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RESTRICTED - COMMERCIAL/MANAGEMENT/POLICY

BA/POCL Programme Delivery Authority Board

Minutes of the meeting 15 July 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
Sue Daniel	-	PDA Secretary

4/8
To Maria for
+ return
(with r/s)
my PDA Board
notes
please!!!

1. Minutes and Matters Arising

1.1 The meeting considered the minutes of the meeting of 4 June and in discussion amendments were agreed as follows:

Signature -unidentifiable

2.4.2 OBCS was progressing satisfactorily from a system point of view and the new target is to achieve 150 operational post offices by the end of June with a further 24 during July/August. The balance were more complex and might fall outside the planned time frame.

2.4.3 The ten PSTN offices were targeted in this time frame subject to successful conclusion of development and 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.

3.2 All parties understood what was needed to deliver CAPS 2.2 [Congo 4.1] and this would be delivered three weeks after Congo 4 go-live date. CAPS functionality would not be fully utilised until Congo 5 with the need for some manual procedures until ICL Congo 5 is delivered.

4.2 It was recognised that BA was responsible for communicating policy. The jointly produced plan for customer education was predicated on BA sending out PANs directly to the customer. The plan is an integrated tightly coupled campaign which aims to have maximum impact on benefit payment customers as benefits are migrated. It was pointed out that funding for this direct mail was not guaranteed to be available from BA, but this issue would be discussed at the CAPS Board on 9 June. Irrespective of the route taken, cost and funding issues need to be investigated further.

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

4.5 The proposals were endorsed subject to cost and funding issues which, irrespective of the route taken, would need to be investigated further.

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

1.2.1 AP1: Bruce McNiven to ensure that figures on foreign encashments are added to the monthly performance report.

Mr McNiven provided clarification to his update by advising the meeting of the maintenance of a Foreign Encashments Log to identify those encashments breaking the rules. To date 20% of transactions had been identified as having broken the foreign encasment rules and those causing concern had been followed up individually with BA Security. The maintenance of the Foreign Encashment Log had proved to be a possible means of identifying potential fraud.

1.2.2 AP 4: Bruce McNiven and Barrie Davies to examine issues concerning the management of utility companies.

Mr McNiven expanded on his update to advise the meeting that the issue had not yet been resolved but work was in hand to achieve resolution. It was agreed that a target timescale for resolution would be required to ensure

confidence by the next PDA Board meeting. ICL Pathway were informed that, although they may not feel confident in being able to provide a definitive statement to the next meeting, they would be expected to have identified how long it will take to obtain information for all post offices and to provide an update position with a timescale for collation of the full details and subsequent resolution of the issues.

Action Point 1: 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 timescale for collation of full details and resolution of the issues to the next PDA Board meeting.

2. Progress Reports

2.1 PDA

2.1.1 Mr Crahan advised the meeting that the written report had been overtaken by events and provided an oral update of PDA issues as follows:

2.1.2 As PDA was unsure of ICL Pathway's current OBCS roll out proposals and the number of offices included in the time frame, it was agreed that Mr Bennett would provide this information in his progress report.

2.1.3 The OBCS system was performing well overall. However, concerns about certain procedural and technical elements had been highlighted by an incident of suspected fraudulent encashment which, following investigation, had proved to be unfounded, being caused in the first instance by procedural error. The procedural and technical issues raised were currently being addressed.

A copy of the Interim Horizon Service Report (1 May - 2 July is attached)

2.1.4 Following a presentation to the CAPS Programme Board, outline agreement had been reached on PANs and migration letter procedures to meet customer education policy. Detailed requirements relating to frequency and timing options were currently with the Feeder Benefit Systems and would then be factored into the debate on costings. An update would be presented to the next CAPS Programme Board.

2.1.5 The current Extended Verification Procedure (EVP) was based on the provision of the first name, the day of birth and the month of birth, but it had been expected that the range would be extended for ICL Pathway Release 2. It was now understood that the criteria would not be extended for this release and it was essential, particularly for BA for whom liability was a big issue, that ICL Pathway confirmed precisely what would be forthcoming and in what time frames. PDA and ICL Pathway were liaising at working level on this. Mr Bennett confirmed to the meeting that EVP phase 2 would be later than ICL Pathway Release 2.

Action Point 2: Mr Crahan to update the position in relation to EVP to the next meeting.

2.1.6 At the DSS quarterly review meeting on 10 July, the Permanent Secretary had been updated on the present ICL Pathway re-plan proposals. The message communicated from the Permanent Secretary was one of disappointment and concerns over the financial ramifications. The PDA was expected to return to provide the Permanent Secretary with details and analysis of the ramifications. A submission to the Secretary of State had been tabled for Friday 18 July in which she would also be apprised of the present position.

