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BA/POCL Programme Delivery Authority Board

Minutes of the Board Meeting 21 August 1997

Attendees

Alec Wylie:	SSA(NI) Chair
George McCorkell:	BA
Paul Rich:	POCL
Peter Crahan:	PDA
Bruce McNiven:	PDA
John Bennett:	ICL Pathway
Mike Coombs:	ICL Pathway
Jill Watson:	PDA Secretary

1 Minutes and Matters Arising

1.1 The minutes of the meeting of 15 July 1997 were agreed as a correct record.

1.2 The actions from the previous meeting were reviewed and the following points were made in discussion:

1.2.1 A/P1: <u>Mr Bennett to identify how long it will take to obtain all the information required for all post offices and provide a progress update with timescales for collation of full details and resolution of the issues to the next PDA Board meeting.</u>
Mr Bennett told the meeting that some post offices needed work by the Regional Electricity Boards (REBs). This work was managed by Pathway. Pathway were currently in discussion with 12 REBs and were close to agreement regarding the work to be done. Discussions would be concluded within two weeks. This would not affect the installation plan but would be factored into implementation plans for next year.

1.2.1.1 Mr Bennett updated the meeting on the position regarding post offices which did not have International Subscriber Data Network (ISDN). The latest figures show that 85% of post offices have ISDN which shows that the number of non-ISDN outlets was underestimated at 5% of the total.

1.2.1.2 British Telecom (BT) are committed to installing ISDN where a gap exists, however a small percentage may never have ISDN. The aim was to narrow the gap from 85% installed to 90% plus installed

1.2.1.3 Technical solutions were being pursued for non-ISDN outlets. There were two options under consideration. A Public Subscriber Telephone Network (PSTN)

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were now coming to more difficult post offices which had increased lead in times. There was a six week delay in ordering some components plus the two weeks notice required if the post office had to be closed. POCL stressed that 200 post offices must be automated by mid-October as further delays would be embarrassing.

Action Point 3: Mr McNiven to obtain the detail of each post office remaining to be automated.

2.1.2   The aim was to sign off Release 1c (Congo 4) on 13 October 1997. A checkpoint meeting had been held on 14 August 1997 which was very successful. The next meeting would be to bottom out Releases 1c and 2 and to decide whether Release 1c would go to 200 outlets or whether to fall back on contingency arrangements. The criteria were, as a minimum:

- it is fit to support 1400 card payments;

- it is usable in post offices;

- it supports CAPS release 2.2; and

- it provides a suitable platform for migration.

2.1.3   Mr Crahan updated the Board with regard to Model Office Rehearsal Phase 2 (MOR(2)) which started on Monday 18 August. It failed because of set up difficulties and Model Office Testing (MOT) was cancelled. It was agreed to restart MOR(2) on 20 August 1997. MOR(2) was restarted as planned but time had been lost. 15 days were allowed for MOR(2) which included 4 days contingency. The time would be recovered by working the weekend and the Bank Holiday. Pathway were to hold a post mortem to find out what went wrong.

2.1.4   The next phase of Security Testing was scheduled to be completed by 29 September which was very close to MOT. Pathway assured the Board that it would be completed in time.

2.1.4.1 Mr Crahan reported that Pathway's proposals for descoping security requirements from Release 1c had been received. Fraud and Security Group accepted that, in isolation, the proposals might not prejudice delivery of Release 1c to 200 outlets. The Security Review Panel and the PDA Board still needed to be convinced.

2.1.4.2 It was pointed out to Pathway that the Security Review Panel and the Board would need to know when the other components would be available and that Release 2 was the latest acceptable date. Also Pathway would need to be able to assure the PDA that data cleansing procedures were in place to ensure that any security breaches during the period of unrestricted access were rectified.

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2.1.4.3 It was pointed out that BA Security or Mr McCorkell could recommend that any solution is reviewed by the BA Chief Accounting Officer. If he is not prepared to accept the solution, more delays could result.

