



# BT Readiness Framework

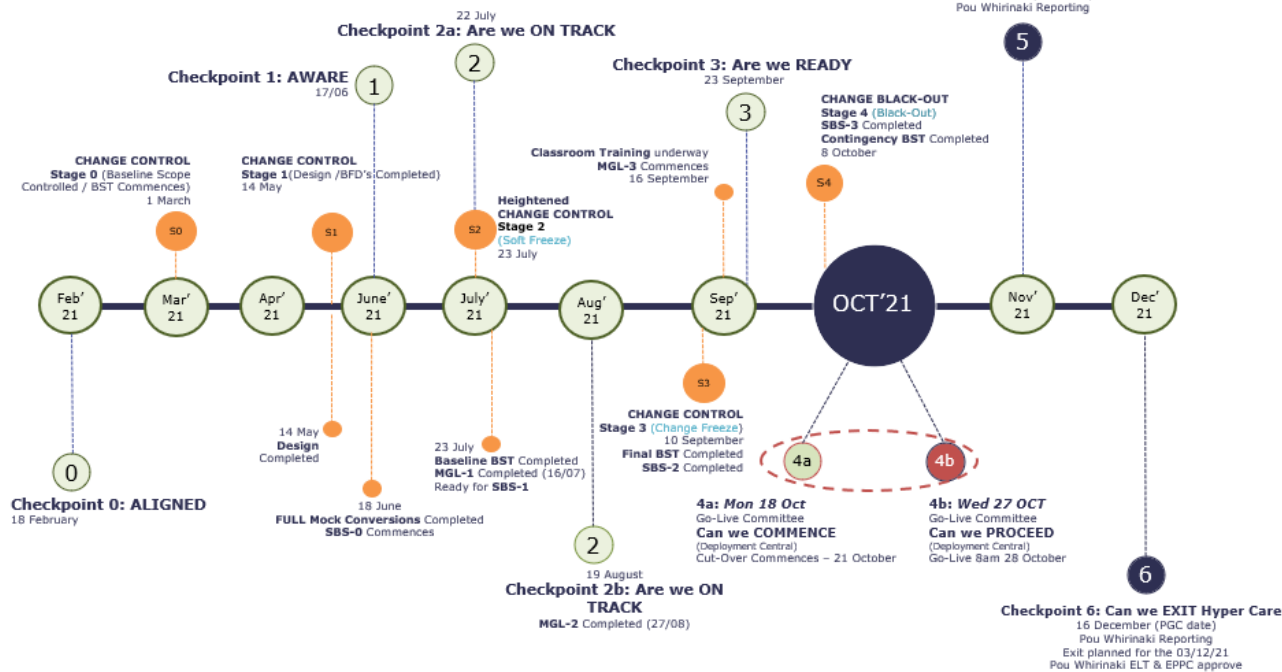
(for Main Releases and Other Initiatives)

V1:00

# Readiness Framework

The **Readiness Framework** is a **decision support tool** designed to provide status & visibility that the release is **"where we planned to be"** at a particular **Checkpoint**.

## Checkpoints



**Readiness** forms part of the BT Deployment Strategy.

The Readiness Framework has been developed to provide a singular approach and framework for stakeholders contributing to readiness assessment and release decision making.

# START Delivery – Main Releases Readiness Framework Overview

- The Readiness Framework provides the structure and purpose for the readiness checklists, assessments and reports used at key checkpoints leading up to and during deployment for the main/major releases of the BT Programme
- The Framework enables the release to assess progress and readiness to move from one stage of the deployment lifecycle to the next.
- Readiness is assessed at each of the checkpoints against a specific set of criteria, with residual risk visible throughout. The size, reach, functional spread and complexity of a release influences the breadth and coverage of the criteria assessed.
- These criteria (or questions) are specific to a checkpoint and release, collectively reflecting the readiness of our Customers, Service Providers, People, Business Units and the Release Delivery team.
- The cumulative impact of prior Releases, other business activity and environmental conditions is assessed.
- The assessment allows for the exception reporting to be tailored for Business Unit, Programme and Customer.
- An Executive Summary is prepared which reports on an exception basis only. Criteria rated red, light red or amber are included, providing information to decision makers on the potential business and/or implementation risk, with visibility of the “go to green” plans and residual risk these hold for the business. Light Amber rated criteria may also be included should these be assessed as required, discretion will be applied.
- There will be an agreed checkpoint timeline and additional checkpoints will be added as required to provide both additional assessment and certainty for decision makers.
- The Enterprise Risk Framework and RAG status definitions are used to provide a consistent, familiar and standard reference.
- Checkpoint dates are aligned with delivery phase gates, scheduled governance meetings, channel shutdown requirements, etc and the method will allow for additional decision meetings to be scheduled as required based on the programme status at the time.
- Note: Readiness for smaller / shorter running initiatives will complete an initiative readiness assessment as part of their go-live preparation which will not include a separate Business, Customer and People readiness component. These assessments will be covered by specific criteria within the Initiative checklist.

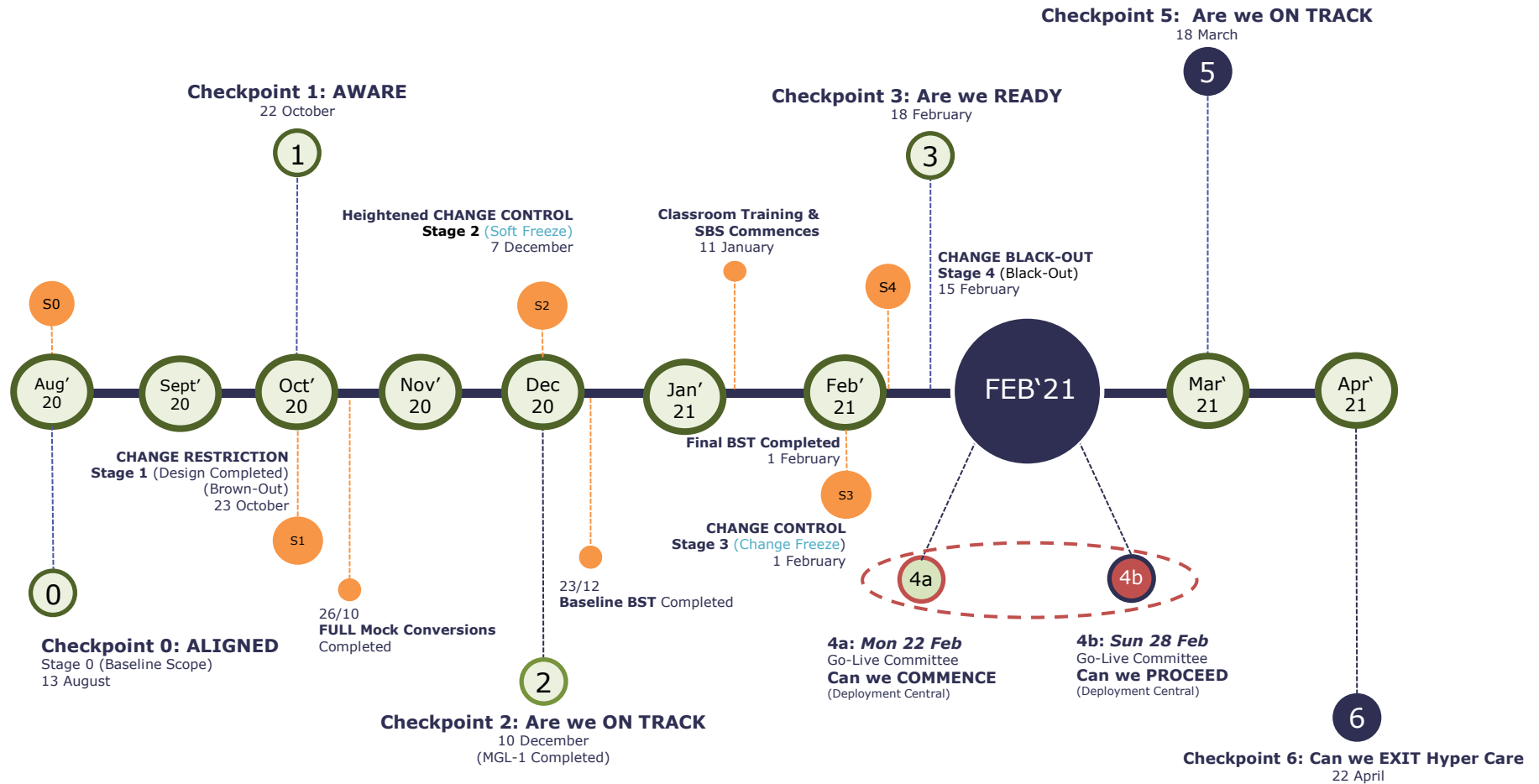
# START Delivery – Other Initiatives Readiness Framework Overview

- The framework provides the structure and purpose for the readiness assessment and reports used at checkpoints during the delivery lifecycle.
- Readiness is assessed against a specific set of criteria (contained in a “master” initiatives readiness checklist), at agreed dates or checkpoints, with both plans to green if applicable and residual risk captured throughout.
- The size, complexity and functional spread of an initiative influences the criteria assessed and the number of checks completed. The checklist is adapted to suit. Criteria are never deleted, rather a column is provided for initiative specific positioning of the criteria – how it applies or does not apply, to the specific initiative.
- Criteria (or questions) are specific to a checkpoint and initiative, collectively reflecting the readiness of the initiative to either commence the deployment (the go/no-go) or proceed from a key stage/control gate to the next.
- The number of checks may vary from the minimum of one (1) check immediately preceding the go-live (the go/no-go) as part of the deployment preparation, to multiple checks leading up to the go-live (the go/no-go) check. The initiative charter will define the approach to be used.
- The cumulative impact of business-as-usual activity, other initiatives, prior initiatives and environmental conditions (e.g., an election, holidays, etc) is also assessed.
- The initiative readiness checklist does not include a separate Business, Customer and People readiness component. These assessments are covered by specific criteria within the initiative readiness checklist.
- There will be an agreed checkpoint timeline, checkpoint dates will be aligned with delivery phase gates, scheduled governance meetings, channel shutdown requirements, etc and the method will allow for additional decision meetings to be scheduled as required based on the initiative status at the time and to provide certainty for decision makers.
- An Executive Summary is prepared which reports on an exception basis only. Criteria rated red, light red or amber are included, providing information to decision makers on the potential business and/or implementation risk, with visibility of the “go to green” plans and residual risk these hold for the business. Light Amber (LA) rated criteria may also be included should these be assessed as required, discretion will be applied.
- The Enterprise Risk Framework and RAG status definitions are used to provide a consistent, familiar and standard reference.

