ICL Pathway Progress Summary
for Input to Horizon / Pathway Delivery Meeting
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1 ACCEPTANCE PREPARATION & TESTING

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:

211: This is now resolved and in its monitoring phase until 31/10. A list of potential 211 incidents has been provided and will be investigated in the normal way. Experience indicates these incidents will be the result of Cash Accounts being first migrated on to Horizon in an unbalanced state.

342: Closure was due for approval on 2/10.

390: A change to AP counter is due for distribution by 30/11. Development stages are now complete and distribution is to be scheduled.

376: Interface stability: The problems arising from Pathway-provided Reference Data caused the production of eight incorrect Cash Accounts in week 28 and a necessarily matching set of eight in week 29. The associated transactions streams used by TIP were correct, as the Transfer transactions involved are not processed by TIP. Correction and prevention are complete. A further incorrect Cash Account was notified for week 28. A single empty, but correctly structured, electronic Cash Account was produced. The printed Cash Account was correct. This is being investigated.

Additional Reconciliation: The Testing Strategy document was issued. The single HLTP is scheduled for issue on 26/10. The first Integration and Cycle 1 are expected to have started on 25/10.

OBC procedures: The activities in this segment are already complete.

378: The diagnostic fix has found no null pointer-type problems.

369: Eleven book covers were sent to PIRA (Printing Industry Research Association) by DSS. The provisional PIRA report shows that one cover, in poor physical condition, was sent in error but had been capable of being scanned. All of the ten covers in the test proper were non-conforming, with the bars being too thin, probably, PIRA reports, because of insufficient printing density. Books are continuing to be impounded at the two sample offices, Saltwell Road and Felling, and the covers sent to PIRA for holding for testing in the future if POCL and DSS agree to do so.

372: The reports for both the Riposte 5.4.10 and EPOSS 3.20 release packages, together with their supporting documentation, were issued to POCL on 15/10. By 15/10, 99% of counters, including those newly-automated to that

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date, were installed with these packages and several had been moved forward to EPOSS 3.22. CP 2116, to automate monitoring of executables during CSR, has now completed development stages and is about to be tested prior to distribution.

298: The four-week observation period of 1777 counters started on 21/10 (CAP31). The target is a figure of merit of four units per counter per year, a unit being an authorised reboot or various numbers of workaround. All previously defined fixes have been distributed and monitoring of them was completed on 8/10.

Regular reports are being issued, the most recent on 21/10. The actual achievement figure for CAP 30 was 137.5 units as compared with the weekly average par figure of 137.

The testing policy document was incorporated in the AI 376 testing strategy and is available to go forward to CSR+ testing.

218: The Pre-Entry Event actions are complete. POCL has made amendments to its contribution and the event will be signed-off on 28/10 as planned.

The CCN to redefine the RNM training has now reached revision 543b. The courses themselves have been in satisfactory production since 6/9.

Trainer Quality Monitoring will complete this week, when the last of the cohort of the 5/11 users have their training.

Activities to support situations where users do not meet the PSA are forecast to complete 12/11.

Post Training Consolidation actions allowing POCL to promote the use of Training Mode are expected to complete 27/10.

The first joint check step for the plan as a whole has been brought forward to 22/11.

391: Work to extend card access controls to the Wigan back gate started on 16/10 and should complete at the end of October. The fence work on the Wigan exclusion zone has also started. The procedure material for both Bootle and Wigan is in course of incorporation.

314: The first four chapters of the API document specified by CR/SPE/007 had been produced by 18/10, representing about half the material. The manual is due for first delivery by 23/11 and Appendices planned by 28/12.

408: The first line refresher courses are complete. The first audit of the Level 3 Cash Account operations was completed and a workshop to discuss the basis of conformance and a second audit have been scheduled for 25-28/10.

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412: Ad hoc service reports. Actions are forecast to complete 5/11.

There is now just one former AI, AI 232, where there is a disagreement as to severity - None (Pathway) and Low (POCL). This has been referred in the first instance to the POCL and Pathway Commercial departments. One-line resolution plans for the, now 53, agreed Low AIs are in preparation.

