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Horizon Service Management Forum
Minutes of Meeting No. 10
Held on: 24 October 2003

**Present**

Name	Initials	Org.	Role
Ruth Holleran	RH	POL	Head of Network Support
Martin Riddell	MR	FS	Customer Services Director
Peter Burden	PB	FS	Operations and Support Service Manager
Richard Brunskill	RB	FS	Infrastructure Services Manager
Nick Samuel	NS	POL	Commercial Manager (Fujitsu Services)
Beverley Dunn	BD	POL	Programme Integration Manager
Liz Tuddenham	LT	POL	Service & Supplier Performance Manager
Bernadette O'Donnell	BOD	POL	Service Review Manager
Dave Hulbert	DH	POL	Business Continuity Manager
Nicola Wood	LH	POL	Minutes
Ian Morrison	IM	FS	Service Introduction Manager

Apologies

(Note: if a member of a Forum is not able to attend a meeting, a fully empowered deputy shall be nominated by the relevant Lead Attendee to take his/her place. Schedule 4 para 1.1.4)

Name	Initials	Org.	Role

Copies to

Post Office:	SMF attendees, Forum secretaries, Dick Brazear
Fujitsu Services:	SMF attendees, PathwayDocumentManagement [REDACTED] GRO [REDACTED]

Glossary

SRB	Service Review Book
SLA	Service Level Agreement
SLT	Service Level Target
SMC	Service Management Centre
TSD	Technical Services Desk
HSH	Horizon System Helpdesk
CCN	Change Control Note
OLA	Operational Level Agreement
MI	Management Information
TP	Transaction Processing
AP	Automated Payments
CMF	Capacity Management Forum
IRF	Input Review Forum
ADSL	Broadband connection (asynchronous digital subscriber line)

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**Meeting Agenda**

1	Review Minutes and Action Points of Previous Meeting, identification of any AOB items: <i>Explanation of unresolved actions, in particular any matters outstanding and identification of AOB matters to ensure adequate meeting time assigned</i>	RH
2	Service Review, covering the following: <ul style="list-style-type: none"> • Issues from Service Review Book • Issues from ORF feedback report (exception basis only) • Issues from Capacity Management Report (exception basis only) • Current service issues / concerns Review of overall service performance, concentrating on failures/areas of concern, including major incidents, and service trends, highlighting any service achievements.	LT
3	Service improvement Initiatives, including scorecard review. <i>Identification / discussion of additional service improvement initiatives not discussed in Service Review.</i> <ul style="list-style-type: none"> • <i>To include an update from the joint technical workshop</i> 	All MR/DH
4	Forward Look covering: <ul style="list-style-type: none"> • Release Management <i>Review of releases and planned dates to facilitate early recognition of potential issues and concerns to link into business release process</i> • Other Change Initiatives <i>Sharing of information re other change initiatives planned in either organisation which may impact on the live service</i> 	BD RH/MR
5	Any Other Business <i>To discuss any other matters not covered by above agenda discussions</i>	All
6	Issues for referral to other forums <i>Identification of issues which need to be shared/escalated to other contractual forums</i>	All
7	Review of Meeting <i>Identification of improvements in the meeting process</i>	

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Action Point Summary/Review of Previous Actions

Action Point Number	Details	Target completion date	Owner	Actions Taken	Action Point status
AP180701	RB/LT to organise a workshop to identify/review alternate benchmarking proposals and associated business risks.	Post Sept 1st	RB/LT	<p>24/10: POL awaiting Fujitsu proposal. Fujitsu need to get the S50 release completed before they can concentrate on this. 17/10: FS will undertake to provide the results from the S40 exercise as a matter of priority. Briefly, S50 will be completed using video benchmarking techniques using the same system components and transaction spread as S40. However, we will be exploring the use of automated tools and system interaction to provide more accurate samples in the future – any changes will of course be agreed with POL. We will also be looking with POL at the business requirements and the changing product profile with a view to making future benchmarking exercises more relevant. 23/09: Update to be provided at the next HSMF. 11/09: Workshop arranged for 23/09 after the HSMF meeting. 11/08: RB – FS attendees have been identified. Suggest workshop is held towards back end of September – dates to be arranged?</p>	Carried Forward
AP180713	RH and MR to develop a joint input review process for release authorisation	Sept 03	RH/MR	<p>24/10: Complete. To be discussed in meeting following HSMF 23/09: MR to bring a statement of readiness document to the October HSMF. 20/08: RH is to chair the internal release input review forum.</p>	Closed
AP200801	LT to speak to Dennis Norgard to discuss any potential impact and service levels expected with ADSL	16 Sept	LT	<p>24/10: BO discussed with DC who stated that transactions may be quicker and that there would be no impact on connectivity. The question asked was would service be improved by ADSL and the answer that came back was 'No' Action complete 23/09: LT has made contact and has been advised to contact</p>	Closed

