the contract to deny Horizon access to the information necessary for technical assurance of NR2.				
						3) Technical viability of subsequent releases (NR2+ etc.) is more assured as a result of the work undertaken with respect to Solution Architecture and End-to-End Design.	J Meagher			
						4) J Meagher to draft a note for D Miller (for Stuart Sweetman's signature) to be sent to Richard Christou.	J Meagher	10 Mar 99		
						Mitigation Collaboration between ICL Pathway and the Horizon programme, both Product Assurance/Acceptance and Testing & Integration, has led to methods which will provide greater assurance of technical viability.	J Meagher			
0067	Continuing failure to exert vigorous and effective "Project Management" disciplines across the programme may perpetuate inadequate programme performance and demonstrate that due diligence, with regard to the management of the programme, has not been observed.	5	5	D Miller	18/02/99	1) A review of the organisation and structure of the Horizon programme is underway.	D Miller	Started 26-Jan-99	25	Red
						2) Requirement for Programme Manager recognised - potential candidate identified.		Expected to complete 28 Feb 99		
0068	The boundary between PAS/CMS (BA) and BES (POCL) defined by ICL Pathway within the SADD, positioned at the physical boundary between the Sequent hosts and the Riposte agent layer, transfers the functionality satisfying a number of	5	5	J Meagher	18/02/99	Escalated to Paul Rich/Mena Rego.	D Miller	Jan-99	25	Red
						Note ... JM met with Mena Rego who is taking this concern forward with BA.	J Meagher	16 Feb 99		

Notes a. *Risk Factor* is the result of multiplying the Impact value by the Probability value. (maximum possible = 25)
  b. *RAG Status* - *Red* indicates a Risk Factor >15; *Amber* indicates a Risk Factor from 5 to 15; *Green* indicates a Risk Factor <5.

Docref: Risk

Programme Risk Status Report
Most Significant Risks

POCL Horizon Programme

Dated: 8 Mar 99

Reg. Num.	Risk Title & Description	Prob. (1-5)	Impact (1-5)	Owner	Status Date	Action / Mitigation (planned or taken)	Action by	When ?	Risk Factor	RAG Status
	PAS Requirements into the POCL contractual domain, and in particular appears to transfer liability for unencashed payment authorisations from BA to POCL. This long-standing concern has now come to a head in review of the BES Acceptance Test Specification, where Pathway seek to satisfy a number of PAS Acceptance Criteria within the BES spec. On legal advice, POCL are declining to sign off this Acceptance Test Specification. The lack of sign-off of this Acceptance Test Specification may result in significant delay to the Acceptance process and all dependent activities, including National Rollout.									
0069	Type B procedures in place for live trial, in particular Cash Account, are insufficiently robust to support consistency between RDP, Pathway and TIP. Risk that cash accounts will not balance, rejections will occur on the Pathway and TIP interfaces and problems will occur on POCL back office systems (eg. CBDB).	5	5	A Radka	18/02/99	1) Ensure procedures are tested 'end to end' after completion of EtoE and MOT. 2) Ensure type B is subject to special monitoring during live trial.	B Talmage D McLaughlin		25	Red
0070	SSL may fail to deliver POCL Service Management requirements with the result that BSM functionality is not realised.	5	5	A Radka	18/02/99	1) SSL provided with BSM customer requirements. 2) Joint workshop around toolset development - once per month. 3) Monthly meeting in place. 4) Joint working practices in place to ensure requirements co-ordinated, understood and delivered.	K Doyle		25	Red
0002	POCL Organisational Processes may not be ready to take on Horizon - may impact Service performance.	4	5	A Radka	18/02/99	1) Executive support required to sustain priority of Horizon support initiatives. 2) Develop approach and management plan with business managers. Note ... Sign-up with COMPEC helps.	A Radka		20	Red

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b. *RAG Status - Red* indicates a Risk Factor >15; *Amber* indicates a Risk Factor from 5 to 15; *Green* indicates a Risk Factor <5.

