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RESTRICTED - COMMERCIAL/MANAGEMENT/POLICY**BA/POCL Programme Delivery Authority Board****Minutes of the Board Meeting 23 September 1997****Attendees**

Alec Wylie:	SSA(NI) Chair
Vince Gaskell:	BA (deputy for George McCorkell)
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 21 August 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: Mr Crahan and Mr Bennett to ensure that plans for Release 2 include the provision of adequate FVP capability.
This would be covered in Mr Crahan's update.

1.2.2 A/P2: Mr McNiven to investigate the possibility of including additional post offices.
Mr McNiven reported that by close of play Friday 191 outlets were installed, of which 188 were operational, with more expected this week. The lessons learned from the installation process would be fed into forward planning. In particular, it was agreed that a Post Implementation Review of the Westfield outlet would take place.

1.2.2.1 The revised 38 week installation process had been agreed in principle with POCL's Regional Implementation Managers and was currently undergoing quality assurance procedures.

1.2.3 A/P3: Mr McNiven to obtain the detail of each post office remaining to be automated.

A detailed plan showing the names and dates of the outlets to be automated had been completed. The installation process was going well with more outlets installed in the previous week than ever before. It was acknowledged that this was due to good preparation work.

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1.2.3.1 The target time for installation was one hour per counter position. Where this was not met, it was due to inadequate preparation by the sub-contractor (WTL). Pathway reported that the remaining manual installation processes were to be automated, which would further reduce errors.

1.2.4 A/P4: Mr Coombs to evaluate the possibility of eliminating the risks and to propose a solution within Release 2 timescales.

AP/ 5: Mr Crahan to discuss the findings of the internal review of security with Mr Coombs.

The review of security had been completed and discussed with Mr Coombs. It was agreed that more openness and co-operation would be required in future. A workshop would take place on Thursday to consider a better way forward.

1.2.5 A/P6: Mr Coombs to finalise the contents of Release 2 by the end of August. Mr Coombs reported that Pathway were currently working through the release contents and issues arising. These included security, declared exclusions, fallback approach, Release 1c residuals and the System Architecture Design Document (SADD). This work would be completed by the second week of October with the Release Contents Document (RCD) available in mid-October.

Action Point 1: Mr Coombs to present solutions and unresolved issues for Release 2 by mid-October.

1.2.6 A/P7: Mr Crahan to examine end-to-end confidence.

It was agreed that this should read "end-to-end conformance". Discussions were currently taking place regarding the contractual and commercial issues around Year 2000 compliance. ITSA and POCL were taking this forward for their systems, with POCL aiming for compliance by December 1998. Pathway were checking the conformance of linkages and Year 2000 compliance would be included in testing.

Action Point 2: Mr Crahan to discuss with Mr Rich and produce a paper for the next PDA Board meeting on Year 2000 activity and end-to-end compliance for each of the services.

Action Point 3: Mr Crahan to consider the appointment of a Year 2000 manager for the PDA.

1.2.7 A/P8: 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.

The chart and briefing are attached to these minutes.

08 OCT '97 10:24 FROM GROTO GRO P.04/15**RESTRICTED - COMMERCIAL/MANAGEMENT/POLICY****1.2.8 A/P9: Mr Bennett to reply to Mr McCorkell's request before the next PDA Board meeting.**

Mr McCorkell's request could not be resolved until the contents of Release 2 were finalised in mid-October and should be triggered through the Contract Negotiating Team. This was also Mr Todd's view. Mr McCorkell, however would need something more substantial for ministers. Mr Bennett agreed to clarify the position with Mr McCorkell next week.

Action Point 4: Mr Bennett to discuss the situation with Mr McCorkell next week and clarify the position.

2 Updates

2.1 PDA In addition to the written update provided, Mr Crahan reported that Release 1c was progressing through Model Office Rehearsal and the checkpoint meetings. Model Office Testing was due to be completed by 26 October and the anticipated release date was now 3 November.

2.1.1 Significant numbers of category one pinICLs (ICL software difficulties) needed to be resolved. These were in the areas of security, accounting and reconciliation. A decision would be taken on 29 September whether the release was fit for purpose and if so, to how many outlets it would be delivered. Pathway pointed out that they were striving for release to 200 outlets because of the effect on Release 2 of anything less.

2.1.2 Pathway Release 2 was moving forward through checkpoint meetings. Business Requirement Definitions were required from POCL for Pathway Release 3, scheduled for July 1998. POCL had other clients to consider for this release and required formal acknowledgement from Pathway that the July date was not achievable.

Action Point 5: Pathway to write to Mr Rich giving formal release from July 1998 for Release 3 and to provide an earliest possible new release date.

Action Point 6: Pathway and POCL to create guidelines for Release 3 and to ensure understanding of those guidelines.

2.2 CAPS Mr Gaskell confirmed that the CAPS Programme was on target. CAPS Release 2.2 was due for release by 24 November, subject to approval by the CAPS Programme Board. Their main concern was the impact of slippage on the Feeder Benefit Programme.

2.3 POCL Mr Rich reported that a meeting had taken place between Mr Todd and Mr Roberts which was also attended by Mr Bennett and Mr Coombs. Mr Roberts was concerned about the credibility of the Programme and wanted the next replan dates to be achieved.