## START Delivery – Readiness Checkpoints

Date	Purpose	What do we check?
Checkpoint 0	<b>Are we ALIGNED?</b>	<ul style="list-style-type: none"> <li>• Scope Confirmed</li> <li>• Framework Aligned</li> <li>• Checkpoints Agreed</li> <li>• Policy Contingency Planning Underway</li> <li>• Deployment Strategy to PGC</li> <li>• Cut-Over Weekend confirmed</li> </ul>
Checkpoint 1	<b>Is everyone AWARE?</b>	<ul style="list-style-type: none"> <li>• Final Scope Baselined</li> <li>• Design and Business Function Definitions have been completed</li> <li>• Build &amp; BST On track,</li> <li>• 2 Full Mock Conversions Completed</li> <li>• Readiness &amp; Performance Metrics in progress</li> <li>• People Capacity Planning underway,</li> <li>• Partners Aware</li> </ul>
Checkpoint 2	<b>Are we ON TRACK?</b>	<ul style="list-style-type: none"> <li>• Base Build Completed / Base BST on track</li> <li>• MGL-1 Completed successfully / Ready to COMMENCE SBS Testing</li> <li>• Change Controls agreed and communicated</li> <li>• Deployment Contingency Plan Accepted</li> <li>• Training Planning, Train the Trainer and Training Pilot Successful</li> <li>• Customers AWARE and are beginning to UNDERSTAND the change</li> <li>• IR People Planning and Preparation ON TRACK</li> <li>• Delivery status of PCR's to be priority assessed for go live criticality</li> </ul>
Checkpoint 3	<b>Are we READY?</b>	<ul style="list-style-type: none"> <li>• Confirmed Go-Live Sequence and Timing / Silent Pre-Deployments can Commence (if required)</li> <li>• Permission to Commence Transition / Deployment Communications Issued</li> <li>• MGL-2 Ready to Commence / Final BST Completed / Training Underway</li> <li>• Operational Performance Metrics agreed</li> <li>• IR People Capacity &amp; Business Continuity Plans in Place</li> <li>• Customers and IR People UNDERSTAND and are GETTING READY for the change</li> <li>• Delegate 4a &amp; 4b to Go Live Committee</li> <li>• Customers and IR Staff are READY</li> <li>• Invoke CHANGE FREEZE</li> </ul>
Checkpoint 4a	<b>Can we COMMENCE?</b>	<ul style="list-style-type: none"> <li>• Ready to commence Shutdown and Initiate Cutover</li> <li>• All checks successful and we understand residual risks</li> </ul>
Checkpoint 4b	<b>Can we PROCEED?</b>	<ul style="list-style-type: none"> <li>• Cut-Over completed</li> <li>• BPIV completed</li> <li>• Business and Technical Support teams and processes in place</li> <li>• Ready to GO / Go-No-Go Decision</li> <li>• We can Open the Channels</li> </ul>
Checkpoint 5	<b>Are we ON TRACK?</b>	<ul style="list-style-type: none"> <li>• ELS Progress Check</li> <li>• Customers &amp; Business Adoption Check</li> <li>• Executive Dashboard Report</li> </ul>
Checkpoint 6	<b>Can we EXIT Hyper Care?</b>	

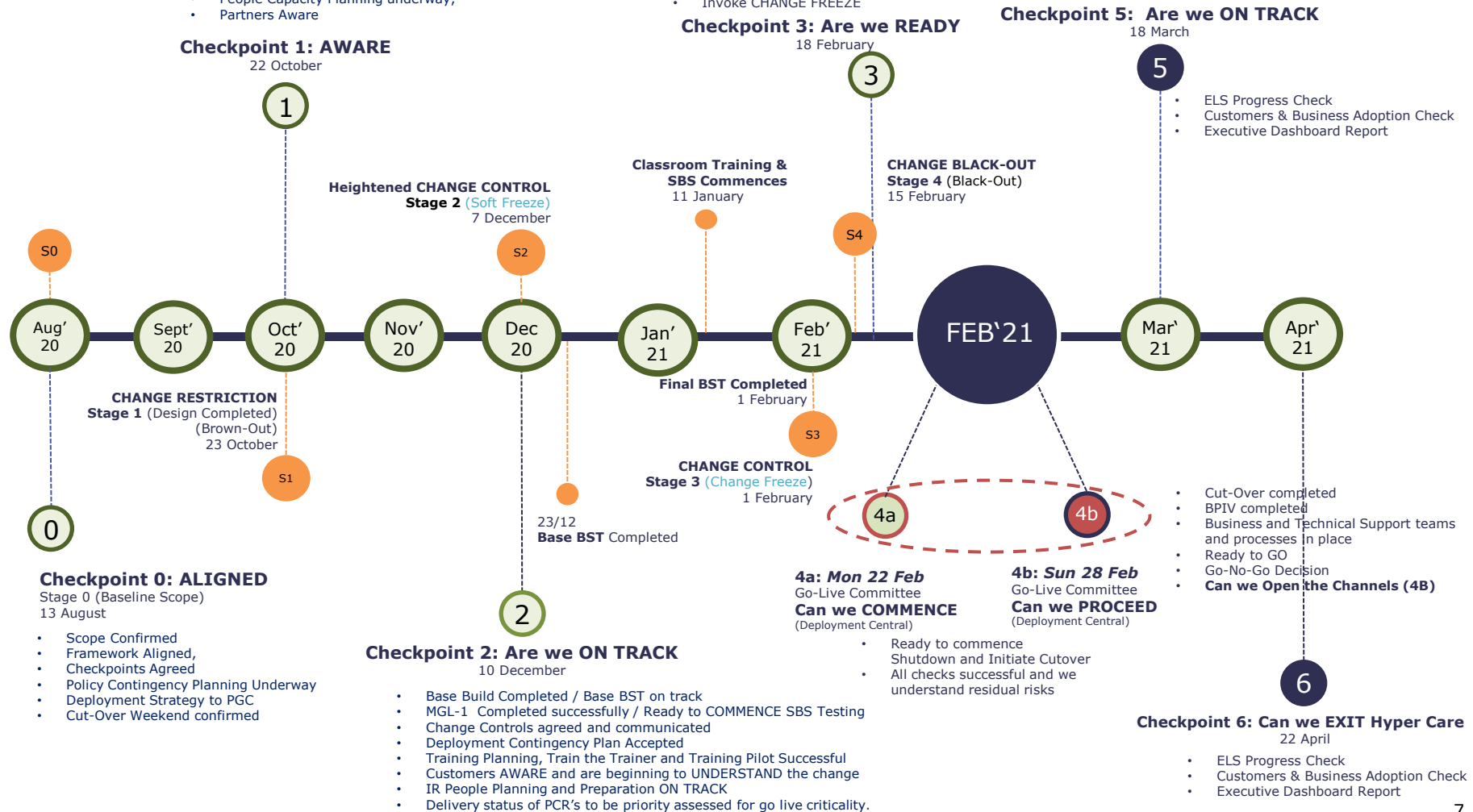
# Key Dates – START Delivery – Release 1



