

CoreMod Programme Hibernation

Report (PIR)

CoreMod PMO Document

* to be held by the Kiwibank EPMO

|  |  |
| --- | --- |
| Document Information | |
| Prepared by | *Stuart MacDonald, CoreMod PMO* |
| Date | *20 October 2017* |
| Version | *V1.0* |
| Status | *Draft* |

Table of Contents

[Document Control 4](#_Toc496088147)

[Record 4](#_Toc496088148)

[1. Programme Overview 5](#_Toc496088149)

[1.1 Programme Description 5](#_Toc496088150)

[1.1.1 Phase 1 Overview 6](#_Toc496088151)

[1.1.2 Phase 2 Overview 6](#_Toc496088152)

[1.1.3 Phase 3 Overview 7](#_Toc496088153)

[1.2 Programme Structure 8](#_Toc496088154)

[1.3 Programme Business Case and Delivery Approach 8](#_Toc496088155)

[1.4 Programme Governance 8](#_Toc496088156)

[2. Programme Scope 9](#_Toc496088157)

[2.1 Phase 2 Scope 9](#_Toc496088158)

[2.2 Phase 3 Scope 9](#_Toc496088159)

[3. Key Rebaselines and Change Requests 9](#_Toc496088160)

[4. Programme Approach 9](#_Toc496088161)

[5. Business Benefits 10](#_Toc496088162)

[6. Open Risks / Unresolved Issues 12](#_Toc496088163)

[7. Coremod Knowledgebase 13](#_Toc496088164)

[7.1 Quality Register (Deliverables Register) 13](#_Toc496088165)

[7.2 Status of Streams Deliverables at Programme Closure 13](#_Toc496088166)

[7.3 Phase 2 Delivery Status – by Functional Area 14](#_Toc496088167)

[7.4 Phase 2B Statements Closure 16](#_Toc496088168)

[7.4.1 Statements Scope overview 16](#_Toc496088169)

[7.4.2 Statements Budget 17](#_Toc496088170)

[7.4.3 Statements BAU Handover 17](#_Toc496088171)

[7.4.4 Statements Outstanding Requirements 17](#_Toc496088172)

[7.4.5 Statements Lessons Learnt 18](#_Toc496088173)

[8 Finances 19](#_Toc496088174)

[8.1 Financial Overview by Phase 19](#_Toc496088175)

[8.2 Financial Overview by Spend Type by Phase 19](#_Toc496088176)

[9 Lessons Learned 24](#_Toc496088177)

[10 Programme Closure Activities 24](#_Toc496088178)

[10.1 Post Implementation Review 24](#_Toc496088179)

[10.2 Organisation follow-on activities 24](#_Toc496088180)

# Document Control

|  |  |  |  |
| --- | --- | --- | --- |
| Date | Version | Author | Description of Change |
| *27/9/2017* | *0.1* | *Stuart MacDonald* | *Initial draft* |
| *15/10/2017* | *0.9* | *Stuart MacDonald* | *Close to final – last updates and readability improvements to come* |
| *20/10/2017* | *1.0* | *Stuart MacDonald* | *Final updates after inputs from Rob Varker, Dimitri and Brent Healy* |

# Record

|  |  |  |
| --- | --- | --- |
| Name | Area | Section of the Closure Report engaged for |
| Stuart MacDonald | PMO | Lessons, Scope, CR’s, Deliverables, standards and approach documentation |
| Darrell Claxton | PMO | Finances |
| Jason Judd | PMO | Issue and Risk Management |
| Brent Healy | PMO | Full review (and specifically Finances) |
| Rob Varker | CoreMod IT Transition Manager | Full review (and specifically Initiatives at closure) |
| Dimitri Stylianidis | CoreMod Business Director | Full review; Business Stream Hibernation Status  Lessons; Benefits |
| Mel Millington | Delivery | Delivery closure status |
| Paul Thompson | Delivery | Statements Closure |
| Reenal Chandra | SAP Integration | SAP Integration at Closure |

**Document Purpose**

The purpose of the CoreMod Programme Hibernation Report is to ensure the project is appropriately and adequately closed off in respect to:

* Formal closure governance
* Closeout of the project financials
* Handover of technical deliverables and documentation produced in support of the project
* State of completion of work
* Reference to initiatives to cover solution, opportunities and removal of technical debt
* Handover of risks, issues and assets to the organisation

This document provides a formal statement of programme hibernation.

# Programme Overview

|  |  |
| --- | --- |
| Portfolio/Programme | CoreMod Programme |
| Programme Sponsor | David Boyes, CTTO |
| Programme Director | Gerard O’Hara, Programme Director |
| Business Owner | Transformation |
| Project Manager(s)[[1]](#footnote-2) | Richard Jackson, Phase 1 PM  Rene Borghgraef (EY), Phase 2 Delivery Lead  Myles Breen, Phase 2A Payee Warehouse  Myles Breen, Phase 1 and 2 Integration and Enterprise Applications PM  Myles Breen, Phase 2 Technical Implementation PM  Rob Varker, Phase 2 IT Transition Manager  Mel Millington, Phase 2 Delivery PM  Paul Thompson , Phase 2B Statements  Paul Thompson , Phase 1 and 2 Data Stream  Deryk Soderberg, Phase 1 and 2 Infrastructure PM  Melissa Small, Phase 1 and 2 Business PM  John Bunting, Phase 1 and 2 Test Director  Reenal Chandra (EY), Phase 1 and 2 SAP Implementation |
| Agresso Codes | Refer to Appendix A: Agresso Codes |

## 1.1 Programme Description

The CoreMod Business Case noted the following key strategic drivers for the CoreMod Programme:

|  |  |
| --- | --- |
| 1 | Mitigate the risks of the existing core banking system |
| 2 | Deliver a core banking platform that can scale to higher transaction volumes |
| 3 | Deliver a core banking platform that enables a cost excellent operating model |

‘SAP on premise’ was selected for its fit to the strategic drivers of the Business Case; and a phased approach to deliver the programme into production was determined as the best delivery approach taking into account:

* Progressive learnings;
* Earlier reduction in transactional risk; and
* The benefits the implementation approach would offer in giving options to off ramp and exit the programme if required.

At this point in time Phase 1, Phase 2A, 2B and the Tax Data Capture component of 2C have been delivered to production successfully.

The Board decision on 6/9/2017 to hibernate the programme incomplete leaves the production landscape as follows:

### Phase 1 Overview

**Phase 1** was completed in 2015 and delivered a robust payments engine and established the new platform to enable future phases.

|  |  |
| --- | --- |
| Phase One | * Setup the new SAP core banking system and payments engine * Implement the majority of supporting system changes to integrate SAP and allow co-existence with Ultracs |

For further information please refer to the Phase 1 Closure report

[http://collaborate/sites/BSS/programme/PSO/Project Closure Report - CoreMod Phase 1.docx](http://collaborate/sites/BSS/programme/PSO/Project%20Closure%20Report%20-%20CoreMod%20Phase%201.docx)

### Phase 2 Overview

**The Phase 2** key objective was to reduce the majority of transaction data loss risk through migrating circa 85% of savings and transactions accounts to SAP (excluding all Lending accounts, Term Deposits, Notice Savers and Business Transaction accounts). At the end of this phase most of the Ultracs transactional risk would be mitigated. At the point of the September 2017 Board decision, Phase 2 was forecasting Account migration completion for mid-2018.

