Please find attached Minutes of the Programme Steering Committee Meeting held on 24 September.

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George McCorkell
Peter Mathison

Stuart Sweetman

Paul Rich Mena Rego

Keith Todd

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## BA/POCL PROGRAMME DELIVERY AUTHORITY

Minutes of the Programme Steering Committee Meeting 24 September 1997.

#### Present

Peter Mathison

(Chair) BA

Stuart Sweetman Keith Todd

POCL

Alec Wylic

ICL SSA (NI)

Vince Gaskell

BA POCL

Paul Rich John Bennett

ICL Pathway

Peter Crahan

BAJPOCL PDA

Sue Daniel

BA/POCL PDA (Secretary)

Apologies

George McCorkell

BA

## 1. Minutes and Matters Arising

- 1.1 The minutes of the meeting held on 15 July were agreed.
- 1.2 The status of the Action Points was noted and the meeting was updated with particular reference to:

Action Point 1: Mr Crahan advised the meeting that the planned detailed presentation of the future structure of the PDA was no longer appropriate at this time. The way forward would be influenced by the recommendations from the Independent Review to be presented at Agenda Item 2;

Action Point 2: The means of taking forward commercial negotiations pertaining to the re-plan had been discussed at the PDA Board meeting on 23 September. It had been agreed that Mr Bennett would discuss with Mr Todd and come back with a proposed approach to Mr McCorkell. It was accepted that the commercial negotiations would follow on from the agreed plan, requiring strands to be brought together before a detailed approach could be agreed. However, it was essential that ICL Pathway provided sponsors with early sight of the points of principle, format and construction of their approach to the commercial negotiation;

Mr Bennett and Mr Todd to discuss their approach to taking forward the Action 1: commercial negotiations relating to the re-plan and come back to the PSC with their proposals.

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Action Point 3: Defensive briefings had been provided to all press offices on 6 and 22 August respectively. Following the Independent Review, Mr Crahan had circulated a further draft briefing for comment - to be lodged with press offices by the end of the week.

## 2. Independent Review

- 2.1 Mr Copping of PA Consulting presented a summary of the key conclusions and recommendations from the Independent Review. Copies of the presentation slides were distributed at the meeting.
- 2.2 The meeting accepted the recommendations and agreed that there was an immediate primary need to take forward and develop action plans to address the direct causes of slippage identified in the report (Tactical Solutions). The Strategic Risks which, whilst falling outside the remit of the review, must be addressed if the Programme was to avoid any further problems and command the full commitment of all parties. The outcome of this work would influence the evaluation of the strategic options presented.
- 2.3 In discussion it was agreed that because of interdependencies, action plans to take forward the Tactical Solutions (whilst being addressed by each of the parties) must also provide the end to end picture. To this end central co-ordination of plans was required.
- 2.4 Concurrently with the work on Tactical Solutions, all parties would prepare options on the Strategic Issues and collectively address them. All this work would feed into a review of the implications of the options contained in the report. A meeting of key influencers in October would be convened under Chatham House Rules to consider how the Strategic Issues may be addressed, possible solutions and their impact. It was agreed that Mr Copping would be asked to facilitate this meeting and that Mr Wylie would act as central co-ordinator for all this next phase of activity.
- 2.5 A special meeting of the PDA Board would be convened during week commencing 29 September at which members would agree their action plans for implementing the tactical recommendations and agree with Mr Copping plans and timescales for the Strategic Risks Resolution Process, including the format of the Senior Managers' meeting in October.
- Action 2: Mr'Mathison's office to co-ordinate diaries with Mr Sweetman and Mr Todd to arrange the dates of the Strategic Risks Conference/Workshop.
- Action 3: Mr Wylic to co-ordinate all activities relating to the Tactical Recommendations Implementation Process and the Strategic Risks Resolution Process.
- Action 4: Mr Bennett to arrange the venue for the Strategic Risks Conference/Workshop.
- 2.6 The Chairman thanked PA Consulting for their report and confirmed that they had met the terms of reference of the Review. There was no fundamental disagreement with the content, but specific points of detail would be fed back to Mr Copping by Monday 29 September for the final report to be issued on Wednesday 1 October. The final report would be annotated "

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2.7 The meeting agreed that communications about the Independent Review within the PDA, sponsor and supplier organisations would be positive. They would reinforce the collective commitment of all parties to the Programme proceeding and that, whilst work was being taken forward to implement the recommendations, momentum must be maintained to deliver current plans. Mr Crahan would draft a note to PDA Managers for verbal cascade to their teams. This note would be copied to Mr Rich, Mr Gaskell and Mr Bennett as a template for use in similar communications to staff in their organisations. A consistent line to press offices, drafted by Mr Crahan, would be agreed by all parties and lodged with respective press offices by the end of the week.