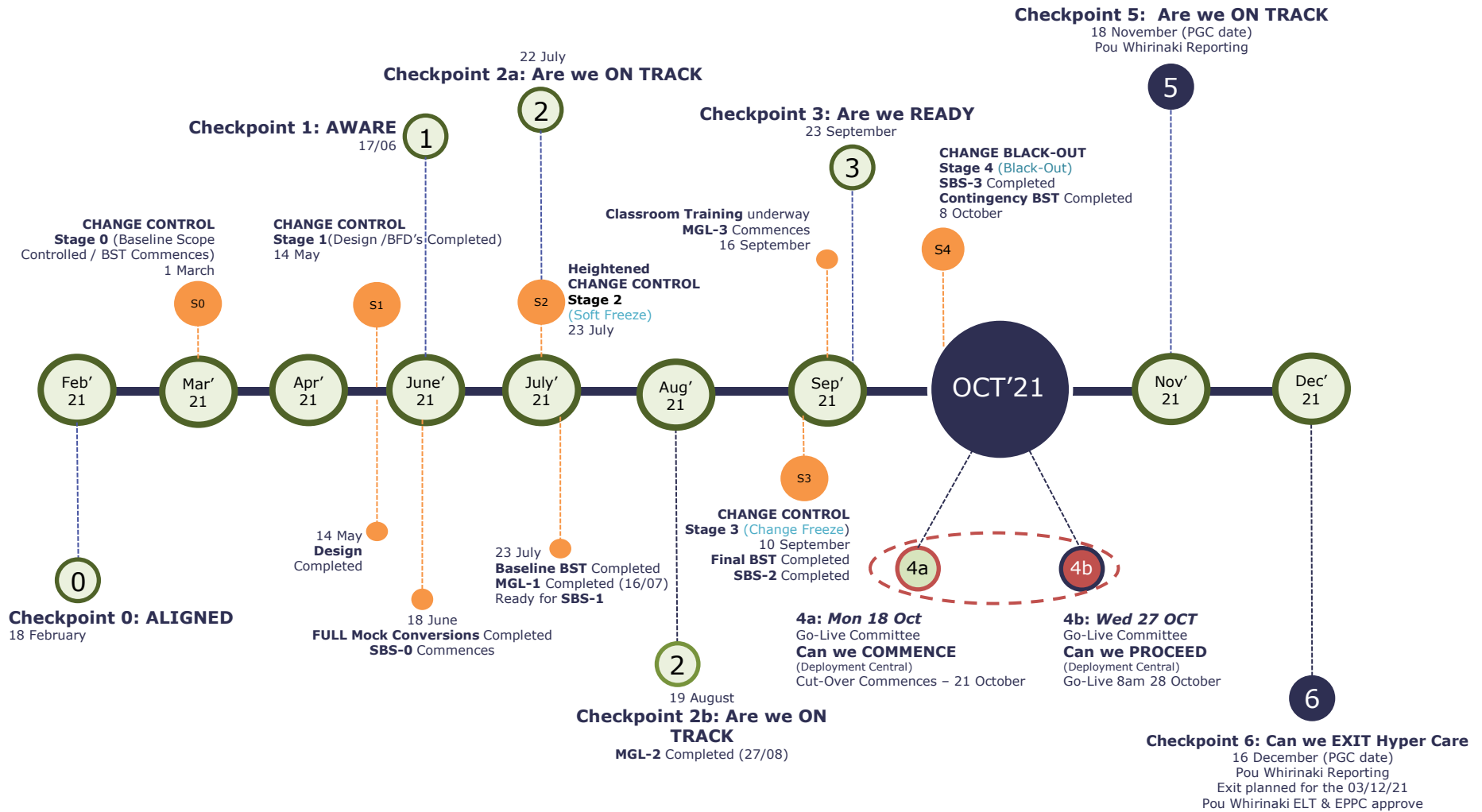
# Key Dates & Check Detail – START Delivery – Release 1

- Final Scope baselined
- Design and Business Function Definitions have been completed
- Build & BST On track,
- 2 Full Mock Conversions Completed (26/10)
- Readiness & Performance Metrics in progress
- People Capacity Planning underway,
- Partners Aware

- Confirmed Go-Live Sequence and Timing / Silent Pre-Deployments can Commence (if required)
- Permission to Commence Transition / Deployment Communications Issued
- MGL-2 Ready to Commence / Final BST Completed / Training Underway
- Operational Performance Metrics agreed
- IR People Capacity & Business Continuity Plans in Place
- Customers and IR People UNDERSTAND and are GETTING READY for the change
- Delegate 4a & 4b to Go Live Committee
- Customers and IR Staff are READY
- Invoke CHANGE FREEZE



# Key Dates – START Delivery – Release 2







# Change Control

## START Delivery – Release 1 and 2

## START Delivery - Workstream 1 - Release 1 (S4.1.R1)

Date	Stage	Purpose	What does this mean?
			<p>The Change Restriction Period is the period where any <u>new change</u> introduced to the IR Enterprise Controls List and to the Non-Production and Production Environments must follow the defined process. For the avoidance of doubt this Change Restriction relates to <u>any/all change</u> being introduced to the test (non-production) and live (production) environments.</p>
13/08/2020	Stage 0	Scope Controlled	<b>BASELINE SCOPE</b> under CHANGE CONTROL, changes to scope require a PCR
23/10/2020	Stage 1	<b>Change Restriction</b> CHANGE VISIBILITY IN PLACE (CHANGE BROWN OUT)	<b>Design under Change Control:</b> <ul style="list-style-type: none"> <li>Design and Business Function Definitions have been completed</li> <li>Design Authority now endorses any design change</li> <li>All design decisions are now also assessed for impact and feasibility to be delivered (designed, built and tested) by the (10/12),if not a PCR is required</li> </ul>
07/12/2020	Stage 2	<b>Heightened Change</b> (CHANGE SOFT FREEZE)	<b>APPROVED Change ONLY:</b> Enterprise-Wide Change Awareness – ONLY the following progressed: <ul style="list-style-type: none"> <li>Inflight Major Change and Releases as per the Enterprise Release Schedule</li> <li>Standard (pre-approved) Change, Service Requests and Cyclic Calendar Events</li> <li>Pre-approved Planned Maintenance and Major incident</li> <li>BT Deployment review ALL change to ensure no contention</li> <li>NO further BSI Cases unless legislative or business urgent</li> <li>Commences once MGL-1 Completed successfully / Ready to COMMENCE SBS Testing</li> </ul>
10/12/2019		<b>Health Check</b> ARE WE ON TRACK?	Are we where we expect to be? BST and Development Verification Testing (DVT) 80% complete for Duties and Foreign Trusts and 60% complete for Unclaimed Monies (UCM)and Paid Parental Leave (PPL) <ul style="list-style-type: none"> <li>100% for all products by 29/01/21</li> </ul>
01/02/21 <small>(subject to change)</small>	Stage 3	<b>Change Control</b> (CHANGE FREEZE)	<b>NO CHANGE</b> to the QUAL & PROD environments with exclusion of : <ul style="list-style-type: none"> <li>BT Prioritised issues remediation resulting from SBS and PROD Major Incident/s</li> <li>Enterprise-Wide Prioritised Change by exception only</li> <li>DAILY NPE CAB – ongoing until end of ELS Hyper-Care / CAB membership extended to include <u>BT Deployment and Test Leads</u>.</li> <li>Commences as MGL-2 commences / Final BST Completed</li> </ul>
15/02/2021 <small>(subject to change)</small>	Stage 4	<b>Change Black-Out</b> (CHANGE BLACK-OUT)	<b>NO CHANGE</b> progressed to QUAL or PROD - QUAL HARD Freeze, with the exclusion of: <ul style="list-style-type: none"> <li>P1/P2 START and Major Incident fixes</li> <li>Letters and Reports Defect fixes</li> <li>All changes to the Production <b>and</b> Non-Production environments reviewed by the NPE CAB.</li> <li>BT Architecture Lead and BT Release Delivery Manager join NPE CAB</li> <li>Commences AFTER SBS-2 COMPLETED</li> </ul>

## START Delivery - Workstream 1 - Release 2 (S4.1.R2)

Date	Stage	Purpose	What does this mean?
			<p>The Change Restriction Period is the period where any <u>new change</u> introduced to the IR Enterprise Controls List and to the Non-Production and Production Environments must follow the defined process. For the avoidance of doubt this Change Restriction relates to <u>any/all change</u> being introduced to the test (non-production) and live (production) environments.</p>
01/03/2021	Stage 0	Scope Controlled	<b>BASELINE SCOPE</b> under CHANGE CONTROL, changes to scope require a PCR
14/05/2021	Stage 1	<b>Change Restriction</b> CHANGE VISIBILITY IN PLACE (CHANGE BROWN OUT)	<b>Design under Change Control:</b> <ul style="list-style-type: none"> <li>Design and Business Function Definitions have been completed</li> <li>Design Authority now endorses any design change</li> <li>All design decisions are now also assessed for impact and feasibility to be delivered (designed, built and tested) by the (dd/mm), if not a PCR is required</li> </ul>
23/07/2021	Stage 2	<b>Heightened Change</b> (CHANGE SOFT FREEZE)	<b>APPROVED Change ONLY:</b> Enterprise-Wide Change Awareness – ONLY the following progressed: <ul style="list-style-type: none"> <li>Inflight Major Change and Releases as per the Enterprise Release Schedule</li> <li>Standard (pre-approved) Change, Service Requests and Cyclic Calendar Events</li> <li>Pre-approved Planned Maintenance and Major incident</li> <li>BT Deployment review ALL change to ensure no contention</li> <li>NO further BSI Cases unless legislative or business urgent</li> <li>Commences once MGL-1 is COMPLETED/ Ready to COMMENCE SBS Testing</li> </ul>
19/08/2021		<b>Health Check</b> ARE WE ON TRACK?	Are we where we expect to be? <ul style="list-style-type: none"> <li>BST and Development Verification Testing 100% for all products by 03/09/21</li> </ul>
03/09/2021 <small>(subject to change)</small>	Stage 3	<b>Change Control</b> (CHANGE FREEZE)	<b>NO CHANGE</b> to the QUAL & PROD environments with exclusion of : <ul style="list-style-type: none"> <li>BT Prioritised issues remediation resulting from SBS and PROD Major Incident/s</li> <li>Enterprise-Wide Prioritised Change by exception only</li> <li>DAILY NPE CAB – ongoing until end of ELS Hyper-Care / CAB membership extended to include <u>BT Deployment and Test Leads</u>.</li> <li>Commences as SBS-2 COMPLETED /MGL-3 ready to commence / Final BST Completed</li> </ul>
01/10/2021 <small>(subject to change)</small>	Stage 4	<b>Change Black-Out</b> (CHANGE BLACK-OUT)	<b>NO CHANGE</b> progressed to QUAL or PROD - QUAL HARD Freeze, with the exclusion of: <ul style="list-style-type: none"> <li>P1/P2 START and Major Incident fixes</li> <li>Letters and Reports Defect fixes</li> <li>All changes to the Production <b>and</b> Non-Production environments reviewed by the NPE CAB.</li> <li>BT Architecture Lead and BT Release Delivery Manager join NPE CAB</li> <li>Commences AFTER SBS-3 COMPLETED</li> </ul>