Items 2A, 2B and the data collection component for 2C Tax Reporting is in production now.

|  |  |
| --- | --- |
| Phase 2 | * Implement the remaining supporting system changes to integrate SAP and allow co-existence with Ultracs   + 2A Payee Warehouse   + 2B Statements   + 2C Tax Reporting * 2D Main release   + Migrate the majority of savings and transaction accounts from Ultracs to SAP   + 2D Account Migration |

The Phase 2A Payee Warehouse project closure report is available:

[http://collaborate/sites/BSS/programme/PSO/CoreMod Release Closure Report - Phase Two Release 2A Payee Warehouse.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Release%20Closure%20Report%20-%20Phase%20Two%20Release%202A%20Payee%20Warehouse.docx)

*Please note Phase 2B, 2C and 2D Hibernation reports are self-contained as part of this programme Hibernation document.*

### Phase 3 Overview

**Phase 3** original Business Case was to migrate the Lending accounts and remaining Term Deposits, Notice Saver and Business Transaction accounts and then decommission the legacy Ultracs banking core. Additional learnings since the original business case noted cost and risk reduction benefits in operationally decommissioning Ultracs such that it is no longer required in order for Kiwibank to operate, though retaining it for some time as a data archive for ad-hoc reference requirements.

In March 2017, the Kiwibank Board made the decision to hibernate Phase 3 to allow for the bank strategy to be reformed while allowing CoreMod to focus on the delivery of Phase 2.

As of the last Board tabled Investment Case, Phase 3 was scoped as follows

|  |  |
| --- | --- |
| Phase Three | * Implement SAP Banking Services: as the system of record for lending products within SAP; * Remove remaining Ultracs transactional risk: by emptying Ultracs of all remaining savings and transaction products. This will also remove reliance on Ultradata for on-going development and support of Ultracs; * Reduce coexistence operational risk and cost: The coexistence mode of operation introduced in CoreMod Phase 2 increases operational complexity and risk to Kiwibank. Solutions introduced through Phase 2 to exclusively enable coexistence will be discarded as part of Phase 3 (see section 4); * Establish the Core Banking capability required to enable the digital bank: The Programme will establish the foundation core banking capability required for Kiwibank to realise future business, digital and transformational goals. The actual delivery of digital outcomes is not in scope for the Programme; and * Operationally Decommission Ultracs: Ultracs will be operationally decommissioned such that it is no longer required in order for Kiwibank to operate, though it will be retained for some time as a data archive for ad-hoc reference requirements. This was presented as an ‘out of scope’ item in the December 2015 Investment Case. The guidance from the Board at that time was that operational decommissioning of Ultracs is a mandatory scope requirement for the completion of CoreMod and that it should be included as such in the Investment Case for Phase 3. |

For further information please refer to the following Phase 3 Hibernation report

[http://collaborate/sites/BSS/Phase3/Phase 3 Hibernation.docx](http://collaborate/sites/BSS/Phase3/Phase%203%20Hibernation.docx)

## 1.2 Programme Structure

The final programme structure is noted at here (post Phase 1 and Phase 3 closure):

[http://collaborate/sites/BSS/programme/PSO/Programme Structure - Published.pdf](http://collaborate/sites/BSS/programme/PSO/Programme%20Structure%20-%20Published.pdf)

## 1.3 Programme Business Case and Delivery Approach

**Programme Business Case and Delivery Approach**

Further programme tranche (phase) level detail is available in the following documents:

CoreMod Business Case Executive Summary (13 November 2013):

Summary - <http://collaborate/sites/BSS/programme/Programme%20Document%20Management/Kiwibank%20core%20banking%20modernisation%20business%20case%20-%20executive%20summary%20-%20Issued%20v1.4.docx>

Full Business Case - http://collaborate/sites/BSS/programme/PSO/Kiwibank core banking modernisation business case - Issued v1.2.pdf

Phase 3 Investment Case (unapproved)

[http://collaborate/sites/BSS/Phase3/CoreMod Phase 3 Investment Case.docx](http://collaborate/sites/BSS/Phase3/CoreMod%20Phase%203%20Investment%20Case.docx)

Phase 1 and 2 Programme Management Plan

[http://collaborate/sites/BSS/programme/PSO/CoreMod%20-%20Implementation%20Phase%20-%20Programme%20Management%20Plan%20V1.0.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod%20-%20Phase%201%20and%202%20Programme%20Management%20Plan.docx)

Phase 3 Project Management Plan

[http://collaborate/sites/BSS/Phase3/Ph3 - PMP - Project Management Plan.docx](http://collaborate/sites/BSS/Phase3/Ph3%20-%20PMP%20-%20Project%20Management%20Plan.docx)

## 1.4 Programme Governance

The programme governance was approved at Steering committee and Board Sub Committee levels as it developed.

[http://collaborate/sites/BSS/programme/PSO/CoreMod Programme Governance Framework.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Programme%20Governance%20Framework.docx)

# Programme Scope

As a programme of work scope was defined to meet the strategic objectives of the organisation. Scope definition and associated boundaries were adjusted over time as new baselines were approved to meet the strategic objectives under the appropriate organisational risk profile.

## 2.1 Phase 2 Scope

A functional scope can be reviewed through the Phase 2 Blueprint documents (please refer to the Quality register index or section 2.4)

The Phase 2 Solution Architecture Design document notes the architecture at the target state for Phase 2D, and therefore provides the Phase 2 architectural boundary scope.

## 2.2 Phase 3 Scope

The boundary scope for Phase 3 was dependent on an approved investment case. Proposed scope was tabled but not approved at the time of Phase 3 hibernation.

The functional and non-functional scope of Phase 3 was near completion at the point of hibernation. Please refer to the Phase 3 hibernation document for further detail.

# Key Rebaselines and Change Requests

A number of Change Requests were approved for CoreMod from programme inception in 2014 to the hibernation of Phase Two and Three

New schedule and budget baselines were approved for Phase 2 at the following timelines

The financials behind the baselines are available at the following secured directory[[2]](#footnote-3)

[S:\@ CoreMod PSO\Financials\_new](file:///S:\@%20CoreMod%20PSO\Financials_new)

356 change requests were raised during the course of the programme. The CoreMod Change Request Register includes approval status and links to the individual Change Request documents.

[Core Modernisation - Register-Change Requests](http://collaborate/sites/BSS/programme/PSO/Core%20Modernisation%20-%20Register-Change%20Requests.xlsx)

# Programme Approach

Please refer to the Programme Business Case and Phase 1 and 2 Programme Management Plans *(referenced in at the end of section 1.1 of this document)* for the high level approach documents for CoreMod formulation, delivery, change management and benefits realisation.

