RE: REQUEST UNDER SECTION 7 OF THE FREEDOM OF INFORMATION ACT

Dear Sirs,

I request all communications held on your files between the Department of Communications, Energy and Natural Resources and Capita plc or its associated or subsidiary companies including Capita Business Services Ltd. between the dates of 15th August 2013 and 28th February 2014.

This documentation should include but not be limited to all records, notes or memoranda in paper or electronic form (i.e. emails and documents and spreadsheets stored on electronic media) and in addition SMS mobile phone messages to and from staff in the Department to and from staff in Capita plc or its associated or subsidiary companies including Capita Business Services Ltd.

This request is being sought pursuant to Section 7 of the Freedom of Information Act. I hereby authorise delivery of all information and documentation to my legal representatives,

I look forward to your early response.
27 January 2016

Re: FOI request 2015/119

Dear 

I refer to the request which you made under the Freedom of Information Act 2014 for records held by this body:

All communications held on your files between DCENR and Capita plc or its associated or subsidiary companies including Capita Business Services Ltd. between 15/08/2013 and 28/02/2014

I, Caroline Green, Higher Executive Officer, have now made a final decision to part grant your request on 27 January 2016.

The purpose of this letter is to explain that decision. This explanation has the following parts:

1. a schedule of all of the records covered by your request;
2. an explanation of the relevant findings concerning the records to which access is denied, and
3. a statement of how you can appeal this decision should you wish to do so.

This letter addresses each of these three parts in turn.

1. Schedule of records

A schedule is enclosed with this letter, it shows the documents that this body considers relevant to your request. It describes each document and refers to the sections of the FOI Act which apply to prevent release. The schedule also refers you to sections of the detailed explanation given under heading 2 below, which are relevant to the document in question. It also gives you a summary and overview of the decision as a whole.
2. Findings, particulars and reasons for decisions to deny access

The sections of the Act detailed below are referenced in the attached schedule are known as its exemption provisions. Some information has been redacted under these sections.

Commercially sensitive information

Section 36

(1) Subject to subsection (2), a head shall refuse to grant an FOI request if the Record concerned contains—
(a) trade secrets of a person other than the requester concerned,
(b) financial, commercial, scientific or technical or other information whose disclosure could reasonably be expected to result in a material financial loss or gain to the person to whom the information relates, or could prejudice the competitive position of that person in the conduct of his or her profession or business or otherwise in his or her occupation, or
(c) information whose disclosure could prejudice the conduct or outcome of contractual or other negotiations of the person to whom the information relates.

Personal Information

Under Section 37 some information has been redacted as to not to disclose personal information.

3. Rights of appeal

In the event that you are unhappy with this decision you may appeal this it. In the event that you need to make such an appeal, you can do so by writing to the Freedom of Information Unit, Department of Communications, Energy & Natural Resources, Elm House, Earlsvale Road, Cavan, H12 ASH7 or by e-mail to FOI.UNIT@dcenr.gov.ie. Your correspondence should include a fee of €30 for processing the appeal. Payment should be made by way of bank draft, money order, postal order or personal cheque made payable to Freedom of Information Unit, Department of Communications, Energy & Natural Resources, if you wish to make payment by electronic means please contact FOI Unit. You should make your appeal within 4 weeks from the date of this notification, where a day is defined as a working day excluding, the weekend and public holidays. However, the making of a late appeal may be permitted in appropriate circumstances. The appeal will involve a complete reconsideration of the matter by a more senior member of the staff of this body.
Should you have any questions or concerns regarding the above, please contact me by telephone on 01-6783205.

Yours sincerely,

Caroline Green
Higher Executive Officer
FOI Request Reference: FOI/2015/119

**Schedule of records: Summary of Decision Making**

<table>
<thead>
<tr>
<th>Rec. No</th>
<th>Brief description</th>
<th>File ref:</th>
<th>No of pages</th>
<th>Decision Grant/Part Grant Refuse</th>
<th>Basis of refusal Section of Act</th>
<th>Reason for Decision</th>
<th>Record Edited /Identify Deletions</th>
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26 August 2013

Dear [Name]

Following a query, I would like to confirm that the postcode evaluation process is still ongoing. We will contact you further once the process concludes.

Yours sincerely

Eamonn Molloy

Assistant Secretary General
Hi all,

Response from Capita attached.

Kind Regards

Susan Fleming

Department of Communications, Energy and Natural Resources, 29-31 Adelaide Road, Dublin 2.

susan.fleming@dcenr.gov.ie ☎ (+353) (1) 678 3178; ☏: www.dcenr.gov.ie

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Tá eolas sa teachtaíocht leictreonnach seo (agus b'fhéidir sa chomhánú a thugtar leis) a d'fhéadfadh bhíoth príobháideach nó lú, in aice le h-aighriidh an duine/ná ndaoine nó le h-aighriidh an duine/ná ndaoine sin amháin atá an t-eolas. Mun bheidh tuas agus an t-eolas a bhfuil an teachtaíocht ceaptha dó bloch a thugtar nach gníomhachtaíoch nóchtadh, coipeál, sceapadh nó úsáid an eolas agus/ná an chomhánú seo. Más tri earrach a fuair tú an teachtaíocht leictreonnach seo cuí, más é do thoil, leat an teachtaíocht agus an eolas fáthreach a dheanamh. D’fhéadfadh leas seo freisin nár auma do cheart a bhfuil sé in ann a gcuid eolas a thabhairt.
Mr. Eamonn Molloy  
Assistant Secretary General  
Department of Communications, Energy and Natural Resources (DCENR)  
29 – 31 Adelaide Road  
Dublin 2

26th August 2013

Dear Eamonn,

In response to your letter dated 26th August 2013 seeking clarifications with regard to Capita’s response:

1. The IPR arrangements set out in the Terms and Conditions (Section 9) are accepted without qualification;

2. The Terms and Conditions (Section 9) are accepted without qualification; and

3. The Payment Mechanism (Section 7) is accepted.

Capita believes that our proposal is fair and reasonable and for evaluation purposes, our response has considerable merit.

