

ICL Pathway
Bringing
Technology
to Post Office
Counters &
Benefit Payments

Monthly
Progress
Report

ICL



April 1998



ICL Pathway

Pathway Programme Monthly Report

Ref: PA/REP/025
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Approval Authorities:

Name	Position	Signature	Date
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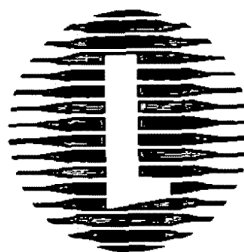


ICL Pathway Monthly Report

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Managing Director's Summary



Managing Directors Summary

MANAGING DIRECTORS SUMMARY

- Release 1c continues its solid operational performance with all the key SLA's now being met with important improvement with the meeting of the reconciliation objectives which are now in excess of 99.9%. There is an issue however within CAPS where they have ceased rollout of cards leaving us some 10,000 card short of where we would expect to be today. This is being pursued.
- The cutover over of CAPS to NILE 1.0 went well and there was good teamworking between Pathway and CAPS.
- This has been a busy month to reshape the NR2 planning to achieve the January Live Trial date, which, due to stress points within EPOSS/Reference Data, has meant a moving around of internal milestones and the need for all parties to reconnect on a different schedule for Model Office testing. The most difficult area here will be with BA who saw the contingency owned more by them than by us and are therefore somewhat reluctant to co-operate.
- The question of continuing implementation work whilst waiting for arbitration on the poor condition of the POCL estate moves slowly forward. Providing the lawyers can agree the arbitration process, we might get letters sent to the Regional General Managers within the next ten days or so.
- After a rather long delay, the Treasury Review has now started in earnest and it is clear that the officials intend to push on vigorously to complete this within their 40 day period. All party presentations and submissions of documents have shown no great surprises and unchanging attitudes by the three key parties. We should co-operate fully with the review but must press for a clarity as to how and when meaningful commercial discussions can take place. All parties want a resolution before parliamentary recess at the end of July.
- Getting sign-off of the Acceptance Test specs looks difficult with the first group receiving fairly hostile and adversarial comment. To counter this however, Horizon have taken on board more resources who we know, who we hope will bring a more constructive and timely attitude towards these key documents. The prominence of this topic will, of course, increase rapidly over the next few months.

- Work with the Horizon programme team in terms of integrating Pathway activities with theirs has made solid progress and the formal and informal communications is considerably better than it ever was in the days of the PDA. However the skills and resources within the Horizon team are still fairly light and this is attracting and will continue to attract fairly vitriolic criticism from BA. We need to help wherever we can.
- We were able to host an important two day workshop with Fujitsu staff from Tokyo to understand and review how a process of skills transfer could take place on key elements of the programme. Three areas have been highlighted, all of which would be useful and a position on each of these should be clear by the end of May.
- A busy period with the National Federation of Sub-Postmasters at their annual conference where their positive support towards Pathway was evident both in the conference, in the exhibition area and in the informal meetings. Frank Field delivered a paper presented by Kate Hooey which was well received by the delegates. Pretty much a political speech but with a lot of positive comments carefully caveated.

PROGRESS

- Although the contents for NR2 have been stable for quite some time and are the basis for all work, formal signoff has still not been achieved due to the introduction of unacceptable contract conditions from BA/POCL. These issues have been flagged for review within the Treasury audit.
- Although there is pressure on us to commit to a date for NR2+ which is currently targeted for July 1999, we have had to remind the sponsors that there are obligations on them to sign off details of the smart card interfaces for bill payment as well as the processes and procedures to be applied to Soft EVP. Communication within the sponsor organisation is often very poor on these issues with the left hand not knowing what the right hasn't done.
- Work with POCL and Girobank towards a joint paper covering the strategy for a social banking service is probably the most significant politically sensitive initiative we can take and this is due to be available to the three parties by the end of June. It is essential that we achieve a solid buy in to this plan and then jointly and separately promote it strongly across government.

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- Colin Baker from the Federation of Sub-Postmasters has written to all MP's in whose constituency the live Post Offices are located, briefing them on the position and inviting them to visit a suitable Post Office. So far some six responses have been received and we are working with the Federation to best handle such visits.
- We are working under the ICL Government banner to assist in the building of a demonstrator for CafeExpress and this is an important initiative to give substance to our better government vision.
- We are also joining in the work within ICL on fraud looking at the total government benefits fraud area which includes housing benefit, such that a one ICL response can be given to the welfare reform green paper. This needs submission by the end of July.
- Considerable effort goes into our permanent resourcing activities made difficult by the high number of vacancies, short lead times and often in key skill areas where there is a very volatile marketplace. We are considering a road show style recruitment campaign which might improve both cycle time and effectiveness.
- Plans are in hand to launch an employee opinion survey, which for Pathway will cover both contractor and permanent staff to help measure our people issues.

ISSUES

- Giving full comprehensive and thorough support to the Treasury Review is absolutely essential but this does of course interfere and is highly invasive for key people on the plans to achieve the programme milestones, which are themselves of course confidence tests for the Treasury Review. Careful management of this over the next four weeks is the most important management task in Pathway.
- We need to achieve signoff of the NR2 plan for Live Trial in January and get all parties to accept the readjustment of internal milestones.
- Forcing the completion of the specification for NR2+, its contents signoff and committed date are becoming increasingly urgent.
- Progress with international opportunities over the last 12 months has been both expensive and very disappointing. Time will need to be found to review carefully our initiatives in this area and how to manage them in a way which is supportive of Pathway.



Systems Report.

Systems Report

MONTHLY SUMMARY

- The recovery plan designed to complete the activities necessary to commence the Model Office Rehearsal 8th June was presented to the joint sponsors on 8th April. They accepted the plan, even though it was recognised that it was high risk and only had a small chance of success. A parallel exercise was commissioned with the objective to identify the earliest possible date for Live Trial and National Roll-out.
- April was a very busy time for the development teams who were engaged in clearing a large proportion of the software errors identified by the testing teams in an attempt to meet the very aggressive time scales associated with the Recovery Plan.
- T & I team worked very hard, long hours and weekends to keep us on the Recovery Plan schedule and we are much closer than anticipated and have succeeded in drawing back some of the slippage caused by EPOS / Ref Data.
- It was also an intensive period for the Design team who continue to struggle with a shortage of high calibre resources. Even so, they produced several important documents for review, finalised much of the work on NR2 functional hangouts, dealt with a number of change proposals and commenced work on Release 2+.
- Not a lot of new issues, but slow progress on some old ones.

