

→ Copy to Liz Blackburn

→ b/f 3rd August (for meeting on 5th).

22 JUL 1999 -651

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cc
Hard Copy To
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From Jeff Austin [GRO]
Date 21/07/99 20:23

Subject Acceptance Board 4 minutes

Please find belated minutes of AB 4 on 8 July, together with updated versions of the terms of reference and the guidelines.

Jeff Austin



Ab4rec.doc



Jabece40.doc



Ppabg002.doc

AB meeting record

AB Meeting Record 4

Purpose	Acceptance Board – Fourth Meeting	
Date/Time	Thursday 8 July 1999, 12:00 to 14:00	
Place	King Edward Building, London	
Attendees	John Meagher John Dicks Dave Smith Keith Baines Min Burdett Jeff Austin (minutes)	Horizon Acceptance Manager (chair) ICL Pathway Acceptance Manager POCL Head of Automation Transformation Horizon Commercial POCL Acceptance Manager Horizon Acceptance Team Leader
Apologies	Bruce McNiven Ruth Holleran	Horizon Programme Director POCL Business Assurance

Actions**Agenda Item 1: Acceptance Board terms of reference**

The Acceptance Board terms of reference were accepted.

Agenda item 2: Acceptance guidelines

- 2a. Paragraph 2.1.3 deals with changes to the POCL requirements as set out in the requirements schedule, which is one of the bases for Acceptance. JD suggested that there was only one change, dealing with the Data Protection Act. However, there are two others, dealing with ESNS and OBCS scaling. ACTION: On the last topic, Pathway to convince POCL that the tests already conducted do demonstrate that revised OBCS volumes will be supported. JD
- 2b. Paragraph 2.1.5 deals with Acceptance. JD pointed out that the extra rollout test of the LT2 release including the amended user training course is to cover 24 not 25 new outlets. ACTION: Amend text. JA
- 2c. Paragraph 2.2.2 fourth bullet point contains the text “agree on the Acceptance outcome”. JD suggested that as the outcome was mechanistic, there is no “agreement” as such. However, it was pointed out that the Acceptance outcome did depend on prior agreement on such matters as Acceptance Incident severity ratings.
- 2d. Paragraph 3.7.4 deals with the delays consequent upon a dispute over Acceptance. JD suggested changing “would inevitably” to “could” and suggested that the parties should allow for an intensive dispute resolution session. (See 3e)

AB meeting record

Agenda Item 3: Acceptance scenarios

- 3a. Second Acceptance Phase. The contract provides for a second Acceptance Phase of up to three months if Acceptance were not to be achieved on the current phase. JD advised that Pathway was not currently expecting to have to exercise this provision and therefore had not drawn up plans for a second phase. However, if it became necessary, Pathway would prepare plans for this phase during the latter half of the Operational Trial Review Period. It would not necessarily be for the full three months.
- 3b. Resolution timetable. The contract requires agreement on a timetable for the resolution of any outstanding medium-severity faults as a prior condition of Acceptance. Therefore, it was suggested that it would be sensible to agree some principles for this in advance of the Acceptance Board on 18 August. JD advised that, in general, Pathway would expect to resolve any such faults before Christmas 1999. It was suggested that Pathway could propose some guidelines, principles or examples in advance of 18 August. ACTION: Pathway to bring relevant issues to the meetings on 5th / 12th August. JD
- 3c. Acceptance dispute resolution procedure. The contract provides for a dispute resolution procedure for Acceptance disputes (e.g. over severity of Acceptance Incidents). However, the procedure involves several steps and would be protracted if invoked as prescribed. It was agreed that, in order to minimise the number of matters subject to dispute, a joint workshop should be organised for w/c 26 July to try to resolve as many current disputes as possible. ACTION: POCL to prepare a plan accordingly. JA
- 3d. JD also suggested that all the stages of the dispute resolution procedure (except arbitration) could be concentrated into one day. This was agreed. All of these stages involve Stuart Sweetman, Richard Christou and Peter Copping. ACTION: Raise the proposal with Peter Copping. JD
- 3e. Acceptance Incident severity assessments. POCL sought agreement from Pathway that in assessing the severity ratings of incidents, the impact on the business in a steady state (i.e. with all outlets live) should be used. JD agreed that this was the appropriate basis.