I trust that this provides sufficient clarification of Capita’s position.

Yours sincerely,

[Signature]
Business Development Director,
Capita Business Services Limited,
Block C,
Maynooth Business Campus,
Maynooth,
Co. Kildare.

26 August 2013

Dear [Name],

The Department has undertaken an initial review of the final bid submitted by Capita Business Services Limited on the 16 August 2013.

Paragraph 8.1.8 of the Invitation to Submit a Final Tender allows the Department to seek clarification from bidders.

You are requested to clarify that Capita Business Services Limited accepts:

1. The IPR arrangements set out in the Terms and Conditions (Section 9);
2. The Terms and Conditions (Section 9);
3. The Payment Mechanism (Section 7).

I also ask you to confirm that the detailed contents of the submitted Capita Business Services Limited bid does not qualify in any way acceptance of items 1 to 3 above.

Please provide the Capita Business Services Limited response to this request for clarification by 1700 on Thursday 29 August 2013.

Yours sincerely,

Eamonn Molloy
Assistant Secretary General
Hi [Name],

I am emailing to update you on the progress of the postcodes procurement.

It is expected that a decision on the next steps in the process will be taken in the next couple of weeks and the bidders will be notified at that stage.

Regards,
Fiona McGuinness,
Postal Division,
Department of Communications, Energy and Natural Resources,
29-31 Adelaide Rd,
Dublin 2,
Phone: 00 353 1 6782418.
From: Postcodes
Sent: 04 October 2013 14:08
To: Name@capita.ie
Subject: Postcode procurement

Importance: High

Hi,

In our email to you of 26th September 2013, we let you know we expected that the next step in the postcode procurement would be taken in the next couple of weeks and that you would be notified at that stage.

Could you let us know please if you can be contacted directly next week at short notice in this context.

Regards,
Fiona McGuinness,
Postcodes
Department of Communications, Energy and Natural Resources,
29-31 Adelaide Rd,
Dublin 2,
Phone: 00 353 1 6782418.
Dear [Name],

I refer to your company’s tender submitted in respect of the above mentioned competition. I am pleased to inform that your tender response has been identified as the most economically advantageous. Please see attached letter that will issue today.

Kind regards,

Caroline

Caroline Green
Postal Division (Postcodes)
Tel: 6782190
8 October 2013

Mr. [Redacted]
Capita Business Services Limited
Block C
Maynooth Business Campus
Maynooth
Co. Kildare

Delivery: Email

Competition ref: OJEU-18781-2011
Competition for: The Appointment of a Postcode Management Licence Holder

SUBJECT TO CONTRACT/CONTRACT DENIED

Dear [Redacted],

I refer to your company’s tender submitted on the 16th August 2013 in respect of the above mentioned competition.

The evaluation process has now been completed and I am pleased to inform you that your tender response has been identified by the Department of Communications, Energy and Natural Resources as the most economically advantageous. Accordingly, Capita Business Services Limited has been determined as the preferred bidder in accordance with Section 5.2.1 of the ITSFT.

The Department will not conclude a contract with Capita Business Services Limited until on or after 23 October 2013, that is after the expiry of the 14 calendar day standstill period. This standstill notice is issued as required by the Remedies Directive (2007/66/EC) and the implementing Irish Regulations (S1130 of 2010). The standstill period will commence on the day after the date of issue of this notification.

The Department may cancel this public procurement competition at any time prior to a formal written contract being executed for and on its behalf.

Please note that no commitment of any kind, contractual or otherwise will exist unless and until a formal written contract has been executed for and on behalf of the Department. The identification of your tender as the most economically advantageous does not and will not give rise to any enforceable rights.

"Fáiltítear roimh comhfhíreagrás i nGaeilge"
I wish to take this opportunity to remind you that in line with the terms of the ITSFT, Capita Business Services Limited will be required to submit a current Tax Clearance Certificate from the Irish Revenue Commissioners and formal confirmation of insurances (Section 8.6 of ITSFT) at the conclusion of the standstill period.

Following conclusion of the standstill period, officials of the Department will contact you to agree a formal contract and schedule of works. I would like to take this opportunity to thank you most sincerely for your participation in the competition and to wish you every success in the future.

Yours sincerely,

Eamonn Molloy
Assistant Secretary
Department of Communications, Energy and Natural Resources

"Fáiltear roinnt comhfhreagras i nGaeilge"
Caroline Green

From: (Asset Services)  
Sent: 08 October 2013 14:17  
To: Caroline Green  
Cc: Eamonn Molloy  
Subject: RE: Invitation to submit a Final tender for the Appointment of a Postcode Management Licence Holder

Sensitivity: Private

Caroline/Eamonn,

Thanks very much for your letter and for your courtesy and professionalism through the process.

