



**COMMERCIAL-IN-CONFIDENCE**

	<b>Horizon Service Management Forum</b> <b>Minutes of Meeting No. 9</b> <b>Held on: 23 September 2003</b>	
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**Present**

<i>Name</i>	<i>Initials</i>	<i>Org.</i>	<i>Role</i>
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)
Simon Glynn	SG	POL	Commercial & Contract Manager
Lyn Darbon	LD	POL	Programme Integration Manager
Liz Tuddenham	LT	POL	Service & Supplier Performance Manager
Dave Hulbert	DH	POL	Business Continuity Manager
David Sugden	DS	POL	Capacity Planning Manager
Les Henderson	LH	POL	Minutes
James Stinchcombe	JS	FS	Technical Design Authority Manager

**Did I attend ?**

\* Denotes lead attendees # Denotes minutes not used ???

**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)

<i>Name</i>	<i>Initials</i>	<i>Org.</i>	<i>Role</i>
Beverley Dunn	BD	POL	Programme Integration Manager



**Copies to**

Post Office:	SMF attendees, Forum secretaries, Dick Brazear
Fujitsu Services:	SMF attendees, PathwayDocumentManagement@services.fujitsu.com

**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: <i>Explanation of unresolved actions, in particular any matters outstanding.</i>	RH
2.	Issues arising from Service Report: <i>Highlights of previous period's service statistics, concentrating on failures to meet required service levels, including major incidents reported, service trends and service achievements.</i>	LT
3.	Issues arising from the Review Forum Feedback Report: <i>To discuss issues of concern on an exception only basis</i>	LT
4.	Release Management Report	BD
5.	Capacity Management Report: <i>To include a Joint POL/FS Capacity Planning presentation to incorporate Phase 2 notice requirements</i>	DS
6.	Issues for referral to other forums <i>To identify issues for escalation.</i>	RH
7.	Service Improvements Initiatives <i>Suggestions for improvement to the Service.</i>	All
8.	Any Other Business <i>To discuss any other issues.</i>	All
	Review of Meeting <i>To identify improvements in the meeting process.</i>	All



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**Action Point Summary/Review of Previous Actions**



Action Point Number	Details	Target completion date	Owner	Actions Taken	Action Point status
AP200517	LT to track down the POL document for Huthwaite access and seek to progress.	18 June	LT	<b>11/09: Julie Dart discussing at the September TIP ORF 10/09</b> 20/08: John Wright has supplied contact names to LT. LT to progress this action by the next HSMF. 18/07: Ongoing 09/07: LT will contact John Wright 14 <sup>th</sup> July to discuss. 18/06: LT to talk to John Wright. 13/06: Dependency on AP200518	Closed
AP200520	LT/RB to run through the CCD list to ensure that the current versions are held.	18 June	LT/RB	<b>23/09: CCDs now agreed within POL. LT to advise John Cole.</b> 15/09/03: RB advised that the CCD list as agreed with LT is ok within FS. Awaiting POL confirmation. 20/08: LT/RB to complete offline immediately after the HSMF. 11/08: RB – Believe this to be nearly complete. RB/ LT reviewed CCD's on 11/8 and agreed sign off authorities within both parties. RB/ LT to obtain agreement within each business then route to respective commercial dept for update 18/07: To be completed within 2 weeks. 09/07 RB: To be completed at the next RB / LT review prior to the July SMF on 18 <sup>th</sup> July 18/06: Outstanding. RB: 040603: Expected to complete during monthly meeting on 11 <sup>th</sup> June 13/06: Outstanding	Closed
AP180612	RH is to look at the internal MBS process and procedures	11 July	RH	<b>23/09: BOD has taken over this activity. MBSs are now down in the mid 30s and can be considered business as usual</b> <b>20/08: RH has had discussions with Dave Miller and will be talking to Gordon Steele in the next couple of weeks to discuss communication processes and procedures.</b> 18/07: Ongoing	Closed