Programme Risk Status Report
Most Significant Risks

POCL Horizon Programme

Dated: 8 Mar 99

Reg. Num.	Risk Title & Description	Prob. (1-5)	Impact (1-5)	Owner	Status Date	Action / Mitigation (planned or taken)	Action by	When ?	Risk Factor	RAG Status
0003	If the POCL Network does not conform to Horizon business processes and procedures - there will be a detrimental impact on performance, costs, services etc.	4	5	A Radka	18/02/99	Conformance Case to CEC	C Dryhurst	1 Mar 99	20	Red
0004	Service Management support processes not sufficiently scaleable to effectively support roll out. Impact: Inability to deal with Incident, Problem, Change, Configuration Management to timescales.	4	5	A Radka	04/03/99	POCL Research Services commissioned to carry out a scalability study to examine scalability of processes/procedures across all three domains (BA/POCL/ICL Pathway). Note ... Until this study is completed, the values for probability and impact should be considered as notional. Note ... ICL Pathway have refused to provide information on some processes.	E Inches		20	· Red
0031	Business' lack of clarity on its requirement leads to misunderstanding of what is to be delivered by Horizon; consequence is inadequate business preparation for live operation.	4	5	J Meagher	04/03/99	1) Tim O'Leary currently reviewing interface between Business Assurance and Product Assurance. 2) Discussions currently taking place between DWM and Paul Rich about how future requirements process will be managed. 3) Discussions currently taking place between N Mohindra and David Smith about how Release Authorisation will be managed. 4) Horizon are attempting to keep the relevant service delivery groups in POCL informed through a variety of vehicles, such as the Accounting and Reconciliation Forum. The "back end" is now relatively well covered, with effort now concentrated into the "front end". Meeting held with John Main et al from Network on 23 Feb to pursue.	D Miller	18 Feb 99 23 Feb 99	20	Red
0066	The absence of clear working relationships between Horizon Programme work areas and POCL functional units may limit the potential to bring to fruition a system which meets the requirements of the business.	4	5	D Miller	14/12/98	Suggestions 1) Define Roles & Responsibilities for Horizon programme work areas taking due regard of the necessity to interact with POCL business areas. 2) Clarify the Terms of Reference with regard to			20	Red

Notes   a. *Risk Factor* is the result of multiplying the Impact value by the Probability value. (maximum possible = 25)

       b. *RAG Status - Red* indicates a Risk Factor >15; *Amber* indicates a Risk Factor from 5 to 15; *Green* indicates a Risk Factor <5.

Programme Risk Status Report
Most Significant Risks

POCL Horizon Programme

Dated: 8 Mar 99

Reg. Num.	Risk Title & Description	Prob. (1-5)	Impact (1-5)	Owner	Status Date	Action / Mitigation (planned or taken)	Action by	When ?	Risk Factor	RAG Status
						the boundaries between Horizon and POCL functions.				
						3) Create a mechanism for the resolution of questions (or Issues) which, seemingly, cannot be addressed within the Terms of Reference.				
0006	The inability to attract and retain staff with the requisite technical abilities and business knowledge causes the Horizon programme to be reliant upon contract staff to fill key roles, thereby causing: - cost escalation and by implication endangering the business case, - high turn-over of staff leading to lack of continuity, - inability to fulfil the Product Assurance primary function.	4	4	J Meagher	04/03/99	No reduction/mitigation actions taken until the conclusions of the Treasury review are determined. Programme Issue (number I0021) raised to address the immediate consequences of this risk. JM Liaising with Mal Read (POCL ISS) on the provision of appropriate resources. (Requirements partially met - 2 joiners)	 J Meagher J Meagher	 14-Dec-98 18 Feb 99	16	Red
0046	The Horizon programme's ability to manage outlet migration and other aspects of the programme (incl. roll-out d/base. Pwy/Hor. system, accounting sys., TIP etc.) is liable to be compromised by the levels of inaccuracy encountered in Reference Data. Reference Data could be so inaccurate as to render Horizon incapable of managing outlet migration etc.	4	4	B McNiven	04/03/99	1) B Talmage looking at Bus. Product mapping from Ref. Data to products & outlets re. retail permissions. 2) Need to define tolerance levels. 3) Need to clarify accuracy of currently avail. Ref. Data. 4) Using live Reference Data, migration tools are to be tested on an ICL Pathway supplied test-rig. The scale of management difficulty will be assessed and alternative mitigation strategies will be developed if necessary. Note ... The pre-proving of ECCO migration has been stalled by the inaccuracies of the Reference Data supplied, the fault is under investigation to ascertain whether the fault is within the RD supplied by POCL or the enrichment process applied by ICL Pathway. 5) A data quality initiative was instigated in Nov 98 which records the population of ALL critical attributes within the Reference Data database.	B Talmage B Talmage B Talmage S Grayston S Grayston G Darby P Kennedy G Darby Ref. Data	 Mar 99 From Nov. 98	16	Red

Notes   a. *Risk Factor* is the result of multiplying the Impact value by the Probability value. (maximum possible = 25)
         b. *RAG Status - Red* indicates a Risk Factor >15; *Amber* indicates a Risk Factor from 5 to 15; *Green* indicates a Risk Factor <5.