Best regards,

[Signature]

Business Development Director | Capita Ireland | 2 Grand Canal Square, Dublin 2 | Mobile +

From: Caroline Green  
Sent: 08 October 2013 13:03  
To: (Asset Services)  
Cc: Eamonn Molloy  
Subject: Re: Invitation to submit a Final tender for the Appointment of a Postcode Management Licence Holder  
Importance: High  
Sensitivity: Private

Dear Liam,

I refer to your company’s tender submitted in respect of the above mentioned competition. I am pleased to inform that your tender response has been identified as the most economically advantageous. Please see attached letter that will issue today,

Kind regards,

Caroline

Caroline Green  
Postal Division (Postcodes)  
Tel: 6782190

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Tá eolas sa teachtaireacht leictreonach seo (agus b'htheidir sa chomhaid ceangailte leis) a d'headfadh bheith príobháideach nó faoi
rún. Is le h-aghaidh an duine/na ndaoine nó le h-aghaidh an aonán atá aímnithe thuas agus le haghaidh an duine/na ndaoine sin amhain atá an t-eolas. Murab ionann tusa agus an té a bhfuil an teachtaireacht ceaptha dó bhoth a fhios agat nach gceadaítear nochtadh, cáipéáil, scáipeadh nó úsáid an eolais agus/nó an chomhaid seo. Más trí earráid a fuair tú an teachtaireacht leicireonach seo cuir, más é dé thóil é, an té ar sheol an teachtaireacht ar an eolas láithreach. Deimhnítear leis seo freisin nár aims oílieáireas sa phost seo tar éis a scanadh.

The Department is supporting The Gathering Ireland 2013. Go to www.thegatheringireland.com and Be Part of it!
Tá an Roinn ag tacú le The Gathering Ireland 2013. Téigh chuig www.thegatheringireland.com again Bhí Mar Chuid De!

*******************************************************************************

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This message has been scanned for malware by Websense. www.websense.com
Larry, Patricia, Sarah,

It was good meeting you in the Capita office this morning. As promised please find attached a copy of the slides we used at the meeting.

We’ll see you on Thursday morning for the Irish Water session and look forward to a further follow-up meeting on NUA at a later time.

Regards,

James Allen

---

Hi

Please find attached the Agenda for tomorrow’s meeting in Capita’s offices in Grand Canal Square at 10:00am.

Kind regards,

Caroline

Caroline Green
Postcodes Project Management Office
Postal Division
Tel: 6782190

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Tá eolas sa teachtaireacht leictreonach seo (agus b'héidir sa chomhaid ceangailte leis) a d'fhéadfadh bheith príobháideach nó faoi rún. Is le h-aghaidh an duine/na ndaoine nó le h-aghaidh an aonáin atá ainmnithe thuas agus le hughaidh an duine/na ndaoine sin amháin atá an t-eolas. Murab ionann tusa agus an té a bhfuil an t-ádh a fhios agat nach gceadáitear nochtadh, cóipeál, scaipeadh nó úsáid an eolais agus/nó an chomhaid seo. Más tré carráid a fuair tú an teachtaireacht leictreonach seo cuir, más é do thoil é, an té ar sheol an teachtaireacht ar an eolais láithreach. Deimhniteir leis seo freisin nár aims odh víreas sa phost seo tar éis a scanadh.

The Department is supporting The Gathering Ireland 2013. Go to www.thegatheringireland.com and Be Part of it!

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Postcodes
NUA Campaign
Discussion session

19th November, 2013

Contact details:

bearingpoint.com
## Agenda for today

1. Background
2. The Issues with NUAs
3. NUA campaign rationale
4. NUA campaign process
5. NUA encoding options
6. Pilot project
7. Q&A, Next Steps
Background

Our NUA approach was based on...

The Government is bringing in a national postcode system in 2015

Each delivery address point (households and businesses) will be postcoded – there are 2.2m of these

Approx. 593,000 address points do not have a unique name or number in their address.

For this project to be successful postcodes will need to be rolled out to every address point

Postcodes cannot be released prior to launch

NUA encoding rates achieved for PSBs are important

Need to understand any data protection considerations

NUAs are a major challenges, but there are options
The issues with Non-Unique Addresses (NUA)

Ireland has a high propensity of non-unique addresses .. a major challenge for PMLH

- Approx. 35% of Irish addresses are not unique – no house number or name
- Mainly in rural areas
- Key challenges
  - Disseminate Postcodes to NUA addresses
  - Encode PSB databases with NUA addresses
- Political issue
  - "Urban-only" risk
  - Data protection

Example:
Barnageera, Skerries, Co. Dublin
- Some have unique addresses, e.g. B&B at "Floraville Lodge", Margaretstown, Skerries
- Most do not – only known by name of residents
- Several houses have the same family name
- Businesses will provide some uniqueness
NUA campaign rationale

- If the postcode is to be rolled out successfully, then it must cover every delivery address in the country, not just those easily reached or identified in urban areas.
- NUAs are being asked to “verify their mapped location” so require specific communication and feedback of issues.
- We want to maximise the time for NUAs to provide feedback, so want to prioritise early engagement with these NUAs.
- If there are issues/concerns from the public/NUA householders, then better that these be expressed/voiced now, rather than in the middle of the national postcode roll-out
- Reduced Project risk, better quality PAD as a result.
- Commercial value of NUAs: makes it far more attractive to VARs, PSBs and big mailers. This in turn will drive the adoption rates. The cost of encoding NUAs for organisations themselves will be substantial.
- Postcoded NUAs will reinforce data protection and personal identity protection by reducing potential for fraud, identity theft, etc.
NUA campaign process

A campaign will run in mid-2014 to verify NUA\text{}s and perhaps capture data for matching.

1. Media publicity announcing the NUA campaign.

2. FMLH sends marked-up Map to each NUA address.

3. An Post delivers to each NUA.

4. NUA household can reply online, phone, mail.

5. Voluntary & community organisations help low awareness groups.

Options to allow users capture the NUA's PIN Code from mid-2014 or to capture NUA details.
NUA encoding options

Various potential NUA encoding strategies

- Use An Post Names File
- PSB’s engage with NUAs to collect “Unique PIN” information
- Gather NUA Names by consent
- Other strategy – Irish Water, ESBN?
- Do not encode NUAs
Pilot project

A chosen urban/rural mix area of up to 3,000 NUA and 2,000 urban households

The two main questions that a pilot will answer are

• What will happen when we post all letters on Postcode Launch Date
• What will happen when we send NUA validation letters

The specific feedback we want is as follows:

• The expected response rate - sizing of contact centre operations
• The channel response breakdown – website, phone, post, etc.
• The error rate, and reasons for errors - An Post delivery or GeoDirectory
• Urban address error rate - validate Urban address assumption
• How comprehensive is the GeoDirectory – missing address points
• The expected “undeliverable” rate – returned mail estimates
• How key local organisations can assist the public – vulnerable group assistance
Q&A; Next steps
Hi [Name],

Further to our meeting with you last week regarding the Public sector implementation and the Briefing sessions, I have secured a meeting room for the first briefing session in Dublin Castle on the 17th December 2013 for the presentation to begin at 2:30pm.

