

ICL Pathway Progress Summary for Input to Horizon / Pathway Delivery Meeting 10th November 1999

1 **ACCEPTANCE**

1.1 **OVERALL SUMMARY**

Progress against plan for the 13 former Acceptance Incidents forming the bulk of the Acceptance Resolution Timetable is reviewed below in Acceptance Resolution Timetable order. A meeting on 9/11 is expected to have produced a report of metrics for former AIs 376, 298 and 408. Pathway has provided POCL with copies of the working Acceptance Resolution Timetable planning charts for progress updating.

211 : The monitoring phase has now completed and Closure approval was due on 1/11. An incident raised under 376 on 2/11, but going right back to week 29, has superficial similarities and so the monitoring period is extended pro tem.

342 : Horizon is to confirm that the TIP gateway machine is being cleared down since 19/10 and to approve Closure.

390 : The AP counter enhancement is awaiting distribution. It is due in the field by 30/11.

376 : Interface stability: A meeting to list and discuss all incidents will have been held on 9 November.

Additional Reconciliation : The first Integration and Cycle 1 started as forecast on 25/10 and is expected to finish 17/11. The Cycle 2 and 3 activity is forecast to start 22/11. POCL has reviewed the Test Strategy and is discussing the HLTP with Pathway on 8/11.

378 : The diagnostic fix has found no null pointer-type problems. A new activity has been put into the plan to extend the monitoring period to the end of November.

369 : POCL has proposed to DSS to extend the trial to a further 16 offices for the four weeks to 8/12 with PIRA testing the rejected bar-codes. The report is planned for 7/1/00, thus extending the activities beyond the plan dates. Pathway will produce a paper describing potential improvement areas by 10/11, this being Pathway's last action.

372 : The long POCL review of software distribution process and reports has begun, lasting until mid January.

298 : The achievement for week 31 was 119 units and for week 32 145.5 units, averaging 132+, compared with the par figure of merit figure of 137. The week 32 figure excludes a spike of out of hours problems believed to have been precipitated by an Energis switch failure.

218 : The report of Trainer Quality Monitoring is in preparation. CCN 543b (RNM training) remains open. CCN 566 (Training Window) is published. The post training consolidation review has completed satisfactorily.

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391 : The vehicle access and alarm response procedures are complete. The Wigan back gate work will now finish around 12/11, it is due at the end of November.

314 : There is now just one of the eight chapters of the API document specified by CR/SPE/007 to complete. The manual is due for first delivery by 23/11 and Appendices planned by 28/12.

408 : There were two further compliance audits of the HSH cash account script usage. The remaining actions are maintaining the staffing profile and SLA monitoring, a report for which is provided weekly, last on 2/11.

412 : The only action left is for POCL to agree two process documents.

There remains one former AI, AI 232, where there is a disagreement as to severity - None (Pathway) and Low (POCL). This is with the POCL and Pathway Commercial departments to progress. One-line resolution plans for the, now 53, agreed Low AIs are available for agreement. Of these 22 are for resolution within CSR+.

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2 IMPLEMENTATION

2.1 NATIONAL ROLL OUT

The rollout programme is approaching the Christmas break period and installations will cease from 12th November and rollout will resume from 24th January 2000. During this period Pathway will be undertaking a number of measures to review and fine-tune the activities and processes surrounding rollout. Running concurrently with this will be the RNM clusters and Major offices 'paid study' looking at revisions to the implementation plan. Following receipt of a further CR, the study will now be extended to include ALPS offices. Work on the study is ready to commence following POCL approval of the CCN. The first part of the study encompasses activities based around the RODB and secondly the feasibility study will address the detail of the rollout profile.

Activity to implement CCN 561 (side agreement to the Second Supplemental Agreement) has been completed with all the obligations having been implemented through documentation and process changes. It is understood that POCL are still awaiting written confirmation from the National Federation of Sub-postmasters of acceptance of the single installation date, although it is believed this is a formality.

Pathway and POCL Implementation management met on the 5th November 1999 to review installation dropout rates and lessons learned from National Rollout to date. It was agreed that installation dropout levels are as expected and still falling. Further reductions in the levels of installation suspensions and aborts are anticipated from process improvements made recently and process reviews currently being undertaken by Pathway's Implementation team.