PROGRESS

- Although the Recovery Plan, which was classified as extremely high risk, is not being fully met, good progress has been made on system test i.e.
 - APS and OBCS main pass complete.
 - BPS main pass cycle 1 heading for completion early May.
 - EPOSS and TPS both 60% through main pass cycle 1.
 - MIS main pass cycle 1 started w/c 27th April.
- Other testing progress includes Migration, where proof of concept has now been achieved, Model Office, where we have now obtained scripts along with Y2K and Penetration / attack testing where plans are progressing well.
- The development tail was greatly reduced during the month with Release 2 drops to PIT of EPOSS drops 7 and 8, 1c to NR2 migration agent, 2 Oracle increments, FTMS, Training Mode Counter and Crypto - TIP. Remaining Release 2 development work now chiefly consist of late CP's and PinICL fixes. (But see ISSUES)

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- The Frame Relay "Proof of Concept" environment has been set up and proved. Discussions are well advanced with Horizon that will lead to a decision on whether Frame Relay is intercepted at NR2 or NR2+.
- Given the issues with NR2 and the associated replan activities, reviews have started on the provision of resources to support NR2+. Level 1 managers are working on a plan to support NR2+ activities in parallel with NR2. This activity will complete by end of May.
- Pathway Light was presented to Horizon. During the meeting it was agreed that a "light" solution was not feasible for sponsor business reasons. We made a formal proposal on how to handle Non- ISDN outlets and mobiles and await a response.

CURRENT CRITICAL PROBLEM

- We have still not been able to find an acceptable resolution to the use of the FAD code in the Pathway solution. Neither POCL or ICL Pathway can afford the substantial costs or the time involved bringing the process in line with the other. Recent discussions with senior managers within POCL suggest that there may be a way forward. This must be documented and agreed within the next few weeks.
- The size of the Riposte message store has become a source for concern. It is causing difficulties for the test rig builders and testers during recovery activities. There are also performance issues related to applications which scan the message store. Escher are working on compression algorithms which will help if we can intercept this version without undermining all the testing carried out to date. We are also redesigning the storage of reference data at the counter to avoid unnecessary replication of messages.

ISSUES

- The performance of the system and our ability to test certain areas is becoming an issue. Some believe that the hardware and time available is insufficient to confirm the behaviour of the system when fully loaded. There is also a concern that the sponsors will require 'proof' of compliant performance before giving 'Acceptance' rather than proof of scalability.
- The issue of 'turnover' training i.e. new staff in Post Offices, has still to be resolved with POCL.
- Despite the good progress in development there is still development to be completed. The largest of these is changes to reconciliation. These are being factored into a detailed plan to control the introduction of changes and PinICL's and the management of baselines. This will be integrated into the replan during May.

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- Although reference data has moved on in terms of meeting requirements for testing and its overall management there are still concerns. These are being actively managed both internally and with Horizon. The development of the new enrichment tool is still to be completed.
- Progress on establishing whether we can intercept the use of flat screens to reduce space requirements in Post Office outlets has not been good. This needs to be resolved one way or the other during May.
- Progress at TSC has been slower than expected due impart to late product availability. New management arrangements that increase interaction and communications with TSC are being put in place.

COSTS

- The budgets for the Systems Directorate continue to be refined and regularly reviewed but are now being used to monitor expenditure on a monthly basis.



Commercial and Financial Report



Commercial & Financial Report

MONTHLY SUMMARY

- The Treasury review is underway, and with it comes a positive sense that we have engaged in a way which affords a good chance of a reasonable outcome.
- There is a lot of work to do first, over and above business as usual.
- The second order commercial issues around counter space and training, etc. have moved forward a notch or two but there have been no breakthroughs.
- R1c goes from strength to strength and thereby provides the solid underpinning we need.
- The NR2 RCD is still not signed off. The impasse on caveats remains unresolved, has been escalated via CNT to legal interpretation and in parallel has been flagged to the Treasury Review panel. The central issue is how long (and how many post offices) before NR2+. BA/POCL concerns have to do with both features and, although not formally declared, NR2 performance and scaling.
- Serious bilateral differences remain between POCL and BA in at least 4 key areas.
- NR2+ is being delayed because POCL have been unable to define the AP Smart interfaces or sign off LFS. In addition, they still have issues with casual agents, such that they are objecting to the otherwise agreed Soft EVP definition (one of at least four POCL versus BA issues). These input delays do not sit easily with POCL's declared concerns about the NR2+ availability date.
- The backlog on CRs and CCNs is improving slowly. There are now more in POCL/BA's court than in ours. All backlog represents programme risk. This is a priority task for Hilary Forrest (welcome Hilary).
- Despite progress on A2As, the numbers show that there are still far too many outstanding for comfort. Every one of the top 50 represents programme risk until it is baselined. Baselining must be confirmed by CCN, generally as Contract Controlled Documents (CCDs). Martin Johnston is doing a fine job of pulling through fledgling agreements, but precious few are close to formal sign off. Hilary will contribute to the CCD baselining task.
- Horizon appears to be grasping the question of Acceptance in programme management terms: provisionally, good news. But to get the scripts right, we first need all of the following CCNs signed off: SADD V4, SFS, ACP, Audit FS, NR2 RCD, CCN234 (updated requirements and solutions), soft EVP, Reconciliation reports, and probably others as well.

- As expected, the latest departmental inputs have confirmed that headcount and Programme spend will rise significantly in 1998 and 1999 as compared with Budget: either that or programme timescales are at risk because the additional resources will not be brought to bear quickly enough.

PROGRESS

- 1c going well
- working relationships generally good despite the pressures
- CCNs and A2As getting better - but a lot still to do
- New contractual baseline (CCN234) produced and being reviewed by BA/ POCL - but by no means agreed
- Preparation for Acceptance

EXTERNAL, COMMERCIAL FORUMS

CNT

- The phoney war continues pending direction from the Treasury review
- Meanwhile, the focus remains on second order matters - usefully so
- This includes Acceptance (from the contractual standpoint), and baselining. Baselining includes the creation and agreement of an up-to-date contract set (which will be the first since May 1996) and the full set of Contract Controlled Documents (probably around 100 by the time all the A2As are dealt with).
- We should now be close to an arrangement on the counter space issue whereby we go ahead with preparation work and settle who pays via arbitration later. (The actual resolution of the counter space issue itself remains as daunting as ever, with more work going on in the background).
- Lines of communication remain open, ready for business.

