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Discussion Paper : POCL/ ICL Pathway Joint Meetings

1. Introduction

There are currently a large number of formal and semi-formal regular management meetings between POCL and ICL Pathway. Some of these are defined in the contract ("The Codified Agreement") and others have been set up over time by mutual agreement. Changes to the Post Office's organisation and management processes, the new basis of the contractual relationship with ICL Pathway, and the move into the full national roll-out phase of the programme make a review of the scope and number of these meetings necessary. There have also been some apparent weaknesses in previous arrangements, and these should, if possible, be corrected as part of this review.

2. Terminology

POCL is the Contracting Authority for the contract with ICL for provision of Horizon. PONU manages the contract on POCL's behalf.

All of the meetings discussed in this paper are joint POCL/ICL Pathway meetings. In some cases there is an internal PONU meeting with a similar name; these internal meetings are not addressed by the proposals in this paper.

Meetings are referred to as "Boards". This is not meant to infer any particular mode of operation or attendance - it is simply the term used for joint POCL/ICL Pathway meetings in the contract.

3. Current Meetings

The contract recognises the following meetings between POCL and ICL Pathway:

- Contract Steering Group
- Change Control Board
- Contract Administration Board
- Service Review Board
- New Business Board
- Release Authorisation Board

In addition the following senior-level meetings have been established, but are not in the contract:

- Delivery Meeting
- New Developments Meeting

4. Overlaps

Because of overlapping terms of reference, there have been many instances of issues being raised at more than one meeting, and lack of clarity in the process for escalation and resolution of difficult issues. In particular:

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- Issues relating to Change Requests and Change Control Requests Notes in progress are typically discussed at the Change Control Board and also at the Delivery Meeting and/or New Developments Meeting.
- The Contract Steering Group is defined in the contract as the escalation point for all disputes; However, because senior programmes staff from both PONU and Pathway attend the Delivery Meeting but not the Contract Steering Meeting, this route is often not used or not effective, and major issues (such as Pathway's apparent concerns about reference data) have instead been discussed at the Delivery Meeting and escalated by correspondence to senior post office management.
- There is no clear boundary between the New Developments Meeting and the New Business Board. This has resulted in potential service additions that are not part of the contract being discussed in the New Developments Meeting, with no clear links to PONU business processes in place to support or authorise this.
- The Release Authorisation Board is contractually only required to meet once for each release. In practice, there were a series of pre-meetings for the CSR Release (and for previous live trial releases under the former contractual arrangements) with significant duplication of issues covered in the Delivery Meeting.
- Pathway reports to the Delivery Meeting, the New Developments Meeting, and the Service Review Meeting, cover common ground (often repeating the same text verbatim), inviting discussion of the same issues in more than one forum.

5. Aunt Sally Proposal for New Meetings Structure

5.1 Principles

- All formal meetings should have clearly defined roles and be recognised in the contract.
- Meetings with ICL Pathway should be aligned with PONU's management structures and processes.
- Meetings with ICL Pathway should be chaired by the responsible manager from PONU, who will ensure that appropriate business processes are in place to support decision making required of that meeting.
- Routine issues capable of being dealt with in written reports (such as reporting that progress is in line with plans) or particular issues that can be dealt with on a one to one basis between the relevant PONU and ICL Pathway managers should not be dealt with in joint meetings.
- Escalation from one meeting to another should be exceptional, should only occur in cases of disputes or choice between defined options, and should be supported by documented positions. Meeting composition should support this.
- Meetings should not normally have more than 5 attendees from each of PONU and Pathway, plus a meeting secretary, with fewer being desirable. Where specialists are needed to support part of the agenda for a meeting, they should attend for those agenda items and not for the whole meeting.

