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Monthly Progress Report

August 1997

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Document Title: Pathway Monthly Report - August 1997

Associated Documents:

	Reference	Vers	Date	Title	Source
[1]	PM/PRO/0002	1.0	26/09/96	Pathway Programme - Project Planning, Reporting and Control	

Approval Authorities:

Name	Position	Signature	Date
J. H. Bennett	Managing Director		

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Managing Directors Summary

1 SUMMARY

- This has been another difficult month for Pathway, BA and POCL. There have been further programme delays and difficulties with Release 1c and the potential release date for Release 2. This has caused further damage to the business cases of all parties and within the Sponsors there is a body of people who are pressing and looking for a way out of the contract.
- On Release 1c there were problems with the second model office rehearsal run which will require a complete re-run moving the go live date from the 13th October to the 3rd November. This would still allow the 200 Post Offices to go live on this release by Christmas providing that we have relatively fault free period from now on which leads to no further delays. In addition we still need to secure PDA acceptance that Release 1c is suitable for roll-out to the full number of offices and the key issue here will be to do with agreement on security exclusions.
- Major reviews throughout the month have taken place on Release 2 which rules out any chance of delivery in March 1998. Until we have resolved with PDA outstanding issues not currently in the Release Content Definition, on issues surrounding joint testing and reflecting the impact of outstanding work on Release 1c, we have declared no forecast for this product beyond the fact it will not be before June 1998.
- We have resisted engaging in any commercial discussion around these new planning events prior to setting a firm and robust forward plan.
- The independent review conducted by PA has led to the publication of the draft report which is in poor shape in terms of clarity or recommendation. This is admitted as such by PA who have the target of a sharper definitive version by 19th September.
- We are beginning to form views as to the construction of a Release 3 product focusing on POCL business requirements which may need a new approach and involve a separate development team.

  The present plans leave POCL waiting too long before they can address their competitive commercial issues in the market place.
- As well as progressing the known products for Release 3 we are recommending an aggressive move in the bill payment market place whereby Road Shows can be mounted to their existing client base to enthuse them about the future and offer more competitive treatment in the short term.

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- We have used the month to demonstrate the completeness of the products we have to as many audiences as possible across POCL, BA and the PDA. This has been extended to all ICL Pathway staff for very similar reasons and the next step is to do the same for the Programme Steering Committee which meets here later in September.
- We are working closely with ICL CFM on their outsourcing bid for National Savings in which POCL can be incorporated as a more active member and can perhaps add some value to the opportunity in winning this bid.

2 PROGRESS

- We now have approximately 170 Post Offices running live services through IGL and Release 1b. The target is to increase this to just over 200 by the end of September which will then provide the basis for the upgrade to Release 1c when this has been approved.

  The Service Performance and System Performance of these live sites continues to be good.
- Work has started on building a robust plan for Release 2 and initial builds have taken place in order to begin the first phase of testing. Lessons from Release 1c are being applied both in Test Strategy, Configuration Management and Change Control.
- Work is continuing to complete the gap analysis between what is in the current Release Contents Description for Release 2 and the total contract responsibility as signed off in May 1996. This is to ensure that we have final acceptance of the system except where explicit exclusions have already been signed off by both parties.
- Consent has now been acquired from the Sponsors to the funding arrangements although there remains some hopefully small items of legal issues to settle.
- On the International Sales front the most significant achievement has been with Deutsche Post A.G. where the presentation at Board Level was well received and the likely out turn is that they will select Riposte for their next generation of counter systems and will also require services from ICL Pathway and FJ/ICL Germany. Confirmation of this is expected by the end of September.

3 CURRENT CRITICAL PROBLEMS

- Critical work is needed on security, PINICL clearance and agreement on exclusions in order for Release 1c to go live in early November on the full 200 Post Office sites.

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- The Release Content Description, RCD for Release 2 is urgently needed in order that a forecast date can be constructed which in turn is acceptable to the PDA, the Sponsors and ICL Pathway and can be achieved on commercial terms which are agreed by all.
- We have a major task in bringing all our supplies in line to yet another re-plan which will cause them dismay and cause us collective pain.
- Very little progress has been made on benefit roll-out and its impact on customer education and although sufficient has been done to complete 1997 tasks this whole area will need to be addressed within the terms agreed for the new re-plan.
- Work continues to find the right solution for the Post Office outlets where ISDN cannot be provided.

4 ISSUES

- Pressure is mounting from POCL for us to consider how to deliver conventional EPOS (i.e. as in the retail world) along side the Post Office and BA delivered functionality.

  We need to convince the customer that this cannot be done easily and is a serious distraction at this point in time and will have to be addressed carefully on a more prolonged time table. We will need to show that this is a rational approach and that we do have a way forward.
- POCL are moving very slowly to get their organisation in place to support their tasks in achieving the infrastructure roll-out and Post Office preparation work.
- The lack of a strategic way forward with An Post/Escher is presenting us with confrontation in our International activities which are difficult to keep under control or keep invisible to the prospective clients.

  This can create potential risks for the reputation of ICL and Fujitsu.

  The challenge is to make progress with care and sensitivity but nevertheless this issue must be resolved this year.

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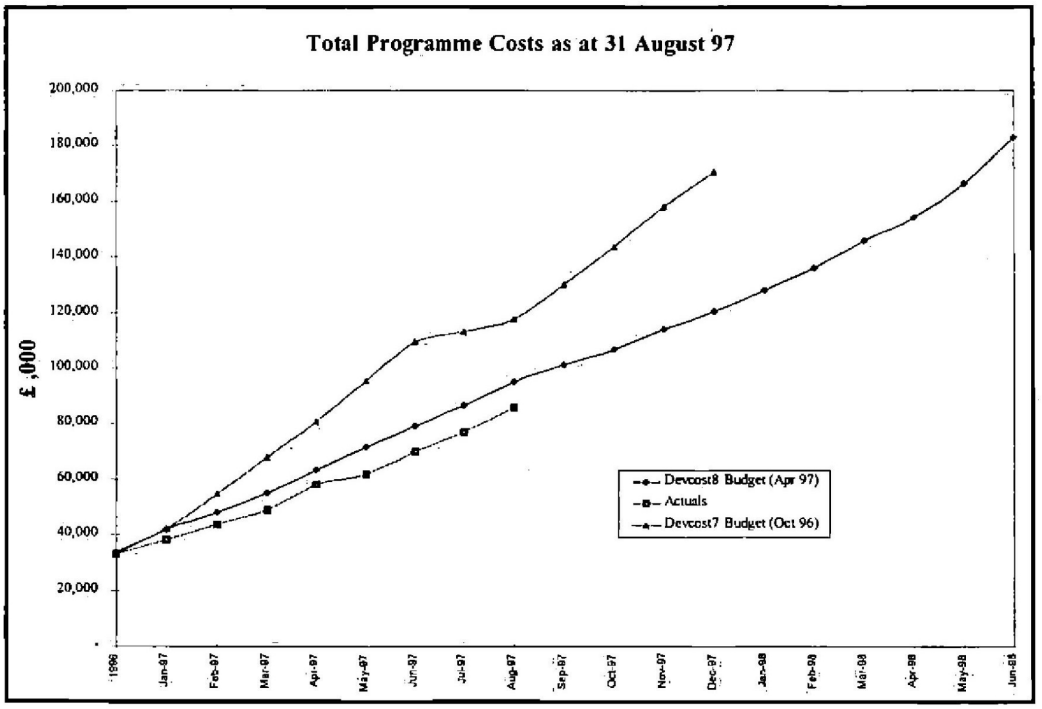
5 COSTS

5.1 TOTAL PROGRAMME COSTS



	1996	Jan-97	Feb-97	Mar-97	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98	Apr-98	May-98	Jun-98
Total Budget	32960	9005	6085	6994	8228	8174	7834	7217	8534	6229	5524	7107	6412	7845	7795	9949	8142	12105	16818
Cumulative	32960	41965	48050	55045	63272	71446	79330	86547	95101	101329	106853	113961	120373	128218	136013	145962	154103	166208	183026
Total Actuals	32960	5117	5778	5216	9138	3639	8242	6821	9033	0	0	0	0	0	0	0	0	0	0
Cumulative	32960	38077	43855	49071	58229	61887	70129	76952	85985	85985	85985	85985	85985	85985	85985	85985	85985	85985	85985

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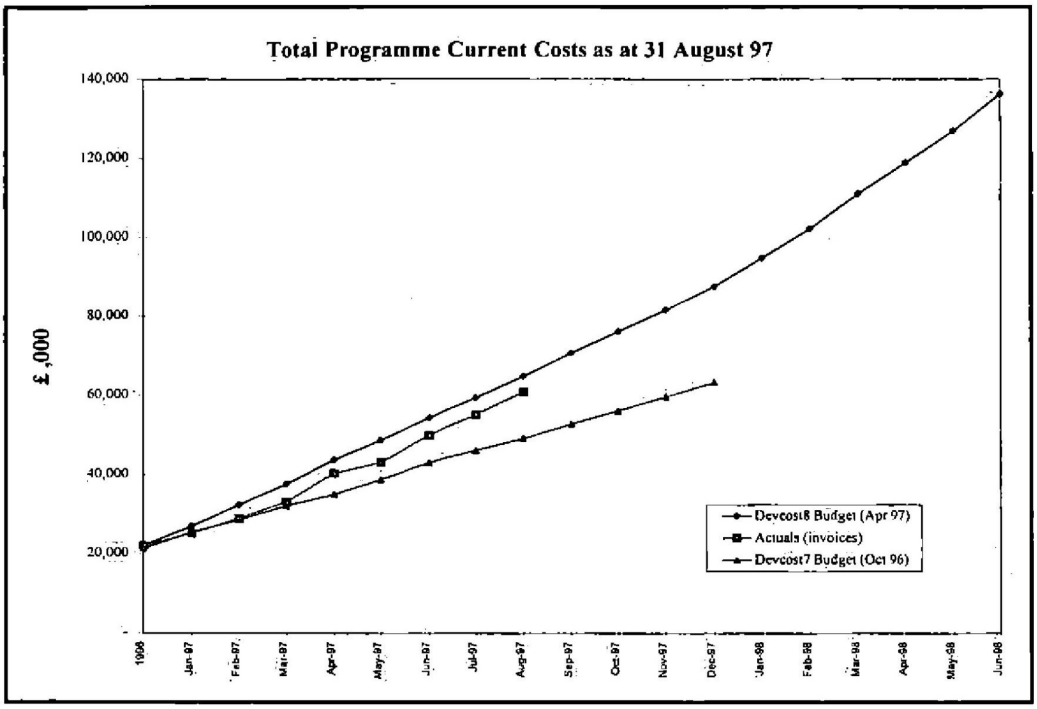
5.2 TOTAL PROGRAMME CURRENT COSTS