Programme Risk Status Report
Most Significant Risks

POCL Horizon Programme

Dated: 8 Mar 99

Reg. Num.	Risk Title & Description	Prob. (1-5)	Impact (1-5)	Owner	Status Date	Action / Mitigation (planned or taken)	Action by	When ?	Risk Factor	RAG Status
						Metrics are also captured for validation and sign-off by data owners. This data quality initiative includes item/outlet links, whilst there is no guarantee that this initiative (if the business is not 100% confident of the accuracy of the data held by data owners it is impossible for any action taken by Reference Data to guarantee accuracy), however the steps taken to improve the quality of the data within current restrictions would go some way to mitigating the risk associated with this item.	team			
						6) A further sample of 700 outlets is underway to verify and evaluate the residual risk and to scope whether any further action is needed.	G Darby			
						<u>Mitigation</u> HFSO Guides now contain guidance on action to be taken and contact telephone numbers if migration is compromised due to the circumstances described in this risk.				
0065	Recent circumstances have diverted the Horizon Programme Management Team from its primary function, causing the programme to lose momentum and thereby jeopardising its continuing viability.	3	5	D Miller	14/12/98	<u>Suggestions</u> 1) Relaunch the Horizon programme with re-defined (reinforced) Terms of Reference, mission statements etc. 2) Produce cogent programme framework for a "post Treasury review" programme. <u>Note</u> ... This situation now addressed as issue number I0004 - the resolution of which will eliminate this risk. However, if the issue is not resolved then the probability for this risk should be increased.			15	Amber
0008	The plan proposed by ICL Pathway for the provision of training may not meet the logistical needs, quality requirements nor the operational limitations of the POCL business network and community, thereby causing the implementation plan to be disrupted and thereby causing the implementation plan to be disrupted and the roll-	3	4	B McNiven	04/03/99	1) Supplier process under review; fallout rates and contingency plans to be established; intervention procedures to be agreed. 2) Position taken by POCL in the latest round of negotiations has greatly reduce this risk. 3) Proactive measures taken to:		Jan-99	12	Amber

Notes a. *Risk Factor* is the result of multiplying the Impact value by the Probability value. (maximum possible = 25)

  b. *RAG Status* - *Red* indicates a Risk Factor >15; *Amber* indicates a Risk Factor from 5 to 15; *Green* indicates a Risk Factor <5.

Programme Risk Status Report
Most Significant Risks

POCL Horizon Programme

Dated: 8 Mar 99

Reg. Num.	Risk Title & Description	Prob. (1-5)	Impact (1-5)	Owner	Status Date	Action / Mitigation (planned or taken)	Action by	When ?	Risk Factor	RAG Status
	out rate to be degraded. As a consequence the direct and indirect costs of introducing Horizon will be greater than expected.					a. Assess and overcome users resistance to technology.				
						b. Assess the degree to which current practices conform with Horizon procedures.				
						4) Research into understanding and attitudes is in place to identify those areas which will require improvement.	M Kelly			
						5) Paper being prepared and scoped to review "post Go Live" support, subpostmaster literacy levels, POCL employee requirements and the revised BES transaction training.	T Rollason	Mar-99		
						6) Kirkpatrick scales will be used to measure the effectiveness of the early delivery of training to MOR, MOT and Live Trial periods so that processes to overcome any deficiencies can be developed as early as possible.	T Rollason	Mar-99		
						Mitigation				
						Contingencies being built into a number of the training plans.	C Cook			

Notes   a. *Risk Factor* is the result of multiplying the Impact value by the Probability value. (maximum possible = 25)

   b. *RAG Status - Red* indicates a Risk Factor >15; *Amber* indicates a Risk Factor from 5 to 15; *Green* indicates a Risk Factor <5.