Progress continues to be made to recover the scheduling gap created by the 2-week approval process during acceptance. It is anticipated that all new installation units entering the installation process from early December will be able to follow the full 16-week cycle. To minimise impact, joint agreement was reached to delay one UAE event in November by one week to maximise the notice period for postmasters.

2.2 INFRASTRUCTURE PROGRAMME

Surveys for trolleys are continuing, but there are a small percentage of offices that need minor re-work to enable the trolleys to fit.

The infrastructure programme has now scheduled nearly all the outlets we currently have available. There are some 2000 outlets not yet released from POCL that needs to be reviewed in order to complete infrastructure programme.

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A meeting was held on 5th November to review the process and current status of releasing suspended outlets into the infrastructure programme. With the greater understanding of the information shared at this meeting it is expected that improvements in the process will be achieved.

2.3 INSTALLATION PROGRAMME

As of the 5th November 1999, 1811 outlets had been installed and migrated to the Horizon system, achieving the programme milestone target of 1800 live outlets. This was a major achievement for the programme and has resulted from the hard work and co-operation of all the parties involved. Staff in Pathway and POCL managing the installation process centrally and in the regions should be congratulated on this achievement.

An implementation plan for outlets requiring frame relay communications has been produced and is being reviewed by all concerned.

Discussions continue with suppliers over productivity, improvements and the revised rollout plan for next year. A review plan has been created for implementation to take all lessons learnt to date, from Pathway and suppliers, and make improvements in preparation for the new start date in January 2000.

2.4 USER IMPLEMENTATION AND MIGRATION

2.4.1 Training Scheduling

Pathway is currently planning a demonstration for POCL Implementation to provide assurances of the capability, robustness and contingency available from the training scheduling and administration systems. This will complete the activity planned to address the recent concerns over training scheduling and provide positive feedback against the rollout criteria for this item.

A further 120 training systems have been built in order to satisfy the requirements of the first phase of NRO in January 2000. A further 148 systems will be built during the Christmas closure.

The Pre-Entry event was signed off this week, but will require POCL make some amendments to the contents of their section of the course. It is understood the POCL input will be reviewed at a dry run on 9th November 1999.

The amended PSA process was put in place this week and a trainer briefing session was held, covering the changes and how they will be applied to the courses. It is intended that POCL and Pathway Training teams will be observing the second day of one of the training courses.

An End-to End workshop to run through training scheduling scenarios,

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processes and issues will be run next week in order to review and plan improvements for the training plans for NRO.

2.4.2 Acceptance Incident AI 218

ICL Pathway has completed the vast majority of its actions on the Rectification Plan for AI218, although some POCL actions are outstanding. This was reviewed with POCL on 5th November 1999.

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2.5 IMPLEMENTATION STATISTICS (TO 29TH NOVEMBER 1999)

Implementation Weekly Statistics				
Activity	<u>Previous Report Total</u>	Actual This period	Cumulative	Comments
<u>INFRASTRUCTURE PROG.</u>				
RGM letters issued	17421	19	17440	
Site surveys undertaken	16265	299	16564	
Site re-surveys required	6385	87	6472	
Site re-surveys undertaken	5862	282	6144	
Site modifications done	4154	180	4334	
Site preparations done	9021	551	9572	
Sites RFI	8058	836	8894	
<u>INSTALLATION PROG.</u>				
RGM Phase 2 Letters Issued	2570	0	2570	TBC
ISDN lines installed	1730	173	1903	
Sites installed	1195	413	1608	
Offices live	1181	415	1596	
Counters Live	2640	928	3568	

NOTE : The number of live offices as at 5th November is 1811

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3 CUSTOMER SERVICE

3.1 INFRASTRUCTURE SERVICES

3.1.1 Strategic Services Unit

3.1.1.1 *Horizon Service Helpdesk*

SLAs this month have improved, but it is evident that any spike in the workload will have a negative impact on SLA performance. This was demonstrated when stamp revaluation occurred in mid-October.

A list of the top five postmaster issues has been collated through discussion with the PLMs, BSM and a review of Service Visit Reply Cards and call records. Each of the issues will be thoroughly investigated and appropriate corrective action identified and implemented. The weekly results to date for the AI408 monitoring period are given below.