Additional approach documents and standards documents were developed to support the programme/project management disciplines and specialised processes required to meet the outcomes of the programme:

Board presented paper (Nov-2014)

[http://collaborate/sites/BSS/delivery/Delivery Management Secure/4 1 CoreMod Delivery Approach - Nov 2014 - v4.docx](http://collaborate/sites/BSS/delivery/Delivery%20Management%20Secure/4%201%20CoreMod%20Delivery%20Approach%20-%20Nov%202014%20-%20v4.docx)

|  |  |  |
| --- | --- | --- |
| Area | Standards & Approach Documentation | Link |
| Programme / Project Management | Change Governance | [http://collaborate/sites/BSS/programme/PSO/CoreMod Plan-Change Management Plan V1.0.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Plan-Change%20Management%20Plan%20V1.0.docx)  http://collaborate/sites/BSS/programme/PSO/CoreMod Plan-Change Control Plan Updated 250215.docx – updated version |
| Financial Controls Management | <http://collaborate/sites/BSS/programme/PSO/Financial%20Treatment%20Notes.docx>  <http://collaborate/sites/BSS/programme/PSO/Financial%20Controls.docx>  <http://collaborate/sites/BSS/programme/PSO/CoreMod%20Financial%20Reporting%20Flows.pptx> |
| Quality Management | <http://collaborate/sites/BSS/programme/PSO/Kiwi%20Bank%20CoreMod%20Quality%20Management%20Policy%20v1.0.docx>  [http://collaborate/sites/BSS/programme/PSO/CoreMod\_Document Approvals.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod_Document%20Approvals.docx)  [http://collaborate/sites/BSS/programme/PSO/CoreMod Programme Quality Management Plan.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Programme%20Quality%20Management%20Plan.docx) |
| Risk and issue Management |  |
| Schedule Management | <http://collaborate/sites/BSS/programme/PSO/Integrated%20schedule%20guide_PM%20guide.docx> |
| Data | Data Extraction Test Approach | <http://collaborate/sites/BSS/data/Data%20Document%20Management/CoreMod%20-%20Extraction%20Test%20Approach%20v0.1.docx> |
| Business Stream | Business Stream Approach Document | <http://collaborate/sites/BSS/business/Business%20Document%20Management/CoreMod%20Business%20Stream%20Approach.docx> |
| Business Stream Hibernation Index | <http://collaborate/sites/BSS/business/Project%20Management/CoreMod%20Business%20Stream%20-%20Hibernation%20Index.xlsx> |
| Technical Implementation |  | <http://collaborate/sites/BSS/delivery/Delivery%20Document%20Library/CoreMod%20Release%202D%20-%20Overview%20of%20Implementation%20Approach.pptx> |

# Business Benefits

## 5.1 Business Case Benefits

The December 2013 original Business Case noted the following hard benefits, shown below by phase.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Hard benefits | | Completion of Phase 1 | Completion of Phase 2 | Completion of Phase 3 |
| 1 | The mitigation of Ultracs transactional performance risk | 87% of transactional risk mitigated | 87% of transactional risk mitigated | 100% of transactional risk mitigated |
| 2 | The mitigation of Ultradata vendor risk | Ultracs still operating – Vendor risk remains | Ultracs still operating – Vendor risk remains | Vendor risk mitigated |
| 3 | Release of pillar 2 capital totalling $5m |  |  | $5m released |

The original business case further identified a number of benefits that would be enabled by the completion of the CoreMod programme. These can be grouped into five categories:

* Agile product, pricing and customer proposition innovation
* Customer experience enhancements
* Traction in new markets
* Operational process improvements
* Future investment options to leverage other SAP products e.g. International payments and FCA in-housing

Due to the hibernation of CoreMod none of the hard or enabled benefits stated in the original business case will be delivered.

## 5.2 Delivered Benefits

The table below shows what has been delivered and the associated benefits:

|  |  |  |
| --- | --- | --- |
|  | Benefit Description | Realised Hard Benefit  e.g. Cost Savings, Revenue Generating |
| Phase 1 | * Payment system rationalisation through the decommissioning of in house built payments applications that were heavily tied to Ultracs. A perquisite for Phase 2. * New SAP Payment Engine, easier to change as configuration driven. Opens up opportunities around batch payments e.g. managing SBI processing on behalf of, extend batch payments to be host to host | None |
| 2A Payee Warehouse | * Consolidation of payees into a centralised solution. * Enhanced payee validation in staff and customer channels | None |
| 2B Statements | * Incorporated CCCFA requirements * Fixed numerous previous statements production defects, including charging for statement reprints. * Reduced NZ Post (ex Datam) processing fees by moving to ‘print ready’ files and consolidation of sent files * Reduced technical debt/data footprint on legacy DIMS platform as well as standardising and centralising the processing of diarised statements, business banking statements and transaction listings * Improved data quality  by cleansing customer data and invalid customer account relationships * Improvements to statement related operational processes. * Enabled a simpler solution for future statements charging development. * Improvement in quality of statement reprints as new solution provided actual pdf rather than a recreation. * New easier to use and faster IB statements vault. | Reduced processing fees $4,000  Revenue for charging for statement reprints $6,000 |

In addition to the benefits above CoreMod also delivered the following environments that could be used on an on-going basis by Kiwibank.

* QASP – System Integration Testing environment
* QASP2 – System Integration Testing environment
* Training – Integrated training environment
* Proj01 – Developer environment
* Proj02 - Developer environment
* NFT – Non-Functional Testing environment

In preparation for a coexistence a number of functions that could only be performed in Ultracs where moved into the sales and service platform of In Touch. This delivered increased validation and improved business process while also reducing the need for Ultracs training.

There was also extensive process mapping undertaken for Phases 1, 2 and 3. These processes can be reused, although some additional work may be required to remove CoreMod future state process flows and ensure that any delta since creation is captured.

* [CoreMod Process Catalogue for Phase 1 and 2](http://collaborate/sites/BSS/business/Shared%20Information/CoreMod_Process_Catalogue_Master.xlsx)
* [CoreMod Process Catalogue for Phase 3](http://collaborate/sites/BSS/business/Business%20Document%20Management/CoreMod%20P3%20Business%20Process%20Catalogue.xlsm)

There have also been a large number of templates and project/programme related artefacts that could be reused by the bank after the programme is hibernated. These can be found by going to the [CoreMod SharePoint](http://collaborate.corp.bank.nzpfs.co.nz/sites/bss/sitepages/home.aspx) site and filtering on hibernation document = ‘Yes’. The approach and delivered artefacts originating from the business steam are detailed in the [business stream approach](http://collaborate/sites/BSS/business/Business%20Document%20Management/CoreMod%20Business%20Stream%20Approach.docx) document and [business stream hibernation index](http://collaborate/sites/BSS/business/Project%20Management/CoreMod%20Business%20Stream%20-%20Hibernation%20Index.xlsx) respectively.

## 5.3 Opportunities

See section 10.2 Organisation follow-on activities in this document for a list of opportunities or value-add initiatives that were either created or discovered by CoreMod.

# Open Risks / Unresolved Issues

As noted in the CoreMod Business Case, the first objective of the programme was to *‘mitigate the risks of the existing core banking system’.*

With the hibernation of CoreMod, the risk of Ultracs data corruption remains. To control this risk IT in parallel to CoreMod executed a number of mitigations. Some of these mitigations have a positive effect at reducing the data corruption risk, going forward, it should be acknowledged that the data corruption risk is inherent with the Ultracs data management architecture. To fully mitigate the risk will require removal of the Ultracs core banking system from the Kiwibank landscape. For further details please refer to:

[CoreMod Ultracs Risk Memo](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Ultracs%20Risk%20Memo.docx)[[3]](#footnote-4)

In respect of residual risks, the risk profile that currently exists within CTTO and the wider enterprise has not changed. CoreMod was a mitigation/treatment for significant existing operational risks that exist and now the timeframe for these to be addressed will need to be revisited.