Restricted - Commercial

POCL Horizon Programme
Programme Management Arrangements

Programme Organisation Structure

Programme Organisation Structure
Programme Roles, Processes & Groups Impacted
Areas of Creative Tension
Next Steps
Follow on & Future Steps

POCL Horizon Programme
Programme Management Arrangements

Programme Questions to address:
- Commercial Org. Structure - paper? ✓
- Arrangements for handling New Initiatives with Pathway? ✓
- Review of Product Assurance fit with POCL Requirements development ?
- Structure of Implementation?
    - Results of recent Implementation Study (by French Thornton?)?
    - Roles for Bruce McNiven and D. Craic?
- Structure of Business Service Management?
    - Fit of BSM with Business Change Management?
    - Fit of BSM with Stakeholder Management?
    - BSM PMO Vs BSM Programme Manager?
    - BSM PMO fit with Delivery PMO?
- Overall Programme PMO - Assurance & Reporting to Boards (CASG, Horizon, Harnessing Technology)?
- Programme Assurance - over-reliance on Programme Manager(Delivery) & BSM Manager?
- Pathway 'Improvements'- how does H. need to change to match/map on to Pathway?

BWM speak T 'o'Leary.

POCL Horizon Programme Organisation Structure - Option 1

1 : 3

```
Programme Sponsor
        |
Programme Director
  Dave Miller
```
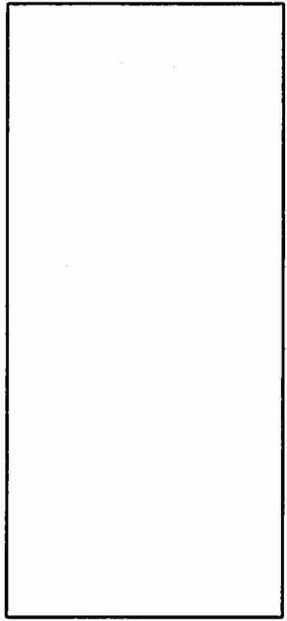
Delivery Programme Manager tba	Business Service Mgt. Andy Radka (POCL)	Commercial . Management *to be advised*	Stakeholder Management Communications Programme Assurance

Delivery Programme Manager tba

Product Assurance

Testing

Release Management

Programme Management Office

Reference Data

? (Field Impl'n
? (Training
? (Procedures
? (Outlet Migration
? (Installation

Dependent Projects:
 CAPs
 I-TIP
 O-TIP
 OSG/HAPS
 SAPADS

Pathway Contract

Business Service Mgt. Andy Radka (POCL)

Development of BSM Processes

Support Centre - Interim

Support Centre - Primary

Support Centre - Live Trial

Manage Service Provider:
 - Commercial : SLAs, Invoicing, ...?
 - Change Control
 - Performace Monitoring

Current Operations (204 1C Offices)

Conformance (Requirement)

Business Case

Oversight of SSL

Pathway Liaison

PMO

Stakeholder Management::

POCL Business Change :
 Performance, Benefits & Conformance

External Liaison:
 NFSP, CWU, BA, Treasury
 Harness, ATSO, CASG, CEC, SSL

Communications:
Internal Programme Communications
Internal POCL Communications
External Communications

Programme Assurance
Ensure Full Programme Scope identified
Integrity of Progress Reporting
Assure Programme Management
Practices - Common Programme Mgt.
processes and practices across all
projects and PMOs

docref. orgstr06.vsd; 25 Jan 99.

POST OFFICE

POCL Horizon Programme
Programme Management Arrangements

Roles	Existing	New	(*Modified)
• Programme Sponsor	Y*		
• Programme Director	Y*		
• Programme Manager (Development & Delivery)		Y	
• Business Service Management - Director	Y*		
• Business Service Management - Programme Mgr.		Y	
• Dependent Projects - Programme Integration Manager		Y	
• Programme Assurance		Y	
• Stakeholder Liaison/Management		Y	
• Programme Management Office(s) - [P., D/D, BSM]	Y*		
• Release & Stage Management	Y		
• Commercial & Contracts Management		Y	
• Programme Communications Management	Y*		
• Product Assurance	Y*		
• Testing	Y		
• ~~Dev/Delivery PMO and/or PMO~~ - PMO		Y	
• Business Change Management (as Dependent Project)		Y	
• Network Roll-Out	Y*		
— Development) (Training	Y*		
— Roll-out)OR (	Y*		
— Delivery) (	Y*		

POST OFFICE

POCL Horizon Programme
Programme Management Arrangements

Processes Impacted

- Planning & Progress Reporting
  - Relationship between PMOs
  - Structure of Plans

- Meeting Structure & Timing
  - Programme Manager reviews Direct Report's progress — Weekly
  - Programme Manager to report to Programme Director — Weekly
  - BSM Manager to report to Programme Director — Weekly
  - HMT with Programme Director may not be required — ?Monthly

- Risk Management
  - Ownership of many Programme Risks will sit at at 'development/Delivery' Programme, BSM Programme, Business Change Level; Overall Programme ownership to be clarified. Admin. impact?