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AP180701	RB/LT to organise a workshop to identify/review alternate benchmarking proposals and associated business risks.	Post Sept 1st	RB/LT	<b>23/09: Update to be provided at the next HSMF.</b> 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?	Closed
AP180702	To check and revise the named authority on each CCD (linked to AP200520)	13 Aug	LT	<b>23/09: Complete (linked to AP200520)</b> 20/08: LT/RB to complete offline immediately after the HSMF (linked to AP200520).	Closed
AP180713	RH and MR to develop a joint input review process for release authorisation	Sept 03	RH/MR	<b>23/09: MR to bring a statement of readiness document to the October HSMF.</b> 20/08: RH is to chair the internal release input review forum.	Carried forward
AP180716	To add as an agenda item for August HSMF: Joint POL/FS Capacity Planning presentation to incorporate Phase 2 notice requirements	13 Aug	LH	<b>20/08: Complete. The joint presentation will take place at the September HSMF.</b> 13/08: Due to annual leave commitments the Capacity Planning presentation will be added to the agenda for the September HSMF	Closed
AP180721	NS/RB to ensure that all document control teams be asked to ensure that all HSMF owned documents are advise to LH.	13 Aug	LH NS/RB	<b>15/09/03: Completed on behalf of FS/POL document control team advised of requirements.</b> 20/08: LH to contact POL document control team to reiterate requirements. 11/08: RB – doc control teams and document owners briefed on process	??????
AP200801	LT to speak to Dennis Norgard to discuss any potential impact and service levels expected with ADSL	16 Sept	LT	<b>23/09: LT has made contact and has been advised to contact Douglas Craik. LT to contact Douglas in the next seven days</b>	Carried forward
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	<b>23/09: LT asked that FS continue to monitor the situation and to update at the next HSRF.</b> 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 un-noticed by the PM. We have asked for a review of all NWB screen messages with a view to	Carried forward

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				making them clearer, more meaningful etc. An analysis is included in the August SRB	
AP200803	FS to review why there was a sudden increase in key refresh request in July given that this is an ongoing process.	16 Sept	RB	<b>15/09/03: FS confirms that the processes are in place and are being used to contact branches that fail to reboot following the screen instructions. An analysis of the calls for July shows most were related to PMs being unclear of the process to follow when they received the screen prompt – this could be down to relief PM's being unaware of the process during the summer period. FS confirms there are no other issues relating to key refresh.</b>	Closed
AP200804	LH to review call details in the annex.	16 Sept	LH	<b>16/09: Complete. Annex data analysed and expanded to identify workshop activity requirements for AP200805</b>	Closed
AP200805	LH/RB to organise a workshop to identify/review call logging breakdown requirements and analysis	16 Sept	LH/RB	<b>23/09: Complete. Conference call workshop 18/09.</b> 16/09: Draft plan supplied to FS for comment and discussion prior to formal workshop. 15/09/03: LH has spoken to John Moran, MSU Manager re the workshop. At this stage no final date has been agreed however FS has included analysis of calls within the August SRB that may prompt the 'focus' of a workshop if this is still required. FS currently awaiting POL decision.	Closed
AP200806	RB to add the 6-month rolling average in the logged call profile section.	5 Sept	RB	<b>15/09/03: Apologies – this was omitted from the review book, however a supplementary sheet will be forwarded to POL today</b>	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	<b>23/09: RH would like this action taken to a conclusion by the next HSMF in October and then closed.</b> 15/09/03: Workshop completed and action points agreed: 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)	Carried forward
AP200808	RB to provide DH with updated	16 Sept	RB	<b>23/09: RB/DH to discuss after the HSMF</b>	Carried