	1996	Jan-97	Feb-97	Mar-97	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98	Apr-98	May-98	Jun-98
Current Budget	22079	5026	5139	5286	5999	5125	5515	5121	5523	5766	5481	5503	5875	7315	7273	8890	7793	7897	9381
Cumulative	22079	27105	32444	37731	43729	48854	54369	59491	65013	70779	76260	81763	87639	94954	102229	111119	118911	126808	136189
Current Actuals	22079	5145	5816	4213	7138	2736	6851	5292	5767	0	0	0	0	0	0	0	0	0	0
Cumulative	22079	27224	29040	33254	40392	43128	49979	55271	61038	61038	61038	61038	61038	61038	61038	61038	61038	61038	61038

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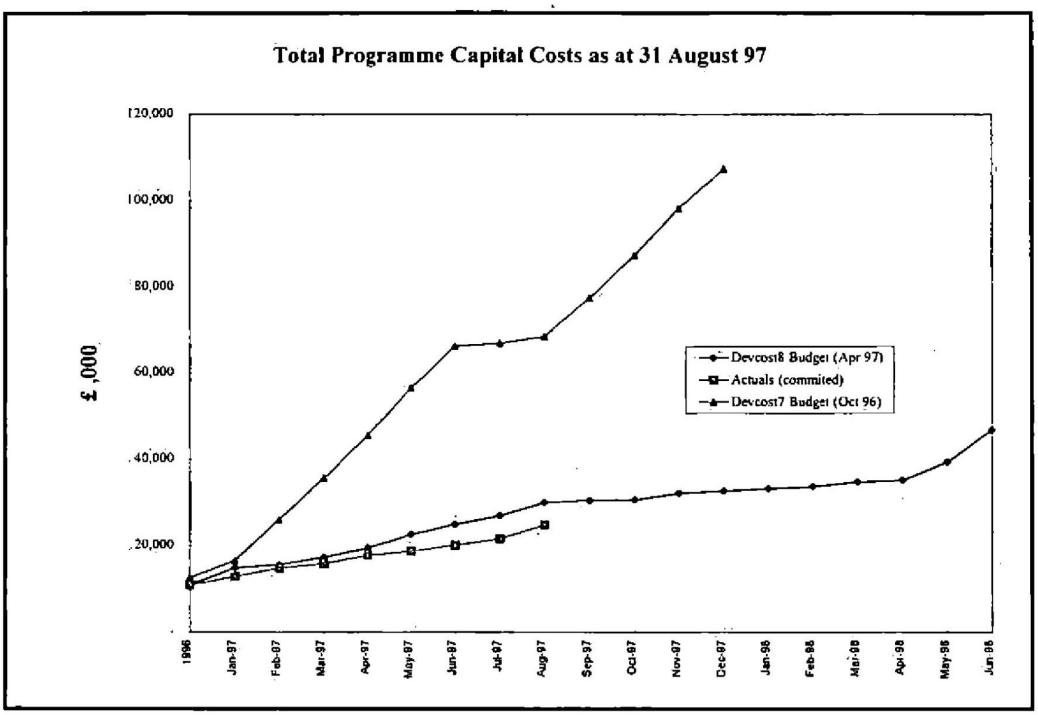
5.3 TOTAL PROGRAMME CAPITAL COSTS



	1996	Jan-97	Feb-97	Mar-97	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98	Apr-98	May-98	Jun-98
Capital Budget	10881	3979	746	1708	2229	3049	2169	2096	3031	463	43	1604	537	510	526	1059	349	4201	7357
Cumulative	10881	14860	15606	17314	19543	22592	24960	27056	30087	30550	30593	32198	32735	33264	33784	34843	35192	39680	46837
Capital Actuals	10881	1972	1962	1002	7020	922	1391	1532	3266	0	0	0	0	0	0	0	0	0	0
Cumulative	10881	12853	14815	15817	22837	23759	25149	26681	29947	29947	29947	29947	29947	29947	29947	29947	29947	29947	29947

- The forecast costs for delivery the programme based upon the new Release 2 time table will not be baselined until the plans are firm towards the end of October.

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Programmes Report

1 MONTHLY SUMMARY

- Two major activities have consumed the resources of the teams during August. Namely final testing of Release 1C and planning for the new Release 2 (Nile 2.0) based on the proposal made by Pathway in July.
- Problems have occurred in Release 1C MOR2 (Model Office Rehearsal) with the Recall and Reissue Process (RRP) for cards and payments. This process is enacted by a suite of programmes provided by Oracle that have been found to contain faults. Plans to rectify the faults and test the suite of programmes have been put in place and MOR2 will restart once the faults have been proven to be fixed.
- The target date for completing MOT has moved by three weeks from 6th October to 27th October. Implementation of the IGL sites plus an additional 190 sites is still possible prior to Christmas if agreement can be reached with the PDA/POCL that rollout to the 190 sites can be completed in 2 weeks. Any further delay to Release 1C would cause implementation of the 190 sites to move into 1998.
- The reviews carried out in August of the plans for Nile 2.0 have concluded that a release date of 30th March 1998 is no longer tenable. The key reasons causing the date to be unachievable are:

  Invalid assumptions on the acceptability of deficiencies between the Nile 2.0 release contents and the contract (e.g. EVP Phase 2).

  Identification of the need for extended testing and a new approach based on experience to date.

  The impact of slippage to Release 1C target dates and 1C deficiencies (defined in the KPR - Known problem Register) that require fixing in Nile 2.0.

As a result Pathway are not forecasting a release date for Nile 2.0.

- The no forecast position has been reviewed with POCL and PDA. Whilst concerned that it marked an, as yet, undeclared slip in the Nile 2.0 release date they understand the reasons. PDA have agreed to work with Pathway to ensure a release date can be forecast in the second half of October where the drivers and risks leading to the date are understood. Pathway will then need to manage the programme to ensure the date is met.

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2 PROGRESS

- All level 1 and Management handshakes are being reviewed and will be included in the next monthly report.

2.1 GENERAL

- Progress has been made in Technical and Security testing such that all tests have been run. Outstanding faults with code, builds and procedures are being fixed and regression tests are planned to be complete by the completion of MOR (targeted for 29TH September).
- Considerable work was undertaken in agreeing with PDA a series of exclusions to Security functuality at Release 1C with appropriate mitigation. Security testing has identified further exclusions. Until these are agreed with the PDA and the complete set formally accepted by the sponsors they could impact the willingness of PDA to accept Release 1C for rollout.
- A process has been defined and implemented for analysing and agreeing with PDA the business impact of Release 1C PinICLs that will not be fixed in that release. These are captured in the KPR (Known Problem Register) for resolution in Nile 2.0 and beyond. Until all testing (including MOR/MOT) is complete, associated PinICLs analysed and the KPR complete we will not get confirmation from PDA that they will accept Release 1C for rollout.
- A new function called the Product Integration Team (PIT) has been established to ensure products are integrated into a build and checked to be working prior to being put under the control of CM. It is expected this will both reduce problems associated with building systems used in testing and managing the status of their content. This function has been used to establish the initial builds for Nile 2.0 testing based on Release 1C and early functionality originally planned for old Release 1e.
- PCMS has now been established and is starting to be used as the Configuration Management tool for Release 2.
- A gap analysis exercise has been established to identify the gap between Pathway's contractual commitments and work commissioned for release in Nile 2.0. This is schedules to complete at the end of September.
- There are now 158 outlets operating Release 1B (OBCS) in the Post Office network. 210 are targeted to be available by the end of September to ensure more than 190 are available for Release 1C rollout (in addition to the 10 IGL sites). The rollout of these Post Offices is being used as a "learning" exercise to validate and improve rollout processes. All lessons learnt to date have been incorporated.

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3 CURRENT CRITICAL PROBLEM

- Completion of Release 1C MOR/MOT post resolution of the RRP suite faults.
- Completion of Security Testing and agreement of the exclusions and mitigation's.
- Completion of PinICL analysis and agreement of the KPR.
- Agreement of release contents for Nile 2.0 including resolution to the requirements for EVP Phase 2, Security and the Non-ISDN solution.
- Agreement on the testing approach to be adopted for Nile 2.0.
- Given the pressures on key management staff and testers working on Release 1C ensuring the final testing and PinICL clearance for Release 1C is fully staffed whilst ensuring sufficient resource to continue development and refinement of plans for Nile 2.0.

4 ISSUES

- Despite an ongoing recruitment exercise not all positions identified have been filled. The Nile 2.0 replan will lead to an increased requirement for resources.
- Not all CCNs/CARs have been reflected in the contract and there are outstanding Agreements to Agree. These need resolving before a full contractual baseline can be established.
- The management of expectations of the PDA and sponsors as new options and dates for Nile 2.0 are established. Ensuring decisions on release contents and timescales reflect the true business drivers of BA, POCL and Pathway.

5 COSTS

- Costs have continued to rise to cover the need for extended testing and an MIS warehouse capability. The full costs for delivering the programme based on the new Nile 2.0 release will not be able to be baselined until the end of October.

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Commercial & Financial Report

1 MONTHLY SUMMARY

- Another very difficult month for the programme. There is no disguising the perception that we are in the dock for the latest slippage and the fact that the damage to business cases all round is immense. On the plus side, our new openness and realism about the state of the programme has been met with a positive response from the other side and a preparedness to work with us to find a way through.
- One key item of good news is that BA and POCL have now agreed in principle the Asset Co. financing arrangements. We are engaged in finalising the terms of the ICL Pathway and ICL plc undertakings, the objective being completion and draw down this week. As at time of writing there is just one outstanding matter to resolve.
- Relationships among the finance and commercial community remain strongly positive.
- Expect suppliers to be seriously destabilised by news of the latest slippage. This will need very careful handling, and soon.

2 PROGRESS

- Apart from the financing agreement (in principle) it is difficult to find areas of real progress. The summary describes them.
- All level 1 and Management handshakes are being reviewed and will be included in the next monthly report.