- Issues Management
  - as for Risks above.

- Responsibility/ Support to Programme Director for reporting to Horizon Programme, CASG, CEC, Harnessing Technology Board is required - needs to be more tactical

POCL Horizon Programme
Programme Management Arrangements

Programme Management Office

One for entire Programme?
+ Full Scope of Programme
+ Plan fully integrated for Programme
+ Central point for all Data
+ Shorter updating cycle

- Insufficient detail in plans
- Not Supported by each delivery team/project
- Manager is additional direct report to Prog. Dir.

One for each of Development/Delivery and BSM?
+ Full ownership of plans & data by each
+ Better, more detailed support to each team

- May not address areas outside own team
- Not clear which supports overall programme
- More complex communications(barriers) between PMOs
- Increased staffing costs

+ defined reports +cycle.

One for each AND one for overall programme ?
+ Independent team at Programme level
+ Supports Progr. Dir. executive reporting

- More complex communications between PMOs
- Value added is unclear
- Increased staffing costs
- Longer updating cycle

POCL Horizon Programme
Programme Management Arrangements

Programme Board (POCL)   CHANGED

- Chaired by Programme Sponsor (S. Sweetman)
- Membership is most senior executive of each part of POCL where work needs to be undertaken e.g. IT, Network Operations, Finance, etc.
    — Network Manager - Staff attendance at Training, Conformance etc.
    — SSL MD (or nominee) i.e. Critical Delivery Group or Supplier
    —
    —

- Representation needed for following roles
    — Business profits i.e. bottom line or POCL Customer
    — Business Strategy i.e. Business Requirements/ Design Authority
    — Technical Strategy i.e. Technical Integration
    — HR Staff Impact i.e. Business Change Manager
    —
    —

POCL Horizon Programme
Programme Management Arrangements

Areas of Creative Tension

- Business Requirements   to Process Design
- Process Design   to Procedures
- Process & Procedures   to Testing (script preparation)
- Business Procedures   to Training (preparation of Training material)
- Implementation Planning   to Roll-out
- Staff Readiness for Operation to Training
- Network Organization & Staff prep. to Delivery
- Operations   to Delivery
- Outlet/User acceptance   to Delivery
- Operations   to Delivery
- POCL Finance   to BSM Service Delivery
- Dependent Projects   to Horizon
- Business Change Management   to Delivery/ Operations/ BSM

Driving:

POCL Horizon Programme
Programme Management Arrangements

Next Steps

- Input from studies
- Review Roles & Processes in detail
- Review Implementation & BSM in Detail

POCL Horizon Programme
Programme Management Arrangements

Follow-on Steps
Following on from implementation of the preceding Organisation changes, the following would be the next steps :
- Review Programme Management practices within each team across the programme
- Management Plan for each team : Objectives, Terms of Reference, Scope, Assumptions, Risks, Issues, Uncertainties, Plans, Product Breakdown structures
- Test Assumptions and boundaries between teams

Future Steps
Following on from implementation of the preceding Organisation changes, and the 'Next Steps', the following ought to be considered:
- H. fit with Development Directorate
- H. fit with Harnessing Technology Programme Board

POCL Horizon Programme
Programme Management Arrangements

Roles & Responsibilities

POCL Horizon Programme
Programme Management Arrangements

Roles	Existing	New	(*Modified)
• Programme Sponsor	Y*		
• Programme Director	Y*		
• Programme Manager (Development & Delivery)		Y	
• Business Service Management - Director	Y*		
• Business Service Management - Programme Mgr.		Y	
• Dependent Projects - Programme Integration Manager		Y	
• Programme Assurance		Y	
• Stakeholder Liaison/Management		Y	
• Programme Management Office(s) - [P., D/D, BSM]	Y*		
• Release & Stage Management	Y		
• Commercial & Contracts Management		Y	
• Programme Communications Management	Y*		
• Product Assurance	Y*		
• Testing	Y		
• Dev./Delivery PMO and/or BSM - PMO		Y	
• Business Change Management (as Dependent Project)		Y	
• Network Roll-Out	Y*		
— Development) (Training	Y*		
— Roll-out) OR (	Y*		
— Delivery) (	Y*		