The Puddle Room
Dublin Castle Conference Centre
Lower Yard
Dublin Castle
Dublin 2.

Proposed Agenda for the afternoon:

1. Introduction by DCENR

2. Main Briefing by PMLH – Plan for roll-out of National Postcodes 1hr

3. Q&A 30min

4. Wrap up by DCENR

5. Technical Forum 1hr (For technical ICT-related questions that would be of more specific interest to the Head of ICT)

I have requested a large screen (as I think the screen is too small in the room), projector and laptop. They will provide a technician to set it up for us. All you will need is to provide your presentation on a memory key. The room will be available in the morning for setup and testing. There was a good response to our email issued to the main Departments on the 18th November 2013 with 40 interested parties willing to attend. Due to the date so close to Christmas we expect lower numbers at this session. This room can hold 28 seated in boardroom style. We can put in extra seating to the side if required. We will be providing refreshments.

Can you please confirm that you are still available for the 17th December by this evening and how many of your team are attending. I hope to issue the invites tomorrow. Can you also let me know if you have any other requirements for the day.

Thanks & Regards,

Caroline Green
Postcodes Project Management Office
From: James Allen
Sent: 12 December 2013 14:29
To: Larry Staines; Sarah O’Herlihy; paconsulting.com
Subject: RE: Irish Postcodes Schedule 11 Key personnel
Attachments: PMLH Capita Personnel Change Request.pdf

Larry,

Please find letter attached.

Regards,

Capita Ireland, 2 Grand Canal Square, Dublin 2

From: Larry Staines [mailto:larry.staines@dcnr.gov.ie]
Sent: Thu 12/12/2013 11:56
To: Services; Sarah O’Herlihy; paconsulting.com
Subject: RE: Irish Postcodes Schedule 11 Key personnel

Attached is updated version.
Can you make formal request to change personnel — suggest use the wording you had originally inserted as clause 3 in the schedule, into letter format.

Regards
Larry

From: [mailto:capita.ie] Sent: 11 December 2013 16:27
To: Larry Staines; Sarah O’Herlihy; John; paconsulting.com
Subject: RE: Irish Postcodes - The attached updated.

Larry,

Attached is Schedule 11 Key Personnel.

Regards,

Capita Ireland, 2 Grand Canal Square, Dublin 2

From: Larry Staines [mailto:larry.staines@dcnr.gov.ie]
Sent: Wed 11/12/2013 14:48
To: John; Sarah O’Herlihy; paconsulting.com
Subject: RE: Irish Postcodes - The attached updated.

Larry,

Attached is Schedule 11 Key Personnel.

Regards,
I attach mark-ups for the following:

Schedule 5 project plan
Schedule 10 Governance
Schedule 12 is fine

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>T&amp;Cs plus Schedules 2,3,4,6,7,9,16 DCENR to update incorporating accepted changes</td>
<td>Issued</td>
</tr>
<tr>
<td>Capita legal to review re Service Standards</td>
<td></td>
</tr>
<tr>
<td>Capita Finance to review</td>
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<tr>
<td>Capita to review</td>
<td></td>
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<tr>
<td>Capita to include wording in relation to financial ring fencing of PMLH</td>
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<tr>
<td>DCENR provided comments at the meeting 10/12. DCENR comment on draft</td>
<td></td>
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<tr>
<td>DCENR provided comments at meeting 10/12. DCENR to comment on draft</td>
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<tr>
<td>Capita to update</td>
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</tr>
<tr>
<td>DCENR to comment on draft</td>
<td>No comments</td>
</tr>
<tr>
<td>Capita legal to signoff</td>
<td></td>
</tr>
<tr>
<td>Capita to revert on DCENR request to include Ministerial approval</td>
<td></td>
</tr>
<tr>
<td>Tidy up All to review</td>
<td></td>
</tr>
</tbody>
</table>

Regards

Larry

From: [redacted] (02) [redacted] co.uk]
Sent: 10 December 2013 11:54
To: Larry Staines; King, Julian (Science Research); Daggett, Shaw (Finance); John Swann; Sarah O’Herlihy; [redacted] paconsulting.com; Eamonn Molloy
Cc: [redacted] (Headquarters); [redacted] (Executive - CCM & Offshore)
Subject: Irish Postcodes - Documents for conference call this afternoon

Dear All,

In readiness for our call this afternoon please find attached the latest versions of all the documents, which are as follows:

- 2012 1113PostCode Contract – schedules 3 4 Capita comments 041213
- Schedule 1 Services Draft v0.4 Changes 09122013
- Schedule 5 - Project Plan Draft v0.4 Changes
- Schedule 8 - Exit Plan Draft v0.3 Changes
Schedule 10 – Governance draft v0.2
Schedule 11 KeyPersonnelAndKeySubContractors Draft v0.3
Schedule 12 – Intellectual Property Draft v0.2
Schedule 13 – Parent Company Guarantee Draft v0.2
Schedule 14 – Marketing Plan Draft V0.2 Changes

Also attached is a document (IrishPostcodesIssuesSummary5Dec13) list detailing our responses to your mark up on a previous version of the 2012 1113PostCode Contract – schedules 3 4 Capita comments 021213

Regards

Capita Customer Management Ltd - O2

Telephone number

Email

Website: www.capita.co.uk

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********************************************************
1. [Redacted] to replace [Redacted] who is unavailable due to allocation to another major contract following delays in the procurement process.