# Assessment & Reporting Schedule



## S4.1.R1 Checkpoints Timeframes



Checkpoint	Issue Checklist (Start review)	Assessment Completed (Start to build report)	Draft Report (Assessment completed)	Submit Report (Post leads review)	Present Report (PGC)
	Monday	Wednesday	Friday	Monday	Thursday
<b>0</b>	13 August 20	<i>No Report – Internal Release check based on release reporting</i>			
<b>1</b>	12 October 20	14/10/20	16/10/20	<b>19/10/20</b>	<b>22/10/20</b>
<b>2</b>	30 November 20	02/12/20	05/12/20	<b>07/12/20</b>	<b>10/12/20</b>
<b>3</b>	9 February 21	10/02/21	12/02/21	<b>15/02/21</b>	<b>18/02/21</b>
<b>4a</b>				<b>22 February</b>	<i>Meetings Run by Deployment Team, attended by Go-Live Committee</i>
<b>4b</b>				<b>28 February</b>	
<b>5</b>	18 March	Pou Whirinaki / Early Life Support team reporting used			
<b>6</b>	22 April	Pou Whirinaki / Early Life Support team reporting used			



## S4.1.R2 Checkpoints Timeframes



Checkpoint	Issue Checklist (Start review)	Assessment Completed (Start to build report)	Draft Report (Assessment completed)	Submit Report (Post leads review)	Present Report (PGC)
	Monday	Wednesday	Friday	Monday	Thursday
<b>0</b>	<b>18 February 2021</b>	<i>No Report – Internal Release check based on release reporting</i>			
<b>1</b>	8 June 2021	9 June 2021	11 June 2021	<b>14 June 2021</b>	<b>17 June 21</b>
<b>2a</b>	12 July 2021	14 July 2021	16 July 2021	<b>19 July 2021</b>	<b>22 July 21</b>
<b>2b</b>	9 August 2021	11 August 2021	13 August 2021	<b>16 Aug 2021</b>	<b>19 Aug 21</b>
<b>3</b>	13 September 2021	15 September 2021	17 September 2021	<b>20 Sept 2021</b>	<b>23 Sept 21</b>
<b>4a</b>				<b>18 October</b>	<i>Date's tbc Meetings Run by Deployment Team, attended by Go-Live Committee</i>
<b>4b</b>				<b>27 October</b>	
<b>5</b>	<b>18 November 2021</b>	<b>Handed over to BAU - Pou Whirinaki Support team reporting used</b>			
<b>6</b>	<b>16 December 2021</b>	<b>Handed over to BAU - Pou Whirinaki Support team reporting used</b>			



# Readiness Reporting

# Four Major Areas of Readiness Reporting

## READINESS AREA

## Notify / Promote / Educate / Manage

## SUPPORTING INTERACTIONS

Customer

Do our customers know what is changing?  
Do our customers understand the changes?  
Do our customers understand the new services?  
Are our customers ready to use the service changes?

(Individuals, Corporates, Small and Medium Enterprises (SME), Not for Profits)

Partner

Do our service providers understand the changes?  
Are our service providers ready to use the new services?  
Are our service providers ready to support the service changes?

(Tax Agents, Bookkeepers, Service Providers, Software Developers, Government Departments)

Business Unit

Are our people and business units ready to receive and deliver the service changes?  
Can we measure & report business performance post go-live?  
Do we have the people we need to manage the transition?

Programme

Does the solution meet the agreed scope, design requirements and quality standards?  
Are we ready to support the change?  
Can the transition /deployment be achieved within the agreed window at an acceptable level of quality and certainty?

### Impact

Build a quantifiable understanding of change

- Understand scope and features
- Conduct initial assessment
- Gather metrics and volumes
- Perform detailed impact assessment
- Communicate and test with key stakeholders

### Readiness

Prioritise and deliver focused engagement based upon the service each customer utilises

- Identify priorities
- Define success factors and key measures
- Develop readiness approach
- Execute engagement approach
- Communicate and test with key stakeholders

- **DISCOVER:** What is considered an acceptable sample size of customers?
- **DESCRIBE:** What does good look like for the customer?
- **MEASURE:** How do we measure the success?  
• What is the minimum target for success?
- **SUSTAIN:** When do track each measure and what are the incremental targets?

**Supported by:** Customer & Service Provider Awareness, Customer & Service Readiness Framework  
Customer Impact Assessment & Change Approach

\* As applied to all readiness areas: What is the cumulative impact of prior Releases, other business activity and environmental conditions?

**What needs to ready? -** People Capability, Operational Readiness, Performance, Planning, Work on hand, Co-existence, Business Continuity (BCP), Crown Accounting and Business Risk, People Readiness surveys and pulse checks.

**Supported by:** Stakeholder Management Plan & Communications Plans, Surveys, Risk Registers, Operational Plans, Training Attendance, Coexistence Plans

**What needs to ready? -** START, START reporting and Heritage Coexistence Solutions, Digital Ecosystem and Customer Services solutions, Content, Data Cleansing & Conversion, Tax Policy, New Services Platform and Environments, Testing Services, Customer Contact Centre, Release OCMT, Deployment and Early Life Support

**Supported by:** Workstream Schedules, Block Plans, Detailed Tracking Registers, Testing Strategy & Plan, Enterprise Change Management Strategy & Plan, Certification and Assurance, BPIV, Release Exit Processes

## WHAT DOES READY LOOK LIKE?



# Contributing to checkpoint assessments

## Checkpoint 1

- Programme (workstream) and
- Business Unit

## Checkpoint 2a

- Programme (workstream)
- Business Unit,
- People and Customer readiness approach i.e., what's planned

## Checkpoint 2b

- Programme (workstream),
- Business Unit,
- People, and
- Customer

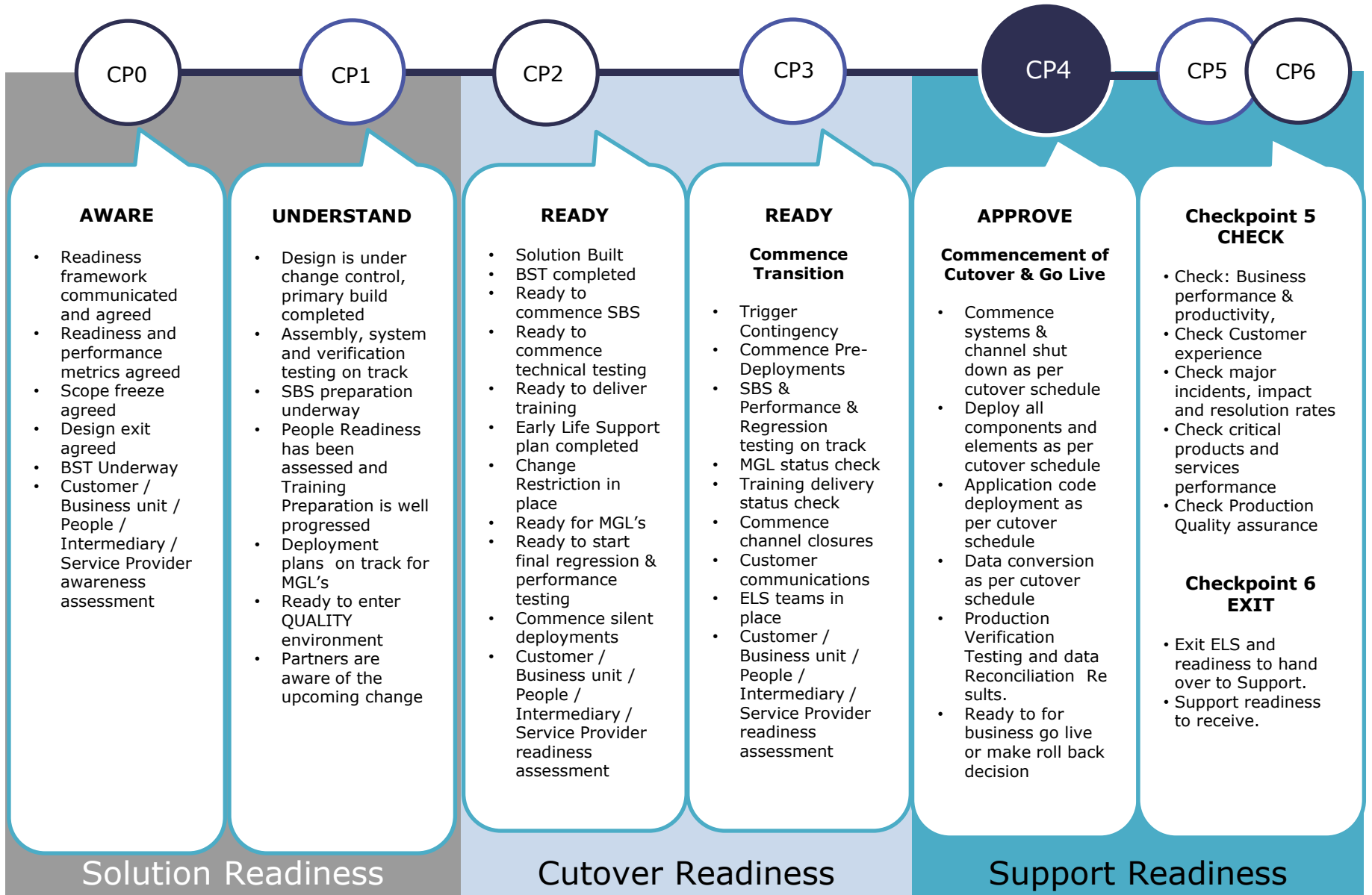
## Checkpoint 3 -

- Programme (workstream),
- Business Unit,
- People, and
- Customer

## Checkpoint 4a

- Programme (workstream),
- Business Unit,
- People, and
- Customer

# Purpose of Release Readiness Checkpoints: Programme



- Readiness framework communicated and agreed
- Readiness and performance metrics agreed
- Scope freeze agreed
- Design exit agreed
- BST Underway
- Customer / Business unit / People / Intermediary / Service Provider awareness assessment