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				Douglas Craik. LT to contact Douglas in the next seven days	
AP200802	LT asked FS to provide further evidence to support their comments regarding loss of connectivity during NWB transactions and the resultant inappropriate calls to HSH.	16 Sept	RB	<p>24/10: FS are still monitoring network calls which have been more stable in Sept than August. The main issue being system freezes which are covered by AP230907.</p> <p>LT asked what activity was being undertaken to address the inappropriate calls relating to Network Failures. RB confirmed that 3 screen messages were to be rephrased.</p> <p>Complete</p> <p>17/10: Network connectivity issues generating HSH calls is being monitored and updates have been included within the September SRB.</p> <p>23/09: LT asked that FS continue to monitor the situation and to update at the next HSRF.</p> <p>15/09/03: With the exception of the satellite site connectivity which is the subject of a cross domain problem and appears now to be resolved, NWB connectivity loss throughout the rest of the estate is attributable to comms problems which before, would have remained unnoticed by the PM. We have asked for a review of all NWB screen messages with a view to making them clearer, more meaningful etc. An analysis is included in the August SRB</p>	Closed
AP200807	DH/RB to organise a workshop to discuss and seek a resolution to the mails label problem and to update the HSMF at the September meeting.	16 Sept	DH/RB	<p>24/10: Labels testing is planned for Nov. It was agreed that POL would need to consult with FS offline to ensure that testing covers all required scenarios.</p> <p>DH stated that the amount of failures is very small</p> <p>RB stated that the cost of the failures was high but agreed that DH was right about the small amount.</p> <p>MR asked if POL were still treating this as a problem</p> <p>DH stressed that testing is planned to identify the root cause and that POL are not backing out. The delay is because the independent tester is not available until Nov.</p>	Carried forward

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				<p>BD asked if the testing would be done using kit on the counter as she felt from experience that the printers were dirty/dusty. LT stated that, based on experience at the counter, she found that if the power on the printer were switched off and then on again, it worked OK. LT stated that this did not result in calls to HSH.</p> <p>17/10: FS tested label currently with Graham Illing for comparison testing against labels being used in the live estate. Have been advised that the results of the tests will not be available until the end of November. RB has escalated to LT in view of the urgency placed via this action point.</p> <p>23/09: RH would like this action taken to a conclusion by the next HSMF in October and then closed.</p> <p>15/09/03: Workshop completed and action points agreed:</p> <ol style="list-style-type: none"> 1. Transact to obtain examples of tested label – due this week 2. Comparison of tested label against label currently in use: POL to arrange with label supplier 3. Test having been completed – joint review of results and decision on consumables out in field. 4. Agreed label specification to be inserted within Schedule 14. 5. POL to contact label supplier to ascertain whether label can be manufactured to same size without the surround (the part that gets caught in the printer) 	
AP200808	RB to provide DH with updated incident/problem/ continuity processes	16 Sept	RB	<p>24/10: DH confirmed that POL did not require anything more- action complete</p> <p>17/10: Discussed at the October Xdomain Problem Management review – does POL require some further information at this point?</p> <p>23/09: RB/DH to discuss after the HSMF</p> <p>15/09/03: Still awaiting final update to process as part of S40 action plan. Will share with POL at September SMF.</p>	Closed
AP230901	LH to add agenda item to cover statement of readiness	26 Sept	LH	10/10: Complete. Agenda item added and invitations sent.	Closed