[Redacted] is a highly experienced [Redacted] He has been with Capita for 12 years and led many of Capita’s largest projects and accounts in both public and private sector, including [Redacted] [Redacted] [Redacted] [Redacted] also has extensive experience as a Managing Director with full responsibility for all aspects of running large projects and businesses. [Redacted] [Redacted] partnering arrangement which includes [Redacted] business as customer service, project delivery, financial management, commercial finance and risk.

2. [Redacted] to replace [Redacted] who is unavailable due to maternity leave.

[Redacted] is an experienced, commercially-led professional with over fifteen years of [Redacted] experience operating across a diverse set of sectors encompassing sales, marketing, strategy, service delivery, customer care, outsourcing (POD) and [Redacted] Specialising in [Redacted] within complex operational environments and successfully leading teams through projects with stretch operational and financial targets.

[Redacted] rejoining Capita from [Redacted] where he was responsible as [Redacted] for revenue and market growth internationally. Prior to this [Redacted] Client Services for Ericsson in Ireland with specific responsibility for the eircom account, managing the [Redacted] contract including over 550 employees. He has also held senior operational roles within the Ericsson Telecom sector. His specialities include, Information, communication and technology sectors, business process outsourcing, people development, project management, culture, system and process change in large organisations.

Yours sincerely,
Larry,

Thanks for this. Attached is a copy of our Tax Clearance Certificate. The Parent Company Guarantee has been signed and dispatched by courier yesterday. As soon as it arrives I will drop it off at the Department. I will chase the response to Fiona Smith’s email and have that back to you today.

Regards,

From: Larry Staines [mailto:larry.staines@dcenr.gov.ie]
Sent: 19 December 2013 10:50
To: John Swann; Sarah O’Herlihy; Eamonn Molloy
Cc: 
Subject: RE: Contract

Thanks for the comments.
Attached is the updated version.
In addition the signing page has been changed removing ‘executed and delivered as a deed’ and left open for Minister or Representative of the Minister to sign

Agreement is dated December 20th - we can decide later today subject to progress on the outstanding issues.

Regards

Larry

From: [mailto:capita.ie]
Sent: 19 December 2013 09:02
To: Larry Staines
Subject: RE: Contract

Larry,

Comments as follows on the revised contract:

- Front page: Subject to contract / contract denied needs to be removed.
• Page 3: Schedule 5 is missing from the table of contents. Paras 1 to 3 of Schedules 10 and 16 should be removed from table of contents.
• Schedule 17 (Definitions)
  o Commencement Date definition is needed (i.e. 20th December 2013 or 1st January 2014)
• The page numbering needs to be fixed from Schedule 12 onwards.

Regards,

From: Larry Staines [mailto:larry.staines@dcenr.gov.ie]
Subject: Contract

Attached is tidied up contract as we discussed.
We have included a definition for Department clause 1.2/definitions
Revisions to schedule 10/11 around PM issues
Included footnote in Schedule 10 to reflect that board sponsor would meet with Minister Annually.

Required in advance of Signing
- Signed parent company Guarantee
- Tax Clearance
- Response to queries on contracting company (see attached email)

If you have any queries or comments please do not hesitate to contact me.

Regards

Larry

Department of Communications, Energy and Natural Resources, 29-31 Adelaide Road, Dublin 2.

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Tá eolas sa teachtareacht leictreonach seo (agus b'fhéidir sa chomhaid ceangailte leis) a d'fhaideadh bhíoth príobháideach nó faoi rún. Is le h-aghaidh an duine/na ndaoine nó le h-aghaidh an aonadán atá ainmnithe thuas agus le haghaidh an duine/na ndaoine sin amháin atá an t-colas. Murab ionann tusa agus an t-se a bhfuil an teachtareacht ceaptha dó bhióth a fhós agat nach gceadaítear nachtothadh, cóipeáil, scaipeadh nó úsáid an eolais agus/nó an chomhaid seo. Más trí stairí a fuair tú an teachtareacht leictreonach seo cuir, más é do thoil é, an t'áir sheol an teachtareacht ar an eolas láithreach. Deirimnteoir leis seo freisin nár aims odir thar phost seo tar éisteachadh.

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James Allen

From: [redacted]@capita.ie>  
Sent: 20 December 2013 09:31  
To: Patricia Cronin  
Cc: Eamonn Molloy  
Subject: Re: 19.12.13 Final draft of Agenda for Capita meeting on 07.01.14  

Patricia,

Tuesday, January 7th is good for us as is the 9th for meeting with An Post. Have a very pleasant festive season.

Best regards,

From: Patricia Cronin [mailto:Patricia.Cronin@dcenr.gov.ie]  
Sent: Friday, December 20, 2013 09:23 AM  
To: [redacted]@capita.ie>  
Cc: Eamonn Molloy <Eamonn.Molloy@dcenr.gov.ie>  
Subject: 19.:2.13 Final draft of Agenda for Capita meeting on 07.01.14  

Hi,

As discussed on Tuesday, we would like to have a kick off meeting on the project on Tuesday 7th of January next. A draft Agenda is attached.

We have also tentatively arranged a meeting with An Post on the 9th. We can finalise the Agenda in the New Year but you might confirm today if the 7th suits.

Regards

Patricia

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*---------------------------------------------------------------
*---------------------------------------------------------------

1
James Allen

From: [Redacted]
Sent: 20 December 2013 11:34
To: Larry Staines; [Redacted]
Subject: Fw: Fwd: Capita plc (the "Company") - Parent Company Guarantee
Attachments: Board of Directors meeting minutes, 20.12.13.pdf; ATT1564519.htm

FYI at last!