- Design is under change control, primary build completed
- Assembly, system and verification testing on track
- SBS preparation underway
- People Readiness has been assessed and Training Preparation is well progressed
- Deployment plans on track for MGL's
- Ready to enter QUALITY environment
- Partners are aware of the upcoming change

- Solution Built
- BST completed
- Ready to commence SBS
- Ready to commence technical testing
- Ready to deliver training
- Early Life Support plan completed
- Change Restriction in place
- Ready for MGL's
- Ready to start final regression & performance testing
- Commence silent deployments
- Customer / Business unit / People / Intermediary / Service Provider readiness assessment

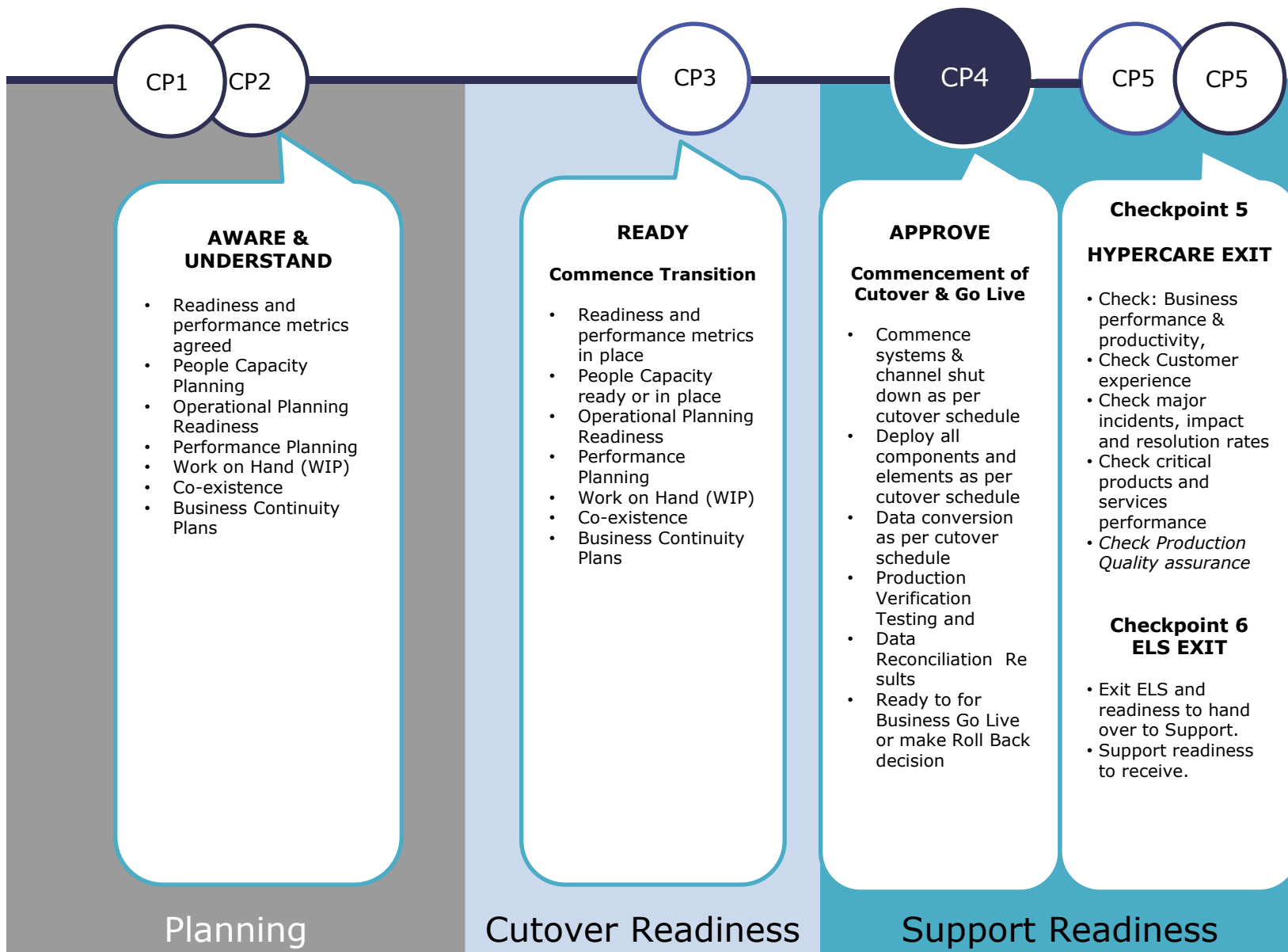
- Trigger Contingency
- Commence Pre-Deployments
- SBS & Performance & Regression testing on track
- MGL status check
- Training delivery status check
- Commence channel closures
- Customer communications in place
- ELS teams in place
- Customer / Business unit / People / Intermediary / Service Provider readiness assessment

- Commence systems & channel shut down as per cutover schedule
- Deploy all components and elements as per cutover schedule
- Application code deployment as per cutover schedule
- Data conversion as per cutover schedule
- Production Verification Testing and data Reconciliation Results.
- Ready to for business go live or make roll back decision

- Check: Business performance & productivity,
- Check Customer experience
- Check major incidents, impact and resolution rates
- Check critical products and services performance
- Check Production Quality assurance

- Exit ELS and readiness to hand over to Support.
- Support readiness to receive.

# Purpose of Business Readiness Checkpoints: Business Units



# Customer Readiness Summary

- The Customer Readiness Assessment is one component of the overall Readiness Framework and has been updated to reflect lessons from prior releases and scaled to reflect the requirements of the current stage and scope.
- Customer readiness determines “where we expect customers and third parties to be” measured via readiness criteria at each checkpoint. Readiness will vary by product and customer segment to recognise when the change needs to land with the customer, i.e., some readiness criteria extend beyond go-live.
- Members of the External Stakeholder Engagement working group will review and endorse the assessment for each checkpoint, including go to green plans where required. Customer segment leads will also review and provide feedback of the high-level assessment against criteria based on “where we expect to be” for each checkpoint.

## What’s different this release?

Given the targeted customer groups impacted and smaller scale of the releases and initiatives in Stage 4:

- No customer insight research is being conducted to inform the readiness assessment or marketing effectiveness, although this will be conducted for S4-1-R2 (child support and upgrading myIR to version 12).
- Customer interaction testing of myIR will be reviewed and considered.
- Customer readiness will be assessed against agreed criteria as reported by Community Compliance, Account Managers, Product Owners, Digital Ecosystem Team and others based on their interactions with customers and stakeholders using the risk RAG ratings detailed overleaf.

## Components of the Customer Readiness Assessment

- Utilise metrics and data already collected including those relating to marketing & communications activities, for example, reach of direct mail, social media and advertising.
- Reports via Account Managers (Account Managers, External Relationship Managers, Community Compliance and Significant Enterprises) against specific criteria on the readiness status of the customers, intermediaries and service partners they engage with.
- Insights from Customer Design Validation into customers’ expectations of e-Services, including ease of use.
- Assessment of known risks and issues.

# Customer Readiness Reporting

At checkpoint 2 and 3, customer readiness reporting provides the information required to satisfy the needs of the target audience to enable decision making e.g., customer readiness will be assessed by product and defined customer sub-segment.

## Checklist >

Specific readiness criteria relevant for each checkpoint, agreed by the External Stakeholder Engagement working group.

## Assess >

Conduct assessment of evidence against the criteria for each Product before each checkpoint, including reasons if not green and go-to-green plan.

Confirm assessment with the External Stakeholder Engagement working group and relevant Segment Leads.

ID	No.	Criteria	Date	Assessed By	Assessed On	Checkpoint 1	Reason for the status NOT GREEN	Go To Green Plan (Activities underway)	Residual Risk (Probability, Impact, Frequency, Time to Contingency)	Residual Owner
1	48	Business Readiness Report (BRDR) complete	20-02-18	Neil Gange	20-02-18	GREEN	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	50	Customer Change Management Plan	20-02-18	Neil Gange	20-02-18	GREEN	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	51	Business Readiness Report (BRDR) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	52	Customer Change Management Plan (CCMP) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	53	Defect resolution and closure process established	20-02-18	Neil Gange	20-02-18	GREEN	Establish defect resolution and closure process.	Establish defect resolution and closure process.	None	Neil Gange
1	54	Business Readiness Report (BRDR) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	55	Customer Change Management Plan (CCMP) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	56	Defect resolution and closure process established	20-02-18	Neil Gange	20-02-18	GREEN	Establish defect resolution and closure process.	Establish defect resolution and closure process.	None	Neil Gange
1	57	Business Readiness Report (BRDR) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	58	Customer Change Management Plan (CCMP) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Customer Change Management Plan (CCMP) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange
1	59	Defect resolution and closure process established	20-02-18	Neil Gange	20-02-18	GREEN	Establish defect resolution and closure process.	Establish defect resolution and closure process.	None	Neil Gange
1	60	Business Readiness Report (BRDR) complete and approved by the External Stakeholder Engagement working group	20-02-18	Neil Gange	20-02-18	GREEN	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	Complete Business Readiness Report (BRDR) and ensure it is approved by the External Stakeholder Engagement working group.	None	Neil Gange

## Report

Summarise the point-in-time customer readiness assessment for each product, showing the RAG status, rationale and residual risk.

It is important that to identify the "so what". This allows the time to rectify prior to Go Live, or to ensure that we "know what we are up against" should it be a high-risk area. This information also feeds into contingency and Early Life Support planning.