2.1 EXTERNAL, WITH PDA

2.1.1 CNT

- We have now agreed to drop down all aspects of CCN105 which have been agreed (about 99%) and to ring-fence those which are not (AO6 and B7). This will give us a clean baseline against which we can all work with confidence and will describe the "agreements to disagree" with respect to pricing and CAPS milestone dates. The new contract will incorporate all CCNs up to and including CCN105 and make the updating of the contract for subsequent CCNs very much easier than hitherto. It will also clarify the list of controlled documents. All useful and positive housekeeping. There is a recognition that resolution of the disagreements on AO6 and B7 will have to wait until a new contractual framework is negotiated to reflect the new programme plan. Meanwhile we lose nothing by waiting.

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- The impending movement in the programme plan has been discussed in directional terms but no more. No commercial positioning has been trailed by us or by them. It is recognised that there is no point in engaging on this until we have a clearer view of what a robust new plan might look like. The need for robustness and confidence has been stressed in no uncertain terms.
- The CNT team of the PDA reviewed and then recommended that the sponsors approve the Asset Co. financing arrangements. Pat Kelsey has personally worked extremely hard to sell the proposition within BA - which she has now secured.
- Limited progress (but sufficient for 1c) has been made on customer education. The ultimate impact of phased benefit roll out will depend in part on the extent of slippage in post office roll out, so is another candidate for sweep up into a new commercial deal around a new replan. It remains an Agreement to Agree.
- CAS commercial terms and the definition of SLA monitoring boundary have still to be agreed, but we are inching closer. It remains an Agreement to Agree.

2.1.2 JCCB (JOINT CHANGE CONTROL BOARD).

- Again, no meeting held. The PDA have never implemented the one control process described in the Contract. Strange when there are so many issues around change and Agreements to Agree. Something to consider: should we call for JCCBs to be held?

2.1.3 FINANCE AND COMMERCIAL FORUM:

- Continues to meet and work well and to deal with many lower level issues.
- Subjects dealt with are increasingly on the service management side: reconciliation, fraud risk transfer scenarios and processes, SLA issues, invoicing, etc., but also on implementation (eg. rules for making post offices fit for automation), options for War Pension card roll out, and many more.
- Other areas include the brokering of difficult CCNs, CARs (eg. securing data from CAPS sufficient for EVP), and Agreements to Agree.

2.1.4 ACCEPTANCE PROCESS FORUM (JIM MORLEY LEADING FOR COMMERCIAL):

- Progress still stalled because of more pressing priorities. A significant amount of work remains to be done, including rework to reflect changed baselines.

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2.2 EXTERNAL

- We have deliberately refrained from discussion on new commercial terms and also from launching a defence with respect to slippage or release content deficiencies.
- We know that the BA and POCL business cases have been badly damaged and that there are elements within both organisations which are now looking for out or at least are thinking about alternatives. BA will maintain that they have not slipped since the last replan in April (CCN105): essentially true as far as we can tell.
- We have rehearsed our case for the defence but not yet presented it. The argument goes that late CARs, Agreements to Agree and CCN sign offs have contributed directly to the delays. We could reasonably argue that Drop Down implied that all CARs and Agreements to Agree should have been resolved within three months of contract signature. There are weaknesses in this argument:

  We have not been good at flagging the key dependencies/risk areas ahead of time, or then driving the customer to deliver on his part of the bargain;

  We have not always been timely in producing the proposition when it fell to us to do so;

  We have tended to be lax on change control disciplines;

  The extent of our slippages since the replan in April suggest a certain lack of integrity in our planning which undermines the assertion of such dependencies;

  Delay against dates we have signed up to when others are holding to theirs tends to undermine the cause and effect linkage.

  In each case, we must strive to improve our performance.

- We have talked to the PA Consulting people and seen their draft report. It is not yet clear that any useful recommendations will come through.

2.3 EXTERNAL, WITH SUPPLIERS

- We will have to re-baseline all over again. It will not be easy.

2.4 INTERNAL TO ICL PATHWAY

- The new baseline has only been scoped in rough business case terms, not yet worked through in detail. The answer does not make attractive reading, so I'll leave it at that for this month.

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- The forecasting process has been improved, but struggles to keep up with incessant change. The one positive thing that can be said is that we are expending less cash than was predicted a short time ago, and have had some success in reducing the forecast rate of spend.
- There has been a lot of discussion about what functionality we are required to deliver into RN2. The short answer is (if we read R1e for RN2, because contractually 1e is still the baseline), ***everything*** in the Requirements, Service Definitions (including SLA monitoring), Schedules (eg. AO6), the SADD, SFS and all other controlled documents ***apart from:***

  AP Smart,

  On-line CAPS related services (temporary tokens, emergency stops and payments, card carrying casual agents per CCN 117),

  "soft" EVP (ie. the reference data driven invocation facility)

  Customer education beyond R1c.

- Our rights with respect to outstanding Agreements to Agree, CARs and those CCNs which are forced upon us (eg. CCN118) is that we are entitled to alleviation on timing of delivery. Doing so requires that we ourselves have worked hard to reach agreement (put forward proposals in timely fashion, etc.), that we have declared in writing the need for agreement in advance of any given drop-dead date, and made clear in advance what the impact of delay would be (ie. exclusion from the relevant release or extension of time for getting the release out). Providing we can show that we have done all of those things, we have a strong case for negotiating out content. What we are ***not*** entitled to do is to unilaterally declare via the Release Contents Definition that certain functions will be excluded.
- Areas which may yet afford an opportunity for alleviation (and therefore exclusion) are:

  audit/reconciliation

  fall back/contingency

  reference data

  EPOS menu heirarchy

  CAS service boundary SLA measurement (new commercial boundary)

- on the grounds that they are not yet agreed. Jim Morley or I may be able to help put the case together, and will be happy to do so. Well versed ideas for additions to the list would be welcomed. There may be scope within the list of CCNs not yet signed off by the customer (numbering some 35).

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3 CURRENT CRITICAL PROBLEM

- Delivery track record
- Meeting promises
- Integrity of RN2 plan from the bottom up
- Hence, credibility
- Business cases times 3
- Securing acceptable terms for a re-replan (to come)
- Renegotiating with suppliers (to come)

4 ISSUES

- None of the old ones have gone away.

5 COSTS

- Slightly better than forecast.

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Customer Requirements Report

1 SUMMARY

- The PinICL inventory is now under numerical and management control and two of the root causes for it, the MOR2 scripts and the Oracle 'RRP' problems, have been addressed. Progress on most other activities is being maintained, particularly requirements definitions for later versions of the Benefit Payments Service and new POCL and overseas business.

2 PROGRESS

All level 1 and Management handshakes are being reviewed and will be included in the next monthly report.

2.1 POST DROP DOWN

- No activity.

2.2 DETAILED PLAN ACTIVITIES

2.2.1 CURRENT ACTIVITIES

2.2.1.1 RELEASE 1

- The various aspects of getting the PinICLs (incident reports) under numerical and management control has consumed the majority of efforts of the Requirements team this month. The PinICL system itself is not ideal for the relatively large numbers involved and is optimised at transferring responsibility for a problem rather than focusing on its resolution.
- At one point, just prior to the halt of MOR2, the combined traffic from primary testing, which had not completed, and from the Model Office threatened to run out of control. The hiatus in the Model Office activity and the approaching end of testing has allowed us to get control back, and in particular sort out the scripts the Model Office is using.
- The 1c known problem register (derogations) has been maintained through five versions: it currently comprehends 31 General and 54 Security PinICLs, 48 of which are covered by agreed Security Exclusions.

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- There are currently 385 PinICLs outstanding with Pathway of which about 240 are resolved awaiting clearance. Some 25 are expected to be resolved by an Oracle fix ('RRP') and some 25 were caused by the MOR2 scripts being used not being targeted at Release 1c. How is it that CAPS Testing can write scripts for Model Office without seeing a Release 1c RCD?
- Looking at the PinICLs raised by the customer from Model Office activity and Joint Business Tests (and excluding any Security items) there are currently outstanding 31 Category 1 (must fix) and 33 Category 2 (should fix).

2.2.1.2 RELEASE 1/2

- Workshops on Test Threads for Release 2 have been held.

  The PDA comments on SADD Version 3.1, which should be next to none, are now overdue.

- A revised version of the Audit Trail Functional Specification was output for agreement.
- Tony H has resolved problems in the download of DSS Reference Data. The whole file was being rejected because mandatory fields were absent - notably post codes on some Post Office records. It transpired that the file incorrectly included post offices for the Isle of Man, and the Channel Isles, which do not have post codes, but are not even within the scope of the Pathway solution.

2.2.1.3 RELEASE 2/3

- A new baseline CAPS to PAS/CMS Data Interface Definition & Validation Rules document for CAPS Release 3 (DIDVR) was produced by CAPS, reviewed and signed off by all parties in mid June. But despite repeated requests, PDA have not yet raised a Change Request against which the CP can be agreed to enable Pathway to move to the new baseline.
- Dave H and Tony H have reviewed the Release 2 Benefit Payment System designs at length in terms of the requirements statement and to form a basis for testing. Areas of uncertainty include EVP on various transactions, contingency operations via the Help Desk and contingency during total failure of CAPS. Comments on the BES High Level Design were also produced.
- Design reviews of the solution for non-ISDN connected outlets were supported and additional information from the workload brief prepared and supplied.

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- Dave H and Tony H supported the design review to resolve issues with the Oracle Recall and Reissue Payments (RRP) process. Apart from some immediate fixes which will clear a large number of outstanding PinICLs and prevent their reoccurrence, the design is unable to cope with the anticipated volumes. Separating cardholder details from the payment will have a large, beneficial effect, but is a major work item not currently planned into Release 2.
- There has been no response from POCL to our firm position on Quantum APS.
- We will create a Service Definition for the chargeable connection service for take-on of new APS clients.
- We are being pressed for a definitive Mobiles design proposal.
- There is pressure to provide connection to disaster sites for TIP and HAPS, to provide some form of connection for the large A702 weighscale and questioning of the methods used to measure the rated sound output of the counter printer.

2.2.1.4 CARS

- There is about two days of detailed work outstanding to sort out the very large set of Ongoing CARs

2.2.1.5 ACCEPTANCE

- The initial ideas on testing scripts for Release 2 Temporary Tokens were discussed with T&I and various clarifications provided.
- We have agreed to move all the Acceptance Specifications to a Release 1e (sic) level in order to establish a baseline from which to move to the final acceptance level when that is agreed.
- The EPOSS, Reference Data, TIP, Audit and Reconciliation specifications are on hold until Requirements can conclude its current PinICL task. That for POCL Infrastructure depends on Design producing technical documentation and performance models.