Managing Director
Recruiting Group

Begin forwarded message:

From: [Redacted]
To: [Redacted]
Subject: Fw: Capita plc (the "Company") - Parent Company Guarantee

Can u forward onto [Redacted]

Thanks

From: [Redacted]
Sent: Friday, December 20, 2013 11:01 AM
To: [Redacted]
Cc: [Redacted]
Eaton, [Redacted]
Subject: RE: Capita plc (the "Company") - Parent Company Guarantee

Hi [Redacted]

Please find attached a scanned copy of this signed document.
Would you like me to send the originals through to you as well?

Kind regards

Kate

From: [Name] (Head西部)
Sent: 20 December 2013 10:03
To: [Name]
Cc: [Name]
Subject: FW: Capita plc (the "Company") - Parent Company Guarantee

Hi Maggi,

Please could you sign the attached for me and scan back to me this morning?

Thanks

F

From: [Name] (Capita Asset Services)
Sent: 20 December 2013 09:28
To: [Name]
Cc: [Name]
Subject: Capita plc (the "Company") - Parent Company Guarantee

Hi

Please find attached the PCG to be signed off by the Company in relation to the Postcode contract. Please can you print the minutes and arrange for [Name] to sign as chairman.

Regards
Senior Consultant, Company Secretarial Services

Corporate Solutions

Capita Asset Services

1bex House, 42-47 Minories, London EC3N 1DX

www.capitaassetservices.com <http://www.capitacosec.co.uk/>

Please consider the environment before printing this email
Thank you for your email and your expression of interest in attending the briefings on postcodes.

I will include you on the invitation list for one of the industry sessions which I be organising within the next week or so.

Regards,

[Redacted]

From: [Redacted]@capita.ie
Sent: 30 January 2014 09:00
To: Caroline Green
Cc: [Redacted]
Subject: RE: Postcodes Briefings

We are currently organising briefing sessions for various industry sectors. Some of these briefings will be arranged in conjunction with industry bodies such as IBEC and ISME.

I have copied [Redacted] on this email as he is leading the stakeholder engagement workstream and will be in contact in due course to invite you to a suitable briefing.

Regards,

[Redacted]

From: Caroline Green [mailto:Caroline.Green@dcenr.gov.ie]
Sent: Wed 29/01/2014 17:35
To: [Redacted]
Cc: [Redacted]
Subject: RE: Postcodes Briefings

Dear [Redacted]

Thank you for your interest in this project.
I have forwarded your details on to Capita, the postcode management licence holder who will be in contact you when they are arranging any briefing sessions in the near future.

Kind regards,

Caroline

Caroline Green
Postcodes Project Management Office
Postcodes Division
Tel: 6782190

From: [redacted]@experian.ie
Sent: 29 January 2014 09:33
To: Caroline Green
Cc: [redacted]
Subject: Postcodes

Good morning Ms Green,

I was reading, with interest, some news articles over the past few days on the signing of the Postcode contract with Capita Ireland. In some of the articles it was mentioned that there would be briefings and engagements with large database holders in the coming weeks being a holder of large amounts of data from residential sources would like to be involved in any engagements that may occur.

Could you let me know what is the procedure that will allow Experian to be part of these briefings and engagements.

Many thanks

__________________________
Head of Data

Experian Ireland
Newenham House, Northern Cross, Malahide Road
Dublin 17, Ireland
Tel: [redacted]
Fax: [redacted]
Email: [redacted]@experian.ie

Experian National Canvasse, Fresh New Data Available for Direct Marketing Campaigns

Mosaic Ireland, now has 42 types & 13 groups for more information call +


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Eamonn & Patricia,

See attached draft proposed PAD pricing structure for your review and comment. Please track change any comments in the attached document.

Regards,
Ben

---

Ben King
Department of Communications, Energy and Natural Resources
29-31 Adelaide Road, Dublin 2.
Ben.king@dcenr.gov.ie

---

From: [redacted]
Sent: Mon 03 February 2014 11:19
To: [redacted]
Cc: [redacted]
Subject: Pricing Paper

Please find attached the pricing paper as we discussed.

With kind regards

[Signature]

Head of Commercialisation, CGS

CAPITA Plc | 71 Victoria Street | Westminster | London | SW1H0XA
Email: [redacted]@capita.co.uk

www.capita.co.uk

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Pl see our response in relation to the Irish Language Act. We can chat on Tuesday if this is helpful.

Regards

Patricia

We've followed up your query re whether Capita falls within the definition of a 'public body' for the purposes of the Official Languages Act 2003. If so, you would be subject to a number of obligations imposed by the Act.

My advice is that, even if you are not designated as a public body, behave as if you are. We have experience here of what that means under the Analogue Switch off campaign. It's manageable.

I'd start by offering to meet Conradh, if I were you, and take their view.
Dear Ben,

Thank you for the minutes, I will revert before week end on the OSI actions points:

- OSI to respond with updated offer.
- OSI to send on their standard contract.

The updated offer may need some back and forth, until such time as we both have a clear idea of the requirements, but I think I have enough information now to get the conversation started.

Kind regards,

[Signature]

Head of Business and Marketing
Ordnance Survey Ireland
Phoenix Park,
Dublin 8,
Ireland.
Tel: [Redacted]
Mobile: [Redacted]
Email: [Redacted]@osi.ie
Website: www.osi.ie

---

From: [Redacted]@capita.ie]
Sent: 11 February 2014 18:19
To: [Redacted]
CC: Ben King
Subject: Minutes of meeting between PMLH and OSI

Please accept my apologies for the delay in sending on the minutes of our meeting. The programme is fairly hectic. Would it be possible to arrange the follow up workshop for the afternoon of Wednesday 19th February or some time on Thursday 20th?