Agenda Item 4: Acceptance Incidents

- 4a. POCL were now producing a "Hot List" of Acceptance Incidents where one or both parties judged the incident to be of High or Medium severity; this enabled attention to be focused on those incidents. ACTION: JD agreed to include Pathway's intended method of resolution of incidents (how, when, by whom) on their Acceptance Incident Analysis forms. JD
- 4b. ACTION: JD to provide a copy of the Closure Report for the BIT Regression. JD

AB meeting record

Agenda Item 5: Any other business

- 5a. Access to HSH records. POCL again requested access to these records. JD to clarify the position. JD
- 5b. POCL requested that delays, by Pathway, in providing Acceptance Incident Analysis forms be resolved by returning them within seven days or otherwise as soon as possible, consistent with the nature of the incident. JD agreed to deal with the Hot List incidents as the priority but advised that Pathway sometimes could not identify the evidence for the fault and were thus unable to reply. JM suggested that POCL should be informed in such cases so that they could assist and that interim replies would be considered. JD
- POCL would continue to monitor the situation. JA
- 5c. AI 218 User Training – Cash Account module. POCL were reserving their position on invoking the dispute resolution procedure. JD advised that the final Pathway corrective work on this would be completed by 9 July and that Pathway had now received signed CCNs for all the Cash Account software changes.
- 5d. Agreed that on-line access to Pathway's Problem Management System had now been provided.
- 5e. Acceptance Reviews hangouts were briefly discussed. It was noted that, in connection with aspects of the HCI, e.g. POLO, field analysis was being undertaken for POCL by an external HCI specialist and the findings would be reported in the next two weeks. JM

Agenda Item 7: Future meetings

- 7a. The next meeting (AB5) would be in four weeks time (Thursday 5 August).
- 7b. An Acceptance Management Forum is also arranged for 15th July; JD to arrange a substitute. JD

Jeff Austin
21 July 1999

Acceptance Board



Terms of reference

Name:	POCL Automation Project Acceptance Board
Purpose <ul style="list-style-type: none">• To formally advise the Contractor of the Acceptance outcome.• To submit appropriate Acceptance recommendations to the Managing Director of POCL for endorsement.• To effect any decisions consequent on Acceptance recommendations as directed.• To act as an escalation platform for the resolution of disputes over the severity assessment of individual Acceptance Incidents.• To act as an escalation platform for Acceptance issues raised at the AMF.	
Scope <ul style="list-style-type: none">• Requirements and other obligations of the Contractor as set out in the Agreement dated 24/5/99.• Release CSR only.• The first and, if appropriate, the Second Acceptance Phase(s).	
Key references <p>POCL Automation Project - Codified Agreement (based on the Letter Agreement and Heads of Agreement, dated 24 May 1999)</p> <ul style="list-style-type: none">• Schedule A11 Acceptance Procedures (now contains Schedule A7 Acceptance from the Related Agreements as part 1 and the new Acceptance provisions as part 2.)• Schedule B9 Timetable <p>Other contract-controlled documents (CCD)</p> <ul style="list-style-type: none">• Acceptance Specifications and Consolidated Caveats	

Horizon Programme

Meeting frequency and timing

It is expected that the Acceptance Board will meet on a monthly or more frequent basis during appropriate phases of the Acceptance Phases concluding with the overall Acceptance decision.

The Acceptance Board may be invoked on an ad-hoc basis for escalation purposes in connection with Acceptance Incidents subject to dispute.

Acceptance Board meeting dates are set out in Annex 1.

Outputs

- Overall Acceptance or failed Acceptance of the Operational Trial System.
- If appropriate, an agreed schedule for the resolution of outstanding medium-severity Acceptance Incidents.
- If appropriate, recommendations for a Second Acceptance Phase.
- If appropriate, recommendations for termination of the Agreement.
- Severity assessments of Acceptance Incidents subject to dispute and escalated to the Acceptance Board.

Inputs (prime)

- Acceptance progress reports.
- Numbers and details of outstanding Acceptance Incidents in total and for each Acceptance Specification
- Acceptance Incidents subject to dispute and their associated business impact analyses and severity assessments.