With the closure of CoreMod, the mitigation plans to the existing risks within CTTO and the wider organisation will need to be re-evaluated with some plans requiring reformulation to account for CoreMod non-delivery. This activity is now underway between CoreMod Programme Risk Advisor and the CTTO risk team

To review lessons learnt from the delivery and delivered risks, please refer to section 2 on Lessons Learnt.

For audit purposes, please note the following snapshot view documents of the Phase 2 risk at the point of programme closure.

For further information of the risks and issues at closure, please refer to the following two documents:

<http://collaborate/sites/BSS/programme/Programme%20Document%20Management/CoreMod%20Theme%20Risk%20Profile%20August%202017.pptx>

<http://collaborate/sites/BSS/programme/Programme%20Document%20Management/Phase%202%20Summary%20Risk%20and%20Issues%20Register%20-%20Master.xlsx>

# Coremod Knowledgebase

The CoreMod knowledgebase can continue to provide value to the organisation on a forward going basis. The knowledgebase is available in the archived read only CoreMod Sharepoint site locate.

<http://collaborate/sites/BSS/SitePages/Home.aspx>

## 7.1 Quality Register (Deliverables Register)

The Quality Register is useful as an index with descriptions of deliverables on the programme. As part of the programme hibernation activities, each stream has identified and tagged deliverables on Sharepoint as ‘hibernation’ documents. These documents (dependent on the use case) are expected to hold some value as part of a knowledge base for Kiwibank going forward.

<http://collaborate/sites/BSS/programme/PSO/Quality_Register.xlsx>

## 7.2 Status of Streams Deliverables at Programme Closure

The CoreMod Programme is closing incomplete. The following summarised views provide the state of each project /workstream where appropriate.

| Stream | Reference for further detail | Status | Actual Date |
| --- | --- | --- | --- |
| Phase 1 | [http://collaborate/sites/BSS/programme/PSO/Project Closure Report - CoreMod Phase 1.docx](http://collaborate/sites/BSS/programme/PSO/Project%20Closure%20Report%20-%20CoreMod%20Phase%201.docx) | Closed complete | Aug 2015 |
| Phase 2A Payee Warehouse | [http://collaborate/sites/BSS/programme/PSO/CoreMod Release Closure Report - Phase Two Release 2A Payee Warehouse.docx](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Release%20Closure%20Report%20-%20Phase%20Two%20Release%202A%20Payee%20Warehouse.docx) | Closed complete | Nov 2015 |
| Phase 2B Statements | Please refer to section 4.4 for closure details | Closed complete | Production release complete – Nov 2016  IT Handover completed - Oct 2017 |
| Phase 2D Technical Implementation | [Technical Implementation stream - Status at hibernation](http://collaborate/sites/BSS/delivery/Delivery%20Document%20Library/Technical%20Implementation%20stream%20-%20Status%20at%20hibernation.docx) | Closed incomplete (Hibernated) | October 2017 |
| Phase 2 Business Stream | Business Stream Approach Document - <http://collaborate/sites/BSS/business/Business%20Document%20Management/CoreMod%20Business%20Stream%20Approach.docx>  Business Stream Hibernation Index - <http://collaborate/sites/BSS/business/Project%20Management/CoreMod%20Business%20Stream%20-%20Hibernation%20Index.xlsx> |
| Phase 2 Testing | <http://collaborate/sites/BSS/test-management/Test%20Managment/2D%20Test%20Stream%20Closure%20Document%2020102017V1.docx> |
| Phase 2 Infrastructure | [http://collaborate/sites/BSS/infrastructure-environment/Project Management/Coremod Infrastructure Handover - Current State.docx](http://collaborate/sites/BSS/infrastructure-environment/Project%20Management/Coremod%20Infrastructure%20Handover%20-%20Current%20State.docx)  [http://collaborate/sites/BSS/infrastructure-environment/Project%20Management/Non%20Production%20Environments%20-%20Current%20State.docx](http://collaborate/sites/BSS/infrastructure-environment/Project%20Management/Coremod%20Infrastructure%20Handover%20-%20Current%20State.docx) |
| Phase 2 SAP Implementation (index) | <http://collaborate/sites/BSS/vendors/Vendors/Hibernation%20Document%20(SAP%20Solution).docx> |
| Phase 2 Delivery | Please refer to section 4.3 for a breakdown per Blueprint |  |  |
| Phase 3 Tranche | <http://collaborate/sites/BSS/Phase3/Phase%203%20Hibernation.docx> | Closed incomplete (Hibernated) | March 2017 |

## 7.3 Phase 2 Delivery Status – by Functional Area

The following table is a breakdown of the status of delivery across the Phase 2 functional areas.

Each document covers the status of the functional area at hibernation and includes:

* Summary of progress
* Related documents
* Outstanding defects (functional only)
* Outstanding questions and change requests
* Snags – things to watch out for

| Functional Area | Detail | Link |
| --- | --- | --- |
| General Payments Processing | Payment functions within Banking Services, including rejection processing, automatic payments, and authorisations. | http://collaborate/sites/BSS/payments-switch/Payments Switch/Hibernation document - General Payments Processing.docx |
| SAP PE – (non-card) Real Time | Payments Stream. Real time payment processing via SAP Payment Engine. Excludes card transaction processing | [http://collaborate/sites/BSS/payments-switch/Payments Switch/Hibernation document - SAP PE - Real Time.docx](http://collaborate/sites/BSS/payments-switch/Payments%20%20Switch/Hibernation%20document%20-%20SAP%20PE%20-%20Real%20Time.docx%20) |
| Debit Card Management | Payments Stream. Card Management solution | [http://collaborate/sites/BSS/payments-switch/Payments Switch/Hibernation document - Debit Card Management.docx](http://collaborate/sites/BSS/payments-switch/Payments%20%20Switch/Hibernation%20document%20-%20Debit%20Card%20Management.docx) |
| SAP PE Batch | Payments Stream. Batch processing through Payment Engine. Highlights changes between Phase 1 and Phase 2D state. | [http://collaborate/sites/BSS/payments-switch/Payments Switch/Hibernation document - SAP PE - Batch.docx](http://collaborate/sites/BSS/payments-switch/Payments%20%20Switch/Hibernation%20document%20-%20SAP%20PE%20-%20Batch.docx) |
| Cards processing | Payments Stream. Real time card transaction processing from Postilion through SAP Payment Engine. | [http://collaborate/sites/BSS/payments-switch/Payments Switch/Hibernation document - Cards Processing.docx](http://collaborate/sites/BSS/payments-switch/Payments%20%20Switch/Hibernation%20document%20-%20Cards%20Processing.docx) |
| End of Day & Scheduling | Core Stream. End of day processing, including batch processes and Control M scheduling for all of 2D. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - EOD.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20EOD.docx) |
| GL Transfer | Core Stream. Transaction of GL postings from SAP Banking Services into Agresso | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation Document - GL Transfer.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20Document%20-%20GL%20Transfer.docx) |
| Bank Set up | Core Stream. Primarily overs internal (bank owned) accounts. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Bank Setup.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Bank%20Setup.docx) |
| Roles & Authorisations | Core Stream. Roles and authorisations for users (including system) in SAP systems only. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Roles and Authorisations.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Roles%20and%20Authorisations.docx) |
| Reconciliations | Core/Payments Stream. Status of the reconciliation that CoreMod 2D built, or focused on during testing | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation Document - Reconciliations.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20Document%20-%20Reconciliations.docx) |
| Order Management | Core Stream. Customer account lifestyle functions, including enquiry. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Order Management Blueprint.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Order%20Management%20Blueprint.docx) |
| Pricing | Core Stream. Customer account pricing, including fees, interest, and exemptions. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Pricing Blueprint.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Pricing%20Blueprint.docx) |
| Product | Core Stream. Delivery of the Phase 2D (bank account) product set | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Product Blueprint.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Product%20Blueprint.docx) |
| Chequebook Management | Core Stream. Chequebook management including cheque facility, chequebook ordering and issuing. Does not include transaction processing. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Chequebook Management Blueprint.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Chequebook%20Management%20Blueprint.docx) |
| Posting Lock Management | Core Stream. Account Freezes and operation of. | [http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Posting Lock Management Blueprint.docx](http://collaborate/sites/BSS/core-system-build/Core%20System%20Build/Hibernation%20document%20-%20Posting%20Lock%20Management%20Blueprint.docx) |
| Tax | Core Stream. | http://collaborate/sites/BSS/core-system-build/Core System Build/Hibernation document - Tax Blueprint.docx |
| Business Partner | Core Stream. Customer management including configuration in Banking Services. | http://collaborate/sites/BSS/integration-enterprise-apps/Integration Enterprise Apps Document Management/Hibernation document - Business Partner.docx |
| Data Extraction | Extraction of data from SAP BaS and SAP PE, merging into Kiwibank’s Staging for downstream use. | http://collaborate/sites/BSS/data/Data Document Management/CoreMod - Data Extraction Hibernation Details.docx |
| Data Migration | Migration of data from Ultracs to SAP BaS. | [http://collaborate/sites/BSS/data/Data Document Management/CoreMod - Data Migration Hibernation Details.docx](http://collaborate/sites/BSS/data/Data%20Document%20Management/CoreMod%20-%20Data%20Migration%20Hibernation%20Details.docx) |