2.2.1.6 NEW BUSINESS SUPPORT

- Dave C has progressed this area:
- The Business Requirements Definition (BRD) for SAP-ADS (Inventory Management), targeted at Release 3, was revised by POCL. Our response to this for a Logistics Feeder facility is with other parts of Pathway prior to presentation to POCL during the week of 8/9.
- The National Savings BRD, targeted at Release 3, is at a similar stage. Acceptance criteria and service levels are in negotiation with POCL.

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- A simplified statement of requirement for EFTPOS, also targeted at Release 3, was prepared as the basis for a new commercial proposal. This has been broadly accepted by POCL.

2.3 OTHER TEAM ACTIVITIES

2.3.1 PA REVIEW

- Dave H presented an overview of the Pathway solution and dealt with matters arising in the follow-up discussions. A second meeting with John D went into more detail on end-end business processes and information flows between the three parties (Horizon, BA and POCL), the co-ordination of the end-end design and the approach to end-end testing.

2.3.2 INTERNATIONAL SALES BIDS

- We welcome to the Requirements team Brian Hauxwell who brings a global view of post office requirements. He is compiling a comparative requirements statement, particularly for those services which are not required by POCL.
- Dave H attended the joint meeting with Hungary Post and POCL to discuss details of the two distribution projects and their potential use of SAP R/3. During the second day presentations were made on the Pathway solution, security provisions, the use of Agents and potential to link to SAP R/3.
- Brian H also supported the ICL team in Copenhagen and is resolving the issue of ICL Pathway presence at Post Expo in Hamburg.
- Dave H attended and chaired the Workflow Management Coalition meeting in Boston. A joint submission to the Object Management Group on workflow technology, including ICL as a co-submitter, was completed for review by OMG in September.
- Dave C did some formal training on the run up to EMU.

3 CURRENT CRITICAL PROBLEMS

- None.

4 ISSUES

- The pre-emptive demands of the 1c PinICL work continues to hamper Requirements normal activities, particularly Acceptance.
- The dependency on technical documentation being available for use during the Acceptance sequence remains.

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- The issue of POCL seeking conventional EPOS while the Pathway system is concentrating on delivering for DSS remains. The requested design paper discussing integration of GlobalStore or similar with Riposte NT is not a priority task for Peter Wiles. We cannot afford not to respond sensibly to this.

5 COSTS

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Customer Service Report

1 MONTHLY SUMMARY

1.1 OPERATIONS

1.1.1 RELEASE 1A (IGL-2)

- There were few problems with the operational running of IGL. The service continues to run successfully.
- Note that 23 September will be the first anniversary of the implementation of the first Post Office.

1.1.2 RELEASE 1B

- Release 1b continues to run with relatively few problems.
- Call volumes to the Horizon Systems Helpdesk are significantly down from the July numbers.
- A patch is to be applied which will avoid the effects of the memory leakage problem. This will effectively be a 'work-around' which forces the counter system to re-boot each night. The problem is resolved in Release 1c.

1.1.3 RELEASE 1C

- Pat Lywood has been appointed Model Office Manager and will assume full responsibility for the planning ,control and co-ordination of Model Office activities across Pathway with effect from MOT. This is a permanent role in addition to Pat's other duties as Operations Test & Integration Manager, and will be carried forward into all future release programmes. Pat will assist Gill Jackson during MOR2.
- Martin Molloy has been appointed Model Office Site Manager (for Pathway) and will be located on-site full time at Borough Road during Model Office activities. He will be responsible for maintaining an effective and continuous liaison between the PDA and Pathway during MOR and MOT. Martin will be supported by Jeremy Lindegaard-Stewart. Martin and Jeremy continue in their roles as Service Managers for POCL and BA services respectively.
- Terms of reference are being prepared for sign-off by both Pathway and the PDA. A support notice documenting these roles will be published shortly.
- .The 1A to 1C migration tools were successfully tested in an operational environment and the 1B to 1C tools are currently in BIT.

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- The migration plan has now been base-lined but depends on access to the 10 IGL Post Offices over the migration weekend. Although there are verbal assurances we are still awaiting something in writing.

1.2 BA & POCL SERVICES

- Performance against a number of SLAs is now being monitored and has been reviewed with the PDA. The PDA were very appreciative of the initial statistics pack that was prepared by Peter Robinson.
- There are no SLA performance issues.
- DLR have the definition of the IGL Card Migration PUNs and are to provide proofs.
- RML have signed-off the Pathway specification for Track and Trace file format.
- The PDA have agreed the manual process for DSS/POCL caller identification for R1C.
- It has been agreed that the Payment Card Helpline will not need to offer a Welsh service nor dual-site operation until Release 2.

1.3 CUSTOMER SATISFACTION

- A presentation of our plans for the Manager Care Visit Programme and on the operation of the Service Visit Reply Cards process was made to the POCL Regional Liaison Managers.
- An article on the operation of the Service Visit Reply Card process has been delivered to the PDA for publication to Horizon users.
- The number of returned reply cards as a percentage of visits has increased back up to over 50%. The general level of satisfaction with service visits remains high but 2 cards returned from Model Office expressed concern over the elements of the service provided by the Horizon System Helpdesk. We will be progressing these concerns with Model Office staff and with the Horizon System Helpdesk management.

1.4 RELEASE MANAGEMENT

1.4.1 RELEASE AUTHORISATION AND DISTRIBUTION (RAAD)

- A total of 9 fixes have now been distributed, 4 to counters and 5 to the central systems.

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- The road shows conducted by Denise Ivermee and Alison Peacock were well attended and well received by all our suppliers. The Pathway event was not well attended and I propose to run extra events for Pathway to ensure that this important process is well understood by all.

1.5 SYSTEM SUPPORT

- I have agreed with Personnel an appropriate out-of-hours and shift policy for the System Support Centre.
- Recruitment of new staff continues but is slow - matters should improve once the relocation to Bracknell is underway.
- The "Memory Loss" problems on counters has been located in Riposte. Tests indicate that the problem is source cleared in Release 1c.

1.6 SYSTEMS OPERATE / MANAGEMENT

- CFM was closely focused on the support and operation of MOR-2 and on security testing, particularly in the area of TELNET access. There has been substantial activity in this area with site visits to Wigan and Belfast followed by the running of the Bracknell test scripts, the results of which we are awaiting.
- In summary good progress, with the Service Management Centre now operational and software distribution now proven on Release 1b.
- Event activation has been tested satisfactorily on BIT and will be activated for MOR2. No major issues outstanding on the product other than bedding in the support routes.

1.7 RESILIENCE AND RECOVERY

- This was reviewed during August and number of actions put in place. A summary of these are as follows:

  CFM providing PAS/CMS back-up scripts to Development for incorporation into CM and maestro

  Change made to maestro schedule to change sequence of events after hot back-up

  Graham Lloyd has submitted a CP to introduce Oracle close-down and restart after a hot back-up

  testing required to prove recovery onto EMC discs

  Oracle procedures required for cold back-up

  BMC patrol Knowledge Module required for failure during tape copying

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- Harvey Potts has produced a paper outlining the design elements but the operational aspects of this are still a major cause for concern.
- Martin Riddell is leading on the production of an overall CS Strategy for managing R&R involving CFM, Sequent and Oracle.

1.8 MANAGEMENT INFORMATION SERVICES

1.8.1 SERVICE LEVEL MANAGEMENT

- The Service Performance Review Book was populated with live data in time for the Service Management Review Forum meeting on 21 August and was very well received.
- Draft SLAs were constructed for DNS and presented at the POCL/DNS SLA Forum. They were well received as a first pass activity and are being taken forward to be reviewed internally within DNS before further progress in September.

1.8.2 WORKLOAD VOLUMETRICS

- Volumetrics (version 13) is being reviewed against the roll-out plan which will be issued in the first week of September before delivery to ICL Sorbus.

1.8.3 RECONCILIATION

- Good progress on the reconciliation reporting and error resolution processes have now been signed off by Pathway and the PDA.
- Bob Davis drafted the scope for part 2 and gained agreement by the PDA led Benefit Payments Panel. The perceived success of part 1 provided an opening for a leading role in part 2, which includes topics that have to date been excluded by the PDA from the joint Pathway, DSS and POCL process definition work.
- Transaction volumes for OBCS have now exceeded 800,000 since Release 1b commenced in early May BUT we have now reason to believe that some of the supplied is incorrect. Figures from the PDA show inconsistencies when compared against the volumes supplied by Pathway and the 'POTH' volumes obtained internally within BA.
  Richard Brunskill has escalated the problem for resolution and also implemented a software function that scans the database for duplicates.

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1.9 PROCESS MANAGEMENT

1.9.1 BPS PROCESSES

- Incorporation of Mail-sort CBC (bar-coded mail sorting) into the distribution process is moving slowly as RML have so far not provided sufficient information. There may be a reluctance by RML to accept Pathway's rejection of Mail-sort 1 as the solution for PUN distribution, particularly since they stand to lose significant business volumes once the transition to Payment Cards is underway. Tangible evidence of successful address cleansing by the DSS is to be pursued.
- Dave Law attended a POCL contract meeting with Paul Curley and presented the latest version of the card batch receipt, reconciliation and issue process. The major issue still to be resolved is the potential conflict of interest between RML and POCL on SLAs and liability for card batches at the batch delivery point. RML and POCL are to meet in private with the intention to escalate this issue to Post Office corporate level for a final decision.
- Jan Ambrose has reached agreement with the PDA on the baseline for measuring EPOSS transactions, the principle of equivalent transactions and the use of keyboard/touch screen.
- A proposal for the benchmark process for National Savings products has been produced and a meeting held with POCL to discuss processes and the way forward.

2 PROGRESS

All level 1 and Management handshakes are being reviewed and will be included in the next monthly report.

3 CURENT CRITICAL PROBLEMS

- None.

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4 ISSUE

4.1 MIS DEVELOPMENT

- Peter spent 3 days in workshop mode at CFM Dublin reviewing the Design to Requirements documents for MIS and Data Warehouse. They were reviewed against the draft Schedules Version 7.0; the following disturbing points arose:

  actions to be progressed before sign-off can be achieved

  schedules not reflect fully in the Release 2 solution

  areas of change that have been applied that will make the delivered solution different to that of Requirements

  remedies cannot be identified before the first week after the Quarter to which they apply and then ONLY at the BA/POCL level

  there is no means of identifying remedies against either Suppliers or Services.

- Actions will be progressed as a matter of urgency and revised schedules raised for submission to the PDA for change proposals.