For any criteria indicating Light Amber to Red report on:

- Reason for not being Green
- The Go to Green plan i.e., what activities are underway or planned to address reasons for not being green
- The residual risk if the status does not change, or deteriorates (using the Enterprise Risk Framework)

## Frameworks are used to define Current Status and Residual Risk

Key	Red	Light Red	Amber	Light Amber	Light Green	Green	
<b>Headline</b>	Highly problematic	Problematic	Problematic	Problematic in defined areas	Not problematic	Not problematic	
<b>Business Readiness Assessment</b>	On critical path and currently predicted that it is not possible to recover to be ready on time. It will almost certainly lead to missing the go-live date and in the most serious cases influence a decision to postpone the go-live.	Currently not on target to succeed and on the critical path. It needs focused attention & active management to ensure that the due date is met.	Not on target to succeed, requires active management to get back on track. With support, focus and the appropriate mitigation this will not impact the critical path.	Is deviating from target in some specific but non-critical areas, it's under active management and is showing signs of heading to green.	Generally on target but needs some minor management attention and/or assistance to be completed within due date	On track and likely to be delivered on time. Can be managed without intervention on a day to day basis.	On track and likely to be delivered on time. Can be managed without intervention on a day to day basis.

## Enterprise Risk Framework

LIKELIHOOD	CONSEQUENCE				
	Minimal	Minor	Moderate	Major	Severe
Almost Certain	Low	Medium	High	Very High	Extreme
Highly Likely	Low	Medium	High	Very High	Extreme
Medium	Negligible	Low	Medium	High	Very High
Low	Negligible	Negligible	Low	Medium	High
Rare	Negligible	Negligible	Low	Medium	High

Assessed By	Reported By	Current Status	Reasons for the status NOT GREEN	Go To Green Plan (Activities underway)	Business/Customer Risk at Go-Live	Residual Risk
Jonathan Pickard / Po Ki Ho	Sundar Thangaraj	A	1/2/1 - Workstream performance tests have been completed and their results are being reviewed. The end to end performance test continues per plan to complete by 11/2/18. Full Day Simulation (24/7)	1/2/1 - The team is progressing with performance tests per plan and has daily DMS to cover both test progress and environment availability to support the test team.	1/2/1 - The late completion of the performance tests due to RIE and workload testing means it is likely any remedial to low rating (severity 3 or 4) defects will not be fixed or re-tested before go-live. It is possible these lower severity defects will cause minor customer experience impacts, such as 20-hour response time degradation via Call Centre to START or via email.	Medium (Probable/Minor)
Jonathan Pickard / Po Ki Ho	Defei Kristen	A	1/2/1 - Core tax UK is scheduled for 1/2/1 and is on track to finish on 2/2/1. All UK DR has a target completion of 2/2/1 ensuring this is on track with appropriate process at ERM (20/1). This is also dependent on the Core Tax DR having no unresolved P1/P2 defects prior to the All UK DR.	1/2/1 - Core tax will have its single unit test on 1/2/1. In addition, a UK working group will complete Dns with representatives from each workstream ( stakeholder group) to streamline approvals and decision making on DR design and test execution.	1/2/1 - Core functional testing will only complete on 20-Jan, any late completion of testing to either correctness or full data use as part of defect fixes could impact the UK procedure and test. This means these changes will not be re-tested prior to Go-Live due to time constraint.	Medium (Likely/Minor)

# People Readiness Summary

- The People Readiness Assessment is one component of the Readiness Framework. It assesses sentiment and the comfort levels of our people about the change coming i.e., "their hearts and minds". It is a component of business readiness which includes criteria about how people are feeling in general, with business readiness also including environmental criteria such as work on hand levels, burndown work, planning activities, prioritisation, recruitment activities, contingency plans and so forth.
- Using lessons learned from previous releases, people readiness will still be assessed through in-person discussions and team surveys which enable valuable insight to be gathered from those directly impacted and allow themes to emerge quickly.
- The assessment will be scaled to reflect the requirements of Stage 4, release 1, release 2 and other scope.
- CCS Segment leads will review and provide feedback of the high-level assessment as part of the people and business readiness criteria for each checkpoint.
- In addition to the report that goes to PGC, the results of the people readiness assessment will be shared with CCS Segment, Group and Team Leads to assist with their implementation planning.

## Components of the People Readiness Assessment Approach

- "Close up" team interviews which are 30 minute discussions with the highly impacted teams using open ended questions to tease out themes and insights. Utilised mainly for those in Change Group A.
- Team Surveys which are 6-7 minute surveys completed by the Team Lead following a team discussion based on a set of provided questions to assess the team's current level of awareness, understanding and readiness. Utilised for those in Change Group A and B).
- Pulse Check Surveys which takes 1-2 minutes completed by a random sample of people from across the organisation to assess levels of awareness and understanding before go-live. Utilised for those in Change Group B and C).
- Training uptake and insights (when training has commenced).

# Business Readiness Exception Reporting

At each Checkpoint Business Readiness reporting provides the information required to satisfy the needs of the target audience to enable decision making.

**Detail Checklist** - containing specific readiness criteria relevant for each checkpoint

## Executive Exceptions detail

- Reason not Green
- Go to Green Plan
- Business / Customer Risk at Go Live
- Residual Risk

## BRAC 3a Exception Status: Programme

Assessed By	Reported By	Current Status	Reasons for the status NOT GREEN?	Go To Green Plan (Activities underway)	Business/Customer Risk at Go-Live	Residual Risk
Jonathan Pickard / Po Ki Ho	Sundar Thangaraj	A	18/1 - Workstream performance tests have been completed and their results are being reviewed. The end to end performance test continues per plan to complete by - Single Channel (19/1) - Full / Combined Channel (23/1) - Full Day Simulation (24/1)	18/1 - The team is progressing with performance tests per plan and has daily DMS to cover both test progress and environment availability to support the test team.	18/1 - The late completion of the performance tests due to BCP and workstream testing means it is likely any medium to low rating (severity 3 or 4) defects will not be fixed or re-tested before Go Live. It is possible these lower severity defects will cause minor customer experience impacts, such as ad-hoc response time degradation via Call Centre to START or via MYIR.	Medium  (Possible / Minor)
	Detlef Kristen	A	18/1 - CoreTax DR is scheduled for 19/1 and is on track to finish on 20/1. All Unit DR has a target completion of 26/1 (morning) - this is on track with approval to proceed at ECRB (20/1). This is also dependent on the CoreTax DR having no unresolved P1/P2 defects prior to the All Unit DR.	12/1 - CoreTax will have its single unit DR on 19/1. In addition, a DR working group was setup since Dec with representatives from each workstreams (stakeholder group) to streamline approvals and decision making on DR design and test execution.	18/1 - Since functional testing will only complete on 20-Jan, any late configuration changes to either connectivity or infrastructure as part of defect fixes could impact the DR procedure and test. This means these changes will not be re-tested prior to Go Live due to time constraint	Medium  (Likely / Minor)

A "point in time" assessment is made for each criteria at each Checkpoint. For those criteria indicating Light Amber - Red status "exceptions" the following details are collected:

- Reason for not being Green
- The "go to green" plan (i.e. what activities are planned / underway to address reasons for not being Green)
- The risk to the organisation (business, customers etc) if status does not change (using the Enterprise Risk Framework)

It is important that to identify the "so what". This allows the time to rectify prior to Go Live, or to ensure that we "know what we are up against" should it be a high-risk area. This information also feeds into our contingency planning - so where possible high-risk areas have a contingency plan developed well ahead of Go Live.

**Frameworks** are used to define Current Status and Residual Risk

Key	Red	Light Red	Amber	Light Amber	Light Green	Green	
<b>Headline</b>	Highly problematic	Problematic	Problematic	Problematic in defined areas	Not problematic	Not problematic	
<b>Business Readiness Assessment</b>	On critical path and currently predicted that it is not possible to recover to be ready on time. It will almost certainly lead to missing the go-live date and in the most serious cases influence a decision to postpone the go-live.	Currently not on target to succeed and on the critical path. It needs focussed attention & active management to ensure that the due date is met.	Not on target to succeed, requires active management to get back on track. With support, focus and the appropriate mitigation this will not impact the critical path.	Is deviating from target in some specific but non-critical areas, it's under active management and is showing signs of heading to green.	Generally on target but needs some minor management attention and/or assistance to be completed within due date	On track and likely to be delivered on time. Can be managed without intervention on a day to day basis.	