POCL Horizon Programme
Programme Management Arrangements

Programme Sponsor

- Support Programme Director in delivery of programme
- Provide advice and guidance on policy and strategy on delivery of programme
- Ensure POCL executives support the delivery of the programme
- Ensure POCL Suppliers are aware of the urgency/scope/plans etc.
- Ensure the Programme Director is effectively delivering the programme
-
-

POCL Horizon Programme
Programme Management Arrangements

Programme Director   CHANGED

- Oversees all aspects of Programme
- Reports to Programme Sponsor, Programme Board, CEC, CASG, Harnessing Technology Programme Board
- Responsible for delivery of all business benefits.
- Responsible for Business Case — *commercial arrangements related to be for*
- Responsible for ensuring the fit of the programme direction with the business strategy and policies
- Advice and guidance on business matters to Programme Managers and Project managers
- Supports Programme Mangers and Project Managers in resolution of programme issues
- Ensures Programme's managers adopt and follow good management practices in delivery of the programme

- *Comms*
- *Stakeholders.*   ' *prog assurance.*

POCL Horizon Programme
Programme Management Arrangements

Programme Manager (Development & Delivery)   NEW

- Manages Development and delivery activities
- Ensures all processes, systems, procedures and infrastructure are developed, tested and rolled out to the POCL business in line with the agreed sponsor plans
- Oversees ICL Pathway on a day to day basis to ensure all contracted services are delivered
- Reports to Programme Director on status of programme development & delivery
- Responsible for Progress, planning, Risk and Issue management on Development and Delivery activities
- Responsible for resource management on POCL development & delivery activities
- Manage Contract with Pathway on day to day basis
-
-

POCL Horizon Programme
Programme Management Arrangements

Business Service Management ~~Director~~ GM .   **CHANGED**

- Oversee Development of POCL Business Service Management arrangements
- Ensure BSM meets the POCL Business requirements, strategy and policies
- Ensure POCL makes the necessary changes to adopt BSM processes and practices as required of Horizon Programme
- Ensure that the necessary operations capability is in place to manage the Service Provider (ICL Pathway)
- Manage the Pathway Service - Monitor Performance, process(review, agree etc.) changes to service and POCL Operational business processes, ensure business continuity, develop continuous improvement processes etc.
- Ensure development of approach to POCL Organisation Change required to support a 'Soft Landing' within POCL and it's network of Post Offices e.g. reconfigure Helplines
- Ensure POCL is aware of need to adopt Conformance Management processes and practices in the overall Service Management capability of POCL
- Establish the PO commercial arrangements for management of internal Service Providers e.g. SSL
- Report to Programme Director on requirements, plans and progress on the BSM Programme
- Ensure good project and programme management practices are adopted on all work areas

POCL Horizon Programme
Programme Management Arrangements

Business Service Management Programme Manager   **NEW**

- Develop and put in place the support arrangement for POCL staff working Horizon processes and systems for Live Trial and national roll-out of the service.
- Develop all POCL B.S.M. business processes, functions, procedures etc. required to support the live Horizon automated service
- Ensure fit of these POCL business processes with Pathway systems
- Develop all Staffing and Organisational capability to utilise and manage the new service and Service Provider - SLAs, Invoicing, Change Control, Performance etc.
- Deliver the POCL Organisation Changes required to support a 'Soft Landing' within POCL and it's network of Post Offices
- Ensure POCL Conformance to the new Horizon processes and procedures
- Support the Acceptance and Release Authorisation Processes as required
- Develop the POCL capability for managing Commercial arrangements of Service Provision with Pathway
- Develop and implement framework for development and delivery of new services, products etc. to market in line with POCL business strategy and requirements

POCL Horizon Programme
Programme Management Arrangements

Dependent Projects - Programme Integration Manager   NEW

- Responsible for ensuring that all dependent projects are identified and are fully integrated with the programme at each stage of the Lifecycle for each release
- Liaise with each development and delivery team to ensure that the dependent projects have been identified
- Ensure that where dependent projects have been identified that all necessary scoping, specification and planning documentation is identified and integrated
- Liaise with each dependent project to ensure that each dependency is fully scoped and supported by necessary documentation, plans, etc.
- Ensure that these dependencies are actively managed and fully integrated within the programme.