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5.2 Proposals

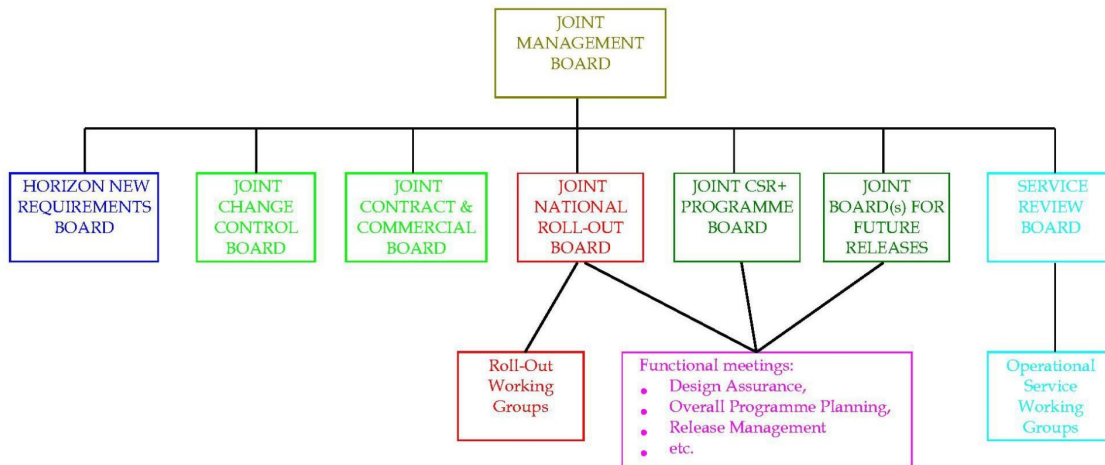
1. Establish a new Joint Management Board for escalation of issues not resolvable in other forums, and for occasional (no more than 6-monthly) review of the overall Horizon programme. This meeting will subsume the escalation roles of the current Delivery Meeting and Contract Steering Group meeting. The meeting will be chaired by the PONU Automation Director. Attendance will depend on the issues for discussion. The PONU Operations Director will attend meetings dealing with New Requirements and/or Service Management issues.
2. Cease the Delivery Meeting - its functions other than escalation of unresolved issues should be covered in Roll-Out and CSR+ specific meetings.
3. Cease the Contract Steering Meeting - its functions other than escalation of unresolved issues should be covered in a Contacts and Commercial meeting.
4. Re-focus the New Business Board into a New Requirements Board, recognising the different contractual arrangements now in place (ICL are paid on a time and materials basis, so their assessment of the commercial viability of new business forecasts is no longer appropriate; paid studies may be required, and PONU will need to manage ICL Pathway's delivery of these), and taking over those aspects of the New Developments Meeting that relate to functionality not included in the contracted (CSR and CSR+) releases.
5. Extend the Contract Admin. Board to cover commercial issues, transferred from the Contract Steering Group.
6. Form a new Joint Roll-Out Project Board, taking over all issues relating to the roll-out and delivery of CSR functionality from the Delivery Meeting.
7. Re-focus the New Developments Meeting into a Joint CSR+ Programme Board, dealing with all issues relating the development and delivery of CSR+ functionality.
8. Requirements for future releases will initially be managed by the New Requirements Board. When a set of requirements are sufficiently defined to be taken forwards as a planned release, (and a PONU project manager appointed for the release) responsibility will transfer to a joint programme board for that release, similar to that for CSR+.
9. Release Authorisation Boards for CSR+ and any future releases should be special meetings of the Programme Board for that release.
10. In addition to the meetings which will be defined in the contract, a number of working meetings will be required to deal with specific specialist areas. These are expected to fall into three groups:
 - Meetings dealing with specific aspects of roll-out (training, individual roll-out programmes, etc.)
 - Meetings dealing with support functions to the overall programme (e.g. Design Assurance, Integrated planning etc.)
 - Meetings dealing with specific aspects of operational management (e.g. help desks, problem management, interface operations, etc.)

These meetings should not be specified in the contract, but where they are needed on a regular basis, it would be good practice for their terms of reference and attendees to be set out in working documents. Issues not resolved in these working level meetings should be escalated in a timely fashion to the relevant contractual meeting.

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5.3 Summary

The overall meeting structure is shown in the diagram below; and the PONU function chairing each meeting is listed in the subsequent table. Annex 1 is a draft replacement for the table in Schedule A04 of the contract.



Meeting	PONU Lead
Joint Management Board	Automation: Automation Director
New Requirements Board	Operations: Service Development Manager
Joint Change Control Board	Automation: Head of Horizon Commercial
Joint Contract Admin. and Commercial Board	Automation: Head of Horizon Commercial
Joint National RollOut Board	Automation: RollOut Project Manager
Joint CSR+ Programme Board	Automation: CSR+ Project Manager
Joint Programme Boards for Future Releases	Automation: Project Manager for that Release
Service Review Board	Operations: Head of Business Service Management
RollOut Working Groups	Automation: Roll-Out Project
Functional Meetings	Automation: Programme Office
Operational Service Working Groups	Operations: Business Service Management