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	document and invite Ann Cruttenden/Kevin Lenihan/John Bruce/Graeme Seedall) to the meeting. (Linked to AP180713)				
AP230902	MR to contact DH by 26/09 to discuss joint technical workshop requirements and confirm attendees.	26 Sept	MR	Complete	Closed
AP230903	MR to deliver a presentation of the technical workshop outputs to DS/AB/RH.	21 Oct	MR	24/10: Presentation to be delivered on 24/10/03	Closed
AP230904	LH to add a workshop update to the October agenda.	21 Oct	LH	10/10: Complete. Agenda item added for workshop update.	Closed
AP230905	PB to advise LT which icons will be affected on the 7 th November	3 Oct	PB	24/10: Complete information provided to LT	Closed
AP230906	LH to produce an HSH call reduction action log update table also providing updates at future HSMFs – information to go out in advance.	21 Oct	LH	24/10: BO distributed copies at the meeting In future this will be issued along with the agenda	Closed
AP230907	PB to provide an update on screen freezes before the next HSMF	10 Oct	PB	24/10: Diagnostic tools introduced but any fix will need to follow S50 09/10: This is proving to be a very difficult problem to track down. Extensive in-house activity has failed to recreate the fault, despite its prevalence in the live estate. We have now, however, produced some diagnostic code which we plan to deliver to a sub-set of the live estate next week in our attempt to understand the problem better. I will provide a further update at the October SMF.	Carried forward
AP230908	PB to clarify whether the network calls to KMA server problem (key refresh – update	10 Oct	PB	24/10: The situation remains unchanged as there is 2 months leeway, the action will be carried forward until FS identify that it can be switched on again.	Carried forward

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	security data) is an underlying system or transient issue.			<p>It was confirmed that January would be the 'drop dead' date but LT stated that the sooner the better.</p> <p>09/10: There has been a peak of Key Refresh activity over the last couple of months which helps to explain an increase in calls to the Helpdesk on this topic. With effect from now we have suspended the Key Refresh activity (it is quite safe to do this as the process was several months ahead of where it needed to be) and we will re-examine how a more even distribution of activity over the year can be achieved. An update will be provided for the next Service Management Forum.</p>	
Ap230909	LH to feed escalation comments to the AP ORF and request a drafted letter from Rabia Cody if required.	26 Sept	LH	26/09: Complete. AP ORF advised of requirements.	Closed
AP230910	LH to make the ORF summary more succinct	21 Oct	LH	Complete	Closed
AP230911	LH to map dates of IRFs and HSMFs for RH and assess what will be included in the SR and where interim meetings will be required and include as agenda items as required.	26 Sept	LH	26/09: Complete	Closed
AP230912	LD to feed back RH's reservations and concerns regarding the rebranding exercise and S50 software distribution dates.	10 Oct	LD	<p>24/10: RH asked BD if there were any results from her feedback. BD stated that there had been no responses but that the issue was with leaflets.</p> <p>09/10: Complete. RH's reservations fed back to Beverley Dunn, John Bruce and Dave Smith</p>	Closed
AP230913	LD to add go-live dates to future high level overview plans	21 Oct	LD	09/10: Complete. S50 product go-lives added to plan - will be updated on an on-going basis to reflect go-live of products contained within future software releases	Closed
AP230914	DH to share IR information with	Ongoing	DH	24/10: DH stated that information would be shared as and when. The	Closed

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	FS via Tony Wicks as appropriate.			current situation is that so far all branches have been kept open. The next best guess for further IA is 31 st Oct and 3 rd Nov however official confirmation had not been given at this tage DH stated that FS can help by keeping service interruptions to a minimum.	
AP241001	To double check the debit card figures quoted in the vital statistics section of the SRB (page 14)	24/11/03	RB		N
AP241002	To speak with Ann Cruttenden to ensure that there is an item in the IRF to consider communications for releases.	24/11/03	BO		N
AP241003	PM0000423 TSD0000358 To provide clarity on these problems, the name(s) of the problem manager and confirm whether they are the same problem.	07/11/03	RB		N
AP241004	PB took an action to confirm the actual date that the S40R fix was issued and to allow POL 30 days from this date to monitor the situation before closing the problem	07/11/03	PB		N
AP241005	To identify whether the recent service outages experienced in banking would impact any of the SLA's for NB (assuming that	24/11/03	MR		N

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	they had happened beyond the initial period)				
AP241006	MR/RH took an action to scope and consider a team working day / ½ across the 2 organisations.	24/11/03	MR/RH		N
AP241007	RB and BO took an action to consider changes to the scorecard to make it more meaningful	24/11/03	RB/BO		N
AP241008	DH/RB took an action to consider any further relationship building activity required between POL problem Management and the relevant people within FS	24/11/03	DH/RB		N
AP241009	NS took an action to look at what the commercial scorecard focuses on and to confirm any directives about what we need to have on our scorecard.	24/11/03	NS		N
AP241010	RH took an action to invite Simon Glynn to present to the Lead team in POL, following this it was agreed that it may be useful to have a Change presentation at the HSMF.	24/11/03	RH		N
AP241011	RH took an action to discuss the ambiguity in the	24/11/03	RH		N