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- 2.3.1** A short presentation on the Programme had been given to the Post Office Board. A full presentation on the current position of the Programme would be given to the next Board in November. After this, strategic decisions would be taken on the future direction of post office involvement.
- 2.3.2** Mr Rich reported that little progress had been made on the Post Office Review. They were currently awaiting input from ministers.
- 2.3.3** Mr Rich pointed out that POCL were having to replan because of the slippages in the automation programme and this was having an effect on their business.
- 2.3.4** The migration of functions back to POCL was proceeding and Mr Rich would have responsibility for Service Management. Mr Rich raised the issue of Implementation Management and the effect of the extended 38 week installation process. The issues for POCL were the number of post offices prepared, resources, communications and the effect of delays.
- Action Point 7: Mr McNiven to produce a milestone modelling plan showing the number of post offices at each stage by the end of the week.**
- 2.4** ICL Pathway Pathway reported that they had recruited two senior managers. John Humphries had been recruited from CSC as Development Manager and John Wooler from IBM as Testing Manager. Details of the new appointments would be shown in the organisation chart.

3 Status of Planning Activity

- 3.1 Release 1c Authorisation Process** Mr Crahan presented Paper 18/97 which sets out the Release Authorisation Process. The process would be the same as for previous releases. Mr Bennett pointed out that Pathway had not had a chance to comment on the paper prior to the Board. In future, Pathway would like to see such papers at the draft stage. This was accepted in principle by the Board.

Action Point 8: Mr Bennett to provide comments on Paper 18/97 to Mr Crahan.

- 3.1.2** The Release Authorisation Board was the final link in the approval chain and had to reach unanimous agreement before a release could go out. Seals of Approval from within the DSS, eg BA Security and Programme Accounting Group would be required. Mr Rich asked for further details of the Seal of Approval process.

Action Point 9: Mr Gaskell to talk through the Seal of Approval process with Mr Rich.

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RESTRICTED - COMMERCIAL/MANAGEMENT/POLICY**4 Press Lines**

- 4.1 Mr Crahan explained that a holding submission was put to ministers a week ago. A full submission would follow when the results of the PA Consulting Review were known and the latest round of replanning was complete. Ministers had requested some holding press lines for use in the meantime. Draft lines had been prepared. The intention was for all sponsors to use the same lines, therefore the Board would be asked to approve the lines.

- 4.2 Following discussion, it was agreed that Mr Crahan and Mr McNiven would rework the press lines, taking account of the comments of Board members.

Action Point 10: Mr Crahan and Mr McNiven to rework the draft press lines by Friday 26 September 1997.

5 Future Structure of the PDA

- 5.1 Mr Crahan presented Paper 17/97. Stream 1 progress was expected to improve, following the appointment of Paul Dyson as Technical Assurance team leader. Stream 2 was being taken forward by Katie Barnes for the BA and Keith Downer for POCL. The Transition Plan would be completed by the end of October but the outcome of the PA Consulting Review would impact on the timescale of the migration of PDA functions.

6 PA Consulting Review

- 6.1 All members had now seen the report prepared by PA Consulting. The report was a matter for the PSC to consider but it was necessary for the Board to decide how Mr Crahan should brief Mr Mathison (as chairman) prior to the PSC meeting the following day.
- 6.2 Mr Wylie listed the main areas which the PSC would be asked to consider:
- a) whether the report fulfilled the Terms of Reference (TORs);
 - b) whether the findings were accurate;
 - c) whether the analysis was acceptable;
 - d) the tactical recommendations;
 - e) the strategic recommendations; and
 - f) whether the report represented value for money and if payment should be made.

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- 6.3 It was agreed that the TORs had been broadly fulfilled. There were some minor quibbles with the findings and analysis but these did not affect the main thrust of the report. It was decided that the report did represent value for money and that payment for Phase 1 should be made, one third by Pathway and two thirds by the PDA on behalf of BA and POCL.

Action Point 11: Mr Crahan to make arrangements for payment of the invoice from PA Consulting.

- 6.4 It was agreed that the Board would recommend to the PSC that the tactical recommendations in the report be taken forward by action plans prepared by each sponsor. The plans would be co-ordinated by Mr Wylie.

Action Point 12: Mr Bennett, Mr Crahan and Mr Rich to provide summary level action plans to Mr Wylie.

- 6.5 It was agreed that the strategic recommendations should be taken forward initially at awayday workshop(s) attended by PDA Board and PSC members and facilitated by PA Consulting. This should be preceded by a PDA Board meeting with a facilitator to prepare and plan the structure of the workshop(s).

- 6.6 It was decided that lines to take on the report for ministers should be agreed at the PSC. Lines to take for the media would be incorporated into the press lines after the PSC. It was agreed that for staff, the briefing should be verbal at this stage and should sound a positive note.

Action Point 13: Mr Crahan and Mr McNiven to draft a briefing for staff.

7 Any Other Business

- 7.1 The action points for the PSC were discussed.

- 7.1.2 **Action Point 1** The status of this action point should refer to agenda item 3, not 5 as stated in the update.

- 7.1.3 **Action Point 2** Mr Bennett was to discuss the commercial issues with Mr McCorkell.

- 7.1.4 **Action Point 3** Mr Crahan would be working with Mr McNiven to prepare a further defensive press briefing.

8 Time and Date of Next Meeting

- 8.1 The next meeting would take place on 5 November 1997 at Terminal House. The Pre-Board would start at 9.30am and the main Board at 1.00pm.