Action 5: Mr Crahan to circulate the draft line for press offices for agreement and issue by the end of the week.

### 3. Programme Director's Report

3.1 Mr Crahan presented a general update on Programme progress and the status of current planning activity, particularly highlighting activity in the following areas:

### 3.1.2 Review of Testing

3.1.3 To enable lessons learned from testing to date to be factored into plans for future releases, a Review of Testing had been initiated. The Review was being led by the PDA, but fully involved BA, POCL and ICL Pathway. The joint working group was due to present their initial findings to Mr Crahan on 30 September when they would also be presenting a plan for the resolution of major issues. Subsequent to that, an updated version of the end-to-end testing strategy and new terms of reference for joint testing would be produced for presentation to the PDA Board.

#### 3.1.4 Security Review

3.1.5 An Internal Review of Security had been conducted and the findings had been discussed with Mr Coombs of ICL Pathway. Subsequently representatives from ICL Pathway and PDA Security teams had been tasked with producing joint proposals for ensuring that any security related problems associated with ICL Pathway Release 2 were identified early and that appropriate planning activity was undertaken to ensure that Acceptance was not prejudiced. Joint workshops were being held to take forward this work which would eventually determine a revised approach to security development and design for future releases.

### 3.1.5 National Audit Office

3.1.6 The PDA Board had agreed the outline Terms of Reference provided by the NAO for their proposed study of the Programme. However, all parties considered the timing to be inappropriate and Mr Crahan would be writing on behalf of the PDA Board and the PSC to the NAO, via PFD, to advise them as such.

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## 3.1.6 Planning

### 3.1.7 Congo 4 (Pathway R1c)

- MOR2 was on target to complete by 29 September as planned;
- MOT was planned to start on 6 October to complete by 27 October for Release delivery on 3 November;
- The key decision on the number of post offices to be involved in the rollout had yet to be taken. Issues impacting on the roll-out decision were:
  - the potential for any further delays in the testing programme;
  - exclusions and final PinICLs may not permit a 200 office roll-out;
  - the task of implementing 200 post offices in the very tight timeframe before Christmas may not be feasible.
- The decision on the potential scope of the Roll-out would be made following the check-point meeting on 29 September.

### 3.1.8 Future Releases

Congo 4.1 (CAPS2.2) - The indicative date for CAPS Release 2.2 was now 24 November.

Nile 1 (CAPS3 PDR only) - Still planned for 2/3 March 1998. However the slippage on Congo 4 had not yet been fully impacted.

Nile 2 (CAPS3 full/Pathway R2) - Final Release Contents and Release Plans for Release 2 will be provided by ICL Pathway by 13 October. Confirmation of plans would be ready by the end of October and weekly checkpoint meetings were being held to review progress on this release.

#### 4. ICL Pathway Report

4.1 Mr Bennett provided a verbal update of progress as follows:

# 4.1.1 Service Management Reviews

Service Management Reviews against OBCS had been conducted and lessons learned would be taken forward for Release 1c and for future releases;

### 4.1.2 ICL Pathway Releases

ICL Pathway's main focus remained delivery of releases, keeping to plans held. The management team had been strengthened with the appointment of two senior managers beneath Mike Coombs;

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Release 1c ICL Pathway were giving their full commitment to achieving all the benefits

from Release Ic including achieving the implementation of 200 post offices by

Christmas;

Release 2 Final confirmation of the content and plans for Release 2 would be provided by

the end of October;

Release 3 Joint working was taking place with POCL on the content and approach to

Release 3.

## 5. Any Other Business

5.1 The Chairman reminded the meeting that this would be the last meeting attended by Mr Wylie in his role as Chief Executive for SSA(NI). On behalf of the PSC, he thanked Mr Wylie for his past contributions and looked forward to all he would bring to his future role as Independent Chair of the PDA Board.

## 6. Date and Time Of The Next Meeting.

6.1 The Chairman advised the meeting that the Permanent Secretary had called a meeting of all DSS Senior Managers on 3 December, the date scheduled for the next PSC meeting.

Action 6: PSC Secretary to confirm diary dates and rearrange the date of the next meeting.

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