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	organisation in terms of escalating issues, with Mike Wells to feed into his action from the top team working together meeting.				
AP241012	BD took an action to check whether there was an error with the plan in relation to the IRF for phase 1 of ADSL.	24/11/03	BD		N
AP241013	BD took an action to confirm how the rollout is planned for Key Guides, big bang or gradual, in which case, does the date quoted relate to the start of the finish of distribution.	24/11/03	BD		

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New Action Points, Decisions Recorded, Items Noted

Ref	ACTION/DECISION/NOTED –details	By Whom (Inits)	Target Date
	Review Minutes and Action Points of Previous meeting		
Noted	The action points were reviewed and updates provided. No new action points were identified at this stage.	All	
	Issues arising from the Service Report		
Noted	<p>RH stated that she was much happier with the style of the SRB compared to previous months.</p> <p>Call volumes were discussed as part of the management summary. It was agreed that there was a risk that the call volumes would be consistently over the limit.</p> <p>LT stated that whilst FS had managed to maintain the level of service to date this may become an issue.</p> <p>RB confirmed that the HSH do struggle on Monday mornings to maintain the service</p>	All	
Noted	<p>When discussing OBC, it was noted that all the stops were pulled out to manage BT for the Tory conference.</p> <p>LT asked whether Fujitsu had a response from POL regarding the 2 H&S issues</p> <p>RB confirmed that he is now happy that both issues have been resolved to his satisfaction.</p> <p>When discussing complaints, LT asked if we were going in circles in terms of reporting complaints and did it require intervention again.</p> <p>RB stated that this was currently being addressed.</p>	All	
AP241001	When looking at the vital statistics on page 14 of the SRB, LT noticed that the average debit card refunds is much higher than the average payments and questioned whether this was right.	All	
AP241001	RB took an action to double check these figures.	RB	24/11/03

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Noted	<p>RB stated that screen freezes and the level of inappropriate calls were not accounted for when forecasting call profiles. RB stated that the network calls are also higher than anticipated.</p> <p>BO ensured that all work ongoing to address the call volumes was shared amongst POL and FS.</p> <p>Work has been done to address the issue of sub-postmaster selecting the wrong option at NBSC however the impact this work has had will not be seen until October's SRB at the earliest.</p> <p>It was noted that the changes to messages on Horizon may also have an impact.</p>	All	
Agreed	<p>It was agreed that there should be one call reduction plan to be shared between POL and FS and to be updated fortnightly.</p> <p>BO confirmed that there is now only 1 generic problem relating to the call volumes, the only other problem to be kept open in this area is the one regarding mails labels.</p> <p>BO passed a copy of the call reduction plan around the table.</p> <p>LT asked what areas would be tackled first as part of the call reduction plan.</p> <p>BO confirmed that the big win areas would be tackled first followed by any quick fixes.</p> <p>BO stated that the potential reductions quoted in the call reduction plan were more a gut feel of both POL and FS rather than scientific calculations</p> <p>MR noted that if all the activities in the plan come to fruition we could expect to see a reduction of 2000 to 3000 calls</p> <p>LT stated that the volume of calls regarding OKI printers showed a massive increase (page 18) and asked if instructions on how to use the printers were issued with the equipment, and if so could they be re-issued. RB stated that they were subject to copywrite but could go to branches.</p> <p>It was noted that there are over 15 000 OKI printers in the estate and that the current calls may be lifecycle based.</p>		

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AP241002	<p>The increase in software calls relating to Smartpost was discussed.</p> <p>It was noted that the issue around the length of time taken for the initial smartpost transaction of the day could have been managed jointly by FS sharing the risk / issue and POL communicating to the network to manage expectations</p> <p>BO agreed and suggested that we need to set expectations by using better communications</p>	All	
Noted	<p>BO took an action to speak with AC to ensure that there is an item in the IRF to consider communications for releases</p>	BO	24/11/03
AP241003	<p>Cross domain problems were discussed in some detail and the following points were made:</p> <ul style="list-style-type: none"> • PM0000423 A&L banking transaction delays at bronze branches <p>AND</p> <ul style="list-style-type: none"> • TSD0000358 A&L disputed 'late' reversals <p>DH questioned whether or not these were the same problem</p>	All	
AP241004	<p>RB took an action to provide clarity on these problems, the name of the problem manager and confirm whether they are the same problem.</p> <ul style="list-style-type: none"> • TSD0000391 – It was noted that the fix to resolve this problem was due in the S40R release. <p>LT asked if the S40R has gone down yet.</p> <p>PB confirmed that it had but was not sure of the actual date.</p>	RB	07/11/03
		PB	
AP241004	<p>PB took an action to confirm the actual date that the fix was issued and to allow POL 30 days from this date to monitor the situation before closing the problem</p>	PB	07/11/03