2.1.7 The meeting was informed of the management arrangements made to cover Mr Crahan and Mr McNiven's absence on annual leave from 21 July to 5 August inclusive.

2.2 CAPS

2.2.1 Mr McCorkell had no additional issues to report.

2.3 POCL

2.3.1 Mr Rich reported on the following issues:

2.3.2 The decision to move the roll-out of post offices back to POCL had been taken forward following a workshop on 8/9 July at which the following key decisions had been made:

- Horizon implementation would be managed as a project, with a Project Board, project disciplines and focus;

- the appointment of a National Implementation Manager (NIM) and 7 Regional Implementation Managers (RIMs) who would remain as part of the Regional Team with a direct line to the National Implementation Manager. The Regional Implementation Managers would have more power and scope than the existing Regional Liaison Managers;
- the user communication responsibilities within PDA to be absorbed within the POCL Network function.

2.3.3 The current position in relation to the re-plan would be communicated up the line to the Chief Executive within the next 5 days and subsequently up to DTI, thus placing it in the political arena.

2.4 ICL Pathway

2.4.1 Mr Bennett reported on ICL Pathway issues and the following points were highlighted in discussion:

2.4.2 ICL Pathway had recently completed an internal Programme Review the findings and recommendations from which had been taken on board, resulting in the revised Programme Plan presented. A copy of the presentation is attached.

2.4.3 ICL Pathway had briefed their major suppliers, in confidence, and had informed their own staff that Congo 4 (R1c) would not now go-live on 18 August and the previous plan had been stood down. Work within ICL Pathway was now focused on achieving delivery of Congo 4 on 13 October on the basis that their recommendation would be accepted. Work was in hand to provide the detail underpinning the plan for Release 1c plus the 1998 release plan.

2.4.4 It was pointed out that, to date, there had been no formal written recognition received from ICL Pathway confirming their inability to meet the 18 August 1997 and 5 January 1998 dates and stating their intention to move Congo 4 go-live to 13 October 1997. The meeting agreed that receipt of this formal recognition from ICL Pathway was essential to clarify current uncertainties relating to PERITAS training, impending upgrades of IGL and OBCS offices and current survey and implementation plans. It would also colour POCL communications to staff and agents and would be needed by DSS for their submission to Ministers scheduled for 18 July. Formal recognition from

ICL Pathway was required to preserve project control integrity.

Action Point 3: Mr Bennett to write to the PDA formally recognising ICL Pathway's inability to meet the 18 August and 5 January dates, their recommendations and the consequent effects on currently planned activities.

2.4.5 The current planning forecast for OBCS live offices was 140 by the end of June, plus 17 more in July and a further 14 implemented by the end of August. Some offices had been deferred and some had been removed from plans pending instructions received from POCL. ICL Pathway were also looking at identifying another stream of outlets. The OBCS software fault relating to the ISDN blue screen issue had now been fixed and the use of the System Management Tool enabled down line fixing, negating the need for site visits. This meant that ICL Pathway could now manage the estate from the centre.

The results of the recent survey of OBCS offices and the Service Report were encouraging, particularly the high score achieved for "Ease of Use". However, there were still lessons to be learned and issues to address.

2.4.6 The technical solution to the PSTN (non ISDN) issue would take until the end of this year to resolve. Consequently, the non ISDN solution would not be included in Release 1c (Congo 4) but would expect to be included in the next release. On today's evidence it was anticipated that this would affect 5% of outlets, but it was pointed out that the PSTN testing issue was currently on a critical path for Congo 5.

2.4.7 It was ICL Pathway's desire to reduce the number of releases and to reduce interdependency with CAPS. This would require closer improved dialogue between ICL Pathway and CAPS. It was pointed out that, although there was no objection to co-working between the two suppliers, care should be taken not to exclude the PDA, leaving them in the position where they were not kept informed. It was agreed that everything should go via the PDA and that Mr Crahan and Mr Bennett would discuss the mechanisms for improving dialogue on a managerial level. The recent appointment of new managers in both ICL Pathway and CAPS was recognised as providing a good opportunity to improve dialogue.

2.4.8 Mr Bennett advised the meeting of recent

managerial changes and introduced Mr Mike Coombs who had been appointed as Programme Director. His primary task would be improving the use of resources and realignment. Mr Andrew Boswell , ICL Technical Strategy Director, had also joined the programme on a short-term basis and would be responsible for technical integrity issues, highlighting where there were skills shortfalls and using ICL to fill the gaps. PDA and sponsors were advised that there would be no change in positions until notified by Mr Coombs and until that time present contacts should be maintained.