Enterprise Risk Framework

	Minimal	Minor	Moderate	Major	Severe	
Almost Certain	Low	Medium	High	Very High	Extreme	
Likely	Low	Medium	High	Very High	Extreme	
Possible	Low	Medium	High	Very High	Extreme	
Unlikely	Negligible	Low	Medium	High	Very High	
Rare	Negligible	Negligible	Low	Medium	High	
	CONSEQUENCE					

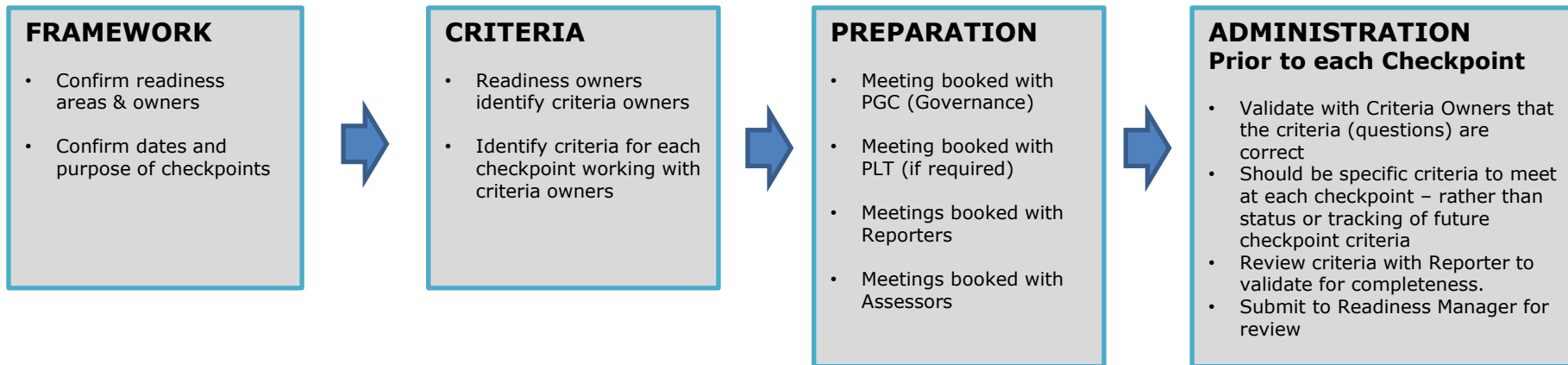
## Executive Summary

Summary - Checkpoint 1

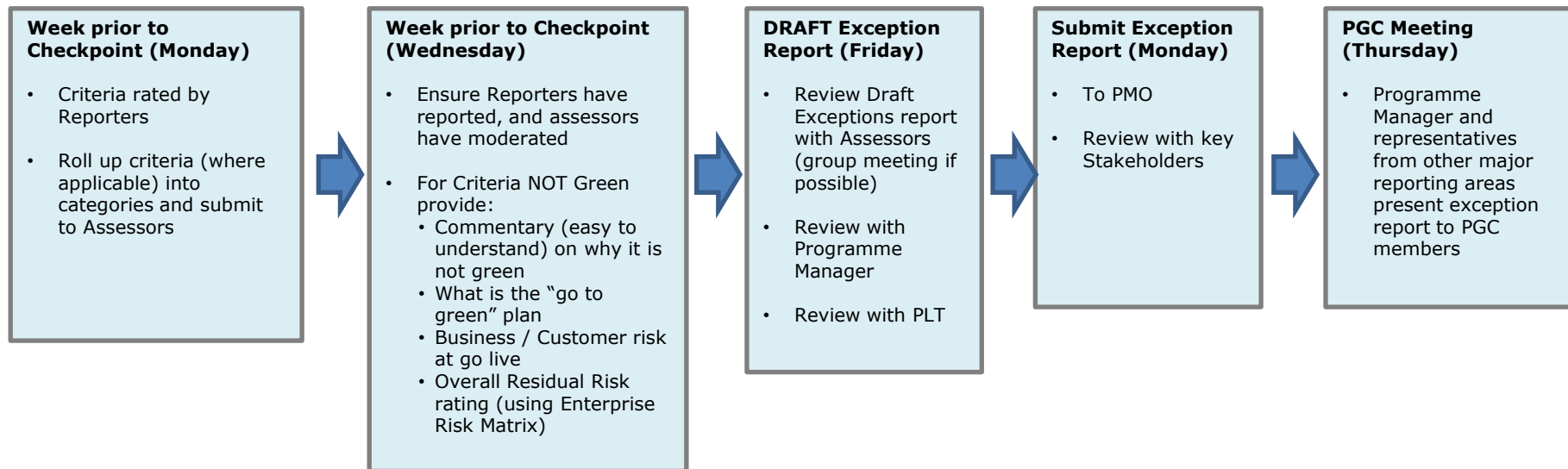
	Summary - Checkpoint 1					
	Conditions per Checkpoint	Red	Light Red	Amber	Light Green	Green
CUSTOMER	2					2
SERVICE PROVIDERS	2			2		2
PROGRAMME	36	0	3	10	6	17
BUSINESS UNITS	27			3		24