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	incident/problem/ continuity processes			15/09/03: Still awaiting final update to process as part of S40 action plan. Will share with POL at September SMF.	forward
AP200809	RB to provide an update on the actions contained within the FS S40 problem report at the next HSMF	Next HSMF	RB	<b>23/09: Update provided</b> 15/09/03: Will present at September SMF	Close
AP200810	LH to forward a copy of the S40 problem report to NS	21 Aug	LH	<b>21/08: Complete.</b>	Closed
AP200811	NS to raise the Phase 2 notice requirements at the August Commercial Forum	21 Aug	NS	<b>12/09: Complete. Notice signed off 3<sup>rd</sup> September for commencement 1/5/2004.</b>	Closed
AP200812	LH to rearrange the date for the September HSMF at Dearne and advise attendees accordingly	29 Aug	LH	<b>12/09: Complete. Next meetings 23/9 Dearne, 21/10 London, 24/11 Dearne</b>	Closed
AP230901	LH to add agenda item to cover statement of readiness document and invite Ann Cruttenden/Kevin Lenihan/John Bruce/?????) to the meeting. (Linked to AP180713)	26 Sept	LH		New
AP230902	MR to contact DH by 26/09 to discuss joint technical workshop requirements and confirm attendees.	26 Sept	MR		New
AP230904	PB to advise LT which icons will be affected on the 7 <sup>th</sup> November	3 Oct	PB		New
AP230905	LH to provide trend analysis for OBCS, EPOSS and AP volumetrics	21 Oct	LH		New

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AP230906	LH to produce an action log update table.	21 Oct	LH		New
AP230907	PB to provide an update on screen freezes at the next HSMF	21 Oct	PB		New
AP230908	PB to clarify whether the network calls to KMA server problem is an underlying system issue.	10 Oct	PB		New
AP230909	FS to present S40 findings and way forward to Alan Barry/Dave Smith/RH.	10 Oct	MR/RB		New
AP230910	LH to feed escalation comments to the AP ORF and request a drafted letter from the ORF if required	26 Sept	LH		New
AP230911	LH to map dates of IRFs and HSMFs for RH/MR	26 Sept	LH		New
AP230912	LD to feed back RH's reservations and concerns regarding the rebranding exercise and S50 software distribution dates	10 Oct	LD		New
AP230913	LD to add go-live dates to future high level overview plans	21 Oct	LD		New
AP230914	To invite Graham Seedall to the October HSMF	26 Sept	LH		New
AP230915	DH to share IR information with Tony Wicks as appropriate	Ongoing	DH		New



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**New Action Points, Decisions Recorded, Items Noted**



Ref	ACTION/DECISION/NOTED –details	By Whom (Inits)	Target Date
	<b>Review Minutes and Action Points of Previous meeting</b>		
Noted	The AP180713 update identifies that MR will be bringing an S50 statement of FS readiness document to the October HSMF. RH/LT asked that an agenda item be added to the next HSMF to cover this area and that Ann Cruttenden, Kevin Lenihan plus development/release managers from both FS and POL attend the next HSMF (John Bruce & ???).		
AP230901	LH to add agenda item to cover statement of readiness document and invite Ann Cruttenden/Kevin Lenihan/John Bruce/?????) to the meeting	LH	26/09
Noted	NS confirmed that documents signed off via the soft change process become contractual immediately upon signing but added that it's still worth capturing the details in HSMF minutes		
	<b>Issues arising from the Service Report</b>		
Noted	<p>All SLT have been met for August. LT/RH commented that complacency seems to be creeping in regarding some issues and that the language /style used in the SRB was or could be deemed to be inappropriate in some instances.</p> <p>POL acknowledged the fact that risk is an integral part of the new contract but asked whether POL need to be made aware of any underlying problems. MR replied that NWB has raised problems that were or went previously unnoticed i.e. online services now directly affect the operation within branches and any problems are highly visible. MR admitted that the management summaries do appear to focus on the SLAs instead of service review and will be looking to review content for future SRBs. MR confirmed that FS are having exactly the same discussions internally regarding the service outages recently experienced. This seems a bit mixed perhaps we should have a para about each issue</p>		