4.2 RELEASE 1C IMPLEMENTATION

- The RRP failures in Model office and the subsequent decision by PDA to rerun MOR2 is a major disappointment. As a result, the likely scenario is that the plan will shift 3 weeks to the right. The obvious impact is on the Congo 4.1 upgrade on 1 -2 November and subsequent PDR load. I understand the CAPS viewpoint to be that it would like 2-3 weeks between Release 1c and Congo 4.1. This would mean Congo 4.1 would be delayed by 2 weeks. I believe development is looking to save a week from MOR/MOT which may reduce this time to 1 week. I have also heard that CAPS do not want to push back Congo 4.1. This would mean 1 - 2 Nov would be a 'big bang' weekend with both activities. This is a high risk proposal which has nothing to recommend it from an operations implementation viewpoint.

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5 IT INFRASTRUCTURE

5.1 LAN UPGRADE

- This commenced during August and is due to finish during the second week in September. The effect of this upgrade will be an ICL Pathway LAN secure from the building LAN and corporate WAN, with the ability to take on the extra workload from the live system.

5.2 INFRASTRUCTURE UPGRADE

- Paul Westfield has published a document detailing the proposed upgrade. A presentation was given to myself and Alan Coulter on the contents. A few points of clarity were asked for, to which a response is due this week.

6 PERSONNEL

- Angela Hart transfers to Pathway as a Business Support Analyst from 1 September to implement and operate the BPS Reconciliation Process. Selection for a similar person for APS Reconciliation is in progress.
- Alex Nicholson transferred to Pathway to join Martin Riddell's team as a Service Manager, Operations.
- Nusren Sullivan decided not to join the team at the last moment. She was given a better offer from BT - an extra £6k plus benefits.
- I am still seeking an additional Process Engineer and several SSC Diagnosticians.

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7 SUMMARY IGL / 1B SERVICE REPORT - AUGUST 1997

7.1 BENEFIT PAYMENT ANALYSIS

7.1.1 PAYMENT / ENCASHMENT BREAKDOWN BY VALUE - AUGUST 1997

Unencashed B/F	Pmts Rec'd	Stops & Expiries	Encashments	Unencashments C/F
£44,645.85	£107,618.00	£1,144.45	£108,922.30	£42,197.10

7.1.2 PAYMENT / ENCASHMENT BREAKDOWN BY VOLUME - AUGUST 1997

Unencashed B/F	Pmts Rec'd	Stops & Expiries	Encashments	Unencashments C/F
1449	3514	47	3576	1340

7.1.3 PAYMENT / ENCASHMENT BREAKDOWN TO 31/08/97 - BY MONTH

	Payments Received		Stops & Expires		Encashments Made	
Month	Number	Value	Number	Value	Number	Value
96/09 Sept	30	£530.00	0	£0.00	19	£372.20
96/10 Oct	150	£3,048.30	4	£62.80	132	£2,634.00
96/11 Nov	630	£16,987.50	7	£123.40	550	£14,920.20
96/12 Dec	1769	£52,024.40	22	£423.60	1468	£43,241.60
97/01 Jan	2096	£62,726.60	21	£462.20	2161	£64,688.70
97/02 Feb	3675	£110,337.00	47	£1,198.30	2694	£81,525.30
97/03 Mar	3339	£102,626.30	56	£1,300.80	3599	£109,528.90
97/04 Apr	4530	£124,614.65	65	£1,671.85	4497	£124,587.95
97/05 May	3336	£103,320.95	31	£1,048.30	3212	£96,697.85
97/06 Jun	3541	£109,839.45	26	£669.45	3560	£113,521.40
97/07 Jul	4282	£134,050.20	38	£1,158.70	3720	£115,642.00
97/08 Aug	3514	£107,618.00	47	£1,144.45	3576	£108,922.30
Total	30892	£927,723.35	364	£9,263.85	29188	£876,282.40

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7.1.4 PAYMENTS / ENCASHMENTS BREAKDOWN TO 31/08/97 - BY QUARTER

	Payments Received		Stops & Expires		Encashments Made	
Quarter	Number	Value	Number	Value	Number	Value
96/3	30	£530.00	0	£0.00	19	£372.20
96/4	2549	£72,060.20	33	£609.80	2150	£60,795.80
97/1	9110	£275,689.90	124	£2,961.30	8454	£255,742.90
97/2	11407	£337,775.05	122	£3,369.60	11269	£334,807.20
97/3	7796	£241,668.20	85	£2,303.15	7296	£224,564.30
Total	30892	£927,723.35	365	£9,243.85	29188	£876,282.40

7.1.5 PEAK ENCASHMENT DAYS TO 31/08/97

Date	Day	Number	Value
97/04/07	MON	407	£10,719.50
97/07/21	MON	455	£15,710.30
97/04/14	MON	459	£13,255.20
97/03/24	MON	468	£14,645.80
97/05/19	MON	612	£20,907.00
97/08/18	MON	637	£19,262.50
97/04/28	MON	694	£19,739.50
	Days	7	

7.2 FOREIGN ENCASHMENT ANALYSIS

7.2.1 FOREIGN ENCASHMENTS BY TYPE TO AUGUST 1997

Type	Number
Foreign Encashments made at Post Offices	20
Foreign Encashments made by Payment Card Helpline	46
Total	66

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7.2.2 FOREIGN ENCASHMENTS TO 31/08/97 - BY MONTH

Month	Number
96/10 Oct	4
96/11 Nov	8
96/12 Dec	14
97/01 Jan	16
97/02 Feb	34
97/03 Mar	54
97/04 Apr	62
97/05 May	55
97/06 Jun	132
97/07 Jul	80
97/08 Aug	66
Total	525

7.3 HORIZON SYSTEM HELPDESK CALL ANALYSIS

7.3.1 CALLS RECEIVED BY CATEGORY - AUGUST 1997

	DSS	N/A	PATHWAY	POCL	Total
A&G	3	2	3	54	62
DE-INSTALLATION				2	2
DOCUMENTATION				6	6
ENVIRONMENT				17	17
HARDWARE			4	19	23
IMPLEMENTATION			6	9	15
INAPPROPRIATE	1	2	3	9	15
NETWORK			8	15	23
OPERATIONS	6	0	4	34	44
OTHER				1	1
SOFTWARE			1	54	55
Total	10	4	29	220	263

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- 19% of all calls received from Model Office - however there was a fall in software and network calls, which reflects implementation of OBCS fixes.
- A & G calls are generally received from on-line Post Office's

7.3.2 CALLS RECEIVED TO 31/08/97 - BY MONTH

Month	Number
96/09 Sept	10
96/10 Oct	28
96/11 Nov	47
96/12 Dec	39
97/01 Jan	70
97/02 Feb	71
97/03 Mar	132
97/04 Apr	239
97/05 May	736
97/06 Jun	966
97/07 Jul	504
97/08 Aug	270
Total	3112

7.3.3 CALLS RECEIVED TO 31/08/97 - BY QUARTER

Quarter	Number
96/3	10
96/4	114
97/1	273
97/2	1941
97/3	774
Total	3112

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7.4 PAYMENT CARD HELPLINE CALL ANALYSIS

7.4.1 CALLS RECEIVED BY CATEGORY - AUGUST 1997

	Customer	DSS	General Non Customer	POCL	Total
CMS	10	4	0	37	51
GENERAL	9	3	190	9	211
PMS	1	2	0	38	41
Total	20	9	190	84	303

7.4.2 CALLS RECEIVED TO 31/08/97

Month	Number
96/09 Sept	6
96/10 Oct	83
96/11 Nov	191
96/12 Dec	243
97/01 Jan	344
97/02 Feb	463
97/03 Mar	305
97/04 Apr	402
97/05 May	306
97/06 Jun	401
97/07 Jul	323
97/08 Aug	303
Total	3370

7.4.3 CALLS RECEIVED TO 31/08/97 - BY QUARTER

Quarter	Number
96/3	6
96/4	517
97/1	1112

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97/2	1109
97/3	626
Total	3370

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7.5 OBCS TRANSACTION ANALYSIS

7.5.1 TRANSACTION VOLUMETRICS - JULY 1997 (ALL TRANSACTIONS)

	Accepted	Impounded	Invalid	Unreadable	Total
Encash	240771	1030	6	109	241916
Issue	19739	91	8	49	19887
Non-Barcoded	12599	0	0	0	12599
Re-direct	638	0	0	4	642
Receive	21285	86	25	67	21463
Total	295032	1207	39	229	296507

7.5.2 TRANSACTION VOLUMETRICS - JULY 1997 (FOREIGN TRANSACTIONS)

	Accepted	Impounded	Invalid	Unreadable	Total
Encash	13229	106	0	24	13359
Issue	305	2	0	3	310
Receive	2098	16	2	20	2136
Total	15632	124	2	47	34450

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7.5.3 ACTIVE CARD VOLUMETRICS - IGL

Month End	Beneficiaries (Active Cards)
30 Sep 1996	14
31 Oct 1996	76
30 Nov 1996	253
31 Dec 1996	578
31 Jan 1997	830
28 Feb 1997	1124
31 Mar 1997	1289
30 Apr 1997	1281
31 May 1997	1155
30 Jun 1997	1285
31 Jul 1997	1313

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Quality & Risk Report

1 MONTHLY SUMMARY

- FRM progress. Good progress has been made on FRM processes. We are now in a reasonable state of readiness for Release 1c. However PDA are not able to receive and analyse fraud data, due to a reluctance to approve spending on workstations with Business Objects. Release 2 work progresses well, with the production of reference data for joint testing of the FRM Database in September.
- Risk Management. Considerable effort in this area during August; including a National Roll Out Risk Review for the PA programme review, and the start of Release 2 analysis.
- System Security. Release 1c exclusions have been agreed with PDA, subject to a number of caveats. The most onerous of these is providing a commitment that all remaining security functionality is in Release 2. This requires speedy work with Escher and in determining the potential for use of NT extensions. Considerable effort is also being put into testing and clearance of PinICL's. This has been at the expense of Release 2 activities.
- Quality. Subcontractor Quality Plans and reviews continue. Quality Assurance of documentation progress continues.
- Process Management. Slow progress is being made on Operational Change Management and End-2-End New Business processes. This is mainly due to slow and unnecessarily detailed response from PDA.
- Audit. A Release 1c User Manual is being developed, and a workstation being set up with the required tools.
- Year 2000 Conformance. Progress has been made in obtaining commitment from suppliers to provide conformance.
- Issues:

  Potential security exclusions for Release 2 need to be identified rapidly, in order to finalise negotiation and acceptance of Release 1c.