# The Readiness Process

## Readiness Process Preparation

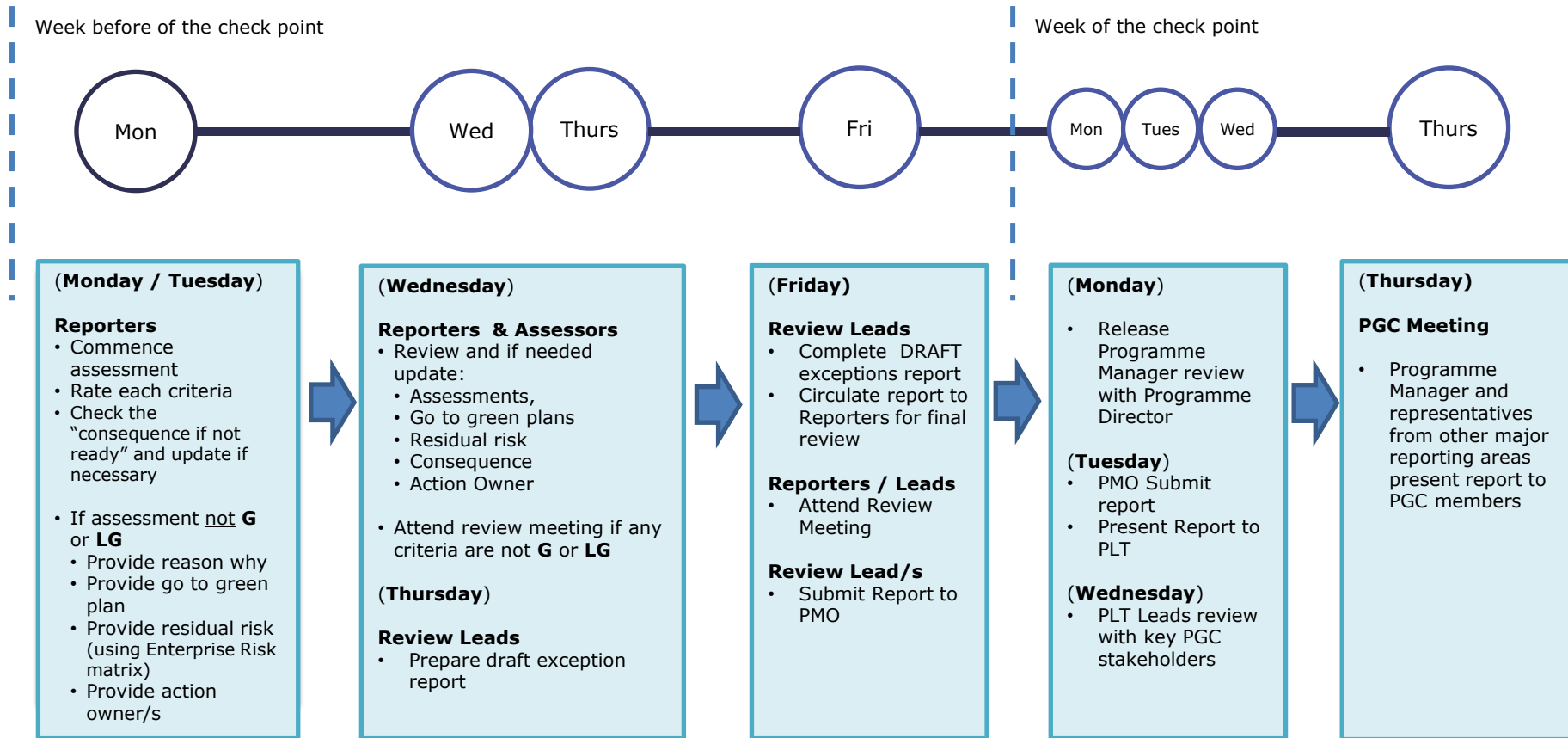


## Checkpoint Process

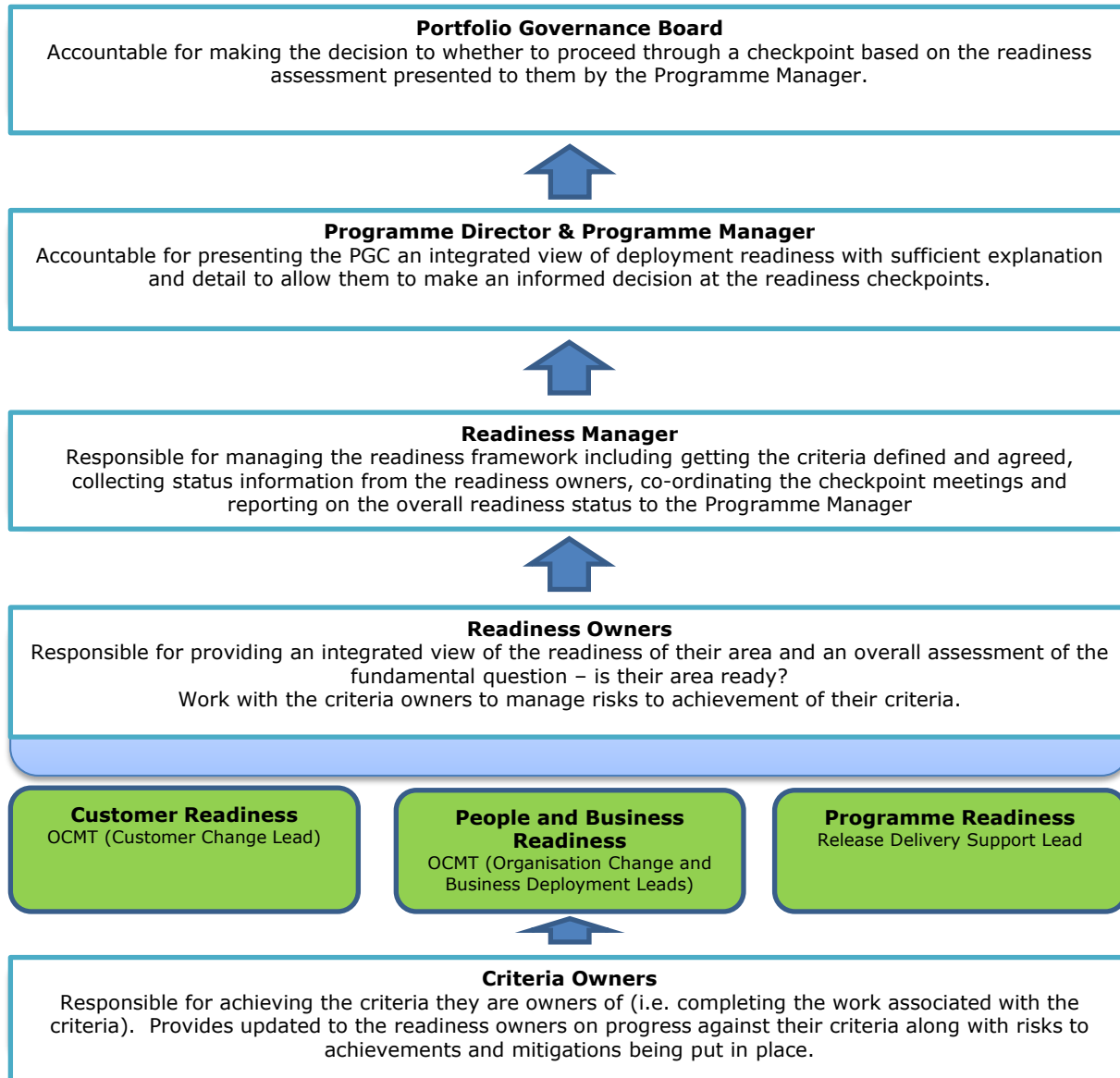




# Readiness Review Preparation



# Roles and Responsibilities in the Readiness Process



# RAG Definitions

Key	Red	Light Red	Amber	Light Amber	Light Green	Green
<b>Headline</b>	<b>Highly problematic</b>	<b>Problematic</b>	<b>Problematic</b>	<b>Problematic in defined areas</b>	<b>Not problematic</b>	<b>Not problematic</b>
<b>Readiness Assessment</b>	<p>On critical path and currently predicted that it is not possible to recover to be ready on time.</p> <p>It will almost certainly lead to missing the go-live date and in the most serious case influence a decision to postpone the go-live.</p> <p>Risks and Issues are generally <b>Extreme</b> with escalation to the highest level: Programme Sponsor (PGC)</p>	<p>Currently not on target to succeed and is on the critical path.</p> <p>It needs focussed attention and active management to ensure that the due date is met.</p> <p>Risks and Issues are generally <b>Very High to Extreme</b> with escalation to the PLT and Programme Director</p>	<p>Currently not on target to succeed and requires active management to get back on track.</p> <p>With support, focus and the appropriate mitigation this will not impact the critical path.</p> <p>Risks and Issues are generally <b>Very High to High</b> with escalation to the PLT and Programme Manager</p>	<p>Is deviating from target in some specific but non-critical areas, is under active management and is showing signs of improvement.</p> <p>Risks and Issues are generally <b>Medium to Low</b> with escalation to the Release Lead</p>	<p>Generally on target but needs some minor management attention and/or assistance to be completed by the due date.</p> <p>Risks and Issues are generally <b>Low to Negligible</b> with NO escalation required above the Workstream</p>	<p>On track and likely to be delivered on time.</p> <p>Can be managed without intervention and or day to day management attention.</p> <p>Risks and Issues are generally <b>Negligible</b> with NO escalation required above the Workstream</p>



# Go-Live Committee Terms of Reference

(START Delivery – Release 1 and Release 2)

# Go-Live Committee

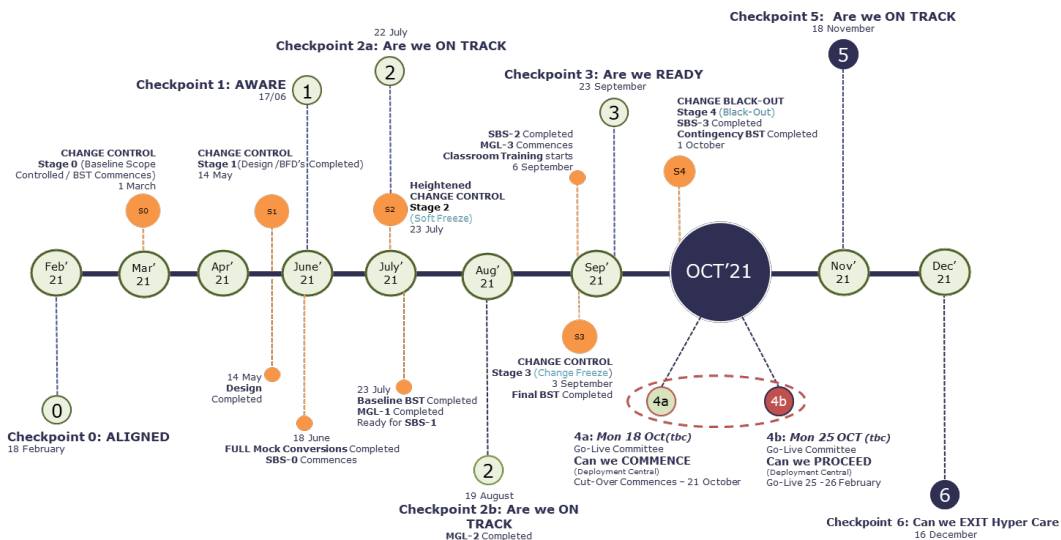
## What is it?

- The go-live committee is a sub-group of the PGC who has delegated authority to make decisions at the go-live checkpoints – Checkpoint 4a (Commence Cutover), 4b (Go-Live or Rollback) and (Open Channels).
- Because of the need for timely decision making but with the potential for out-of-hours meeting times this group needs to be kept relatively small and have the flexibility to rapidly assemble multiple times out of hours should that be required during the cutover period.
- Decisions will be very time sensitive and may carry significant business and programme impacts. The go-live committee therefore needs to consist of the most senior IR leaders representing the business, technology and the programme.

## When is it convened?

The Go-Live Committee will convene at the following scheduled times (tbc):

- **Monday 18 Oct - 4a**
  - Commence Cutover
- **Wednesday 27 Oct – 4b**
  - Or (will depend when cut-over starts)
- **Tuesday 26 Oct -4b**
  - Go-Live or Rollback
  - Open Channels



- In addition, the Go-Live Committee needs to be "on-call" from Monday 18 October until Monday 25 October should an urgent decision be required.
- Any such unscheduled meeting would be exceptionally rare and where possible all decision making will be done in the pre-scheduled meetings.

# Go-Live Committee

## Role:

The Go-Live Committee will be responsible for making the following decisions:

1. Should BT begin cutover of the major release into production based on the Readiness Assessment Framework
2. Should BT stop, pause or delay the cutover of the major release into production because of a major incident affecting IR or the cutover
3. Should BT roll back the major release from production because the go-live criteria cannot be met within the agreed change window
4. Should the major release go-live because the go-live criteria have been met meaning cutover is complete and Early Life Support can commence.

## Responsibilities:

- To provide executive level decision making during the cutover of the major release.
- Ensure all decisions are made in a timely manner to minimise impact to business operations and customer experience.
- To ensure that decisions are made in adherence to approved entry/exit criteria, and in the best interests of IR.
- To ensure consistent distribution of key messages related to the successful deployment OR to ensure consistent distribution of key messages regarding the rationale for rolling back unsuccessful changes.

## Rules of Procedure:

**Quorum:** Chair + 3 voting members (≥80%)

**Consensus:** Chair + 3 voting members (≥80%)

**Veto rights:** Chair (Note 1)

**Supporting material:** to be tabled by the BT Release Manager

**Minutes:** to be taken by the Governance Advisor (Governance and Integrity) and issued within 1 working day

Note 1: Veto rights will apply to consensus on decisions only, will not include the right to make unilateral decisions. In the event that a decision is vetoed the arbitration process will include one additional extraordinary Go / No-Go meeting to be convened, and in the event that the issue is not resolved it will be referred to the ELT for resolution. All members will have the right of referral, i.e. to the ELT.

## Membership:

### Voting Members

- SRO and Chair
- DC Transformation
- DC Enterprise Services
- DC Enterprise Design and Integrity
- DC CCB (Customer & Compliance Services-Business)
- DC CCSI (Customer & Compliance Services-Individuals)
- DC IIS (Information & Intelligence Services)
- DC PRS (Policy & Regulatory Stewardship)

### Non-Voting Members:

- Enterprise Architecture & Design
- Director Digital Change
- Release Delivery Manager
- BT Communication & Engagement
- Senior Business Transformation Lead
- Release Heritage Lead
- Release FAST Project Manager
- Release OCMT Lead
- Release Deployment Lead
- Release Early Life Support Lead
- Governance and Integrity Manager

### Guests:

Additional attendees may be requested to attend as required by the subject of the discussion.

## Document control

<b>File Name and Path</b>	SharePoint: BT Release/Readiness/D4186-Readiness Framework
<b>Contact Person</b>	
<b>Status</b>	

## For Approval

<b>Approved By</b>	Stage 4 -Workstream 1 -START Delivery Programme Manager
<b>Date</b>	
<b>Signature</b>	

## Recommendation

Approval of the BT Release Readiness Framework, the decision support tool for stakeholders that will be involved in, contributing to and assessing the readiness at critical milestone checkpoints.