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Noted	The SLA's were briefly discussed. It was confirmed that all SLAs had been met	All	
Noted	LT noted that the performance of the call centre was starting to dip		
	LT asked for confirmation that the recent outages would not impact on any of the Availability SLA's for NB		
	MR didn't think it would have an impact on the SLA		
AP241005	MR took an action to take this away and investigate whether the outages would impact on the SLA's for NB	MR	24/11/03
	RH asked when the NB SLA's would be invoked		
	LT confirmed that the NB SLA's would be invoked 6 months from when we hit 2 million transactions in any month or 5 million cumulatively. The latter is expected to happen by the end of October 2003		
Noted	The performance against the SLA is currently reported but is not yet contractual therefore traffic lights are not applied.		
Issues arising from the Review Forum Feedback Report			
Noted	The Review forum feedback report was briefly discussed. There were no issues escalated for discussion at the HSMF	All	
	LT questioned a comment from the transaction data ORF which suggested that the conversion to ADSL may result in an increase in no polling.		
	PB stated that he felt the ORF were being over cautious as a result of the previous comms rollout and that the issue was not with ADSL but with the implementation of ADSL		
Issues arising from the Capacity Report			

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Noted	<p>It was confirmed that the phase 2 notice had been given</p> <p>RH stated that it was a disappointing position for POL to be in, in respect of the gap in planned to actual banking volumes</p> <p>MR asked what the reasons were for the slow progress with NB.</p> <p>RH briefly explained the main issues: - The length of the Card Account opening process being far too long and the focus of our network on getting the applications right due to pressure on the govt as opposed to encouraging new banking customers and sales.</p> <p>The good news is that we are now working to sensible forecasts as we have seen sufficient volumes to allow for accurate forecasting</p> <p>MR asked if this information was getting fed to the Capacity functions in both organisations.</p> <p>LT confirmed that the POL capacity manager produces the report and that he is in regular contact with his equivalent in FS with monthly Capacity ORF's.</p>	All	
	Current Service issues / concerns		
Noted	<p>DH suggested that it would be useful for Problem Management in both organisations to spend more time talking to each and should concentrate on building up[relationships</p> <p>RB stated the FS do not have a dedicated Problem management team like POL do but he agreed that FS should share their processes with POL to build understanding.</p> <p>MR suggested that an expansion to the lead team – team-working event would be useful across all levels.</p> <p>RH agreed that it would be extremely useful</p>	All	
AP241006	MR/RH took an action to scope and consider a team working day / ½ across the 2 organisations.	MR/RH	24/11/03
	Scorecard		

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Noted	<p>RH stated that she felt that there was an element of 'fudging' scores as the relationship between POL and FS is good but in some instances activities have been poor and this disparity cannot be seen in the single scorecard.</p> <p>MR suggested that if the scorecard doesn't work as it is, we should consider ditching it or changing it.</p> <p>RH confirmed that it should be changed.</p> <p>LT suggested that we attempt to score relationships and outputs separately but produce a final score with a possible weighting attached.</p>		
AP241007	<p>RB and BO took an action to consider changes to the scorecard to make it more meaningful</p> <p>DH confirmed that work is ongoing to improve the relationship between POL and FS problem management</p>	BO/RB	24/11/03
AP241008	<p>DH/RB to consider any further relationship building activity required</p> <p>RB stated that he'd been asked to alter the relationships part of the scorecard to keep it in line with the commercial scorecard but that he had refused. No such request had come through the POL route.</p>	DH/RB	24/11/03
AP241009	<p>NS took an action to look at what the commercial scorecard focuses on and to confirm any directives about what we need to have on our scorecard.</p> <p>RB stated that there were no issues to discuss on the FS scorecard for POL</p> <p>BO queried a comment on the scorecard regarding IVR messages as she thought that some pre recorded generic messages were in place.</p> <p>RB confirmed that BO was correct but the message in question related to the issue of an MBS and required a more specific level of detail and took some time to get in place.</p>	NS	24/11/03
	Review of Change mechanisms		