2.4.9 Mr Bennett concluded by highlighting those issues and requirements high on the ICL Pathway agenda for resolution:

Issues

- Release 1c testing;
- Migration of data - technical solution;
- Confidence in future releases;
- Solution to the non ISDN issue;
- Confidence in Beat Rate
- Configuration Management

Requirements

- Customer Education (the gap)
- Benefit Migration Change Request

2.4.10 Mr Crahan requested information regarding ICL Pathway's intention to migrate their Operational Support Services to Belfast on a home working basis. Mr Meagher, PDA, had written to Terry Austin expressing his concerns relating to the security of the proposed home working and requesting clarification but, to date, no response had been received. Mr Bennett confirmed that it was ICL Pathway intention to provide CFM support from the most efficient base which was Belfast, but agreed to report back to the Board on their precise intentions.

Action Point 4: Mr Bennett to report back to the Board on ICL Pathway proposals to migrate Operational Support services to Belfast on a home working basis.

3. Status of Planning Activity

3.1 Mr Crahan reported that it had appeared that everything had been moving toward achieving Congo 4 (Release 1c) by the 18 August until PDA received information from MOR, Integration Testing and Security Testing which identified real problems. On 3 July ICL

Pathway informed the PDA that, following an internal programme review, they had concluded that they would not be able to meet the 18 August go-live date and proposed 13 October as the revised date for Congo 4. Since that time the PDA had been working with ICL Pathway to assess the detail. To date the PDA had not been given visibility of the low level detail supporting the high level plan for 13 October date, but it was hoped that this would be made available at a meeting currently taking place. It was essential that PDA were apprised of the detailed evidence supporting ICL Pathway proposals before any analysis of achievability could be done and a plan built for Congo 4 to bring with confidence to the Board.

3.2 The workshops were currently not in a position to work up any detailed plans beyond Congo 4 as these would be dependent upon the validation of the proposed 13 October date for Congo 4. The meeting agreed that activity to work up the details for future releases would continue but discussion of options would be deferred until plans for Congo 4 had been agreed. Sponsors required Mr Bennett to ensure that the PDA were provided with the low level detail supporting ICL Pathway's plans for Congo 4 and re-stated the earlier action on him to provide the PDA with formal recognition of ICL Pathway's inability to meet the 18 August and 5 January dates.

3.3 The position on Congo 4- and Congo 5- was understood but the meeting agreed that there was a need to take an informed view of the implications in the near future.

3.4 End to end Security testing was on the critical path and PDA had been advised, at working level, that a major Riposte upgrade was required. Mr Bennett confirmed that there were some software changes required but these did not constitute a major Riposte upgrade release.

3.5 The meeting agreed that discussions on the issue of possibly fast tracking the commercials relating to the latest re-plan should be taken outwith the PDA Board and the PSC.

4. Independent Programme Review

4.1 The meeting was advised that Keith Todd had particular views on the proposed Independent Programme Review in relation to what would be included in the

review, who would conduct it and when it would take place and was keen to discuss these at the PSC meeting.

4.2 Sponsors were hopeful to start the review as soon as possible and had suggested Cooper and Lybrand or PA be contracted with technical support being provided by ASE. It was understood that ICL Pathway would be given the opportunity to add their ideas, particularly into the decision on who should conduct the review and it was agreed to defer final decisions on how to take it forward until after hearing Keith Todd's views at the PSC meeting later that day.

5. Any Other Business

5.1 The meeting approved the Secretarial Standards as proposed in the paper. It was agreed that there was not sufficient time to debate issues fully at meetings when the Sponsor Pre-Board, PDA Board and the PSC meetings all followed on the same day. The following changes were agreed:

- the Sponsor Pre-Board and the PDA Board meetings each required three hours to complete;
- PSC meetings would not be scheduled on the same day as the PDA Board meeting; and
- either a minimum half hour break to be allowed between the Sponsor Pre-Board and the PDA Board meetings on the same day; or
- Sponsor Pre-Board meetings to be held on the afternoon prior to the Board meeting the following morning.

5.2 It was agreed that the next Sponsor Pre-Board meeting would be held from 13.30 - 17.00 on the afternoon of 20 August at King Edward Building, followed by the PDA Board from 10.00 am on 21 August at Feltham.

5.3 The secretary was asked to re-arrange the meeting scheduled for 23 October due to the non availability of Mr Wylie.

Action Point 5: Secretary to revise the current meetings schedule taking into account: the need to separate the PSC meetings from the PDA Board; to allow three hours

each for the Sponsor Pre-Board and PDA Board Meetings,
with at least half an hour between; and the availability
of members