Action Point 4: Mr Coombs to evaluate the possibility of eliminating the risks and to propose a solution within Release 2 timescales.

2.1.4.4 Mr Coombs pointed out that Pathway needed to know where the risks might be and that he would need some input/data from the PDA.

2.1.4.5 The Chairman asked Pathway for the reasons for the problems with security. Pathway stated that our requirements were very complex. The PDA disagreed, stating that our requirements in the problem areas were very basic as per BS7799, Information Security Management and the Departmental/POCL IT Standards. PDA pointed out that the lack of Access Controls leaves the system open and a statement would be required from Pathway as to how they would mitigate against the risk. Mr Crahan reported that he had initiated an internal review of security. Once complete (mid-September) he would discuss the findings with Mike Coombs.

Action Point 5: Mr Crahan to discuss the findings of the internal review of security with Mr Coombs.

2.1.4.6 It was agreed that Pathway's plans for Release 2 were potentially deliverable but tight. Prime options and fallback options were being discussed. The problems were EVP and security. POCL also had problems with testing especially Electronic Point of Sale System (EPOSS). Pathway reported that their testing strategy was under review and agreed to pay particular attention to EPOSS.

Action Point 6: Mr Coombs to finalise the contents of Release 2 by the end of August.

2.1.5 Mr McNiven distributed a chart showing preparation/installation activities for Release 1c and explained the timescales to Pathway. A copy of the chart is attached to these minutes. The last post office needed to be installed by the 21 November because subsequent post office installations would not start until January.

2.1.6 Mr Crahan reported that the NAO visited the Programme on 17 August and the meeting went well. NAO wanted to do a "Value for Money" study involving a comprehensive review of the Programme. Their report would eventually be placed in the House of Commons Library and with the Public Accounts Committee. The initial meeting was to explain the difficulties involved because of the special nature of the Programme, ie multiple business cases, private sector and POCL involvement etc. NAO would return at the end of September with ideas for the scoping of a feasibility study and the Board would be updated then.

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2.1.7   POCL raised the resourcing of Management Infrastructure Briefings (MIBs) and it was agreed to take this forward at the meeting with Pathway scheduled for next week to take preparation issues forward. POCL pointed out that they would have to be aware of any matters which required escalating by mid-September.

2.2   **CAPS** Mr McCorkell confirmed that Vince Gaskell had taken over from Jane Rintoul as CAPS Programme Manager. The Programme was on target but he stressed the difficulties of working in the replan environment.

2.3   **POCL** Mr Rich reported that the Post Office's top objectives had now been revised because a target of 5000 post offices would not be hit. More emphasis was now being placed on Live Trial and quality rather than speed.

2.3.1   The organisational shift from the PDA was underway with plans to migrate implementation to POCL. A National Implementation Manager had been selected and the process to appoint Regional Implementation Managers (RIMs) was due to start. Mr McNiven was to assist with this and Mr Crahan also offered to help if required. A meeting would be held early in September to decide on the siting and resourcing of the returning functions.

2.3.2   The review of the Post Office instigated by the government to look at all options for the Post Office was on-going. There was as yet, no end date for the review. In addition a Select Committee hearing on Post Offices services was expected shortly.

2.4   **ICL Pathway** Mr Bennett reported that 34 User Awareness events had been completed and that these had been well received. In addition 700 staff had been trained at 180 training events.

2.4.1   Pathway were conducting supplier readiness reviews to ensure that their suppliers were in position to deliver. These were well advanced for Release 1c.

2.4.2   A task force was being set up to ensure that the supplier's systems were Year 2000 compliant. POCL mentioned that PDA should be instigating Year 200 testing. Any new systems were all Year 2000 compliant but it was possible that old systems which were not, could be linked in. We would need to ensure end-to-end conformance.

Action Point 7: Mr Crahan to examine end-to-end confidence.