  Focus on Release 1c has been at the expense of work for Release 2. This needs to be addressed during September (particularly in Security and Audit).

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2 PROGRESS

All level 1 and Management handshakes are being reviewed and will be included in the next monthly report.

2.1 FRAUD RISK MANAGEMENT

- Review of FRM Release strategy. Confirmation is now required PDA that the equipment to be used for FRM report receipt by the PDA will be funded by the Contracting Authorities. This has still not been received.
- Internal FRM procedures:

  Internal Investigation Procedure. Review comments from Pathway have been incorporated. The document requires final review to ensure that correct procedures are included for the production of company secret documents.

  Investigation of Reconciliation Fraud Procedure. This will be completed jointly with Girobank.
- Fraud Case Database (Release 2). The production of reference data has started in order to start joint testing with PDA by end of September.
- Fraud Liability Apportionment. No progress.
- Procedures for impounded cards, PUN's and Temporary Tokens. Final reviews Have taken place with the PDA; only one commercial issue is outstanding. Costing of card examinations from PDA is awaited. The outline procedure has been produced.
- Fraud Incentive Reward Scheme. No progress.
- FRM Pathway/PDA actions. A matrix of actions required to produce an end to end operation has been produced for discussion with PDA.

2.2 RISK MANAGEMENT

- A National Roll out Risk Review was carried out as input to the PA Consultancy programme review. It identified risks in 5 areas:

  General; end to end programme status, internal communication to Sponsors, system dependencies on BA/POCL, PFI/supplier contract.

  PDA responsibility; Release 2 RCD not agreed, contractual acceptance specifications and process, EVP implementation timing, speed of response to change requests, revised testing approach required.

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POCL controlled; POCL-ICL Pathway strategic planning and communication, POCL estate condition, reference data change.

BA controlled; CAPS 3 code freeze, low address accuracy, customer education approach, CAPS benefit migration plan.

Pathway controlled; access control requirements, subcontractor site preparation quality, non ISDN Post Offices.

- Release 2 Risk Review. This has begun, with an initial listing drawn up from a review of the Release 2 plan. A change to the Risk Management Process is being proposed to make it a more active part of programme planning and progress monitoring.
- An Excel Pivot table has been produced for the analysis of PinICL's associated with Release 2 risks.

2.3 SYSTEM SECURITY

2.3.1 RELEASE DEFINITION AND NEGOTIATION

- Most of August has been consumed in addressing the shortcomings in Release 1c security functionality and auditing. Following discussions with the PDA Fraud & Security Group, mitigations have been developed for each missing element, and supporting processes and documentation defined. Agreement has been reached on all identified exclusions; however not without PDA insisting on additional 'hoops to jump through'. The most onerous of these is the requirement to provide the remaining security functionality at Release 2. This will require speedy agreement and work by Escher.
- To satisfy an additional Sponsor requirement, a strategy has been designed to 'guarantee' a clean and secure migration from R1c to R2. This involves building the Bootle configuration from the same build scripts as those used for Wigan, but in isolation; migrating the production data from Wigan to Bootle and rebuilding Wigan from the original scripts.
- To ensure the integrity of systems at the counter it is proposed to run a Tivoli 'Bill of Materials' check on each workstation. Basically, the software that is present on each counter position is compared against a list of expected software. Any anomalies will be investigated and may require system swap-out.
- It is envisaged that the Bill-of-Materials check will be utilised throughout the life of the project on both as a scheduled task and on an ad hoc basis.

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2.3.2 DOCUMENTATION

- Security Functional Specification Version 2.4 of the SFS has been sent to the PDA for formal review.
- Access Control Policy. Work continues to revise the ACP in the light of changed system solutions.
- All three anti-virus documents have been signed off. The Pathway computer virus policy has also been signed off.
- Work on the Pathway Security Standards is progressing well.

2.3.3 CRYPTOGRAPHY

- The design for the online Key Management Service (KMS) for Release 2 is being progressed with TSC (Bracknell).

2.3.4 SECURITY MANAGEMENT

- Progress on site security at Bootle and Wigan has been made; completion is expected by 15/9/97 and site audits with PDA are being arranged for week beginning 22/9/97. A site audit of Belfast is planned for the previous week.
- TSC have been progressing the Security Event Management solutions for 1c and Release 2. The results of their work will be presented on 8th September. The Release 1c work will be used as one input to the Audit workstation development.
- A security audit of De La Rue card production at Tewkesbury has been conducted. This concluded that the overall level of security was in excess of requirements. 3 actions were identified, the most important of which is the construction of a wall to isolate the card production area.

2.3.5 SECURITY SOLUTION

- The initial drop of the COSManager product was demonstrated. Certain shortcomings are evident around the level of auditing and the degree to which Sequent have configured the product.
- A meting took place with Security Dynamics, CFM and Sequent to progress the requirement for SecurID tokens for Release 2. Belinda Fairthorne is producing a requirements definition document for handover to Design.
- A solution to the risk of wrongdoers spoofing the PAS/CMS Help Desk is being sought with the PDA Fraud & Security Group.
- The firewalls identified in the Network Security Report are being configured but this work is being hampered by issues around IP address allocation.

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- During August, considerable effort has been in support of testing of security, particularly outstanding PinICL's.

2.4 INTERNAL SECURITY

- The Brief Encounters article has been completed, and published.
- The Pathway virus log has been updated with two viruses found this month
- A personal data base has been set up to record computer viruses so that associated viruses can be identified.
- Dr Solomon's anti virus software is being implemented for version 7.74.
- Virus Scanning Certificates have been produced and are in the process of being distributed.
- Development of the Security Awareness program is progressing.

2.5 DATA PROTECTION ACT

- DPA training is being developed.
- An analysis of all personal data on the Pathway system is being conducted. This will enable the registration as a bureau to be substantiated and negotiations to take place regarding the requirement to produce data as a result of subject access.

3 QUALITY

- Sub Contractor Quality Plan Reviews. Comments have been fed back to D2D to support revision of their Quality Plan. The Girobank Quality Plan has been received and reviewed. Royal Mail Complaints Process document received has been reviewed.
- The D2D Internal Audit Report has reviewed. Some actions require input from Pathway Implementation Team.
- Quality Assurance - Change Control. 50 CPs have been reviewed during the month.
- Quality Assurance - Documentation. Documents reviewed include:

  A proposal (from B Vaughan) to Baseline the current document set. The Library content has been brought up to date with latest version of documents attributed to Quality in time for approval of the baseline document set (26/8) via CP 752.

  Wide range of documentation reviewed at draft stage, and comments fed back to authors, including:

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R1c Technical Environment Implementation

R1c Audit Proposal

Card / Temporary Token Reconciliation

BA / POCL Benefit Reconciliation

PAS / CMS Help Desk Call Matrix

Royal Mail Interface High Level Design

IGL Card Replacement Service

R2 Business Threads

3.1 PROCESS MANAGEMENT

- Process Audits (D/I/T). The Development Audit Improvement Plan has been updated with progress and completion dates planned at 1/8.
- Requirements and Contract Schedules related to Test Audit Records have been reviewed and summarised for Test Management. Recommendation made that the final audit run of each test should be completed end-to-end without changes once the test has commenced.
- Operational Change Management. Workshops have been planned for early September to analyse and decompose the 3 main categories of change identified in the Catalogue, namely Outlet, AP Client and Product. The menu hierarchy issue has been resolved to the extent that a workshop was held where Pathway assumed design responsibility as opposed to relying on POCL/PDA to arrive at their desired position. Another issue regarding the tagging of reference data to change requests has arisen. A proposal to POCL/PDA has been made but they are rejecting it for Release 2. We believe that the proposal is achievable for R2 but that POCL would not be able to service it anyway.
- End-2-End New Business. A PDA facilitated review workshop has taken place. A number of relatively minor changes emerged which have been fed into updated versions of the process and the BRD PD. These have been fed to the PDA. Comments (mostly minor) being incorporated but PDA has been told that Pathway is content with both documents and we seem now to be waiting on POCL/BA/PDA to reach agreement among themselves.

3.2 AUDIT

- The definition of general audit to be provided at Release 1c has made considerable progress. A Release 1c User Manual is being produced.
- The release Proposal for Auditing at Release 1c (effectively an audit design) has been produced and baselined. A workstation is being set up with the required tools to test and demonstrate to PDA.

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3.3 CRISIS MANAGEMENT AND INSURANCE

- No progress this month.

3.4 YEAR 2000 CONFORMANCE

- Considerable progress has been made with negotiating revised contracts to include Year 2000 compliance, including several major suppliers.
- Several suppliers have published plans for conformance, which will be tracked. FJ/ICL has given a responded only with a statement that it is examining the effects of Year 2000 on its products, and a commitment to produce a policy statement by the end of September.
- No conformance status has yet been received from Tivoli, HP Open View, PCMS or Cheyenne Arc Server.

4 CURRENT CRITICAL PROBLEMS

- Security exclusions for Release 1c have been agreed subject to a number of mitigations and caveats. The most onerous is the requirement to provide full functionality for Release 2. The main issues are concerning access control at the Counters (Riposte).
- Release 2 has suffered as a result of the focus on Release 1c. It is now urgent that we plan design and development; particularly in the Security and Audit areas.
- Testing at Bracknell continues to raise issues, mainly related to the management of the function and reporting of results. A considerable amount of effort, by both Development and QRM is taken up with reviewing progress.
- QRM is once again being overwhelmed with 'short term' issues which are consuming resource at the expense of longer term activities. The workload of Risk Management is increasing to accommodate higher demand for risk analysis. The security team has been heavily involved in the definition of exclusions, debate with PDA, and control of testing and PinICL's.

5 ISSUES

- It is now urgent that resolution of the Business Objects and PC funding for the PDA R1c is resolved and action taken.

6 COSTS

- No relevant information is currently available in sufficient detail to report on costs against budget for May.

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Business Development Report

1 SUMMARY

1.1 GENERAL:

1.1.1 CUSTOMER EDUCATION

- Progress continues to be painfully slow. We submitted a response to the Benefit migration change request and raised a change control notice on branding, the result of which has been to sit down and re-assess the detailed requirements and then to scale down wherever possible, especially where there is a cost impact on BA. The CCN's will now be re-issued as a single document.
- Alertness to any negative media or political comment is maintained, especially sensitive during the period of the independent review/forthcoming report.
- The position of no proactive communication of ICL Pathway is maintained. However, the time has come where I believe we need to cultivate friends in the political domain. To that extent, we are having discussions with George Hall and John Cheetham to put a programme in place asap to ensure that politicians know our side of the story.
- We have also undertaken a deliberate approach to demonstrating the system to as many relevant groups as possible. In the last month, we have demoed to PDA Board, POCL Regional General Managers, representatives from the commercial arm of BA. The reaction has been universally positive. We now continue to identify other key groups who need to be brought up to date with the system.