Thanks and regards,

[Signature]

[Redacted] | Business Development Director | Capita Ireland | 2 Grand Canal Square, Dublin 2
Allen

From: Patricia Cronin [mailto:Patricia.Cronin@dcanr.gov.ie]
Sent: 25 February 2014 14:12
To: Eamonn Molloy; Caroline Green
Cc: Patricia Cronin
Subject: RE: Postcodes Presentation

Patricia,

That suits us.

Regards,

[Signature]

Eamonn Molloy | Business Development Director | Capita Ireland | 2 Grand Canal Square, Dublin 2 | Mobile +

From: Patricia Cronin [mailto:Patricia.Cronin@dcanr.gov.ie]
Sent: 25 February 2014 12:50
To: [Asset Services]
Cc: Eamonn Molloy; Caroline Green
Subject: FW: Postcodes Presentation

Hi,

As discussed. Would 10am be ok at your Offices.

Regards

Patricia

From: Patricia Cronin [mailto:Patricia.Cronin@dcanr.gov.ie]
Sent: 24 February 2014 10:50
To: Patricia Cronin
Subject: RE: Postcodes Presentation

Patricia

How about the morning of the March 6th?

Rgds

From: Patricia Cronin [mailto:Patricia.Cronin@dcanr.gov.ie]
Sent: 19 February 2014 11:35
To: [Redacted]
Subject: RE: Postcodes Presentation

Thanks for your e-mail. As I am just back from leave, could we defer until the week after.
Let me know if this suits.

Patricia

From: Patricia Cronin
Sent: 12 February 2014 08:49
To: Patricia Cronin
Subject: Postcodes Presentation

Patricia,

Trust this email finds you well?

Thanks for the offer of a presentation on the Postcodes issue.

I have checked with my colleagues and it appears that the 26th Feb would suit best if that is suitable for you.

Perhaps you could let me know in due course.

Kind regards,

Head of Organising and Regulatory Affairs

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Communications Workers' Union (CWU), 575 North Circular Road, Dublin 1

Telephone: +353 1 8063000 Fax: +353 1 8063009 Website: www.cwu.ie

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Postcodes Information Seminar
Presentation to Commercial State
Sponsored Bodies

DCENR :
PMLH :

22\textsuperscript{nd} January 2014
Agenda for today

1. Introduction by DCENR
2. Main Briefing by PMLH – Plan for roll-out of National Postcodes
3. Q&A
4. Wrap up by DCENR
Introduction by DCENR
Main Briefing by PMLH – Plan for roll-out of National Postcodes

How postcodes will work
Role of the PMLH
Key Dates
Benefits of postcodes
Getting ready for postcodes
Questions & answers
Key Features: the postcode

Every "Address Point" will be assigned a unique 7-character postcode

"Address Point" = every letter box
(approx 2m in the country)

To be finalised
Key Features: the Postcode Address Database ("PAD")

The PAD cross-references postcodes and addresses *

<table>
<thead>
<tr>
<th>Address</th>
<th>Postcode *</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Main St</td>
<td>Co. Dublin</td>
</tr>
<tr>
<td>12 Main St</td>
<td>Co. Dublin</td>
</tr>
<tr>
<td>13 Main St</td>
<td>Co. Dublin</td>
</tr>
<tr>
<td>22 Church Road</td>
<td>Waterford</td>
</tr>
<tr>
<td>23 Church Road</td>
<td>Waterford</td>
</tr>
<tr>
<td>Tyholland</td>
<td>Monaghan</td>
</tr>
<tr>
<td>Tyholland</td>
<td>Monaghan</td>
</tr>
</tbody>
</table>

- Created from the GeoDirectory
- Maintained for new address points, demolitions, etc.
- Updated and distributed regularly
- Enhanced versions have additional data
  - Vanity addresses & synonyms
- Main revenue source for PMLH
  - Sold mainly through value-added resellers
  - Open market

* Sample only; postcodes to be finalised
Key Features: Postcode is not mandatory but highly desirable

No obligation to use postcodes or for customers to change address or assign a number or name

![Image of envelopes showing addresses]

Strong ‘push’ from government to use postcodes
- 15 large databases being postcoded
- So as to create public awareness
- And validate the Postcodes Address Database (PAD)

Many organisations have declared that they will be ‘early adopters’
- Utilities, telcos, financial services, e-tailers, emergency services
- Many will gain commercial or service benefits
What's the role of the PMLH

Develop, Implement and Maintain the National Postcode System

- Design the postcode
- Validate address points and assign postcodes
- Create and manage the Postal Address Database (PAD)
- Support the Value-Added Reseller (VAR) market
- Marketing Campaign to build awareness
- Encode nominated Public Sector Body databases
- Support postal Universal Service Provider
- Disseminate postcodes to every address point
- Set-up and run the Operations Centre
Key Dates

Overall plan currently being finalised, key milestones:

- Launch date: Q2 2015
  - Postcodes Public launch date
  - Public Sector Bodies ready
  - An Post mail operations ready
  - VAR market operational

- Launch PAD with postcodes
- Start marketing campaign
- Operations centre setup
- Value-Added Reseller market setup
- Sample PAD
- Postcode design finalised
- Project start: January 2014
Key benefits of the postcode

Postcodes will present new business opportunities

Postcodes can be exploited in many ways
- Located-based services
- Customer segmentation (penetration level, concentrations, catchment areas)
- Fraud detection, link customers/relationships using postcode
- Logistics & distribution planning
- Correct /update your customer address information, easier entry, better customer service

Many new services will emerge:
- Innovative products & services
- International Value-added Resellers coming in from mature postcode markets
Getting ready for postcodes

Postcodes will impact systems/databases & processes

Systems
- Accept & validate postcodes through on-line, portals, mobile .. other interfaces
- Incorporate postcode into addresses
  - Show postcodes on screens, websites, etc.
  - Print postcodes (maybe pre-sort mail)

Databases
- Hold postcode as separate field / entity
- Encode current databases

Processes & Forms
- Produce postcode on documents
- Capture postcodes on forms, scanning, etc.
Questions & answers
Wrap up by DCENR
Caroline hi,

Philip James and Jocelyn now have access to the SharePoint site, they should have received an email from Microsoft with their logon details and a link to change their passwords. Below are the links to the site they have access to.