POCL Horizon Programme
Programme Management Arrangements

Programme Assurance   NEW

- Reviews progress all areas of programme
- Ensure all areas where work needs to be carried out are identified across the business - scope
- Ensures Programme Management practices are fully adopted across the programme; Ensures common approach and processes between various projects, programmes and programme management offices;
    – Risks are being managed
    – Issues are being closed
    – plans are accurate and up to date
    – right people are being involved

[Note: There is an acknowledged PRINCE role for Assurance of this nature.]

POCL Horizon Programme
Programme Management Arrangements

Stakeholder(Relationship) Management   CHANGED
        (Support Programme Director in above)

- Manage POCL Executive expectations
- Support POCL Executive queries on a day to day basis
- Develop strategy for handling POCL staff Cultural change aspects
- Develop Horizon Communications Strategy and ensure fit with wider business
  Communications Strategy
- Ensure fit with existing POCL Communications policies and mechanisms
- Liaise with BA/CAPS on policy and communications
- Manage relationship with, communications to and requirements of Regional Managers (POCL
  Field Staff etc.)
- Support POCL links with Treasury, Ministers etc. on PFI, Contract, Pathway etc. as
  appropriate
- Support Horizon Programme links with bodies such as NFSP, CWU, Regional Managers etc.

POCL Horizon Programme
Programme Management Arrangements

Programme Management Office   CHANGED

- Planning & Reporting support to Programme
- Quality Assurance across Programme (to be defined)
- Risk & Issue Management across Programme
- Document Control across Programme
- Operate Change Control process across Programme (including all defined
  interfaces)
- Cost Control of POCL Expenditure ?? Fit with Commercial management??

POST OFFICE POCL Horizon Programme
Programme Management Arrangements

Business Service Management PMO   **POSSIBLE NEW**
Development/Delivery PMO

- PMOs as for Programme PMO
-
-
-

POST OFFICE POCL Horizon Programme
Programme Management Arrangements

Release & Stage Management
- Scope Programme Stage & Release schedule; communicate and agree with all participants
- Ensure co-ordinated delivery of all Programme and Project deliverables to each significant event e.g. Release Authorisation, Contract Acceptance
- Ensure all Risks and Issues are resolved by appropriate programme teams
- Manage Stage delivery across the Programme to each Release
- Scope includes
  - All Releases to Contract Acceptance
  - All Stages for each Release
  - Manage Acceptance Process (Contract) detail and Release Authorisation Process; deliver achievement of Acceptance and Release Authorisation
  - Multi benefits may need to be considered as a Release with its own stages for management of delivery purposes

POCL Horizon Programme
Programme Management Arrangements

Commercial & Contracts Management   CHANGES to be
                                                                                        advised

- *Liaise with BA and CAPs on Pathway Contract*
- *Represent Programme to BA and CAPS on Commercial issues*
- *Manage and maintain PFI business Case*
- *Input to POCL on Business Strategy of future changes to Pathway service*
- *Input to POCL Business Planning*

- *Manage joint working with Pathway on new marketing and product development proposals*

POCL Horizon Programme
Programme Management Arrangements

Horizon Communications Management
- Prepare and inform each audience as defined in the Strategy :
    - Horizon Programme Team Members
    - POCL Executives
    - POCL Staff (Regional general mangers, NFSP staff etc.)
    - Outlets (NFSP)
    - Market place (Client & Corporate or personal Customers)
- Develop and approve approach for each audience
- Implement approved Strategy i.e. detail plans, briefings, publications development, review, issue, feedback loops etc.
- Liaison with BA/CAPs on policy and communications
- Liaison with POCL Communications on external Publicity
- Liaison with Business Centres on Client Communications
- Communicate Programme details, approach, status etc. to Regions and all internal POCL stakeholders as appropriate

POCL Horizon Programme
Programme Management Arrangements

Product Assurance (1 of 2)   POSSIBLE CHANGE

Through 'Joint Working' with Pathway, enable the delivery of the contracted service and identify the impacts on the operational environment:

Primary Roles & Accountabilities
- Identify the impacts on the POCL & BA operational environment
- Through liaison with the POCL & BA Requirements Owner & Pathway to broker agreements on the specification of the service
- Provide assurance to the Sponsors that the solution delivered will conform to the Contract and the agreed business design, in respect of:
    - the core business products (APS, BPS, EPOSS), their associated interfaces and their related implementation products (User Documentation, Training Materials etc.)
    - the overarching products (Audit, Help Desk, Accounting & Reconciliation, Migration, POCL Infrastructure etc.)
- Provide assurance to the Sponsors that the Pathway Service Characteristics (Performance, Robustness/Integrity, Security, Service Availability) are fit for purpose
- Provide assurance to the Sponsors that the design parameters of the solution (Data, Infrastructure and Application) are consistent across the entire Programme within BA, POCL & Pathway

POCL Horizon Programme
Programme Management Arrangements

Product Assurance Contd. (2 of 2)   POSSIBLE CHANGE

Primary Roles & Accountabilities contd.
- Ensure that Pathway and its interfacing systems (TIP, Ref. Data, HAPs, ESNS & CAPS) are Year 2000 compliant
- Design, Develop and put the Acceptance Process in place
- Provide assurance that Pathway's proposals to meet the Acceptance Criteria are adequate to comply with Contractual Requirements
- To support Testing Process by:
    - Assuring adequate coverage of test preparation
    - Providing agreement of any proposed design changes
    - Providing agreement to any exclusions proposed against the original solution
- Support the Acceptance and Release Authorisation Processes

??NEW : ENSURE HORIZON/PATHWAY DESIGN FIT WITH POCL BUSINESS PROCESSES, PROCEDURES AND METRICS??

POCL Horizon Programme
Programme Management Arrangements

Testing

- Develop and Maintain Programme Test Strategy with all participants
- Ensure fit of Programme Test Strategy with POCL Testing Strategy and Standards etc. as appropriate
- Ensure Pathway services are tested in accordance with the contract and Test Strategy in order to support both POCL 'Release Authorisation' and POCL/BA 'Acceptance' (Contract Acceptance)
- Ensure that all interfaces (Business and Technical) are tested with POCL and BA to the required standard
- Support the Release Authorisation and Acceptance Processes
- Co-ordinate and deliver the Model Office & End to End Testing
- Ensure that the Model Office & End to End Testing meets the requirements of the Acceptance Process

POCL Horizon Programme
Programme Management Arrangements

Business Change Management (as dependent project)	Outside Programme

- Performance
  - –
  - –

- Benefits
  - –
  - –

- Conformance
  - –
  - –

POCL Horizon Programme
Programme Management Arrangements

Network Roll-Out	Proposed Change - see following

- Develop and deliver all POCL deliverables required to install the new service in each outlet; ensure these are integrated with the Roll-out plans with Pathway and BA; provide appropriate support to Pathway
- Ensure integration of Horizon Implementation with other POCL business initiatives
- Monitor Roll-out progress and report to Horizon and POCL business
- Develop and own the National Plan for Horizon Implementation Resources
- Support the Acceptance and Release Authorisation Processes
- Assure Training Delivery and Training events
- Ensure each outlet meets a predefined set of readiness criteria prior to transfer into live operation
- Ensure POCL and Office managers are aware of their obligations (re. Conformance Management) to support implementation roll-out and subsequent operation of the new service
- Ensure Pathway and POCL feedback on all aspects of Implementation; review and respond as appropriate

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POCL Horizon Programme
Programme Management Arrangements

Implementation Development	OPTION 1 p.1/3

- Training
- Migration
- Reference Data
- Controls & Procedures
- Planning

POCL Horizon Programme
Programme Management Arrangements

Implementation Delivery   OPTION 1 p.2/3

- Training
- Migration (HFSO)
- Field Implementation
- BA Liaison
-
-

POCL Horizon Programme
Programme Management Arrangements

Implementation Control Office and Reporting   OPTION 1 p.3/3

- Manage Roll-out Database
- Roll-out Help Desk
- Reporting to Programme, BA, Pathway, POCL etc.
-

POCL Horizon Programme
Programme Management Arrangements

Training   Option 2 p. 1/4

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-
-

POCL Horizon Programme
Programme Management Arrangements

Field Implementation   Option 2 p. 2/4

-
-
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POST OFFICE POCL Horizon Programme
Programme Management Arrangements

Outlet Migration Option 2 p. 3/4

POST OFFICE POCL Horizon Programme
Programme Management Arrangements

Post Implementation Review Option 2 p. 4/4