## 7.4 Phase 2B Statements Closure

### 7.4.1 Statements Scope overview

**Background**

As part of CoreMod Phase 2D, the bank was going to be running two core banking systems for a period of time with customer accounts residing in both core systems. During the period of co-existence, the business needed to ensure it could continue to generate customer level ‘bundled’ statements no matter which core system our customer accounts resided in. Delivery of the Statements solution was a pre-requisite for the Phase 2d implementation.

This document provides an over view of the Statements solution - [Statements Solution Overview Presentation](http://collaborate/sites/BSS/data/Data%20Document%20Management/Statements%20Solution%20Overview%20Presentation.pptx)

**Statements Scope**

The Statements project was tasked with producing a like-for-like replacement with a few enhancements (e.g. CCCFA), no change to statements look and feel and content and a seamless transition for customers and migration of accounts to SAP.

The solution consists of 16 components: 4 existing unchanged, 7 existing changed, 5 new and had close ties with the Enterprise Content Management (ECM) project, utilising ECM components for composition and repository. It was intended as the first ECM implementation. The project scope also included the cleansing of customer data, plus the migration of customer statement preferences and historical statements

The full scope is described here [Statements - Scope](http://collaborate/sites/BSS/data/Data%20Document%20Management/Statements%20-%20Scope.docx)

### 7.4.2 Statements Budget

Initial budget: $2.1m

Approved budget to Go-Live $3.2m

Actual spend to Go-Live $3.1m

Budget Post Go-Live support $.1m

Actual spend Post Go-Live support $.7m

Total Cost $3.9m

### Statements BAU Handover

Statements exited warranty and was formally handed over to BAU on Monday 9th October 2017. The current status for all open items

**Residual warranty exit items:**

1. Historic Systems – The IT Run CaS team have scheduled the change to stop the job in Ultracs which produces output from legacy Statements solution and delete historic xml data.

Link to outstanding items is here - [Statements - Outstanding items](http://collaborate/sites/BSS/data/Data%20Document%20Management/Statements%20-%20Outstanding%20items.xlsx)

### Statements Outstanding Requirements

**Deferred Scope**

        Statement Due date and frequency preferences, Interim Statements) - CR213 / Future initiative INT\_012 has been raised, prioritised and added to the business / IT backlog.  Delivery dates to be discussed and agreed

        Remove historical Statement images from DIMS repository - CO 469702  has been raised to run in Production (IT Run managing)

**Production Defect**

        P4 #119067 – SIT pending; InTouch to include in scheduled November Release

**Post Go-Live Production Incidents**

        P4 #5389162, P4 #5838169, P4 #5850587, P4 #5831833- scheduled to be released into production on 24th October 2017

**Other (FYI)**

        Payments Delivery team are raising an internal process improvement WR to change Control-M job to send files in correct sequence and compress the print ready output files from each Statement run using 7zip versus current WinZip.  This is to avoid the need for manual intervention by the CaS team for the end of month run (28th, 30th, 31st of each month) to manually send the files to NZ Post.

        Future initiative INT\_059 (Statements Recs clean up) - Raised to add filtering to the reconciliation report logic and convert the harder system failure problems into alerts

* Future initiative INT\_064 (Enhance Statement Rec script for non CCCFA compliant Accts) - Raised to run the CCCFA scripts as a one off and to make that process repeatable and scheduled to minimise manual effort
* Future initiative INT\_065 – CCCFA Rate Change History – This is a CCCFA compliance requirement, introduced during the Statements project. Project decision was made to raise as a delivered risk, with the business to manage. High level design has been documented. Business have assessed as ‘must do’ because a compliance requirement. IT assessment to deliver is approximately $100k.

### Statements Lessons Learnt

Business session and CoreMod session held. Link to the documents are here:

Business Lessons Learned: [Version](http://collaborate/sites/BSS/business/Business%20Document%20Management/Business%202B%20Statements%20Lessons%20Learned%20Summary.docx)

CoreMod / IT Lessons Learned: [CoreMod Phase 2b - Statements lessons learned](http://collaborate/sites/BSS/delivery/Delivery%20Document%20Library/CoreMod%20Phase%202%20-%20Release%202B%20-%20Statement%20(IT)%20%20Lessons%20Learned.xlsx)

# Finances

CoreMod has been funded over multiple phases (POC/Readiness, Phase 1, 2 &3) with a number of Board budget submissions since the programme inception. The following information shows a breakdown of CoreMod spend in further detail at the time of hibernation.

## 8.1 Financial Overview by Phase

At the time of hibernation (20 Oct 17), CoreMod had consumed $148.2m of the approved $186.5m budget. The majority of costs have been accounted for, except a small number of vendor termination negotiations (SAP MaxAttention) and awaiting final invoices and timesheets. The final spend amount may vary from the forecasted $148.2m.



## 8.2 Financial Overview by Spend Type by Phase

The table below summarises the programme spend into balance sheet categories and opex before the impairment. Preceding the decision to hibernate the programme, Kiwibank undertook an impairment of the CoreMod WIP (Phase 1, 2 & 3) totalling $89.9m at 30 June 2017. This decision didn’t impact the Phase 1 asset.



Post impairment the WIP balance at hibernation was $12.4m which comprised of:



A financial paper on the impairment has been completed –

[*http://collaborate/sites/BSS/programme/PSO/CoreMod%20Impairment.docx*](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Impairment.docx)

This includes the recommendation to capitalise $10.2m of the remaining WIP as usable assets going forward. This leaves a remaining WIP balance of $2.2m. The final decision on this recommendation is pending with the corporate finance team.