FINANCE AND COMMERCIAL FORUM:

- We have formally lodged at the POCL F&C that POCL are now delaying NR2+ because they are unable to sign off the AP Smart, LFS and Soft EVP baseline documents.
- A number of CCN issues have been moved forward
- The BA representatives have committed to try to free up the provision of the DIDVR and also key BA data/ volumetrics denied us for reason of 'confidentiality' - but until they are successful, these are both issues
- The commercial framework for operational business change has been agreed - good progress

- The way EPOSS and MIS measure transaction metrics is in dispute - this could become a key commercial issue: there is a risk that late resolution could require product design/ development change to EPOSS.
- Discussion around NR2 RCD caveats revealed that POCL are more concerned about performance and scaling, and BA about system security than they are about new features, hence their insistence on having NR2+ available after just 4000 post offices - new input and a surprise.
- POCL have agreed to defer Pisces and Talexus (both AP Smart) and messaging out of NR2+, and asked us to quote for bringing them in later: this will need to be the subject of a CR, but the recognition is there that they have failed to meet their CAR commitments.
- The close eye over reconciliation and audit continues - we still have work to do for NR2.

CONTRACT BASELINING AND ACCEPTANCE PROCESS

- CCN234 put forward (conforming Solutions to the SADD etc.) - consistent with CNT agreement in principle on outstanding CCN117 resolution, but several iterations are to be expected.
- CCN234 represents the baseline for Acceptance scripts, so there is risk of rework until CCN234 is signed off.
- This risk extends to all contract controlled documents, A2As and CCNs outstanding. As of now, there is too much scope for mismatches and therefore apparent faults which are not real.
- CCD work is actively underway, with Hilary leading.

EXTERNAL, WITH SPONSORS

- Stalled pending HMT review
- Interim arrangement now agreed which will enable post office preparation to move forward.

EXTERNAL, WITH SUPPLIERS

- In the past month, meetings have been held with Girobank, WTL, Oracle and De La Rue, all leading to further costs relating to delay. These are now beginning to exceed the substantial budgetary provisions made for this eventuality.
- Discussions with WTL and Oracle are currently tense: in both cases we have rejected their propositions. They will need careful managing.
- It should be viewed as likely that we will have more supplier tensions over the summer. Cumulative delays are testing their patience and they are increasingly looking for near term cash returns.

- The new ICL trading rules have caused us to review arrangements with some of our ICL suppliers: there will be a welcome reduction in costs in some areas, but most will not cut in until July. We need to ensure that the change does not result in our losing key skills to external work opportunities at much more lucrative rates.

INTERNAL TO ICL PATHWAY

- Departmental Forecast reviews have confirmed the significant increase in 1998 and 1999 headcount and spend rates anticipated last month. The development and test peaks are higher and the duration longer.
- The new intercompany trading rules mitigate the impact somewhat and are welcome.

CURRENT CRITICAL PROBLEMS

- The baselining of A2As (at least the top 50), CCRs (SADD 4, Soft EVP, etc.) and change CCNs (CCN234, etc.) is now critical and urgent. The risk to Acceptance of *not* securing a good solid baseline cannot be overstated.

ISSUES

- Pathway Business viability tied to HMT review
- The risk register makes for a sobering read. Some risks are new or are newly defined. The majority have a time component. Many involve quite complex trade offs, always assuming we have the freedom to make such trade offs. Some could blow us right off course. We need to find the time to attack them with new and effective mitigating actions.
- NR2 versus NR2+: Should the pressures mount, the temptation to hold to NR2 dates at all costs is immense. *If we were to* (purely theoretically) compromise NR2 quality in order to hold the timescales, we would almost certainly be worse off in the long run. We are only allowed 11 high or medium severity Acceptance faults in total: if we fall foul of Acceptance, we will have to do remedial work and go round the loop all over again: the delay would be greater than if we had got it right first time. Unless NR2 is truly scalable it will need to be replaced very quickly. If we push too much work out of NR2 into 2+, the time gap between 2 and 2+ will inevitably increase. Having NR2 available early but with a dependency on a rapid follow-on NR2+ does us no good whatever. There is no point starting rollout unless we know we can keep it going: start/stop/start would kill us.

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- The input delays to the DIDVR, AP Smart definitions, LFS, Soft-EVP, and other A2As are all now contributing directly to design and development delays to NR2+. Mitigation actions are required, including consideration of NR2 maintenance releases to deal with any risks from too long a gap between NR2 and NR2+.

COSTS

ICL PATHWAY - APRIL 1998 - FINANCIAL SUMMARY

	Actual	Forecast	Variance
Revenue	21	32	(11)
Net Project Costs	8 137	8 524	387
Declared PBT Losses	143	190	47
Capitalised into WIP	7 994	8 334	340

Virtually all main financial measures were slightly better than forecast in April. However, many of the apparent cost 'savings' in the month were caused by timing variances on inter-company charges

Headcount

Permanent	125	130	5
Freelancers	156	163	7

Although recruitment activity was high, month-end headcount was below forecast levels, with a higher than usual number of leavers from the company

Borrowings	128 664	129 409	745
Revenue	21	32	(11)
Cost of Sales	1 501	1 586	85

Forecast interim invoicing to Singapore did not happen. Agreement now signed and will be invoiced in May. Charges from several suppliers slightly lower than forecast, particularly Peritas and De La Rue. Still includes large accruals for field support activities from Sorbus. Charge for subcontractor compensation will have to be revised upwards

Staff Costs	611	597	(14)
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	Actual	Forecast	Variance
Freelancers	1 570	1 734	164

Training costs high in the month. Lower than forecast number of heads and lower number of average hours worked.

ICL Subcontracts	1 220	1 438	- 218
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Solutions Centre charges £160k lower than forecast (still at 'old' rates) and no charges from CFM re. Oracle skills transfer or NUMA/Q testing, causing £251k favourable timing variance. Some individual consultants now being charged at the lower 'profit-neutral' rates.

Other Subcontracts	616	760	144
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Main elements were lower than forecast Oracle development/support costs £62k and no charges for RODB activity £63k.

Professional Fees	253	66	(187)
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Late transfer of charges for Maçons' work from Group HQ.

Other Costs	380	315	(65)
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Adverse exchange variances of (£100k) partly offset by lower than forecast maintenance costs

Interest	839	890	51
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Lower than forecast daily borrowings levels. Latest tranche of AssetCo money is at interest rate of 7.9875%



Customer Requirements Report.