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Noted	<p>RB stated that there was confusion over who was responsible for what in relation to raising CT, CWP's etc.</p> <p>NS stated that work was ongoing to communicate and improve</p> <p>MR stated that in FS's view, the process is not working as it was envisaged in the contract negotiations.</p>	All	
AP241010	<p>RH took an action to invite Simon Glynn to present to the Lead team in POL, following this it was agreed that it may be useful to have a Change presentation at the HSMF.</p> <p>Issues arising for the Technical Workshop</p> <p>DH gave a brief update of the results from the technical workshop held on 7th October.</p> <p>The attendees: -</p> <ul style="list-style-type: none"> Dave Hulbert Richard Ashcroft Torstein Godeseth Bob Booth Peter Burden Tony Wicks and some others from TDA <p>The group talked through the number of service outages and identified what happened and why it happened</p> <p>PB produced some corrective actions as a result and has agreed to update on actions on a weekly basis.</p> <p>DH stated that he was concerned about the level of detail and perceived lack of urgency of actions. He stated that POL were looking for decisive actions and that a more open dialogue with more detail and a clear understanding. That way POL could see where they could help to move things along.</p> <p>PB and DH agreed to take this offline to progress the issue.</p> <p>MR stated that a lack of urgency certainly was not the case and that activities have been set in motion to address the main issues: -</p> <ul style="list-style-type: none"> Faults with the service Improvements to processes etc Changes to monitoring of network 	RH	24/11/03
Noted		DH	

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Noted	LT stated that prior to investigating changes in terms of monitoring, there needed to be a common agreement on what was originally provided for in the contract.	All	
Agreed	LT noted that this tied into the actions taken by MR and Pete Jeram from the top team working together meeting. It was agreed that the HSMF should be updated against these actions and used as a sounding board prior to going to the Joint Executive Forum.		
Agreed	<p>It was agreed that there is a lack of understanding of the risks to the online service within some parts of POL</p> <p>It was noted that FS would be unsure who to speak to as part of the escalation process.</p> <p>RH confirmed that NS take all the responsibility for Service Management whilst Alan Barrie will take on the responsibility for commercial arrangements.</p> <p>MR asked further questions regarding the POL structure and where responsibilities lie.</p>		
AP241011	RH took an action to discuss the ambiguity in the organisation with Mike Wells to feed into his action from the top team working together meeting.	RH	24/11/03
Issues arising from Release Management			
Noted	<p>BD provided the attendees with a copy of the release management plan and briefly explained its contents.</p> <p>RH raised a question that there was nothing on the plan for the IRF for Phase 1 of ADSL</p>	All	
AP241012	<p>BD took an action to check whether this was an error with the plan.</p> <p>LT asked if the PIN pad key guides would be rolled out as a 'big bang'</p> <p>BD stated that this would be a staggered rollout and LT commented that this could have an impact on the call centres.</p>	BD	24/11/03
AP241013	<p>DH asked if the date on the plan for key Guides distributed (11/12) was the start date for distribution or the end date</p> <p>BD took an action to confirm how the rollout is planned for Key Guides</p> <p>There were no other change initiatives to discuss.</p>	BD	24/11/03
AOB			

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Noted	RH stated that she had been challenged by Alan Barrie that the HSMF haven't been formally escalating up. It was noted that the HSMF had fed back via input into the Joint Executive Forum. RH has agreed to have monthly 1 to 1s with AB to discuss issues arising from the HSMF.	All	
Review	A review of the meeting was not held The next meeting will be held on Monday 24 th November in Dearne House		

Agreed as a true and complete record of the meeting:

Signature: _____

Signature: _____

For Post Office Ltd.

For Fujitsu Services Ltd.

Note: Governance Forum Minutes are to be agreed as a true and complete record either at the meeting or within 48 hours of the end of the meeting (Schedule 4 paragraph 1.1.5). Alternatively, by exchange of digitally signed emails between authorised signatories.

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Communication summary

Key points from the meeting are tabulated below for the information of other Horizon Governance Forums.

Exec Forum	New Business Forum	Demand Planning Forum	Joint Architecture Forum	Commercial Forum	Action or Decision