# Lessons Learned

Lessons Learned workshops were gathered during the execution of the programme.

An index of the lessons learnt outputs are provided in the following document:

[CoreMod Programme Lessons Learnt](http://collaborate/sites/BSS/programme/PSO/CoreMod%20Programme%20Lessons%20Learnt.docx) index

# Programme Closure Activities

## 10.1 Post Implementation Review

A number of Lessons Learned group and individual interviews were undertaken to gather lessons and other information on the programme at the point of hibernation.

Please refer to the lessons learnt index section for a full index of lessons learnt outputs from the programme.

## 10.2 Organisation follow-on activities

As part of the hibernation work of the programme a list of value-add initiatives were listed which provide options for Kiwibank to extract further value from CoreMod. The organisation needs to make decisions on which value add initiatives have a strong enough business case to execute going forward.

A list of the initiatives is available on the CoreMod SharePoint here:

[Proposed Initiatives Master Register](http://collaborate/sites/BSS/programme/PSO/Initiatives%20-%20Proposals/Proposed%20Initiatives%20-%20Master%20Register.xlsx)

Appendix A: Project Codes

All of the project codes are expected to be closed by end of December 2017.

| Project Code | Project Description | Proj Name | Stream | Reporting Group |
| --- | --- | --- | --- | --- |
| 90543 | BSS Proof of concept | KBL BSS-POC | Proof of Concept | Proof of Concept |
| 91229 | Software Maintenance | CoreMod BAU Cost Impacts | Ongoing - BAU | Software Maintenance |
| 91252 | Core System | CoreMod P1-Core System Stream Lead | Delivery | Core System |
| 91253 | Base System and Ops | CoreMod P1-Base System and Ops | Delivery | Core System |
| 91254 | Product and Pricing | CoreMod P2-Product and Pricing | Delivery | Core System |
| 91255 | Integration and Enterprise App | CoreMod P1- Integration and Enterprise Applications | Delivery | Integration and Enterprise Applications |
| 91256 | Service Calls and Performance | CoreMod P2-Service Calls and Performance | Delivery | Integration and Enterprise Applications |
| 91257 | Bill Payee Library | CoreMod P2-Bill Payee Library | Delivery | Integration and Enterprise Applications |
| 91258 | Account Number Generation | CoreMod P1-Account Number Generation | Delivery | Integration and Enterprise Applications |
| 91259 | Account Location Service | CoreMod P2-Account Location Service | Delivery | Integration and Enterprise Applications |
| 91260 | Payments and Cards | CoreMod P1-Payments and Cards | Delivery | Payments and Cards P1 |
| 91261 | SAP PE | CoreMod P1-SAP PE | Delivery | Payments and Cards P1 |
| 91262 | Dishonours | CoreMod Phase 2 - Dishonours | Delivery | Payments and Cards P2 |
| 91263 | Infrastructure and Environments | CoreMod P1-Infrastructure and Environments | Infrastructure | Infrastructure and Environments |
| 91264 | Infrastructure | CoreMod P1-Infrastructure | Infrastructure | Infrastructure and Environments |
| 91265 | Security | CoreMod P1-Security | Infrastructure | Infrastructure and Environments |
| 91266 | Performance | CoreMod P1-Performance | Infrastructure | Infrastructure and Environments |
| 91267 | Data | CoreMod P2-Data | Delivery | Data |
| 91268 | Data Migration | CoreMod P2 - Data Migration | Delivery | Data |
| 91269 | Data Extraction | CoreMod P2 - Data Extraction | Delivery | Data |
| 91270 | Business | CoreMod P1-Business | Business | Business |
| 91271 | Design | CoreMod P1-Design | Design | Design |
| 91272 | Programme | CoreMod P1-Programme | Programme | Programme |
| 91422 | Delivery | CoreMod P1-Delivery | Delivery | Delivery |
| 91423 | Test Management | CoreMod P1-Test Management | Testing | Test Management |
| 91424 | Deployment | CoreMod P1-Deployment | Infrastructure | Infrastructure and Environments |
| 91442 | Cards | CoreMod Phase 2 - Cards | Delivery | Payments and Cards P2 |
| 91465 | Business Banking Payments | CoreMod Phase 2 - Business Banking Payments | Delivery | Payments and Cards P2 |
| 91478 | Account to Account Transfer | CoreMod P2-Account to Account Transfer | Delivery | Payments and Cards P2 |
| 91479 | Business Partner | CoreMod P2-Business Partner | Delivery | Integration and Enterprise Applications |
| 91489 | P101 Enhancements | CoreMod P2-P101 Enhancements | Delivery | Payments and Cards P2 |
| 91490 | Product Location Service | CoreMod P2-Product Location Service | Delivery | Integration and Enterprise Applications |
| 91491 | Automated Rate Change System | CoreMod - Automated Rate Change System | Delivery | Integration and Enterprise Applications |
| 91539 | Realtime V8 | CoreMod - Realtime V8 | Delivery | Payments and Cards P2 |
| 91586 | System Testing | CoreMod P1-Sys Testing | Testing | Test Management |
| 91587 | SIT | CoreMod P1-SIT | Testing | Test Management |
| 91588 | UAT - Test Stream | CoreMod P1-UAT | Testing | Test Management |
| 91589 | Performance Test | CoreMod P1-Performance Test | Testing | Test Management |
| 91590 | Operational Acceptance Test | CoreMod P1-Operational Acceptance Test | Testing | Test Management |
| 91591 | System Testing | CoreMod P2-Sys Testing | Testing | Test Management |
| 91592 | SIT | CoreMod P2-SIT | Testing | Test Management |
| 91593 | UAT - Test Stream | CoreMod P2-UAT | Testing | Test Management |
| 91594 | Performance Test | CoreMod P2-Performance Test | Testing | Test Management |
| 91595 | Operational Acceptance Test | CoreMod P2-Operational Acceptance Test | Testing | Test Management |
| 91596 | Data Migration Test | CoreMod P2-Data Migration Test | Testing | Test Management |
| 91607 | CORE\_003 Externalise Cash Handling Fees | CoreMod P2 - Externalise Cash Handling Fees | Delivery | Core System |
| 91608 | CORE\_002 InTouch Enhancements to Replicate Selected ULTRACS Functions | CoreMod P2 - InTouch enhancements to replicate selected ULTRACS functions | Delivery | Core System |
| 91609 | CORE\_005 Handle of Chq files from 2 systems | CoreMod P2-Handle of Chq files from 2 systems | Delivery | Core System |
| 91610 | NZ\_POST Load of GL file into Agresso | CoreMod P2-Load of GL file into Agresso | Delivery | Core System |
| 91611 | ENT\_OPS Reconciliation of Agresso to SAP BS | CoreMod P2-Reconciliation of Agresso to SAP BS | Delivery | Core System |
| 91612 | Changes to KB Full Monthly Reconciliation | CoreMod P2-Changes to KB Full Monthly Reconciliation | Delivery | Core System |
| 91613 | CORE\_004 Automate selected ULTRACS processes | CoreMod P2-Automate selected ULTRACS processes | Delivery | Core System |