Customer Requirements Report

MONTHLY SUMMARY

- Acceptance was again the principal activity. We have progressed the Acceptance Programme to the maximum extent afforded by availability of HLTPs and other inputs.
- Of the 23 Acceptance Test Specifications (ATSS) required, 20 have been produced and are in various stages of review. Of the three remaining DSS/POCL have partial versions of those for Reconciliation and Audit, where additional test material is necessary, and that for EPOSS is dependent on agreeing detailed treatment of the BES/EPOSS relationship and Report & Receipt formats.
- The comments so far are many and sometimes adversarial.
- On the plus side, the Horizon Programme is making a significant commitment to Acceptance by bringing in two good managers and there are signs they will impart disciplines within DSS/POCL and, in effect, lower some of the fences.

PROGRESS**DETAILED PLAN ACTIVITIES****RELEASE 1 / NEW 2**

- We have helped clear up the backlog of CCNs / rejection letters.
- Tony H has progressed CPs to get us in good shape with DSS Reference Data. For NR2 we will download Post Office and Benefit Office data automatically, and manually maintain other DSS reference data files.
- An updated Post Office Closures document was agreed.
- Tony H and Dave H have updated the Foreign Encashments specification for CCNs 117, 220, 234, clearly defining the rules for Temporary Tokens, Temporary Agents and proposing how to handle Signing Agents.
- The "PIAT", which determines whether problems should be fixed or deferred during the latter stages of a Release, has been reconvened for NR2.

RELEASE NEW 2 / 3

- We have just received an early sight of the changes to the CAPS Interface for CAPS Release 4, but these are still being reviewed elsewhere in BA and will almost certainly change. We have made it clear that the Authorities have missed the NR2+ deadline.

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- Tony H had to rework the CAPS contingency specification received from CAPS and this has been agreed.
- We have kept up to date with the business framework documents, responsibility for which has now been transferred from the PDA to CAPS. These will be used in creating the Model Office scenarios and these scenarios will themselves be reviewed by us 20/21 May.
- The joint CAPS/PDA/Pathway reviews are continuing to work well and are proving a good basis for clearing up issues including DSS Reference data and CAPS Release 4 requirements.

CARS

- No work this month.

A2AS

- T&I has been asked to commission the additional performance measurement testing required for A2As 869, 885, and 887.

CCNS

- There is no further definite progress on getting CCN 117 approved. Although the CNT has agreed our use of Solutions text for Acceptance, where applicable, CNT is not involved in Acceptance Test Specification reviews and this agreement is just about to be tested.
- We have had no reaction to our response to CR P76 (uncarded casual agents) where the impact on Pathway was registered as very high. CR P36a (removal of clerk id from impound and nil receipts requires BES changes. CR P21a (inclusion of Temporary Agents in MIS encashment reports) requires the recognition of the Temporary Agent role within CAPS.

ACCEPTANCE

- Horizon Programme has hired Naresh Mohindra, known to us from the bid phase as a competent and positive-minded consultant, and has transferred Cathy McCrohan from T&I commitments, to work on Acceptance, initially towards a scoping study, with Mary Reade backing off to contractual-type duties. This appears to be a very positive development. The terms of reference indicate Horizon Programme has recognised it needs to get Acceptance done and is trying to lower some of the fences by considering whether all Criteria are in fact necessary for Acceptance.
- Tony H output the PAS, CMS and CAPS Interface ATs. Comments were received back for PAS and CMS and responses produced for PAS. Late comments have just been received for CMS. Some changes to testing are required and have been specified.

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- John P produced new versions of the Reference Data and TIP ATs, which the customer had rejected because Acceptance by way of Trials was preferred.
- Output of the EPOSS ATS depends on having final Business Thread and HLTPs to encompass functions currently being designed and implemented, and an agreed version of the Reports & Receipts document which covers EPOSS and drop 8. The comments on these additions were very heavy.
- Dave C output ATs for POCL Infrastructure, OBCS and APS and has comments in on all three with the latter two responded to.
- Dave H output the BES ATS and has responded to the 93 comments. Significant issues mostly concern the placement of BES/PAS functions. POCL staff are very sore about the removal of Casual Agents: the Requirements are actually from DSS, but the Solution is within BES and hence for Acceptance by POCL. A further issue is the boundary between BES and EPOSS which affects two ATs, one of which we cannot output.
- Pam Barlow output three Implementation ATs and started on the first set of comments.
- Anna Campopiano has secured approvals for the Customer Education ATS, although a CR is needed to get the contract to conform with reality.
- Peter Burden output the Help Desks ATS and is working through the comments.
- John D output the political ATs plus one for Security, the latter eliciting 78 fairly "oppositionist" comments. A paper supporting the Reconciliation ATS has come back with lots of negative comments: the solutions are subject to renegotiation and change.
- The ATS standard will need to be redone for the next round and the Criteria database extended and maintained and made available to DSS/POCL for completeness checking.

MASONS

- The team did another round of Masons work, we think to support the final papers.

NEW BUSINESS SUPPORT

- LFS: POCL has said that this will be signed off by 15 May. Dave C is producing a proposal on how to handle MVL tax discs. CCN raised, and draft contract schedules being prepared by POCL contracts.
- AP Smart: It now looks very unlikely that Key Budget/Talexus and Pisces will be included in NR2+. Neither has a significant user base, and POCL has not been able to meet the CARs which lock down all of the design requirements.

- Final versions of all NR2 PUNs, Receipts and AtP were agreed with POCL/DSS and included in Horizon OPS Reports and Receipts document. Dave C spotted that ES had changed their logo unannounced.

OTHER TEAM ACTIVITIES

- Dave H presented to FJ.
- John D contributed to the Treasury paper.
- Offers have been made for the Bracknell Customer Requirements staff.

CURRENT CRITICAL PROBLEMS

- None

ISSUES

- None



Customer Service Report.

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Customer Service Report

MONTHLY SUMMARY

- Service performance in April was excellent and no new problems were reported.
- The number of payments received in April continued the upward trend as BA continued to roll-out payment cards. There were 77,973 transactions with a cumulative value of more than £2.2millions. BA have now apparently finished their card roll-out prematurely and it seems unlikely that the target of 40,000 cards will be reached. No satisfactory explanation of this has yet been received.
- Service performance in April continued to improve and particularly important was beating the BA target of 0.1% for transaction reconciliation errors - in April we achieved 0.06%. We also achieved the target of 100% of reconciliation errors cleared within 5 days.
- The principal focus of attention in April was the implementation of the CAPS Nile 1.0 release over the Easter weekend. The upgrade went very well and once again demonstrated effective teamwork between Pathway and the BA CAPS team.