1.1.2 BUSINESS DEVELOPMENT:

- National Savings Phase I, SAP/ADS (Inventory Management) and EFTPOS (acceptance of debit cards) are still on target for Release 3, although EFTPOS has a large amount of red tape to get through within the timescales of Release 3 cut-off. It is important that despite the programme delays we try to maintain the delivery dates for these services. This will certainly require a parallel stream of development with a later cut-in to a release. Mike Coombs is considering.
- The new joint approach to Mails is continuing.
- We continue to talk to Girobank with regard to development of a banking function on the Horizon system.

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- We are looking at new initiatives in the Bill Payment market. This is to counteract loss of client business. Scottish Power have recently ended their contract with Counters for Powercards. This business represents 13million transactions p.a. The loss of this business came as a major surprise not only to us but also to senior POCL people.
- There is a half day workshop planned for 3rd October between POCL and ICL Retail's Precision Retailing people. This is to assess whether there is possible consultancy business with POCL.
- Government Direct discussions continue but not to any great success. The challenge is still to identify a commercial driver for delivery of Government information.
- We continue involvement in the CFM led response to National Savings OJEC to outsource a major part of their business.

1.1.3 MANAGEMENT OF CHANGE

- Continued good work has been going on with the Regions in moving forward the Red/Amber/Green surveys. This will help to ensure that a lot of the barriers to a smooth implementation programme are removed in a timely fashion. This is now on temporary hold until the appointment of the National Implementation Manager which I am assured is imminent but it has been since early July!
- We continue work with the Change Management people within POCL. *Festine lente* appears to be the order of the day, at least until the NIM is in place.
- Dave Miller has been seconded to Head Office for six months to lead a business strategy review. Tim Thorpe has taken his place in South West region.

1.1.4 IMPLEMENTATION

- Continued work with our implementation team and PDA and POCL to bottom out the commercial impact of approaches to Training, Migration and roll-out. Progress being made.

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2 PROGRESS

All level 1 and Management handshakes are being reviewed and will be included in the next monthly report.

2.1 MARKETING COMMUNICATIONS

2.1.1 CUSTOMER EDUCATION

- Agreement in principle to the over-all strategy for communicating the roll-out of the payment card in 1998 remains. No further movement on agreement of the budgetary issues: on receipt of this agreement tactical communication planning can commence. It now lies with us to resubmit the response to change request L054 now we have established their exact requirement.
- The PDA have stated, contrary to earlier statements, that no proactive, benefit-milestone-driven, communication activities are required.
- The agreement reached in August 1996 was for no TV advertising. The most recent proposals reverse this and suggest TV advertising. The use of TV has PDA, but not ministerial endorsement.
- If we are to produce a TV advertisement for airing at the commencement of national roll-out in summer 1998, the process of production within an environment where 15 organisations will need to give approval, will be necessarily complex. The production of an advertisement brief (something that will also have to be approved by the 15 organisations) should start shortly.
- The PDA have been informed that if a creative/storyboard is required for ministerial submission in November, the brief process should start now: however, to start, ICL Pathway must be indemnified from any costs - should TV not be approved. The PDA response to this point is awaited.
- The issue of who has the responsibility for informing customers of subsequent benefit migration, is still outstanding. We will raise a CAR on this matter.
- The branding CCN (174a) is to be withdrawn; we will accommodate their branding requests by reallocating funds from items not required and without accepting a formal branding liability: PDA agreement on this point is still awaited.

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- Senior sponsor involvement and understanding of the implication of this project, is lamentably low. We are informed that the BA are giving the introduction of the card a very low-profile - they see it as the least important of eight major change programmes. They fail to understand that the card introduction, and more importantly some of the associated changed processes, may cause public consternation and that this consternation may undermine the communication of their other change programmes. MPs especially, (this administration is committed to "the man in the street's view") if they knew, would be uncomfortable with this approach. This position may be causing the BA to undervalue the customer education communication task and to want to play down communication (that is carry out less-integrated communications and use media which is less intrusive i.e other than TV). Efforts are underway to persuade, at the very least, senior managers who have the communication remit, that this project must not be treated lightly. This task is made more difficult by the erratic way in which the PDA convene meetings of the senior, Communications Steering Committee.
- The PC1 leaflet which accompanies the PUN letter has been signed off by the PDA. The Leaflet is now being produced in 11 languages in print and audio form. Braille, audio, computer disc and large print versions will not be produced until the issue of War Pensions branding is resolved. Print run quantities have been based on the quantities required until the end of June in 1998.
- The PDA have endorsed our proposals for the distribution of leaflets and posters to all post offices, BA and ES offices, as those office are implemented. Necessary sub-contracts have been established.
- Negotiations have been concluded with Financial Dynamics (our PR agency) to vary the established contract, by halving fees until national roll-out commences. Negotiations are also underway to vary the MRM(our fulfilment service sub-contractor) minimum fee.
- Anna Campopiano met with Rob Durrant the communications director of POCL. The meeting illustrated that POCL see automation as having the profound ability to effect their reputation both positively and negatively. More worrying was the director's lack of comprehension that with a network of this size, a very small element may always be down. It was pointed out that such failures do not constitute a crisis, but do require skilful handling. The meeting had two main actions. Rob agreed that meetings between the regional media teams of BA and POCL representatives should be arranged. The objective would be to "workshop" various issues and to provide the (less well informed) regional teams with solutions for issues which could be exploited by the media: a paper on this subject has been written and is with the PDA for comment. The other action was to show Rob ICL's approach to intranet/knowledge management - a meeting with Liz Lank has been arranged for 8 September.
- Spreadsheet for 1997 and early 1998 budget activity is finalised.

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- There will be no advertising, other than posters in implemented offices, in 1997.

2.1.2 SPECIAL INTEREST GROUPS

- Planning for the communication activity for the 200 offices to go live in October, is continuing: this will involve briefing events for the special interest groups - one event in the NE and one event in the SW. Actions will not be confirmed until formal PDA agreement to the programme roll-out schedule.
- The design of the briefing stands and newsletter are approved.
- We are in discussion with the PDA and the COI about using the Benefits Agency publication "Touchbase" as the vehicle to distribute a newsletter on the Payment Card. This approach is very cost effective for us and additionally achieves excellent control information to over 98,000 special interest group representatives, on a regular basis. BA have a number of reservations - not least their desire to underplay card communication in favour of other change programmes, and therefore to not forewarn special interest groups in a systematic way, of the impact of the card introduction.

2.1.3 PRESS PLANNING

- Alertness to any negative media or political comment is maintained, and there is an especial sensitivity during the period of the independent review/forthcoming report.
- The PDA are not resourced to deal with any significant media or political interest. Processes exist within ICL Pathway to manage such an issue but it should be accepted that the BA will feel that they should take the lead - regardless of what POCL feel: any situation will be less than clean.
- A media briefing will be held in the NE and the SW in early October: the briefing will be aimed at regional media only. No further planning can take place until the earliest card issue dates are confirmed. At present there is no indication of any ministerial involvement in the regional media briefing. No activity with the Trade or Quality national press is planned until 1998.

2.1.4 MISCELLANEOUS & INTERNAL COMMUNICATIONS

- With no clear guidance on roll-out dates PDA are saying nothing to internal audiences of either the BA & POCL. PDA driven, internal communication is therefore, in a state of drift, which will not be arrested until clear dates are set.
- This month has seen activity to persuade the BA of our necessary involvement in their internal communications.

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- ICL Pathway internal communications, this month saw the issue of the presentation "this is ICL Pathway" and the communication of the internal demo days.
- The position on no proactive communication of ICL Pathway is maintained.

2.2 BUSINESS DEVELOPMENT

2.2.1 EFTPOS (DEBIT CARD ACCEPTANCE)

- Our most recent commercial proposal has been favourably received, and we will receive formal feedback once the key POCL player returns from annual leave. The current proposal is for a minimum functionality EFTPOS service which can be enhanced in the future as required. POCL are taking the EFTPOS business case to their authorisation committee (COMPEC) at the start of October, and we are preparing ourselves for an intense period between then and the end of October when we will have a large amount of red tape to get through and a significant group of signatures to collect in order to ensure inclusion in Release 3. We are currently planning the pre-work which can be done before authorisation is received.

2.2.2 SAPADS (INVENTORY MANAGEMENT)

- We have proposed three commercial options to POCL, two of which (the more expensive options) were well received. POCL are currently deciding which option they wish to take. They are asking us to review the functionality and service levels to see if there is any opportunity for us to reduce our costs (and price), and we will respond to this in the first half of September. Plans are now in place charting the activities which need to be completed to ensure inclusion in Release 3, and we are progressing well against them. We still have a concern over POCL's user awareness and training proposals, and our Management of Change team will be reviewing them with POCL's project manager on 8 September, prior to submitting our own proposal.

2.2.3 NATIONAL SAVINGS

- POCL have accepted our proposals on SLAs in principal, and work is underway to formalise this within the next month. We have responded to POCL's initial roll-out criteria and are awaiting a revised set taking account of the points we raised. The roll-out criteria and SLA proposals will be referred to in the letters of intent, and accordingly must be completed prior to receiving authorisation of the letters of intent. We are still looking to include this in release 3.

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2.2.4 GENERIC BANKING

- As mentioned last month, Alliance & Leicester are putting a lot of effort into creating a set of service requirements. Their main concern is that we will not be able to deliver their requirements early enough whereby they can avoid Year 2000 work. Further analysis is required to understand the exact nature of this problem. We have been allowed no involvement with this client in the last month, an issue which has been raised at some length with the relevant people in POCL. If requirements are not forthcoming in the next month, then I will escalate within POCL - we are still keen to deliver this as part of release 4 to avoid A&L's Year 2000 issues.

2.2.5 MAILS

- Terms of reference have been agreed for the joint POCL, Royal Mail, ICL Pathway team to examine the savings, improvements in customer service, and additional sales which a re-engineered mails product could deliver. It is likely that any resultant requirements will not need to be delivered until the end of 1st quarter 1999 at the earliest.