| 91614 | CORE\_001 Job Scheduling | CoreMod - Ph 2 Job Scheduling | Delivery | Core System |
| 91627 | CORE\_002 Integration Services Green Screen to In Touch | CoreMod - Ph 2 - Integration Services Green Screen to In Touch | Delivery | Core System |
| 91678 | CORE\_002 ULTRACS Changes to Support InTouch Changes | CoreMod P2-ULTRACS Changes to Support InTouch Changes | Delivery | Core System |
| 91710 | Reconciliations Project | CoreMod-Reconciliations Project | Delivery | Delivery |
| 91712 | BAU Operational Patching | CoreMod - BAU Operational Patching | Delivery | Delivery |
| 91715 | Operations Transition | CoreMod P1-Operations Transition | Transition | Implementation |
| 91744 | SAP Data Archiving to OpenText | CoreMod Ph2-SAP Data Archiving to OpenText | Delivery | Data |
| 91745 | Future Statementing Solution | CoreMod P2-Future Statementing Solution | Delivery | Data |
| 91769 | SAP PE | CoreMod P2-SAP PE | Delivery | Payments and Cards P2 |
| 91770 | Base System and Ops | CoreMod P2-Base System & Ops | Delivery | Core System |
| 91775 | CORE\_002 InTouch Enhancements to Replicate Selected ULTRACS Functions | CoreMod P2-InTouch Enchancements to Replicate Selected ULTRACS Functions | Delivery | Core System |
| 91776 | CORE\_001 Job Scheduling | CoreMod P2-Job Scheduling | Delivery | Core System |
| 91777 | CORE\_004 Automate selected ULTRACS processes | CoreMod P2-Automate Selected ULTRACS Processes | Delivery | Core System |
| 91810 | Core System | CoreMod P2 - Core System Stream Lead | Delivery | Core System |
| 91811 | Integration and Enterprise App | CoreMod P2 - Integration & Enterprise Apps | Delivery | Integration and Enterprise Applications |
| 91812 | Payments and Cards | CoreMod P2-Payments & Cards | Delivery | Payments and Cards P2 |
| 91813 | Infrastructure and Environments | CoreMod P2 - Infrastructure & Environments Stream Lead | Infrastructure | Infrastructure and Environments |
| 91814 | Infrastructure | CoreMod P2 - Infrastructure | Infrastructure | Infrastructure and Environments |
| 91815 | Security | CoreMod P2 - Security | Infrastructure | Infrastructure and Environments |
| 91816 | Performance | CoreMod P2-Performance | Infrastructure | Infrastructure and Environments |
| 91817 | Business | CoreMod P2 - Business | Business | Business |
| 91818 | Design | CoreMod P2 - Design | Design | Design |
| 91819 | Programme | CoreMod P2 - Programme | Programme | Programme |
| 91820 | Delivery | CoreMod P2 - Delivery | Delivery | Delivery |
| 91821 | Test Management | CoreMod P2-Test Management | Testing | Test Management |
| 91822 | Deployment | CoreMod P2 - Deployment | Infrastructure | Infrastructure and Environments |
| 91823 | Operations Transition | CoreMod P2-Operations Transition | Transition | Implementation |
| 91866 | Business | CoreMod P1-Business-Opex | Business | Business |
| 91867 | UAT - Business | CoreMod P1-Business-UAT | Business | Business |
| 91868 | Training Delivery | CoreMod P1-Business-Training Delivery | Business | Business |
| 91869 | Data Cleanse - Business | CoreMod P1-Business-Data Cleanse | Business | Business |
| 91870 | Business | CoreMod P2-Business-Opex | Business | Business |
| 91871 | Data Cleanse - Business | CoreMod P2-Business-Data Cleanse | Business | Business |
| 91872 | Training Delivery | CoreMod P2-Business-Training Delivery | Business | Business |
| 91875 | P3 - Business Case Preparation | CoreMod P3-Investment Case Scoping | Phase 3 | Phase 3 |
| 91882 | Payments and Cards | CoreMod P2-Payments PE Stream Lead | Delivery | Payments and Cards P2 |
| 91883 | Data | CoreMod P2 - Data Stream Lead | Delivery | Data |
| 91884 | Integration and Enterprise App | CoreMod P1-Integration & Enterprise Apps Stream Lead | Delivery | Integration and Enterprise Applications |
| 91885 | Integration and Enterprise App | CoreMod P2-Integration & Enterprise Apps Stream Lead | Delivery | Integration and Enterprise Applications |
| 91886 | Programme | CoreMod P1 - Programme (Operations Mgr) | Programme | Programme |
| 91888 | Test Management | CoreMod P1 - Test Stream Lead | Testing | Test Management |
| 91889 | Test Management | CoreMod P2-Test Stream Lead | Testing | Test Management |
| 91891 | Infrastructure and Environments | CoreMod P1-Infratructure Stream Lead | Infrastructure | Infrastructure and Environments |
| 91892 | Infrastructure | CoreMod P2-Infrastructure Stream Lead | Infrastructure | Infrastructure and Environments |
| 91893 | Security | CoreMod P1-Security Stream Lead | Infrastructure | Infrastructure and Environments |
| 91894 | Security | CoreMod P2-Security Stream Lead | Infrastructure | Infrastructure and Environments |
| 91895 | Delivery | CoreMod P1-Delivery Stream Lead | Delivery | Delivery |
| 91896 | Delivery | CoreMod P2-Delivery Stream Lead | Delivery | Delivery |
| 91897 | Data Migration Solution | CoreMod P2-Data Migration Solution | Delivery | Data |
| 91898 | Data Migration System | CoreMod P2-Data Migration System | Delivery | Data |
| 91899 | Data Migration & Extraction Tech Design | CoreMod P2-Data Migration & Extraction Tech Design | Delivery | Data |
| 91900 | Ultracs Soft Close Process | CoreMod P2-Ultracs Soft Close Process | Delivery | Data |
| 91901 | Customer Experience IB/MB | CoreMod P2-Customer Experience IB/MB | Delivery | Data |
| 91902 | Customer Experience Phone Banking | CoreMod P2-Customer Experience Phone Banking | Delivery | Data |
| 91903 | Transform & Merge | CoreMod P2-Transform & Merge | Delivery | Data |
| 91904 | Operations Transition | CoreMod P1-SAP Operations Transition Stream Lead | Transition | Implementation |
| 91905 | Operations Transition | CoreMod P2-SAP Operations Transition Stream Lead | Transition | Implementation |
| 91906 | Deployment | CoreMod P1-Deployment Stream Lead | Infrastructure | Infrastructure and Environments |
| 91915 | ENV 007 Project QAS | CoreMod P2-Env 007 Project QAS | Infrastructure | Infrastructure and Environments |
| 91921 | Non Functional Testing | CoreMod P1-Non Functional Testing Support | Testing | Test Management |
| 91925 | Debit Card Stock Manager | CoreMod P2-Debit Card Stock Manager | Delivery | Payments and Cards P2 |
| 91935 | ENV 013 Control-M SAP Agent into Production | CoreMod P1-Env 13: Control-M SAP Agent into Production | Infrastructure | Infrastructure and Environments |
| 91951 | AP Externalisation | CoreMod P2-AP Externalisation | Delivery | Payments and Cards P2 |
| 91961 | ENV 008 4 VMs for Data Migration Stream Staging Database Services for P2 | CoreMod P2-WO Env 008 4 VMs for Data Migration Stream Staging Database Services for P2 | Infrastructure | Infrastructure and Environments |
| 91964 | Cards Integration | CoreMod P2-Cards Integration | Delivery | Payments and Cards P2 |