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<p>Noted</p> <p>AP230902</p> <p>AP230903</p>	<p>RH express a concern from POL about there recent incidents that had happened over the last 6-8 weeks and wanted to understand if there was a underlying cause. MR advised that at the moment it was proving difficult to find a degree of commonality with the network problems experienced. MR confirmed that extra monitoring was being put in place to help identify root cause(s). The recent Data Centre loss was discussed. MR explained that the UPS problem was dealt with swiftly and was pleased with the way the incident was handled. RH agreed that as a single event there would be no cause for concern, but due to the sequential events over the last couple of weeks there is a high level of concern within POL. RH asked that a joint workshop be put together as a matter of urgency to investigate and discuss the technical problems being experienced. RH asked that the output of the workshop would be a presentation to DS/AB/RH which MR agreed to deliver. RH also asked that an update be provided to the October service review.</p> <p>MR to contact DH by 26/09 to discuss technical workshop requirements and confirm attendees.</p> <p>LH to add a workshop update to the October agenda.</p>	<p>MR</p> <p>LH</p>	<p>26/09</p> <p>21/09</p>
<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>AP230904</p>	<p>LT pointed out that whilst the Quantum problem was initially caused by a procedural error the rectification seems to be taking longer than anticipated. PB identified that an underlying software issue was to blame and was now being addressed. When is it going to be sorted fully ?</p> <p>RB advised that they are continuing to apply pressure to BT to help resolve the ongoing OBC issues however they felt that they may not be able to get anything further . LT asked that FS keep applying pressure on BT.</p> <p>The nominal date for icons to be delivered with the S50 release is the 7<sup>th</sup> November. LT asked FS to supply a list of affected icons. Early communication of the changes to NBSC/branches would help to reduce call impact on NBSC.</p> <p>PB to advise LT which icons will be affected on the 7<sup>th</sup> November</p>	<p>PB</p>	<p>3/09</p>
<p>Noted</p> <p>AP230905</p>	<p>LT commented that the volumetrics show OBCS, EPOSS and AP transactions and values down on last year.</p> <p>LH to provide trend analysis for OBCS, EPOSS and AP volumetrics by when ?</p>	<p>LH</p>	<p>21/09</p>

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Noted	BOD/LH provided an update from the call volume workshop that took place on the 18 <sup>th</sup> September. RH/LT asked that the HSMF continue to be updated on a regular basis and that FS provide clarification/updates on screen freezes and network calls to KMS server problems.		
AP230906	LH to produce an action log update table.also providing updates at future HSMF – info to go out in advance	LH	21 Oct
AP230907	PB to provide an update on screen freezes at the next HSMF we need this before the meeting as it may form part of our update	PB	21 Oct
AP230908	PB to clarify whether the network calls to KMA server problem is an underlying system issue.	PB	10 Oct
Noted	Reg Barton is looking at the practicalities of replacing CRTs (which are to be replaced by 2005) with flat screens that become available as a result of Network Reinvention. There is some potential of incorporating this activity with the ADSL rollout. Isn't there an action for us to see the outputs of this ?		

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Noted	<p>Cross domain problems were discussed in some detail and the following points were made:</p> <ul style="list-style-type: none"> <li>• PM0000263 Inappropriate Calls. Authority asking branches to redial has been given by POL. The Helpdesk ORF is agreeing the necessary scripts 23/09 and relevant branch communication required advising of the impending change. It is expected that this problem will be closed by the next HSMF.</li> <li>• PM0000368 OSP. Changes are in hand at the NBSC and should be in place by the end of October. Does this mean the problem will be resolved ?</li> <li>• PM0000410 S40 regression failure. DH is still waiting for FS to provide various elements of the action list. Linked to the request for a technical workshop in AP230902 FS are to give a presentation to Alan Barrie/Dave Smith/Ruth Holleran, which identifies rectification steps taken, and the way forward with future releases. It wasn't only for this – it was for all the issues and outputs of the workshop</li> <li>• PM0000411 Replacement of image drum. RB advised that the problem of supplying/delivering printer drums to engineers is not insurmountable and will be sorted out quickly by FS.</li> </ul>		
AP230909	<p>FS to present S40 findings and way forward to Alan Barry/Dave Smith/RH.- see earlier note</p> <p>RH referred to the last paragraph in the 4.3.3 summary and asked that if FS have any issues with POL Problem Management that they should contact her in the first instance.</p>	MR/RB	10 Oct
Noted	<p>Comments on the scorecard were discussed. RH/LT pointed out that a number of comments from FS gave the impression that there was an element of 'sidestepping' and 'tit-for-tat' creeping in to the scorecard comments. MR/RB agreed that in future the wording should to be sanitised internally before releasing the final version to POL.</p>		
Agreed	<p>The POL score of 3.67 on FS equates to 7.67 on the internal FS scale.</p>		
	<b>Issues arising from the Review Forum Feedback Report</b>		