Service Level		Target	Week Commencing					
			4/10	11/10	18/10	25/10	1/11	08/11
Level 1	≤ 5 minutes	95%	97%	95%	96%	96%		
	≤ 10 minutes	100%	100%	100%	100%	100%		
Level 2	≤ 30 minutes	95%	96%	100%	99%	99%		
	≤ 45 minutes	100%	98%	100%	100%	100%		
Calls answered within 20 seconds		80%	69%	82%	82%	66%		
Cash Account calls	Ring backs	0%	5%	1%	0%	0%		
	Repeat Calls	0%	0%	0%	0%	0%		
	Call scripts compliance	95%	N/A	40%	N/A	36%		

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3.1.1.2 *Outlet Change*

The following changes are ongoing.

Location	Reason for Change	Date of Change
Northville, Bristol	Outlet Refurbishment	25/9/99 (complete)
Filton Avenue, Bristol	Outlet Refurbishment	25/10/99 (In progress)
Oldland Common, Bristol	Outlet Refurbishment	Slipped by POCL to 3rd and 4th Nov.
Ravenscliffe	Outlet Refurbishment	19/11/99
Cottingley	Relocation	30/10/99 (complete)
Powburn	Reopening after permanent (?) closure.	Awaiting POCL action to provide a "new" FAD code
Sandy	Long Term Temporary Closure	Effective 1/11/99. Began as an emergency closure. PM illness. PM not expected to return to work before Jan 2000.

3.1.2 *Management Support Unit*

3.1.2.1 *Management Information*

- As part of AI298, MSU are continuing to work jointly with POCL to analyse HSH calls relating to systems instability. Call volumes and categorisations have been agreed for the main monitoring period against 782 offices, which commenced 21/10/99 for four weeks.
- MSU are currently on schedule to produce and dispatch the Service Review Book (for October) by 05/11/99 within the agreed timescale. The figures supplied for the AI408 rectification plan are being used to populate the HSH section of the SRB.

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- The SLA workshop held with POCL on 27/10/99 was successful in achieving the goal documented within the AI408 rectification plan. MSU presented the end to end SLA process from transaction capture within the DWH to the reporting of SLA information via SLAM. We also presented an analysis of September's HSH SLA calculations, which have been re-worked following incorrect housekeeping processes at the HSH. POCL have accepted that our procedures for this re-working are sound, however they have requested some further examples of re-worked HSH calls from the AI408 monitoring period to check for consistency of approach.

3.1.2.2 Business / Reconciliation Incident Management

- There are currently 166 PinICLs assigned to MSU. The majority of the incidents being handled still centre around the 'non-polling' of live outlets. Most of the problems only occur for 24 hours before disappearing and are usually caused by Outlets having their Counters switched off. We have now agreed with POCL following a meeting on 29/10/99, that offices reported as not having polled for 1 day will still be reported to POCL but no incident or investigation process will be initiated by ICL Pathway. Offices reported as not having polled for 2 days or more will still receive full investigation.
- The RED incident management workshop has now been completed (02/11/99). This was held to rationalise the reporting of incidents both into the HSH and subsequently back to POCL via the RED process. We have been experiencing many problems here with POCL suggesting that the information we supply them is insufficient to allow them to progress a business / reconciliation incident to resolution. The workshop has output an new list of incident categories agreed between the two parties together with a statement of requirements from POCL highlighting what they expect to see on a RED report for a given incident type.
- The second version of the EPOSS reconciliation report specification has been received for review within MSU. We are also obligated (as part of acceptance) to attend a workshop with POCL to discuss and finalise the report distribution and incident handling process. In advance of this workshop, MSU are to provide a document highlighting our draft procedure by close of play 12/11/99

3.2 OPERATIONS SERVICES

3.2.1 Service Availability

3.2.1.1 Systems Operations

Correspondence Servers

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A technical review was held with POCL on the 27th October, regarding "Index Corruption" issues on Correspondence Servers. At the review answers were provided to the questions raised by POCL. These will be detailed in a follow up memo. A fix to correct this problem is currently being tested, and will be released shortly.

Audit Server

The Audit Server Hoarder failed on Sunday 31st October and gathering and deleting of the backlog of old files stopped. The fault was identified and cleared and the Hoarder re-started. All issues are now resolved and the back ups have been completed.

3.2.1.2 Networks

Energis reported a power failure on the Kearsley network switch on Friday 29th October. Pathway's network successfully failed over to the backup switch at Birmingham. Energis held a Board Meeting and issued an interim report on the failure on Monday 1st November. A full report on the failure is expected from Energis by close of business on Friday 5th November.