RELEASE 1C VITAL STATISTICS

Installed base : 204 Post Offices, 334 counters

Number of Cards issued	30,574
Number of Active Cards in use	26,091
Total number of BES Transactions to date	475,812
BES Transactions in April	77,973

Total value of Benefit Payments received to date	£7.2m
Value of Benefit Payments received in April	£2.4m

Total value of Benefit Encashments made to date	£6.5m
Value of Benefit Encashments in April	£2.2m

Total number of OBCS Transactions to date	3,810,506
Number of books impounded	12,656
Potential fraud avoided to date	£1.5m

PROGRESS

OPERATIONS

- A fix for the Tivoli event adapter problem is expected by 8 May. Tivoli are being seen to be co-operating very closely with CFM to finally resolve this problem but contingency plans are being prepared should their fix not work.
- Work is progressing well establishing the processes and procedures for a reference data management capability in Customer Service. The volume of work to be done in steady state is considerable with possibly more than 200 changes per week coming through from POCL.
- The CAPS interface problems are being progressed without significant problems. David McLaughlin (POCL) will be presenting an update to the CAPS board in June from Martin Riddell showing significant progress in all areas.

BUSINESS SUPPORT

- The total volume of transaction reconciliation errors has remained constant but the number of transactions has risen yet again by nearly 50% to 77,973. This represents a further improvement in the error rate which is now below 0.06% (contract Minimum Acceptable Level is 0.1%)
- Most of the outstanding errors have been analysed and fixes identified and I am confident that we shall make further significant improvements in the next few weeks.

BA & POCL SERVICES

- The service trial of the process for Royal Mail / POCL card package hand-over was completed at the end of April. A review of the trial is to be held on 11 May.
- Thermal labels are now in use at De La Rue - this enables the number of labels to be reduced from two to one and acts as a prototype for Track and Trace capability at NR2.
- An additional process improvement at De La Rue is the introduction of an automated docket (rather than manual) used for the hand-over of items to Royal Mail.
- Approval has been given to De La Rue to use Hi-Co (ercivity) cards.
- An amended draft contract for the supply of Temporary Tokens has been issued to De La Rue with sign-off targeted for early in May.

- The NR2 training system for Girobank is now forecast to be available by the end of May - this is an improvement on the status last month and should now allow plenty of time to be ready for Model Office.
- Work is under way with POCL on developing incident management procedures in relation to HAPS.

CUSTOMER SATISFACTION

- The formal presentation on the results of the interviews held with 20 Postmasters over their perception of R1C has now been received and has been distributed within Pathway. Most of the actions arising need to be undertaken by POCL but Pathway will be taking the research results as input into future training events.
- An analysis and commentary relating to service visit reply cards is available. The percentage of satisfied responses in April was 93%. On a few occasions Post Masters do not seem to be receiving information on when to expect the engineer - this issue is being taken up with CFM.

OPERATIONAL BUSINESS CHANGE

- POCL are not well placed with respect to their organisation and assignment of responsibilities in this area. Responsibility is likely to fall within Graham Beck's unit but no decision has been communicated to Pathway.
- A proposal, which is essentially a matrix defining services that Pathway will offer, will be discussed with POCL in early May.

SYSTEM SUPPORT

- Work by CFM to complete the build of the test rigs is now complete.
- In April there were 222 customer calls opened and 265 customer calls closed.

INFRASTRUCTURE SERVICES (MIS / PROCESS ENGINEERING / PERFORMANCE / IT)

- The Benefit Payment End-to-End Reconciliation Process Part 1 (Incident Management) document has now been baselined and signed off by all parties.
- The Service Level and Contract Administration systems are making good progress with most problems now resolved. Interest has been shown in these products from other business within ICL and they are being seen as leading the field in service management.

CURRENT CRITICAL PROBLEMS

- None

ISSUES

- Recruitment remains a problem with important roles across Customer Service still vacant - Pippa O'Brien is now taking the lead with our HR sub-contractors to improve the recruitment processes.



Quality and Risk Report.

Quality & Risk Report

MONTHLY SUMMARY

- FRM progress. Girobank are now producing FRM reports. Two suspect incidents have been investigated and closed. The requirements document for 'Soft EVP' has been completed and submitted for sign off.
- Risk Management. Progress continues with Programmes Risks and the NRO beat rate risk analysis. 'Attack' testing activities have been identified and are being discussed with T&I.
- System Security. Contractual compliance of suppliers to security requirements is under discussion. Security Standards (needed for Acceptance) are near completion internally. Operational processes continue to be developed eg PACE, key management and handling. The Security Acceptance Test Specification has been reviewed by Horizon - with negative comments compared with 1997 version. This may cause some problems!
- Quality. Self Assessments have been Customer Services and Senior Management Team. Both resulted in reduced overall scores compared with 1997; as a result of Processes, Business Results (CS) and Business Results and Customer Satisfaction (SMT).
- Audit. MSQAs continue to highlight issues with following of process and quality of output. A consolidated report is being produced. Progress on corrective actions is painfully slow. The Audit design is now very late and offers considerable risk to the delivery of audit functionality to schedule.
- Year 2000 Conformance. Two particular supplier conformance issues have arisen - Sequent Dynix and Microsoft NT and are being followed up.
- QRM is now significantly short of resource (5 heads). Recruitment has been underway for 3 months with no result yet. In the meantime, external resource is being used, including Girobank as part of the FRM contract (which is not fully committed). It is proving more difficult to meet even the highest priorities.

PROGRESS**FRAUD RISK MANAGEMENT****RELEASE 1C**

- Production of Fixed Reports. Horizon Project Fraud Investigation Team (FIT) reports has now been handed over to Girobank. FRM analysts at Girobank have been trained and provided with documentation, and two CD's have been dispatched.

- Lost/Stolen Cards Report. The lost and stolen cards report and testing was reviewed. An Oracle fix was applied on the 27 April and run on the 30 April. One error now remains for investigation.
- Investigation Support. The two incidents under investigation during March have been closed. One incident was raised during April which has been closed and passed to reconciliation with a recommendation that ICL Pathway do not accept liability.