To access the document libraries, the links are below.

1. General

   1.1 Program board

   1.2 Ref docs

   1.3 Issued docs

Any issues just drop me a line and I’ll get it sorted.

IT Department

Capita Asset Services
2 Grand Canal Square, Grand Canal Harbour, Dublin 2, Ireland
T: 01 433 5858
Email: caroline.green@capitaifs.com

www.capitaassetservices.com
Hi Andrew,

Can you give access to the following staff to your SharePoint website:

Philip O'Reilly, James Allen and Jacqueline Meehan as there are also members of the postcode team here in the Department.

Kind regards,

Caroline

Caroline Green
Postcodes Project Management Office
Postcodes Division
Tel: 6782190

From: Caroline Green
Sent: 10 February 2014 10:06
To: [Redacted] (Capita Asset Services)
Subject: RE: SharePoint Access Changed

Hi Andrew

I cannot seem to log on this morning, can you reset my password. Eamonn Parkes will not be joining the project team so you can remove him from the list.

Caroline

Caroline Green
Postcodes Project Management Office
Postcodes Division
Tel: 6782190

From: [Redacted]@capita.co.uk
Sent: 10 February 2014 09:53
To: Caroline Green; Eamonn Kelly; Eamonn Molloy; Eamonn Parkes; [Redacted]; Larry Staines; Patricia Cronin
Cc: [Redacted]@capita.co.uk
Subject: SharePoint Access Changed

Hi All,

New access to the SharePoint site please see mail and Links below.

To access the document libraries, the links are below, they will need to click each link to access each one of the libraries.

1. General
   [Redacted]
1.1 Program board
https://[redacted]

1.2 Ref docs
https://[redacted]

1.3 Issued docs
https://[redacted]

IT Department

Capita Asset Services
2 Grand Canal Square, Grand Canal Harbour, Dublin 2, Ireland
T: [redacted]
Email: [redacted]@capitaifs.com
www.capitaassetservices.com

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Hi John, Ben,

Please find attached the latest version of the pricing document which I have amended to reflect your comments. I am flying back this week on Thursday afternoon, if you have any more comments I can do these either before I leave or when I get back to the UK.

With kind regards

Head of Commercialisation, CGS

CAPITA Plc | 71 Victoria Street | Westminster | London | SW1H0XA
Email: [redacted] Mobile: [redacted]

www.capita.co.uk

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Final PID, with updated TORs for the Steering Group.

Patricia,

As discussed, here is the final version of the PID that we agreed. I had an early version of the Steering Group TORs so I had added these (Appendix A), please can you check them and let me know if they need changing, also the risk and issues have now been added. Otherwise I think this is now complete.

Also as discussed can you let me know after your meeting on Monday who is your point of contact regarding the Service Specification, as we have a good first draft that we want to talk through with you.

Regards,

Your e-mail below refers. I note that you have discussed and agreed the overall structure of the PID with Eamonn Kelly.
PI find attached my changes to the draft PID.

4.3 Under DCENR could might also include the Steering Group.
5.2 90m records. Should we be this specific?
5.2.2 Operations replace existing text with set up support areas as the PID presumably relates to the set up phase of the project.
5.2.3 Phases instead of scope?
Steering Group: This would be the ComReg rep

5.5.6 90m point again. While the PSB encoding and Postcode design are part of the same work stream, would it be an idea to differentiate them within 5.5.6 as they are different blocks of work. In view of the importance of Geo directory and An Post to the project especially this workstream, would it be useful to reflect engagement with them in deliverables? The same point might apply to marketing and Comms.
5.7 Milestones I understand that [redacted] has discussed this issue with you and is there further advice being undertaken in this area?

5.95 Risks and Issues Appendices C&D?
Risks I note that you are working on this element of the PID. While presumably it will not be reflected in the document, I presume that criteria will be used to categorise and assess the importance and priority to be accorded to individual risks.

I will give you a call to discuss.

I will also send you the terms of reference for the Steering Group today.
Regards

Patricia

From: [redacted] (Capita Consulting) [capita.co.uk]
Sent: 20 February 2014 07:48
To: Patricia Cronin
Cc: Eamonn Molloy [redacted] (Asset Services)
Subject: Postcodes PID
Importance: High

Patricia,

I had planned to have this PID and plan ready for the end of the month as previously discussed, but I have brought it forward so it can be ready for your Steering Group meeting next week.

[redacted] and I went through what was required on Tuesday and attached is the completed PID (less risks, which I am updating today). I have followed [redacted] format and sent him a copy yesterday afternoon, but I know he was away at the moment so I am not sure if he will get to see it (I have waited until now in case he had a chance to get me any comments over last night that he wanted me to incorporate).

Can you confirm if this covers everything you need and if you want me to make any changes (apart from completing the risk section which you will have later today) this week so you can issue it to your steering group ahead of your meeting?

Also, I now have a first draft of the Service Specification, planned for delivery at the end of the month. This is a large PowerPoint presentation covering the operational design, how we will work, exit plan, etc. I am keen to start engaging with the Department early on this so we don’t make the same mistake as we did for the Postcode design paper. Please can you let me know who is the point of contact I should be discussing this with?

Many thanks,
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