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Noted	PB advised that the OLA referred to in the AP escalation request has been outstanding for some time. PB confirmed that whilst it is not required on a day-to-day basis it would be important to have a signed-off copy should any problems arise. RH suggested that if a letter is required from her to help move things along to let her know and for the AP ORF to supply a draft letter.		
AP230910	LH to feed escalation comments to the AP ORF and request a drafted letter from the ORF if required. I thought Liz had been asked to do this ? There was an action on Les to make the feedback report more succinct	LH	26 Sept
	<b>Release Management Report</b>		
Noted	RH stated that a joint state of readiness was required at the next HSMF. The IRF dates are also to be checked against the HSMF dates to ensure that sufficient time is allowed between the two to enable discussion and agreement of release authorisation. If timescales are deemed to be too short/long then an interim meeting will be set up where necessary.		
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	LH	26 Sept
Noted	RH advised that a major rebranding exercise is taking place within POL on the 27 <sup>th</sup> December complete with a major media campaign. The date coincides with the S50 software distribution end date. To ensure that the IRF has full visibility of all issues LD was asked by RH to feed back the reservations and concerns associated with the two activities occurring at the same time and that the release plans need to be combined to cover all releases whether they are system or not so that full visibility is given going forward	LD	10 Oct
AP230912			
AP230913	LD to feed back RH's reservations and concerns regarding the rebranding exercise and S50 software distribution dates.  LD to add go-live dates to future high level overview plans	LD	21 Oct
	<b>Capacity Planning</b>		
Noted	LT asked if all areas relating to capacity, including VSAT, were being actively monitored. DS/JS confirmed that the Capacity ORF have been looking at VSAT capacity and congestion issues for some weeks not sure that it has been this long and were looking at how VSAT monitoring can be monitored more effectively.		



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	<b>Issues for referral to other forums</b>		
Noted	RH said that Alan Barrie would like to see a 'drains up' review of all issues. MR suggested that the joint workshop with DH should form the basis of a presentation to Alan Barrie		
Noted	MR advised that he would like to bring Ian Morrison along to the next HSMF. RH asked that the S50 release manager, Graham Seedal, also be invited to the next HSMF.		
AP230914	To invite Graham Seedal to the October HSMF	LH	26 Sept
	<b>Service Improvement Initiatives</b>		
	<b>AOB</b>		
Noted	DH updated FS on the results of the industrial action ballot for London Weighting and that strike action was voted for. DH advised that POL is waiting for formal notification from the CWU regarding strike action. DH will be speaking to Jill Camplejohn to identify areas where FS could possibly help and will confirm with FS if there is any area that they can assist. MR raised the issue of UKME staff crossing picket lines – who is looking at this ?. DH agreed to share information regarding industrial action activity with Tony Wicks.		
AP230915	DH to share IR information with FS via Tony Wicks as appropriate.	DH	Ongoing
Noted	BOD suggested that inappropriate call criteria etc might need to be relaxed during any industrial action. POL would advise HSH of any branches affected by industrial action – who and how ?.		
	<b>Review</b>		

Agreed as a true and complete record of the meeting:

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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.

<b>Exec Forum</b>	<b>New Business Forum</b>	<b>Demand Planning Forum</b>	<b>Joint Architecture Forum</b>	<b>Commercial Forum</b>	<b>Action or Decision</b>