NEW RELEASE 2

- Release 2 Procedures. The task has been scoped and the requirements for new procedures identified. The required software upgrade for Process Charter was obtained and installed.
 - Fraud Incident Categorisation Procedure; the first draft of this document has been produced and is currently in review.
 - Investigation of Reconciliation Fraud Procedure; this process is nearing completion with the dependency resting on the process for liability being developed by Horizon Programme.
- Develop Extended Verification Process. The final version of the requirements document has been completed and submitted for sign off. The first version of the EVP SOD has been reviewed and will need change to meet the requirements document.

RISK MANAGEMENT

- Programme Risks. A full risk report is in preparation, due for release before end of May. This will act as the baseline for regular reporting.
- NRO beat rate risk analysis. The first cut of low level risks has been developed. A joint process and method of quantification has been agreed with Horizon Programme. The final populating the database and ensuring consistency and accuracy of the input is scheduled for early May.
- Attack testing. Two key activities have been identified:
 - Counter attack, to identify circumstances in which users may inadvertently find 'holes' in the system. Girobank FRM will supply resource. Further definition of timescales and scope are required to be produced with input required from C/S and T&I and QRM. The PPDs have been obtained in order to pass to Girobank for review and high level scripting to be started.
 - Security vulnerabilities. T&I impacting of the Admiral paper is awaited.

SYSTEM SECURITY

- Pathway IT Security Standards. These are modelled on BS799 (by which we are contractually bound). Draft copies have been distributed for internal review. The intention is to make the standards available in an HTML format on the proposed Pathway Intranet Server.
- A risk analysis associated with the introduction of Frame Relay was conducted and presented to the Horizon Technical Assurance Group. It is being revised to address the resultant queries.
- Customer Service, FRM and Audit have defined access requirements to MIS, SLAM, FRM and audit workstations. Changes that are needed in the ACP and scripts etc are being considered.
- A process for the provision of PACE certificates to support evidence and witness statements in fraud prosecutions has been agreed with CFM.

RELEASE 1C

- A two day site security review in Wigan was undertaken with Horizon FSG to audit the Release 1c mitigation's. No significant issues arose.

NEW RELEASE 2

- Baselined versions of the ACP and SFS have been provided to all relevant third parties in support of CP's 969 and 970 - Contractual compliance. Meetings are being held to discuss and agree the approach.
- The delivery, handling and introduction of key material at the POCL TIP site at Huthwaite is under discussion with Horizon Service Management. A member of PO IT staff is required to enter a cryptographic key component in the event of power down or expiry. Operating instructions are being drafted.
- Significant security events for all operating systems and applications have been identified and categorised and provided to Tivoli designers for inclusion in the security event management solution.

NEW RELEASE 2+

- Key Management Application. Hardware requirements and design for the for Release 2+ are being discussed, including the content, format and frequency of standard KMA-related reports.
- Meetings were held with Horizon Service Management representatives to progress the 'social' aspects of enforced key change (through compromise or expiry) in the outlets. An inclusion in the relevant PPD and Counter Procedures is being drafted.

QUALITY

- ISO 9001 Registration. A high level process identification has been circulated to identify incomplete processes, and assess risks.
- Self Assessment/BIP - 1998.

CS. Total score (528) was slightly down on 1997 (543) as a result of particularly Processes (-18) and Results (-3). Reductions in Business Results (-9) and People Satisfaction (-5) were offset by an improvement in Customer Satisfaction (+10).

Senior Management Team. Overall, the Enablers score improved marginally over last year (+8) as a result of improvements in the Leadership (+20) and People Management (+7) scores. The Results score showed a marked deterioration (-60) resulting from reductions in Customer Satisfaction (-13), People Satisfaction (-9) and especially, Business Results (-40).
- Acceptance. Support to Acceptance Test Specification activities maintained. 20 of the planned 23 Specifications are available in draft for review, representing a significant Documentation Assurance activity during the next few weeks. The customer response to the Security Acceptance Test Specification is underway - there are significant concerns in comparison with the document produced last year; agreement will be tortuous.

PROCESS MANAGEMENT

- Support for a number of processes continues:

The End-to-end Implementation Process. Establishment of the framework and rules for sub-contractor inputs is underway; Plan, Schedule, Management Framework and Document Composition documents have been reviewed.

Asset Data Collection process. The complexity of the process requirements and the limitations of data collection / management systems are becoming clear, leading to further examination of whether supplier information can be relied upon to assist our responses to anticipated recall / rework scenarios.

Operational Business Change Process has been reviewed. This will be used to manage PO moves and temporary closures, avoiding the need for full Change Control via CPs.

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AUDIT

- Archive/Audit Design. The Audit Archive design specification has been delayed by up to 3 weeks following the encroachment of the Correspondence Server recovery requirements onto the Audit Archive. This is apparently an architectural requirement, ie internal technical, and Frank Womack has lost time struggling with the extra layer of complexity that it has introduced. This is now a significant risk to achievement of NR2 dates.
- Develop Audit Function. A number of documents are being developed, including the Audit Data Manual, the Guide to Audit Data and Standards and Procedures. There is a meeting of the Audit Forum, with the customer, on 14th May, at which the acceptance criteria will be discussed.
- Audit PC's. CP1121 has been passed to upgrade the Build Scripts and attach the CD-W @ FEL01 and Wigan. The regular transfer of the Sequent data from the Data Centre to the FEL01 analysis PC has restarted. Understanding of the data is being developed so that we are in a position to respond to any legitimate request made by BA.
- A process and proposed audit plan for 1998 has been circulated to the Management Team for comment.
- A RED audit is planned for May. TOR's have been issued to Girobank who will be conducting the audit for us.
- MSQA#1. Actions are progressing very slowly. Dick Long has completed a strawman on Document Baseline Management which is due to be workshopped in early May. A report from OpenFramework Consulting on document structure has been received but lack of concrete action.
- MSQA#2. A follow up meeting was held on 24th April. Actions were agreed and issued, and are under continual review.
- MSQA#3. Report issued 17th April. Follow-up meeting to be organised for early May although I suggest that the actions are subsumed in those that will emerge from MSQA#4.
- MSQA#4. Draft report is planned for w/e 7th May.
- Consolidated NR2 MSQA Report. As the MSQA's have progressed it is clear that benefit will only be obtained if the recommendations are linked so that they form a coherent set across the whole lifecycle. A Consolidated MSQA Report is planned for 14th May.
- Release 1c Post Implementation Review. This was cancelled due to the position adopted by BA Contracts regarding the sharing of results for all parties.