Keith Baines

24 January 2000

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Board	Joint Horizon Management Board	New Requirements Board	Joint Change Control Board	Joint Contract and Commercial Board
Purpose	<p>To provide a single point for timely escalation of significant issues not resolvable at other meetings in this management table.</p> <p>To carry out occasional high level reviews of the Services.</p>	<p>To communicate POCL development plans to the Contractor.</p> <p>To review and agree provisional high level planning assumptions for future developments of the Services.</p> <p>To initiate and monitor progress of development of service definitions and terms and conditions for additions to the contracted services.</p> <p>To review progress of paid studies undertaken to investigate potential additions to the contracted services.</p> <p>To approve additions to the contracted services, which will then be formally introduced by CCN.</p> <p>All discussions and agreements at this board are without prejudice and subject to contract until confirmed through the Change Control process.</p>	<p>To agree timescales for processing Change Requests ("CRs") and CCNs.</p> <p>To monitor CRs and CCNs in progress.</p> <p>To review reasons for rejection of CRs and CCNs.</p> <p>To review CCNs.</p> <p>To agree mechanisms to enable new provisions to be drafted and agreed under CCN.</p> <p>To resolve questions of whether particular changes require CRs or can be handled through operational business change.</p>	<p>To act as the first point of escalation for any commercial issues not resolvable in the Change Control Board, Contract Administration or Service Review Board meetings.</p> <p>To act as the point of escalation for any disputes about the amounts or terms of invoices.</p> <p>To consider and resolve or escalate any general commercial issues arising from programme activities.</p> <p>To review and agree changes to the contract to implement signed CCNs.</p> <p>To discuss and resolve questions of interpretation of the contract.</p> <p>To provide expert advice on drafting of CCNs</p> <p>To operate version control of the contract and maintain records of CCDs and CRDs</p> <p>To monitor and facilitate resolution of Agreements to Agree</p>
Frequency	<p>Escalation meetings as required.</p> <p>Review meetings approximately every 6 months.</p>	Two-monthly, or more frequently by agreement.	Fortnightly	As needed - most business likely to be handled by phone and correspondence.
POCL Attendees	<p>Automation Director</p> <p>Any or all of the following, depending on agenda:</p> <ul style="list-style-type: none"> Operations Director National Roll-out Project Manager CSR+ Project Manager Head of Horizon Commercial Head of Service Management Service Development Manager Operating Process Design Manager <p>Meeting secretary</p>	<p>Service Development Manager</p> <p>Operating Process Design Manager</p> <p>Head of Horizon Commercial</p> <p>Business Sponsors (as appropriate)</p> <p>Commercial Manager</p> <p>[Business Integrity Manager]</p> <p>Meeting Secretary</p>	<p>Head of Horizon Commercial</p> <p>Operating Process Design Manager</p> <p>Sponsors of Changes (as appropriate)</p> <p>Head of Programme Management Office</p> <p>Contract manager</p> <p>Change control manager (acts as meeting secretary)</p>	<p>Head of Horizon Commercial</p> <p>Commercial Manager</p> <p>Contract manager</p> <p>(Legal advisor at POCL's option - advance notice to be given of attendance)</p> <p>Meeting secretary</p>

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Board	Joint Horizon Management Board	New Requirements Board	Joint Change Control Board	Joint Contract and Commercial Board
Contractor Attendees	Managing Director Deputy Managing Director Any or all of the following, depending on agenda: <ul style="list-style-type: none">• Commercial and Finance Director• Customer Requirements Director• Implementation Director• Customer Service Director	New Business Director Commercial and Finance Director Customer Requirements Director Contract Manager Head of Business Development	Commercial and Finance Director Contract manager Sponsors of Changes (as appropriate) Change control manager	Commercial and Finance Director Contract manager (Legal advisor at the Contractor's option - advance notice to be given of attendance)
POCL Approval	Automation Director	Service Development Manager	Head of Horizon Commercial or, Automation Director or Managing Director subject to authority limits to be decided by POCL	Head of Horizon Commercial
Contractor Approval	Managing Director	New Business Director	Managing Director or Commercial and Finance Director subject to authority limits to be decided by the Contractor	Commercial and Finance Director

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Board	Joint National Roll-Out Board	Joint CSR+ Project Board	Release Authorisation Board	Service Review Board
Purpose	To review progress and performance of the Implementation Programme, including infrastructure, training, outlet migration, [more?]. To review and resolve or escalate operational issues arising from the Implementation Programme	To review progress and performance in the development and deployment of the CSR+ project (including development, testing, training, migration, documentation etc) To review and resolve or escalate issues arising in relation to the wider CSR+ release.	In relation to any Release, to review readiness reports and decide whether that Release should go into live operation.	To review performance against contracted service levels. To agree remedies payable arising from any failures to meet service levels. To monitor and review operations of operational business change processes. Such other purposes as are set out in the relevant service management schedules.
Frequency	Monthly or more frequently by agreement	Monthly or more frequently by agreement	When CSR+ or any further Release is to be reviewed.	Monthly
POCL Attendees	National Roll-Out Project Manager Head of Horizon Implementation [others] meeting secretary	CSR+ Project Manager CSR+ Release Manager Training & Implementation Manager Commercial Manager Meeting secretary	Automation Director, who shall be Chairman	Head of Service Management Others at POCL's discretion (Horizon Commercial Manager will attend if remedies on agenda) Meeting secretary
Contractor Attendees	Deputy Managing Director Implementation Director [others]	Deputy Managing Director Development Director Testing Manager Implementation Manager [others]	Managing Director or his authorised deputy.	Customer Service Director Others at the Contractor's discretion (Financial Controller will attend if remedies on agenda)
POCL Approval	National Roll-Out Project Manager	CSR+ Project Manager		Head of Service Management
Contractor Approval	Deputy Managing Director	Deputy Managing Director		Customer Service Director