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BA/POCL Programme Development Authority Board

Minutes of the Meeting 4 June 1997

Present

Alec Wylie	-	SSA(NI) (Chair)
George McCorkell	-	BA
Peter Crahan	-	PDA
Paul Rich	-	POCL
Bruce McNiven	-	PDA
John Bennett	-	ICL Pathway
Terry Austin	-	ICL Pathway
Debra Channon	-	PDA (for Item 4)
Anna Campopiano	-	ICL Pathway (for item 4)
Barrie Davies	-	ICL Pathway (for item 5)
Chris Mann	-	BA/POCL (Secretary)

1. **Agenda Item 1 - Minutes and Matters arising**

1.1 The minutes of the previous meeting were agreed. Actions from the previous meeting were discussed, the following point arose in discussion.

1.1.1 <u>Action Point 1 - Mr Bennett to examine the foreign encashment manual processes to see whether it can be improved</u> - Mr Bennet had checked the processes. The manual system worked satisfactorily as long as a call was made to the payment helpline where a check against records would be carried out. However this would only occur if the foreign encashment was attempted at a non automated post office. ICL Pathway would therefore continue to monitor foreign encashments and if necessary would forward records to Initial Go-Live post offices. Foreign encashment was not seen as a major issue but would need to be factored into the monthly reports.

Action Point 1: Mr McNiven to ensure that figure on foreign encashments are added to the monthly performance report.

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2.   <u>Agenda Item 2 - Progress Reports</u>

2.1   <u>PDA</u>

Peter Crahan reported on the following PDA issues.

    2.1.1   The next release of the masterplan had been put on hold pending the result of replanning.

    2.1.2   CAPS release 2.1 was successfully implemented over the weekend and OBCS was running in up to 112 post offices.

    2.1.3   The detailed elements of BA implementation had been transferred to CAPS but PDA had assumed responsibility for end to end communication with Ministers and Senior Sponsor representatives on CAPS and BA/POCL issues.

    2.1.4   A recent presentation to PMT at Feltham on the next release was thought to be helpful and PDA were considering allowing access to other PDA members.

    2.1.5   A meeting with the Minister - PSC(JD) (John Denham) - was booked for 11 June 1997 and there would be a meeting with Secretary of State in July.

    2.2.6   Recruiting for a testing manager was ongoing

2.2   <u>CAPS</u>

No additional issues to report.

2.3   <u>POCL</u>

Paul Rich reported on the following issues.

    2.3.1   POCL had undertaken to examine operational capacity planning. POCL management agreed to take forward an expansion of the role of regional liaison manager to include regional implementation. On a national level, there was agreement in principle to establishing a national implementation co-ordination manager who would look at operational procedures and changes on behalf of the Director of Regions.

    2.3.2   DTI Ministers had initiated discussions on wider Post Office issues. John Roberts and DTI officials were taking this forward

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2.4   ICL Pathway

John Bennett reported on ICL Pathway issues. The following points arose in discussion.

2.4.1   There had been a problem on 3 June with Microsoft software affecting Kings Stanley post office. This problem manifested itself as a failure to re-boot the system after it closed down. The problem was limited to IGL offices and a software change had been implemented across all sites.

2.4.2   OBCS was progressing satisfactorily, and was on target to achieve 150 operational post offices by the end of June with a further 24 by the end of July/beginning of August. The balance were more complex and might fall outside the planned timeframe.

2.4.3   The ten PSTN offices were included in the timeframe and PDA staff would be able to have access to the end to end testing of the PSTN solution. Terry Austin reported that ICL Pathway were attempting to identify which post offices nationally were ISDN compatible but that BT had offered to provide this information only as a response to ICL Pathway's roll out plans.

2.4.4   John Bennett, Paul Rich and Colin Baker (NFSP) had visited sites in the North East. It was noted that this had been a useful exercise in terms of achieving early exposure of some of the issues needing NFSP decisions.

3.   **Agenda Item 3 - Congo/Nile Update**

3.1   It was accepted for planning purposes that Congo 4 would now be introduced on 18 August and would roll out BPS in 200 locations. Sponsors accepted that ICL Pathway had been unable to come up with a plan that allowed for delivery of Congo 4 before that date.

3.2   All parties understood what was needed to deliver CAPS 2.2 (Congo 4.1) and this would be delivered on 21 July. However there would be a need for some manual procedures as the CAPS functionality would not fully match ICL Pathway functionality until Congo 5.

3.3   If any additional offices were to be rolled out before live trial, BA would be unwilling to go beyond OBCS functionality because the introduction of a parallel stream of BPS would disrupt the implementation plans for geographical roll out. In addition, BA was examining the value of rolling out additional offices.

3.4   It was accepted for planning purposes that Congo 5, which would introduce EPOSS and AP, would now be introduced on 5 January 1998. Sponsors were content to endorse that national roll out could start two weeks after live trial.