| 91965 | ALS Global Migration Override | CoreMod P2-ALS Global Migration Override | Delivery | Data |
| 91977 | ENV 018 PAYEE Warehouse QAS Environment | CoreMod P2-ENV 018 PAYEE Warehouse QAS Environment | Infrastructure | Infrastructure and Environments |
| 91978 | ENV 014 Stmnts Project QAS Environment | CoreMod P2-ENV 014 Stmnts Project QAS Environment | Infrastructure | Infrastructure and Environments |
| 91979 | UAT - Business | CoreMod P2-Business-UAT | Business | Business |
| 92020 | ENV 009-Prepare BAU QAS Environment | CoreMod P2-ENV 009-Prepare BAU QAS Environment | Infrastructure | Infrastructure and Environments |
| 92021 | ENV 019-Build Environment for Training CoreMod P2 | CoreMod P2-ENV 019-Build Environment for Training CoreMod P2 | Infrastructure | Infrastructure and Environments |
| 92022 | ENV 020-Build Data Migration Extraction Environments | CoreMod P2-Env 020-Build Data Migration Extraction Environments | Infrastructure | Infrastructure and Environments |
| 92023 | ENV 021-Data Extraction Requirements for SIT | CoreMod P2-ENV 021-Data Extraction Requirements for SIT | Infrastructure | Infrastructure and Environments |
| 92031 | Core-Post Implementation Support | CoreMod P1-Core-Post Implementation Support | Delivery | Core System |
| 92032 | Payments-Post Implementation Support | CoreMod P1-Payments-Post Implementation Support | Delivery | Payments and Cards P1 |
| 92033 | I&EA-Post Implementation Support | CoreMod P1-I&EA-Post Implementation Support | Delivery | Integration and Enterprise Applications |
| 92034 | Delivery-Post Implementation Support | CoreMod P1-Delivery-Post Implementation Support | Delivery | Delivery |
| 92035 | Testing-Post Implementation Support | CoreMod P1-Testing-Post Implementation Support | Testing | Test Management |
| 92036 | Infrastructure-Post Implementation Support | CoreMod P1-Infrastructure-Post Implementation Support | Infrastructure | Infrastructure and Environments |
| 92037 | Business-Post Implementation Support | CoreMod P1-Business-Post Implementation Support | Business | Business |
| 92038 | Transition-Post Implementation Support | CoreMod P1-Transition-Post Implementation Support | Transition | Implementation |
| 92071 | ENV 016-VPN | CoreMod P2-ENV 016 SAP VPN Design | Infrastructure | Infrastructure and Environments |
| 92085 | CORE\_002 InTouch Enhancements CRs | CoreMod P2-InTouch Enhancements CRs | Delivery | Core System |
| 92091 | P3 Investment Case | CoreMod P3-Investment Case | Phase 3 | Phase 3 |
| 92095 | Future Tax Solution | CoreMod P2-Future Tax Solution | Delivery | Data |
| 92111 | Infrastructure and Environments | CoreMod P2-Infrastructure & Environments | Infrastructure | Infrastructure and Environments |
| 91887 | Programme | CoreMod P2-Programme (Operations Mgr) | Programme | Programme |
| 92112 | ENV 026 Additional Components QAS1 Payee Warehouse | CoreMod P2-ENV026 Additional Components QAS1 Payee Warehouse | Infrastructure | Infrastructure and Environments |
| 92117 | Planning Phase | CoreMod Readiness Phase | Planning Phase | Planning Phase |
| 92118 | Infrastructure | CoreMod P1-SAP Licenses-P2 Components | Infrastructure | Infrastructure and Environments |
| 92119 | Infrastructure | CoreMod P1-SAP Licenses-P3 Components | Infrastructure | Infrastructure and Environments |
| 92113 | SAP Prod Support | BAU Application Support SAP | Ongoing - BAU | Ops Team |
| 91819R | Management Reserve | P2 Management Reserve | Management Reserve | Management Reserve |
| 92128 | P3-International-Scoping | CoreMod P3-International-Scoping | Phase 3 | Phase 3 |
| 92133 | Bill Payee Library Post Implementation Support | CoreMod P2-Bill Payee Library Post Implementation Support | Delivery | Integration and Enterprise Applications |
| 92134 | Service Calls and Performance | CoreMod P2-Service Calls & Performance (Banking Services) | Delivery | Integration and Enterprise Applications |
| 92135 | Service Calls & Performance (Payment Engine) | CoreMod P2-Service Calls & Performance (Payment Engine) | Delivery | Payments and Cards P2 |
| 92138 | SAP Prod Support | CoreMod SAP Prod Support | Ongoing - BAU | Ops Team |
| 92147 | ENV 030 Build 2nd QAS Environment | CoreMod P2-ENV 030 Build 2nd QAS Environment | Infrastructure | Infrastructure and Environments |
| 92165 | Banking Services Testing Support & Issue Resolution | CoreMod P2-Banking Services Testing Support & Issue Resolution | Delivery | Core System |
| 92192 | Payments SIT Support | CoreMod P2-Payments SIT Support | Delivery | Payments and Cards P2 |
| 92198 | Ultracs DES Modifications | CoreMod P2-Ultracs DES Modifications | Delivery | Payments and Cards P2 |
| 92209 | Ultracs Paystream Removal | CoreMod P2-Ultracs Paystream Removal | Delivery | Payments and Cards P2 |
| 92212 | Project QAS Support Service | CoreMod P2-Project QAS Support Service | Infrastructure | Infrastructure and Environments |
| 92213 | Stmnts Project QAS Enviro Support Service | CoreMod P2-Stmnts Project QAS Enviro Support Service | Infrastructure | Infrastructure and Environments |
| 92214 | NFT Environment Support Services | CoreMod P2-NFT Environment Support Services | Infrastructure | Infrastructure and Environments |
| 92231 | Defect Fixes (IT Only) | CoreMod P2-Defect Fixes (IT Only) | Delivery | Delivery |
| 92234 | Statements Time Travel Environment | CoreMod P2-Statements Time Travel Environment | Infrastructure | Infrastructure and Environments |
| 92244 | Linux SOE Build | CoreMod P3-Linux SOE Build | Infrastructure | Infrastructure and Environments |
| 92256 | Electronic Data Cleanse | CoreMod P2-Electronic Data Cleanse | Delivery | Data |
| 92272 | Opex Effort Transfers | P2-CoreMod Opex Effort Transfers | Programme | Programme |
| 92277 | Dress Rehearsals (IT Only) | CoreMod P2-Dress Rehearsals (IT Only) | Delivery | Delivery |
| 92380 | Training Environment Support Service | CoreMod P2-Training Environment Support Service | Infrastructure | Infrastructure and Environments |
| 92390 | Dress Rehearsal Environment | CoreMod P2 - Dress Rehearsal Environment | Infrastructure | Infrastructure and Environments |
| 92400 | Statements Post Go-Live Support | CoreMod P2 - Statements Post Go-Live Support | Delivery | Data |

1. Final PM for the stream/project is only mentioned [↑](#footnote-ref-2)
2. To keep the integrity of file links between the excel sheets the programme has decided to keep this location outside of the archived sharepoint repository [↑](#footnote-ref-3)
3. Please note at this point in time, validation of the contents of this document should be completed by the Risk owner [↑](#footnote-ref-4)