YEAR 2000 CONFORMANCE

- Product Suppliers. Two significant issues have arisen:

Sequent declared Dynix V4.2.2 as the only warranted compliant version (we use 4.4.1 with repairs) but have somewhat eased that position. We have yet to align this with the product suppliers who declare a dependence on Dynix (e.g. Oracle).

Microsoft have made a shift from "fully compliant" to "compliant with repairs (date TBA) plus one optional product (date TBA)". The latter has a potential security impact.

- Internal Testing. Progress has been made with compiling a test coverage matrix showing which components are covered in which phase of Year 2000 testing. Y2K confidence tests of standard products continues.
- Development and Support Capability. TSC have supplied a list of all Pathway owned equipment installed at BRA01. Twenty two non compliant PCs are on the list - but possibly obsolete anyway. T&I have been requested to declare proposed future usage of this equipment. Both Development and T&I are now addressing the Inventory Issue and lists are expected by the end of May.
- DSS/CAPS. Dates for DSS compliance have changed; their programme extends well beyond the time-scales for NR2. In particular CAPS on-line will not be assured until Q1/99. From a Year 2000 compliance position, this is not a major issue as it would not fail until late 1999.

CROSS GOVERNMENT FRAUD

- A review of the Green Paper 'A New Contract for Welfare' summarising IT opportunities has been prepared. This will form an input into an ICL workshop, 11th May, which has the objectives of agreeing how to respond to the Green Paper.

CURRENT CRITICAL PROBLEMS

- MSQA's. There is now evidence that lack of adherence to process and focus on quality is resulting in additional rework further down the lifecycle, additional cost and is contributing to programme delays.
- The delivery of Audit functionality for NR2 is at risk, as a result of delays in producing the Design and the impact of other technical requirements.
- Year 2000 compliance issues with Sequent Dynix and Microsoft NT may impact schedules.

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ISSUES

- QRM is now short of 5 heads to maintain progress on current workload. This is causing considerable pressure and backlog. Whilst recruitment is carried out, support is being sought, from eg Girobank.



Business Development Report.

Business Development Report

MONTHLY SUMMARY

- Yet another month keeping the reporting community at bay. Press interest limited to four articles this month: two in Computer Weekly, one in the Public Finance Journal and in the Times. Comment is still largely ambivalent and not being helped by the sheer silence on the sponsors' behalf. No positive press activity can be undertaken until we are sure that the government is committed to this project. We must increase our level of activities aimed at ensuring that key government members are positively influenced as to the value and benefit of this project. A paper is being prepared with proposals for a more direct campaign.
- A successful presentation and demonstration was given to Ian MacCartney, Minister of State at DTI and five of his senior civil servants. It is obvious that we must maintain the momentum with the DTI as Post Office will not/cannot/don't know how to.
- The Federation of Sub-postmasters have written to every MP in whose constituency Horizon is already installed alerting them to this fact and inviting them to visit a post office to see the system first hand. Six responses have been received so far and we are discussing with the FED how we can help with the visits.
- The Federation Annual Conference takes place in Bournemouth 11-13 May. Pathway will demo as usual. Frank Field will address conference as will Jonathan Evans, Network Director of POCL.
- Two meetings have taken place with McKinseys, one with Keith Todd and the other in Feltham where we demonstrated the system. McKinseys are looking at the possible shape of the Post Office in 10-15 years time. Their views so far are very similar to ours, i.e. there is a potential gold mine here in terms of the scope and reach of the post office across the nation. If Post Office accept the need to change, then people change will have to play a significant role.
- Progress continues on Business Development. Logistics Feeder Service (LFS) is nearing sign-off. More work is being undertaken on the Household Budgeting demo to make it more robust. This demo has received very good reaction from both POCL and their Clients. The design work on Generic Banking continues and will culminate with a design review during May.
- A very successful Pathway Senior Management team event took place in Hedsor. Very good feedback was received from all attendees who confirmed the usefulness of such an event and another will be arranged for later in the year.
- Work continues on Agreements to Agree and this has now been expanded to apply pressure to getting the CCN (contract Control Notices) sorted.

PROGRESS

BUSINESS DEVELOPMENT

LOGISTICS FEEDER SERVICE

- Of the outstanding issues list, we have closed down SLAs, Pouch Delivery Tracking, and Operational Schedules, and have agreed a way forward on Secure Stock. We still have considerable concerns with respect to POCL's relaxed approach to Service Introduction, and we are still awaiting confirmation or discussions re. our commercial proposals.
- It is the POCL NR2+ release manager's view that the BRD will be signed off by 15 May, which would freeze requirements, allow contract schedules to be completed and facilitate CCN sign-off. Based on progress to date these timescales seem optimistic. Our aim is to keep the pressure on POCL, and facilitate the sign-off process.

SOCIAL BANKING (INCLUDING FAMILY BUDGETING SERVICE):

- Work is progressing with POCL and Girobank towards creating a joint paper detailing strategy, product development and action plans for delivering social banking. This is due to be authorised by the POCL/Girobank partnership board by the end of June.

BILL PAYMENT:

- Work on moving AP Smart forward continues. The goal remains to see AP Smart in NR2+. POCL have informed us that they do not believe they can deliver the information that we need for Talexus (no commercial agreement with client), or Pisces (no client), and accordingly these products have been removed from NR2+. Progress is being made on Quantum and GEC Watercard, and although we do not yet have all the information we need, we believe that POCL are finally giving this the priority it requires, and that the information will be available in the next few weeks.

MARKETING SUITE:

- The Marketing Suite has been fully operational this month with 16 events including NatWest, Fujitsu Australia, and McKinseys. We are having to deliver more and more external events, and are looking to enhance our equipment accordingly. We are in discussion with Escher to enhance our demonstration offerings to a full multi-channel one including web access, HTML help, future mails products, etc.

BBC OUTSOURCE:

- ICL Outsourcing has decided not to bid for this contract. On that basis we have contacted SSL (a subsidiary of the Post Office), the current contract holders, and offered them what ever support they need from ICL Pathway in order to ensure they retain the contract. Our aim is to protect the 13 million transactions per annum which currently take place in Post Offices.

GENERIC:

- We have commenced discussions between POCL's ADT and ICL Pathway's Design team. Initial feedback is that, at the current high level, we are in agreement as to the way forward.
- To support this activity we are looking to find a dedicated resource to turn this initial work into a deliverable stream of products definitions and designs.