2.4.3   Mr Coombs provided details of the reorganisation which had taken place at Pathway, with the primary aim of strengthening the team. Mr Coombs would provide an organisation chart to reflect the executive and co-ordinating roles and to include a briefing on the main functions of the new arrangements and how this has strengthened the team, for circulation with these minutes.

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Action Point 8: Mr Coombs to provide a Pathway organisation chart to reflect the executive and co-ordinating roles and to include a briefing on the main functions of the new arrangements and how this has strengthened the team, by Wednesday 27 August.

3   **Status of Planning Activity**

3.1   PDA planning activity had been covered under agenda item 2. Mr Rich reported that POCL would be supplying a paper covering what they required from Release 3.

4   **Independent Review**

4.1   Mr Wylie distributed two handouts covering progress to date, the terms of reference and PA Consultants' team and approach. A copy of the handouts is attached to these minutes.

4.2   A first cut of the report would be available on 5 September and would be copied to the PDA Board members for comment. Comments should be made individually to PA Consulting, and copied to the other recipients by 12 September. Comments should be restricted to the facts and comprehensiveness of the report.

4.3   The final report giving the main findings and recommendations would be available in presentation form on 19 September and would be copied PDA and PSC members. It would fall for discussion at the PDA Board meeting on 23 September followed by a presentation by PA Consulting to the PSC meeting on 24 September.

4.4   Mr Crahan asked the meeting to agree an addition to the Press Line of 6 August, to cover the Independent Review. The following addition was agreed:

"The plans for the delivery of the next phase of the Programme are currently being finalised and as is normal practice in a major programme of this nature, will be subject to independent review."

5   **Organisational Update**

5.1   Mr McNiven distributed a handout showing the key activities leading to the Transition Plan and updated the meeting on progress. A copy of the handout is attached to these minutes. The Stream 1 Key Activities were Business and Technical Architecture, roll out, release management and migration of functions back to POCL. There was a resource issue holding up the Technical Architecture activity, but new people were coming in to resolve this. Stream 2 activities had already begun with the establishment of a review team and a first cut of likely numbers for the PDA.

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6   **Business Architecture**

6.1   Mr Meagher gave a presentation on Business Architecture and presented
        Papers 14/97 and 15/97 to the Board. The slides are attached to these minutes.

6.2   Business Architecture was one of four main areas identified from work done
        by Andersen Consulting and French Thornton on the future of the PDA. The
        first phase of work had been completed and the next phase had started.

6.3   The Board agreed with the actions as set out on the final slide. Mr Meagher
        agreed to give further presentations to CAPS in October.

7   **Any Other Business**

7.1   Mr McCorkell asked Pathway when he might expect a reply to his recent
        request for how ICL proposed to address the commercial elements of the
        replan, occasioned by their slippage. Pathway stated that they were discussing
        the issues with the ICL Board and then it would have to go to Keith Todd who
        was currently on leave. Pathway promised a response by early September,
        which would be copied to Peter Crahan and Paul Rich.

        **Action Point 9: Mr Bennett to reply to Mr McCorkell's request before the
        next PDA Board meeting.**

8   **Time and Date of Next Meeting**

8.1   The next meeting would take place on 23 September 1997, Pre-Board at
        9.30am and the main Board at 1.00pm. The Board wished the venue to be
        changed from Terminal House to King Edward Building.

        **Action Point 10: Secretariat to change the venue for the next PDA Board
        meeting.**

8.2   It was noted that the PSC was arranged for 24 September 1997 and that Mr
        Todd would be out of the country on that date and therefore, unable to attend.
        As the Independent Review was to be discussed at that PSC, the Board thought
        it important that Mr Todd attend and the Secretariat was requested to examine
        the possibility of changing the date to accommodate Mr Todd. The Board also
        wished the venue to be changed from Longbenton to a London location, if
        possible.

        **Action Point 11: Secretariat to examine the possibility of changing the
        date of the PSC to one which Mr Todd can attend and to change the
        venue to a London location.**