3.2.2 SLA Management

3.2.2.1 APS

- A meeting was held with POCL to deal with the Polling Exception Report and the Late Polling Report issues. Pathway explained to OSG how the report is generated and showed it to be correct and OSG accepted the explanations. Issue closed.
- POCL have agreed that Incidents need not be raised for offices not polled for a single day. POCL BSM has agreed to phone those offices to check that they have not turned off the equipment and to emphasise the reasons why they should not turn off equipment.
- No file delivery issues.

3.2.2.2 CTO

- Token validation for CTO41 (December 99) has been completed.
- OSG have been requested to obtain the offending Eastern Energy tokens so that Pathway can test the tokens to identify the root cause of the problem. A fix, to introduce an error message to assist Post Masters, has passed Development testing and will be in Operational Testing this week.
- At POCL's request, 4 additional CTO schedule cycles have been introduced into the timetable, to enable POCL to add in extra tokens outside the regular schedules. A plan for the introduction of a CTO schedule to go live in January 2000 has been produced. POCL have agreed to the plan but the charging structure for these new CTO schedules has yet to be finalised.

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- Resubmission of the CR for the new Token Verification Service is still awaited. It has been agreed that work will proceed under the current OLA and process documentation, as it is likely to take some time for POCL to resubmit the CR.

3.2.2.3 *AP Client Migration*

- Pathway has agreed to submit a version of the plan to POCL that indicates the dependencies on POCL with deadlines for their provision to Pathway.
- The Strategy document is to be revised to exclude the illustrative plans as a formal plan now exists.
- Although good progress is being made regarding migration activities, visiting the Clients and establishing AIS/TIS requirements is behind schedule. The first AP Client is to be visited w/e 5/11/99. This is the major risk to the project, as Pathway cannot detail the work to be undertaken within Development and Implementation without first establishing AIS/TIS requirements.

3.2.2.4 *TIP*

- A joint TIP/RDS/ICL Pathway Steering Meeting addressed issues such as the OLA amendments and the TPS Operational review meetings. OLA comments have been sent to TIP and are to be incorporated into a draft OLA and circulated for review. A first draft of the TPS Operational Review Meeting documentation has been sent to POCL. Once this is agreed, the TPS Operational Reviews can begin.
- POCL have made no progress yet on specifying their requirements for interim Disaster Recovery (DR) contingency, or their proposals for the long term DR solution.
- No issues with File Delivery.

3.2.3 *Change Management*

3.2.3.1 *Reference Data*

- A total of 205 reference data changes were released to the live estate since the last report, this includes a further significant number of outlet changes, the backlog of which is now down to 90. In the last two weeks there were 41 correction files and 69 migration special files representing approximately 17% and 35% respectively of the total number of files received. The migration specials continue to be higher than anticipated.
- The quality of POCL supplied Reference Data is being discussed within Pathway and POCL. Pathway are considering what actions can be taken, both by Pathway and POCL, to improve the quality of the supplied data and reduce the risks of incorrect data being supplied to the live estate counters.

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- The initial incremental update to Reference Data for SIP16 was delivered to Pathway last week, however there have been a number of issues with this data and a meeting has been arranged to discuss and agree the way forward.
- The total number of PinICLs outstanding on POCL with regard to Reference Data remains at 25. In addition there have been a considerable number of PinICLs issued against the Reference Data for CSR+ testing.
- An unfortunate misuse of the Operational Business Change process by POCL led to changes to buttons for Giro Bank operations moving to new screen locations before counter staff were informed that the change was to occur. The Counter News for this change was still in preparation at the time that the buttons changed. Pathway is reviewing, with POCL, possible modifications to the procedure to avoid such problems in the future.
- The meeting arranged with BSM to discuss changes to the Interface Agreement for Operational Business Change (Product) has been postponed at Pathway's request whilst a joint review of the process is carried out.
- The number of changes to outlet information awaiting authorisation for release from POCL NCAs has improved considerably, even though there are currently 90 outstanding.
- The interim corrections for the problems associated with loading new data on the RDMC whilst earlier versions are still being verified/released are progressing well. The long-term solution is targeted to be operational by mid January 2000.
- A change, verified and authorised for release by POCL OSG in Farnborough in the normal way, erroneously removed the request for an account number when an item for a deposit greater than £60 was transacted. A correction was released on the same day that the error was discovered.