Inputs (reference)

- Acceptance Test Closure Reports for each Acceptance Specification
- Acceptance Review closure reports for each Acceptance Specification
- Other relevant Acceptance material e.g. Joint Audit reports (and reports detailing conformance with Audit recommendations), issues escalated from the AMF

Core Membership

- Horizon Programme Director (chair)
- Horizon Acceptance Manager
- POCL Head of Automation Transformation
- Horizon Commercial representative
- ICL Pathway Acceptance Manager (by invitation)

Version 4.0 Agreed at Acceptance Board meeting on 8 July 1999.

*Bringing Technology to Post Offices and Benefit Payments***POCL - PATHWAY ACCEPTANCE GUIDELINES FOR CORE SYSTEM RELEASE**

Reference: BA/ACC/019
Author: Jeff Austin
Classification: Horizon controlled document
Version: 0.1
Date: 21 July 1999
Status: Draft
Authority: Acceptance Board

Distribution

Contact	Area	Issued
Bruce McNiven	Horizon Programme Director	✓
David Smith	POCL Head of Automation Transformation	✓
John Meagher	Horizon Acceptance Manager	✓
Ruth Holleran	POCL Business Assurance	✓
Min Burdett	POCL Acceptance Manager	✓
Keith Baines	POCL Commercial	✓
John Dicks	ICL Pathway Acceptance Manager	✓
	Horizon Library	

*POCL Automation Project***0. DOCUMENT CONTROL****0.1. Version History**

Version	Date	
0.1	07/07/99	First draft by Jeff Austin; issued to Acceptance Board meeting on 8/7/99
0.2	21/07/99	Second draft incorporating changes (redlined) in sections 2.1.5 and 3.7.4 as agreed at the Acceptance Board meeting on 8 July 1999.

0.2. Referenced Documents

Ref	Document	Reference	Ver	Date
1	Horizon Acceptance Management Organisation (Annex C - JAB terms of reference)	BA\ACC\004	v3	tba
2	Related Agreements		v8.0	13/11/97
3	Letter Agreement and Heads of Agreement		-	24/5/99

POCL Automation Project

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POCL Automation Project

1. INTRODUCTION

1.1 Purpose

- 1.1.1 This document provides guidance to the Acceptance Board for reaching Acceptance outcomes in respect of the Core System Release (CSR).

1.2 Contents

- 1.2.1 Section 2 describes the new Acceptance process

- 1.2.2 Section 3 describes the different Acceptance outcomes and decisions and the circumstances in which they may arise.

- 1.2.2 Section 4 addresses other Acceptance matters such as the preparatory work that needs to be carried out in advance of the CSR Acceptance phase and the Acceptance provisions for the system beyond the CSR.

*POCL Automation Project***2. ACCEPTANCE & RELEASE PROCESS****2.1. Acceptance Phase for CSR**

- 2.1.1 There is now just one Acceptance decision; it is in respect of the Core System. The Core System (defined in Schedule 5 paragraph 1.1.1) is the set of core POCL services for POCL Infrastructure, EPOSS, OBCS and APS as defined in the RCD for NR2 (per CCN 251). The Acceptance Phase is the period of time during which Acceptance of CSR takes place.
- 2.1.2 The agreement refers to a set of Acceptance Criteria (i.e. requirements). A set of requirements for CSR has been produced by ICL Pathway as version 9.4 of Schedule PA15. In general, all the BPS and DSS requirements have been removed, but with some exceptions where, for example, the BPS/DSS requirement contained a "hidden" POCL requirement, without which the POCL services could not work.
- 2.1.3 The revised set of requirements is subject to contract. It may be necessary to amend existing requirements or add new ones. There are examples in the areas of Data Protection and Security, where POCL's requirements were not explicitly stated because of equivalent DSS requirements, which were more stringent; these have now been removed and in some cases reintroduced during commercial discussions. Other areas include OBCS scaling and fallback.
- 2.1.4 The agreement refers to a set of Acceptance Specifications. However, it is not planned for the Acceptance Specifications to be amended (and re-issued) to reflect the new set of requirements. Instead, Acceptance is being conducted against the original Acceptance Specifications and using the revised set of requirements as reference.
- 2.1.5 The agreement refers to a set of a Acceptance Tests. All the tests as originally planned for the previous agreement have now been conducted. There are new performance tests to cover amended requirements for OBCS scaling. There is also an extra rollout test of the LT2 release and the amended user training course to 24 ~~25~~ new outlets.