2.2.6 MARKETING SUITE.

- 11 events have been held in the Marketing Suite this month, including 2 Client Launch Days and a series of 'Progress and Good News' presentations to POCL's Regional General Managers, the Programme Delivery Authority Board, and the BA's finance team. The number of events have dropped by 10 since last month as business development resource from both POCL and ICL Pathway focuses on achieving the timescales for release 3 cut-off.

2.2.7 NEW BUSINESS PLANNING

- Household budgeting has passed its business feasibility within POCL. It has now been formally handed over to Financial Markets Business Centre to create a proposal which is acceptable to both the utilities and the BA.

2.3 MANAGEMENT OF CHANGE

2.3.1 EVENTS

- 21 Management Awareness events have been completed. Only one for South Wales remains.
- A number of other Federation based events are being organised. Our policy remains that we resist these events unless there is a pressing case to be present as we have found that they can cause conflict with User Awareness Events.

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- Peter Burden and Steve Cowburn were invited to Chesterfield for a tour of their paper handling factory. This is part of the initiative to build bridges with Chesterfield who have requested a Pathway Liaison manager to match their Automation Liaison Manager. There are further visits of Chesterfield staff to Feltham on 7/10/97 and Pathway staff to Chesterfield on 12/9/97 planned.

2.3.2 POCL ORGANISATION & STRATEGY

- The appointment for the National Implementation Manager has been delayed. I am informed that the likely candidate is not from POCL, however, is an employee of the Post Office Group originally from ROMEC. The appointments of the Regional Implementation Managers will begin with an advert , however, appointments will only be confirmed by the NIM once in place. It is therefore unlikely that the NIM and RIMs will be in place before the end of October.
- These moves will coincide the the move of the PDA implementation team back into POCL.
- The reporting structure will show the RIMs reporting into their Regional General Manager but with a strong dotted line to the NIM. The NIM and the RGMs will report to Jonathon Evans. Mena Rego and Paul Rich remain responsible for the business case and will work with the NIM and Jonathon Evans in a matrix structure.
- The French Thornton team are changing their areas of responsibility. Min Burdett has largely finished her work to put in place a technical migration strategy. Chris Robinson has been asked to design an organisational blueprint which will allow POCL to implement its range of change programmes in an integrated manner !! Tim O'Leary is working with the PDA move back into POCL.

2.3.3 SATISFACTION FORUM

- The results from the POCL Research Services study have now been distributed to regional staff. All actions have been picked up and are being managed. The FORUM is effectively managing the various streams of measurement activity and reporting on User Satisfaction.

2.3.4 PATHWAY LIAISON MANAGERS

- All Red/Amber/Green work is currently on hold pending work by POCL to standardise the process across all regions. This is being done in conjunction with discussions about access to the rollout database and information flows between Pathway, PDA and the regions. Once the RAG analysis has been agreed we will the RNMs to do a full analysis of all Post Offices and so begin the process of Regional User Satisfaction Strategies. The appointment of the NIM is seen as a delaying factor in this process.
- Recruitment plans are still on hold.

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- All the above points including the successful interworking between PLMs and RLMs was presented to the RGMs in Feltham with no disagreement.

2.3.5 OTHER

- Mena Rego will schedule the next Communications Workers Union meeting in Feltham. This will give us an opportunity to demonstrate the system and to meet the Executive Council.
- Dominic Barton and Steve Cowburn will be meeting the project manager for SAPADS to discuss the Management of Change implications.
- The replan has led to the development of the Management Information Briefing concept, which would allow for an awareness event before the first phase of the programme starts and then a further awareness event before training, ensuring that information is transferred in a controlled manner at the correct points in time.

2.3.6 ISSUES

- The NIM and RIM appointments are being delayed which is also delaying a number of other decisions, as many people seem to be "waiting for the NIM to be appointed".

2.4 CLIENT MANAGEMENT

2.4.1 INTERNATIONAL SALES

- Following the submission of the tender to Post & Telekom Austria on 31st July, activity switched to Kuwait and Hungary. Information was provided to our distributor in Kuwait who was submitting the proposal.
  ICL Hungary and three customers visited POCL and Feltham. This is likely to result in bid activity in late September and October.
  cards
- Significant progress has been made on the Temporary Payment Card. The layout of the text, including the Welsh variant, and the definition of the security features to be included was agreed. The PDA, Robin O'Connor and John Cummins, then visited De La Rue Security Print at Peterborough to review the full colour proof. This went down extremely well.
  The amendments to the colour workings was completed and reviewed with Robin O'Connor at Peterborough on 2nd September. He signed off the Temporary Payment Card with respect to inks (DLR unique), colours and layout. Some small amendments to punctuation to ensure consistence were identified and will be corrected. The final proof of the bound books should be available towards the end of September.

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2.4.2 ACCEPTANCE SPECIFICATION REVIEWS

- Martin Johnston's involvement in this activity seems to have finished for the time being.

2.4.3 PRECISION RETAIL BRIEFING

- A date has finally been set for this to take place at Reading on Friday 3rd October.

2.4.4 EVENTS

- Pathway will have a stand at an NFSP regional event in Preston on Sunday 21st September.
- Planning for the annual Sub PO Exhibition being held at the NEC this year will take some time during the first half of the month.

2.4.5 CARDS

- This month should see the conclusion of all the card activities with the final (& complete) approval of the Temporary Payment Card. Any further changes etc. will be subject to Change Control (joy of joys!).

3 CURRENT CRITICAL PROBLEMS

- None

4 ISSUES

- Our credibility

5 COSTS

- To be provided at summary level only by the Programmes Office.

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International Sales Report

1 SUMMARY

- Our design study for **Deutsche Post AG** was presented at Board level on 20th August and was well received. It seems likely that they will select Riposte as the basis of their next generation counter systems and will require services from ICL Pathway and FJ/ICL Germany. A decision is expected by the end of September.
- Following a joint software bid we have worked with An Post/Escher and ICL Denmark to develop and conduct a series of customised demonstrations to **Post Denmark,** which went very well. Consequently we have succeeded in beating NCR, our only rival, and Post Denmark have announced their decision to adopt Riposte. They have now asked us to put proposals to them for integration and implementation services during September and will visit Feltham on the 17th.
- From 8 tenders submitted (most bidding Riposte) **Post and Telekom Austria** have selected Riposte and decided to licence directly from An Post/Escher. At the same time they issued a further ITT for systems integration and implementation services to all pre-qualified suppliers, including ICL Pathway. Bids are due in on 8th September and a decision is expected by 12th September. From discussions with PTA I believe it is more likely that we will be selected if we team with SNI, which we have offered to do.
- We have submitted a tender to **Kuwait Post,** teaming with Diyar United in Kuwait and ICL Egypt. Implementation is in 3 phases and the bid is just for the first phase. However the pricing offered by An Post/Escher for Riposte is not phased and this has made us expensive in a very price sensitive market. I do not expect our bid to succeed.
- **Hungary Post** plan to come out to tender for a first phase of counter automation in September. They visited POCL (regarding SAP) and us in Feltham on 27-28 August and were especially interested in the security aspects of our system as theft by their own counters staff is endemic. They have invited us to go to Hungary and help them with business aspects of the project prior to issue of the ITT. Local relationships with ICL Hungary are good and we plan to work together on the bid with ICL Pathway priming.
- Following his highly successful implementation of counter systems for **Singapore Post,** I am delighted that Tony Lavery has joined us as International Projects Manager, reporting to me. Tony's priority is to work out how we will resource the delivery of international projects and he will work closely with Mike Coombs on this activity.

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- New proposals for a strategic way forward with Escher and An Post are now being discussed with some optimism that this time an agreement will be reached but anything or nothing could still happen.

2 PROGRESS

- There are no handshake milestones affected by international sales.

3 CURRENT CRITICAL PROBLEMS

- None.

4 ISSUE

- Although our approach to the above joint opportunities with Escher and An Post has been agreed in principle we still have no commercial agreements to support any of the proposals that we are now making. Consequently we are potentially exposing ourselves and other parts of ICL and Fujitsu to commercial risk. I am therefore containing international sales activities to progressing current opportunities until we are clear on what future arrangements we will get with Escher and An Post.

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Organisation and Personnel

1 MONTHLY SUMMARY

- A Test & Integration manager and a Development manager have been secured as a result of the external search campaign. This has been achieved within nine weeks of going external. Early start dates are now being negotiated and the target date is the last week in September
- Analysis of the last Quarter recruitment performance is highlighted below.. This demonstrates that the vast majority of recruitment is being achieved well within performance benchmarks. Product specialist roles (9) continue to be difficult to fill

1.1 RECRUITMENT KEY STATISTICS, 13 AUGUST, 1997

Aspect	Measurement
Total Numbers: Permanent roles filled since beginning of Q2	23
Number filled within 4 weeks *(campaign start to written acceptance)*	9
Number filled in 4-8 weeks	8
Number filled in 9-12 weeks	4
Number filled in 13-16 weeks	2
Number outstanding longer than 10 weeks	10

- Average of 6 per month.
- The benchmark is to fill in 10 weeks , less than this represents exceptional performance.
- Product specialist roles (9) are proving difficult to resource because of scarce skills.
- Ongoing difficulty in getting some recruiting managers to quickly shortlist candidates put forward.

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July 1997:

Aspect	Measurement
Number filled in July	9
Number filled within 4 weeks	6
Number filled in 4-8 weeks	3
Current total number of outstanding vacancies	15

- These roles are included in the above and are separated out here just to show current progress.
- A further five vacancies were submitted in July.

Aspect	Measurement
T&I and Development Manager:	
Lead time from briefing agency to offer stage:	9 weeks

- The benchmark is 13 weeks for a high level external campaign.
- The total delay in fulfilling this urgent need has been caused by the Group Resourcing requirement to exhaust all internal leads before going external

1.2 GENERAL

- High levels of resourcing requirements means that recruitment continues to dominate the functions activity. Daniel Osmer, Group Resourcing, remains on secondment with us to provide the additional capability to achieve demands
- During the month, the 1988 Resourcing plan has been constructed for Group submission in September. This highlights circa 40 permanent people to be recruited between now and mid 1998, emphasising the strategic need for effective resourcing processes
- Sandra Houghton joins the team as Personnel Officer on 1st September and brings some very useful skill and experience, particularly from her previous role in Group Resourcing where she was responsible for young entrant resourcing and development

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2 PROGRESS

- There are no handshake milestones affected by Personnel

3 CURRENT CRITICAL PROBLEMS

4 ISSUES

- Clarity of resourcing needs in Programmes requires priority action. Planned vacancies resulting from organisation review need to be closely coordinated with Personnel to avoid delayed resourcing