3.2.3.2 Software Distribution

Problems are being encountered in clearing the tail. Daily statistics are being prepared on counters that consistently fail software distribution and investigations are continuing to focus on these counters. The flow of Acceptance Incident fixes is now much reduced.

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Actions from Delivery Meeting – Wednesday 27th October 1999

ACTION	DESCRIPTION	
5004	John Meagher and John Dicks to assess the workload and timescales for the production and review of the full CSR+ document set.	JM / JD 10 Nov
STATUS	<i>A meeting was held on 4/11 and agreed 32 target documents that require originating or significant revision. Action Closed.</i>	
5007	Douglas Craik and Jim Flynn to review the process for releasing suspended offices into the infrastructure programme.	DC / JF 10 Nov
STATUS	<i>Review of process for releasing suspended offices into the infrastructure programme was held on 5th November 1999. Marie Roberts represented Pathway's scheduling team in this meeting. Action closed.</i>	
5008	Steve Muchow to set up arrangements for the counter training systems at the National Business Support Centre and the Horizon Testing Centre to be maintained.	SM 10 Nov
STATUS	<i>An update will be provided at the meeting. Carried forward</i>	
5011	Mike Coombs to update John Meagher on Pathway's concerns on the operation of the reference data process and the evidence upon which these are based.	MC 1 Nov
STATUS	<i>The key immediate issues were discussed by JM/JCCD/SM following the Delivery Meeting. Since the discussion, further examples of defective reference data being issued to the estate have been identified and Pathway has requested an immediate urgent review of the end to end reference data process. Action ongoing.</i>	
5014	John Meagher to agree with John Dicks arrangements for reporting against the criteria outlined in the supplementary agreement.	JM / JD 10 Nov
STATUS	<i>This will be addressed at a meeting on 9/11. Report at 10/11 Delivery Meeting.</i>	
5015	John Dicks to provide feedback to Douglas Craik on Pathway findings on the quality of training.	JD 10 Nov

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STATUS	<i>The Training Quality assessment corresponding to the courses for the mini-rollout to 5 Nov is in preparation. Carry forward.</i>	
5017	John Dicks to provide output on the scales / OBCS transaction problem from the ongoing testing and monitoring of increment 22.	JD 10 NOV
STATUS	<i>As previously advised Pathway have not been able to reconstruct this condition. The Stroud office, which says it can produce this condition at will, are to raise an incident with evidence and will talk direct to Pathway Development. Carry forward.</i>	
5018	John Meagher and John Dicks to arrange a meeting to review and ratify the figures from the post acceptance TIP incident report.	JM / JD 10 Nov
STATUS	<i>This meeting is due 9/11. Report at 10/11 Delivery Meeting.</i>	
5019	Mike Coombs and Keith Baines to review the potential impact of any problems with reference data on the contractual acceptance position.	MC / KB 3 Nov
STATUS	<i>This action has been passed to Tony Oppenheim. An initial discussion has taken place with Keith Banes. Action ongoing.</i>	
5021	John Dicks to consider the production of a separate document to address detailed issues raised at the second HLD development workshop.	JD 10 Nov
STATUS	<i>This action will be pursued when the giver of the workshop, Steve Warwick, has returned from leave. Carry forward.</i>	
5022	John Meagher and John Dicks to identify a pro-active approach to updating and sharing information on the AI resolution plan.	JM / JD 10 Nov
STATUS	<i>Pathway has provided copies of the management planning documents to POCL for progress updating. Pathway has not yet received corresponding information from POCL. Carry forward.</i>	
5023	Mike Coombs to write to Andrew Simpkins and Chris French (copied to Phil Kennedy and John Bruce) identifying Pathway's requirement for the issue of reference data for SIP16.	MC 3 Nov
STATUS	<i>A letter was issued 8/1/99.</i>	

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5024	<i>Action closed.</i> Jim Flynn to provide assurance to Douglas Craik of the contingencies to ensure that failures in the scheduling of training have been rectified.	JF 10 Nov
STATUS	<i>JF has appraised Douglas Craik of the steps being taken to provide assurances over the training scheduling system and it is understood that this will be acceptable by POCL to satisfy the concerns in the rollout criteria.</i> <i>Action closed.</i>	