2.2. Acceptance timetable

- 2.2.1 The contract defines a Core Observation Period (COP) of eight weeks duration commencing on 31 May 1999. This would therefore end on Sunday 25 July, one week earlier than under the previous agreement. The significance of the COP is that no new Acceptance Incidents can be raised thereafter.
- 2.2.2 The contract also defines an Operational Trial Review Period (OTRP) of three weeks duration commencing immediately after the COP i.e. on Monday 26 July. Four Acceptance matters are related to this period:
- Acceptance Incidents must be reported to Pathway within seven days of their identification and therefore the last date for reporting incidents is 1 August (but see 2.3.4 below);
 - Pathway must decide whether to invoke their right to a two weeks period of re-testing (see section 2.3) within the OTRP;

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- the parties must agree on a timetable for the resolution of any outstanding category B faults - this must take place before the Acceptance outcome is agreed;
- the parties must agree on an Acceptance outcome (see section 3) - this can only take place at or after the end of the OTRP i.e. on or after 16 August.

2.2.3 The contract states that Release Authorisation must take place by Monday 23 August (see also 2.4). It follows that agreement on the Acceptance outcome must take place before Monday 23 August. (The contract also requires that National Rollout commences on 23 August.) Pragmatically, both the Acceptance outcome and the Release Authorisation decision must occur (in that sequence) in w/c Monday 16 August.

2.3. Two weeks re-test period

2.3.1 Part 2 paragraph 2.3 of the Acceptance schedule defines a two weeks period, following the end of the COP, during which Pathway may seek to demonstrate that some or all outstanding Acceptance Incidents are resolved, by repeating relevant Acceptance Tests.

2.3.2 POCL are required to permit Pathway to use this provision if they so wish (and if the Acceptance thresholds have not been met).

2.3.3 This paragraph also provides for POCL to be given sufficient opportunity to review the results of the tests prior to the end of the OTRP.

2.3.4 Paragraphs 2.3, 2.4 and 2.5 together provide for POCL to raise new Acceptance Incidents after the end of the COP, i.e. during the OTRP, in those cases where the new faults were caused by (or came to light as a result of) corrective work on earlier faults that was then subject to a re-test. The extra rollout (para. 2.1.5) is to be construed as a re-test and since some of its effects may not be observable until after the end of the COP, this provision may be utilised to raise Acceptance Incidents in respect of any new faults caused by LT2 and/or the amended user training courses, observed during the OTRP.

2.4. Release (Rollout) Authorisation

2.4.1 Part 2 section 4 of the Acceptance schedule states that following Acceptance, the Release Authorisation Board shall decide whether or not to authorise NRO.

*POCL Automation Project***3. ACCEPTANCE OUTCOMES****3.1. Overview**

3.1.1 The role of the Acceptance Board in assessing the outcome of the Operational Trial is to reach Acceptance outcomes in accordance with the Acceptance provisions in the Agreement.

3.1.2 The Agreement provides for the following Acceptance outcomes.

- Acceptance achieved (see 3.2)
- Acceptance not achieved (see 3.3)
- Second Acceptance Phase (see 3.4)
- Termination of the Agreement (see 3.5)

3.2. Acceptance

3.2.1 Acceptance will be achieved if (Schedule A11 Part 2 paragraph 2.1):

- all the Acceptance Tests (including, if relevant, those re-tests during the two weeks re-test period) have been carried out;
- the COP and the OTRP have expired;
- the Acceptance thresholds have been met;
- a timetable for the resolution of all outstanding category B faults has been agreed.

3.2.2 The new Acceptance thresholds are (Schedule A11 Part 2 paragraph 2.2):

- zero high-severity Acceptance Incidents;
- 20 medium-severity Acceptance Incidents in total;
- 10 medium-severity Acceptance Incidents in any one Acceptance Specification.

3.3. Acceptance not achieved

3.2.1 Acceptance will, conversely, not be achieved if:

- one or more of the Acceptance Tests (including, if relevant, those re-tests during the two weeks re-test period) have not been carried out;
- the COP and/or the OTRP have not expired (i.e. Acceptance cannot be achieved before 16 August on the current timetable);
- any of the Acceptance thresholds have not been met;
- a timetable for the resolution of all outstanding category B faults has not been agreed.

