

=== D R A F T ===



Ref: AST1464

BA/POCL PROGRAMME DELIVERY AUTHORITY

The Programme Delivery Authority will be in place until the conclusion of post office infrastructure and benefit payment card roll-out, although its role will be reviewed in the light of progress on implementation at the end of 1997. The work of the PDA will be run on a project basis. The PRINCE methodology will be used. The Programme Steering Committee will be chaired by Alec Wylie and comprise [the POCL Automation Director], George McCorkell (BA) and the Programme Director. Other stakeholders will not be members of the Steering Committee.

2. Its mission will be to ensure the development, delivery, implementation and rollout of all the products and services needed to achieve the currently defined joint objectives of the BA/POCL Programme and so to assist BA and POCL achieve the business benefits defined in each organisation's business case.

3. The PDA will take the scope of the Programme as set by the Joint Objectives and the Sponsors' business cases. Changes, contractual or otherwise, that involve a change in programme scope or a fundamental change in requirement will be processed through the Charterhouse Mechanism.

4. The PDA will be responsible for implementing an overall business solution which meets the User Requirements which have been specified by Sponsors in the BA/POCL Requirements Catalogue. Sponsors will be responsible for the relative prioritisation of their own requests for change (for example, order of take-on of other POCL clients). Proposed changes to User Requirements will be handled through formal Change Control Mechanism operated and led by the PDA and involving all interested parties. Changes to Requirements with commercial implications will be handled through the Change Control Mechanism and not separately. After sponsor and supplier views had been made known through the impact assessment procedure within change control, the PDA will have authority to decide disputed requirements changes with costs, customer offer or quality of service impacts below agreed levels of materiality; other disputed requirements changes will need to go to the Steering Committee.

5. The contracts with the Service Provider, although owned by the Sponsors, will be administered from within the Programme Delivery Authority for the duration of the implementation phase (see para 1). The Sponsors could second relevant experts to PDA to help with this if they wished (not least to ensure continuity at the end of the implementation phase), but if so they will come under line management of the PDA. Day-to-day contract management and change within defined levels of materiality will be carried out by this

=== D R A F T ===

== D R A F T ==

Ref: AST1464

group and within the overall allocation of rights and responsibilities between BA and POCL defined by Contract A and the 'keying' system in CONSCO contracts. The PDA will not be a legal entity and its contract management and administration will be performed on behalf of the BA Accounting Officer and the POCL Managing Director; the contracts with CONSCO will continue to make clear the specific rights and responsibilities of BA and POCL.

6. The PDA will develop and own the overall Implementation Plan and have the authority to make changes in it, after consultation with affected parties in the Sponsor organisations, as may be necessary to maximise business benefits or minimise the negative effects of deviations from plan or external events. Once the Plan was agreed by the Steering Committee the PDA will arrange delivery of the Plan by commissioning deliverables from the Supplier, from Sponsor organisations, from other projects (such as CAPS and TIP) and internally to agreed cost, quality, specification and delivery date. The PDA will track progress against plan and QA the plans for and progress of the production of deliverables. The PDA will control dependencies and manage the linkages between different deliverable groups. The PDA will act directly with those producing deliverables within the Sponsor organisations and not through 'shadow' projects.

7. The PDA will contain the End-to-end Design Authority which will own and control the specifications and service levels on the various service boundaries, including those with CAPS and TIP and (at a technical and operational level) other POCL clients' systems. It will specify the requirements for, organise and commission the production of, and approve, relevant business processes, data migration policies and management and service information. Within the overall Programme objectives it will determine trade offs between customer acceptability and security of the card scheme, consulting with Chief Executives and Ministers where necessary.

8. The PDA will have overall responsibility for the design and development of the benefit payment scheme end-to-end, and will by specification and approval ensure the alignment, consistency and security of all business processes involved. The PDA will establish and operate the Security Authority during the development, implementation and rollout period.

9. The PDA will have an oversight of all the relevant costs and savings lines. There will be an overall provision for Departure From Estimate (DFE), both for implementation costs themselves and for steady state costs. The PDA will control the DFE provision, allocating it as appropriate to maximise achievement (and so not necessarily sub-project by sub-project).

10. The PDA will have overall authority on behalf of the Chief Executive, Benefits Agency and the Managing Director, Post Office Counters Limited to:

- * manage the resolution of conflicting requirements, including timetable and escalation management;

== D R A F T ==

== D R A F T ==

Ref: AST1464

- * ensure sufficient quantity and quality of resources are available;
 - * determine project priorities and resolve conflicts of demands for resources;
 - * accept deliverables from the Supplier on behalf of BA and POCL and accept deliverables from Sponsors and from related projects (eg CAPS and TIP);
 - * agree variations to Supplier solutions, within the bounds of the requirements and the business cases.
 - * ensure that all parties meet their responsibilities within the Programme, including Sponsor actions;
 - * ensure that the Programme gains maximum value for money from the Supplier;
 - * manage the relationship with the Supplier in the development and implementation of the User Requirements (but not the Business Partnership relationship with POCL, which will be handled directly with POCL Markets Directors)
 - * promote a constructive and business-like relationship among all the parties involved in the Project
 - * ensure that Sponsors are managing the realisation of business benefits;
 - * monitor the performance of the Supplier during the rollout period
 - * escalate issues for Chief Executive resolution
 - * align plans and report progress against them to Chief Executives
11. The PDA will have overall management of communications about the Programme, both internally and with customers.
12. By the end of the implementation phase the PDA will deliver to the Sponsors (the timing of handover for each item to be reviewed at the end of 1997):
- (1) a (tri-partite) steady state Security Authority
 - (2) a steady state Design Authority
 - (3) a stable set of contracts and contract management arrangements for the Sponsors to carry forward as they see fit (which may or may not include a continued co-ordinating role in contract management).
 - (4) testing facilities and procedures to carry through future changes to their systems.

== D R A F T ==

== D R A F T ==

Ref: AST1464

- (5) service level monitoring group or groups, to be agreed with the Sponsors.
- (6) documentation, procedures and change control processes to allow the steady-state management of the end-to-end service.

13. Accommodation and funding will be agreed between the Sponsors. Both Sponsors will commit to the secondment of good quality project managers and staff to the PDA.

BA/POCL Programme
25 February 1996

(version 2.0. Incorporates comments from Sponsor Directors)

=== D R A F T ===