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3.5   In respect of Nile releases, the capability for operation on multiple ACCs would need to be factored in. There was also a need to decouple CAPS and ICL Pathway releases. In addition there was a need for clarity on the functionality proposed for ICL Pathway release 2. Until all this was clarified, it would not be possible to confirm that the proposed date of 30 March 1998 would be achievable. The key issue would be to be achieve a release that delivered multiple benefit payments. It would be necessary to look at the impact of three options:

      i) removing all functionality except that needed for BA multiple cards and benefits, urgent payments and stops
      ii) base software set
      iii) functionality now proposed by ICL Pathway

Action Point 2:   Mr Crahan with ICL Pathway to examine the impact of the three option for ICL Pathway release 2.

3.6   The seriousness of this delay to Sponsors was stressed. It would be vitally important to deliver a plan that Sponsors could have confidence in because of the need to convince Ministers. For that reason the ability to roll out multiple benefits would be essential as soon as possible.

3.7   It was agreed that Sponsors and ICL Pathway would seek to get to the stage where the best replan had been agreed and then to tackle the commercial issues.

Action Point 3:   Mr Crahan and Mr Bennett to jointly consider the best process for taking forward consideration of the commercial issues

4.   Agenda Item 4 - Communication and Customer Education

Debra Channon (PDA Communications) and Anna Campopiano (ICL Pathway) gave a joint presentation on the proposals for a customer education campaign. The slides used in the presentation are appended to these minutes at Annex A. The following points arose in discussion:

    4.1   Although it had been agreed at the PDA Board of 8 May that commercial issues would be set aside pending the production of a jointly agreed programme, the current proposals maintained value for money.

    4.2   It was recognised that BA were responsible for communicating policy changes and the proposals featured a link to Feeder Benefit System (FBS) communications in the form of Payment Advice Notes (PANSs) which were the equivalent of order book yellow pages. The link to FBS communications was integral to the overall approach because it would enable policy changes to be communicated on migration. In addition to this, it would enable a migration letter to be issued that would notify customers of the migration of second and subsequent benefits because the funding was not available for FBS to issue PANs. In addition, although the CAPS BA/POCL business case identified funding for communication at migration, that would not necessarily

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mean the funding was available to support the issue of PANs and migration letters at migration. The question of PANs was being considered at the CAPS Programme Board on 9 June.

4.3   It was noted that the entire campaign was not predicated on all the actions taking place but the importance of the TV advertising and the notification of migration of second benefit was stressed.

4.4   The campaign would begin shortly before the migration of IS. It was not thought necessary to carry out additional activity for the migration of child benefit because these customers already received Pick up Notices (PUNs), PANs and a benefit stream letter.

4.5   The proposals were endorsed subject to the endorsement of the Communications Working Group and the considerations of the CAPS Programme Board on the issue of PANs. In addition cost and funding issues would need to be investigated further.

5.   **Agenda Item 5 - Physical Installation Update and Outlet Installation Process**

Barrie Davies ICL Pathway gave a presentation on the outlet installation process in support of Paper 11/97. The slides used in the presentation are appended to these minutes at Annex B. The key points from the presentation are as follows.

5.1   Some early problems in installation had been caused by the absence, during installation of the first 50 sites, of the Auto Configuration System which allowed for remote configuration of equipment. This was a new system and needed development and testing. It was seen as vital for achieving the 300 beat rate because it would limit the need for manual configuration of equipment. It was thought that auto configuration would solve 50% - 60% of installation problems

5.2   Instances of equipment being "dead on arrival" were not seen by ICL Pathway as a problem because the installers would carry sufficient stocks to cover any such problems. Although this was an effective means of avoiding problems, if incidents occurred in sufficient numbers to indicate a supply chain problem, ICL Pathway would raise the issue with their suppliers.

5.3   A catalogue of solutions to installation problems was being compiled which would ensure that there would be fewer problems with physical installation.

5.4   An important lesson was that there had been a failure to set the right level of expectation from users. It was inevitable that teething problems would occur and at a communication level expectations could have been

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managed better. Furthermore, a structure should have been in place for support and problem solving.

5.5   The problem management process was now in place. The presence of POCL regional staff on site and the lengthening of the installation programme timescale was seen as helpful but there was a need for physical security co-ordination with POCL's own security standards.

5.6   It would be useful for POCL to know where responsibility for each activity lay within the installation process. This would enable them to understand all processes and activities and to undertake necessary communications.

5.7   The extended implementation period would result in the need for additional awareness training. Discussions were underway between PDA and ICL Pathway as to the best way to approach this. ICL Pathway would be providing proposals for content and costings.

5.8   It was noted that some installation difficulties had been caused by problems with utility companies. Management of the utilities was recognised as a key issue which needed tackling.

Action Point 4:   Mr McNiven and Mr Davies to examine issues concerning the management of utility companies

6.   <u>Agenda Item 6 - AOB</u>

PDA Pre-Board had discussed the evolving role of PDA. It was agreed that ICL Pathway should now be involved and that they should receive a presentation.
Action Point 5:   Mr Crahan to ensure that ICL Pathway receive a presentation on the future organisation of PDA.

7.   <u>Agenda Item 7 - Time and Date of next meeting</u>

Next meeting to be held on 15 July at Terminal House. Pre Board to start at 9.00am, Main Board at 11.00am and PSC at 1.00pm.

7.1   The meeting of 21 August to be held at Feltham. Pre Board 9.30am, Main Board 11.30 am, lunch 1.30 - 2.00 followed by a demonstration of the equipment.