*POCL Automation Project***3.4. Second Acceptance phase**

- 3.4.1 In the event of Acceptance not being achieved, Pathway would be entitled to a three months period to remedy the faults (Schedule A11 Part 2 paragraph 3.1).
- 3.4.2 Following this three months period (or earlier if agreed by both parties), the CSR would be submitted for a re-run of acceptance testing (Schedule A11 Part 2 paragraph 3.1). The agreement does not say how long may be allowed for this period of testing; consequently it would be prudent to agree this at the Acceptance Board meeting.

3.5. Termination

- 3.5.1 The option for POCL to terminate the agreement applies only if the CSR has not achieved Acceptance by the end of the second Acceptance Phase i.e. by the Final Deadline for Acceptance (Schedule A11 Part 2 paragraphs 3.4 and 3.2).

3.6. Penalties for delay

- 3.6.1 The penalties for delay set out in Related Agreements Schedule C5 apply if the CSR has not achieved Acceptance by 30 September 1999.

3.7. Dispute resolution

- 3.7.1 There is a specified escalation route for Acceptance disputes:
- on the Acceptance Specifications (Schedule A11 Part 2 paragraph 6.1);
 - whether or not an incident is an Acceptance Incident (also para 6.1);
 - on the severity of the Acceptance Incident (also para 6.1);
 - whether the CSR should be accepted or not (Schedule A11 Part 2 paragraph 2.5) - the most likely source of a dispute here is over the timetable for resolution of category B faults.
- 3.7.2 The escalation route is (Schedule A11 Part 2 section 6):
- reference to the Expert for initial guidance followed by a meeting between Managing Director of POCL and Commercial Director of ICL;
 - reference to the Expert for a Decision followed by a meeting between Managing Director of POCL and Commercial Director of ICL - the Decision is binding unless POCL veto it on one of six Veto Grounds;
 - a further meeting between Managing Director of POCL and Commercial Director of ICL (to further discuss the veto);
 - a meeting between Chief Executives of Post Office and ICL;
 - arbitration.

- 3.7.3 The Veto Grounds are (Schedule A11 Part 2 paragraph 6.8):

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- materially affects POCL's ability to settle with clients in a timely and accurate way;
- materially affects POCL's ability to transact with sub-postmasters in a timely and accurate way;
- is likely to materially affect POCL customers in areas covered by SLA;
- materially affects critical operational processes necessary for the running of POCL;
- materially compromises the integrity of Post Office accounting systems;
- is likely to lead to the qualification of Post Office Accounts or those of its subsidiaries.

3.7.4 If there were to be a dispute over whether CSR should be accepted or not, the time for the dispute resolution process to unfold could ~~would inevitably delay~~ Acceptance, and hence Release Authorisation and therefore NRO, well beyond the planned commencement date for NRO.

3.8. Waiver

3.8.1 Schedule A7 in the Related Agreements contained a specific provision for the Authorities to waive the resolution of an Acceptance Incident and hence deem the incident resolved. This provision (along with the rest of the schedule) is retained as Part 1 of the new Acceptance Procedures Schedule.

4. OTHER ACCEPTANCE MATTERS

4.1. Acceptance Board meetings

4.1.1 The principal Acceptance Board meeting is planned for Wednesday 18 August. The formal approach to the Acceptance outcome / decision is that the Acceptance Board chairman will convey an Acceptance recommendation to the Managing Director of POCL for endorsement.

4.1.2 The expectation is that the Release Authorisation Board meeting will be on Thursday 19 August, with NRO commencing on Monday 23 August.

4.1.3 Other Acceptance Board meetings during the Operational Trial Review Period are planned for 5th and 12th August.

4.1.4 Acceptance Board meetings during the Core Observation Period are planned for 8th and/or 15th July.

4.2. Attendance by Pathway

4.2.1 Pathway are to be invited to Acceptance Board meetings from 8 July onwards.

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4.3. Category B fault resolution timetable

4.3.1 The principles for the timetable for the resolution of any outstanding category B faults are to be established well in advance - at the meeting on 8 July.

4.4. Veto Ground guidelines

4.4.1 Dave Smith has identified a contact for each of the Veto Grounds.

4.5. Acceptance beyond CSR

4.5.1 Unlike the Related Agreements, the contract has no provision for NR2+ (or rather its equivalent CSR+) to be subject to Acceptance. Therefore, once the Acceptance outcome on CSR is established, there is no further Acceptance activity under the contract.