CUSTOMER EDUCATION

- First draft of creatives submitted to sponsors - feedback positive; ideas now being amended before market testing starts. Activities on track against agreed plans.
- A first for ICL Pathway! Customer Education Acceptance specification for CE elements of contract accepted; PDA have reserved right to raise a change request for the contractual requirements where costs were asked for, but it was agreed that the costs would be scorecarded.
- Positive and good working relationships ongoing with CAPS. BA district office visited and some useful input to customer education gleaned.
- A very positive and useful meeting took place with the communication professionals in each ICL Pathway supplier organisation: key communication processes were agreed and the communication profile of ICL Pathway was raised.
- ICL Pathway Senior Management Team Network event organised. Support given to the organisation of the NFSP conference: brochure and stands produced. The Fujitsu briefing was organised

CURRENT CRITICAL PROBLEMS

- As the use of the media is not prudent we must create understanding of this project in government, during and beyond the current review. We need to bring together the good work done to date - audit progress and success, and confirm who else needs to be seen and in what manner. Activity must still be fronted by Keith, John, George & Liam - but the four fronts must be better co-ordinated. A paper is being produced with recommendations.

International Sales Report.



ICL Pathway

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International Sales Report

SUMMARY

PROGRESS

CURRENT CRITICAL PROBLEMS

ISSUE



Organisation & Personnel Report.

Organisation and Personnel

MONTHLY SUMMARY

- In general this has been a good month with the annual pay review being the major activity

PROGRESS

- Pippa O'Brien has joined as Personnel Manager and is settling well. As well as dealing with some of the more complex employee relations activity, Pippa is focused on some key outstanding issues which will be handled as projects:

A complete review of the current approach to resourcing, with special focus on permanent recruitment, resulting in a proposal as to how to approach a very volatile market place in a more effective manner

Completion of a comprehensive salary survey covering all ICL Pathway permanent roles, using both internal and external benchmarking

Implementation and analysis of an Employee Opinion Survey, encompassing both contractor and permanent staff

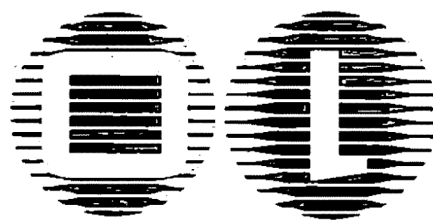
- The annual pay review for permanent staff is now underway, following the issue of guidelines and spreadsheets to enable payroll modelling. There is a strict timetable for this activity to achieve linkage to payroll run. Support is available from the Personnel team.
- Permanent resourcing continues to be difficult due to a high number of vacancies and short lead times, combined with a very volatile market place. Recruitment methodology may need to change to adapt to these conditions and work has been done to define some innovative approaches. Serious consideration is being given to roadshow style recruitment - where we go to the candidates and sell the opportunities at Pathway - and this proactive method is now being worked up into a practical initiative in conjunction with Hays IT Recruitment. Although yet to be confirmed as a preferred approach, implementation would be targeted for early Summer (i.e. as soon as it could be mobilised)
- A number of people have been transferred to Project Management Professional Community status within the Implementation team. The professional community model is being applied more widely within Pathway and we need to consider whether to accelerate this trend. Group Remuneration will be assisting Pathway personnel in an analysis of this next month

- In the Autumn of 1998 ICL will undergo an external assessment for the Investors in People quality standard. Initial assessments have been carried out around the Group in the past few weeks. Rather than Pathway participating in the standard assessment of a series of interviews with selected staff, Julian Page met with the assessor to reflect Pathway's approach to people management. This engendered a good understanding of the Programme environment and the current status of the organisation's development from a people management perspective.

CURRENT CRITICAL PROBLEMS

- There are no critical problems, although as outlined above resourcing remains a significant challenge

Post Office Client Report.



The Post Office - Client Director's

MONTHLY SUMMARY

- The major work this month has been preparing for the HMT Review of the BA/POCL Project.

TREASURY REVIEW

- The work was completed on time to deliver both the ICL Pathway 10-page paper to the Treasury Panel, and the accompanying slide presentation. Work is now pressing ahead on how we can take advantage of the opportunity to input our Future Views, taking in both financial services and better government. We await the outcome of the Panel's deliberations on which Outstanding Issues they wish to investigate - this should be known this week. The workload impact of their investigations will most likely be on our technical teams.

DESKTOP

- A Letter of Intent was received by ICL Multi-Vendor Division (ne Tplc) May 1st and the first orders have been taken, with deliveries to PO IT Services, Royal Mail and POCL. The Contract has since been signed by PO and is with ICL. The decision on a second hardware supplier, to accompany Compaq, will not be made until the summer - Fujitsu are bidding for this contract.
- The ICL business estimated for 1998/9 financial year is in excess of £20m.

CALL CENTRES

- The decision by SSL at the Project Board on April 2nd is reported to have been deferred. SSL were unwilling to discuss reasons but PO Procurement report that the rest of PO Group were not happy to sign up to the idea of Call Centres being procured and operated for them, in the future, by SSL. A team has been set to persuade the various business units across PO Group. We also understand the debate is running at Group level. Procurement say no decision has been made on supplier and ICL is still on the shortlist.
- This is all very disappointing as we had asked the specific question, during the bid phase, of Group support and were given reassurances that this was not an issue.

BETTER GOVERNMENT

- Work is progressing, under ICL Government, to build a demonstrator of CafExpress. We have hosted the selected subcontractor, Julia Schofield Associates, to Feltham to identify a Pathway position.
- The ICL working group on Fraud, looking at the total govt benefits fraud area including Housing Benefits, is preparing a broader view of ICL capabilities/offers, in line with a planned response to the Welfare Reform Green Paper. Martyn Bennett is on the steering group.

OTHER ACTIVITIES

- The OJEC RFI ad for supply of architecture and tools for Systems Management was handled by
- CFM for Phase 1 and The Solution Centre for Phase 2. As expected the Phase 1 order goes to an incumbent supplier to complete the HP ITO implementation started 3 years ago.
- We still await news on Phase 2.
- In response to a requirement for DCE middleware we submitted a non-compliant paper recommending a revised, non-DCE approach. This has opened the door to a wider dialogue, utilising the DAIS team.
- Royal Mail are planning to extend their pilot Trusted Third Party Secure Transactions Service into a commercial offer. ScottishPower and Lloyds of London are rumoured to be about to sign up. This Service is being built for RM by Entrust (Consultancy arm of Nortel) and utilises the ICL i500 Directory. I have arranged to meet the RM Electronic Services Director to assess what further opportunity there might be for ICL.