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2.   NATIONAL ROLLOUT PREPARATION

2.1   National Roll Out

Revised Rollout Programme

The revised rollout profile from the Second Supplemental Agreement has now been captured in a detailed Installation Programme Plan (IPP) thereby providing the rollout volumes by IP region and geography. This version of the IPP has been released for comment and approval.

Implementation of the obligations in CCN 561 has also been progressed with the second (final) workshop having been held on 20th October. All necessary documentation revisions to reflect these obligations have planned dates that meet the required deadlines and are on track. This includes the Rollout Strategy, Scheduling Strategy, Installation Requirement and a number of training communication products. A final joint review to conclude that all obligations have been made effective will take place on 27th October.

Further changes to the rollout profile have been requested by POCL (Major Offices and RNM Clusters). These are currently being assessed for impact.

POCL Implementation management team visited Pathway's installation rollout operations at Kidsgrove, Celestica and Exel on 14th October which proved useful for both parties.

Pathway is progressing with installation scheduling for the year 2000 offering a single installation date to postmasters. It is understood that this has been progressed by POCL and scheduling postmaster appointments on this basis is acceptable.

2.2   Infrastructure Programme

Trolley surveys and preparations are currently being scheduled and it is envisaged that all surveys for trolley sites will have been completed this year.

Further releases of suspended outlets into the infrastructure programme are continuing although there appears to be some delays occurring in these releases being apparent to the Pathway scheduling team.

Very few outlets are entering the infrastructure programme at the RGM letter stage since the vast proportion are now in the programme. The majority are suspended outlets being released into the programme from suspension into that stage from which they were suspended.

2.3   Installation Programme

As of 15th October 99, 1181 outlets had been migrated to Horizon and are now operating live. Installations continue to run to schedule with the rate of suspensions and aborts, over the 16-week process, having reduced to be consistently less than 15%, which was the predicted level. Joint reviews of the dropout rate indicate that this is likely to fall further and that progress is being made on most causes of aborts.

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Reduced numbers of ISDN line faults are now evident following action taken by Energis and sub-postmaster refusals have also reduced. Counter discrepancies continue to occur and a further meeting to progress this item is planned for 22nd October. Pathway are implementing a further level of pre-installation checking which should help in reducing the occurrence of counter discrepancies.

Continued discussions with suppliers are taking place in order to improve productivity and effectiveness on an ongoing basis. Lessons learnt from recent installation issues have already established an improvement in issue escalation and communication. Pathway will be undertaking a further review of installation processes once pre-Xmas rollout completes and will keep POCL advised of progress made.

A much-improved understanding of the boot server installation delays has been achieved and has been shared with POCL. Contingency to protect against future occurrences has been established.

Fluctuations in weekly, daily and geographic volumes continue to be minimal following the improvements reported a fortnight ago. It is understood that for the last month the distribution and volume levels have been satisfactory for POCL Implementation.

2.4   User Implementation and Migration

Acceptance Incident 218
The dry-run of the pre-entry event took place and POCL have agreed that ICL Pathway need to do no further work on this event. However, POCL are conducting further work to enhance their elements of this event. Progress against AI218 resolution plan continues to be on schedule.

Training Scheduling

Resolution of the causes of training schedule failures has now been completed preventing reoccurrence and a full explanation has been provided to POCL. Recovery action to minimise impact to postmasters caused by these failures has been taken. This includes providing weekend training, prioritising training dates to maximise notice to postmasters and providing installation dates which will maximise notice for training. Pathway recognises the inconvenience this has caused in many cases and a letter apologising to all postmasters affected will be sent.

Although Pathway have taken corrective action and action has been taken to minimise disruption caused by scheduling difficulties, until all affected offices have progressed through training there will be a small number of outlets where short notice of training is given. The steps taken by Pathway will minimise this and will ensure that all future outlets entering the programme will receive the standard period of notice for training.

It should be noted that a proportion of outlets receiving reduced notice for training were affected as a result of the shortened installation process instigated by POCL for all installation weeks in 1999. A further contributory factor was the requirement to re-schedule suspended outlets and NRO week 2 outlets prior to the earlier scheduled NRO completion

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date of 5th November 1999.

<u>Migration</u>

The HFSO's are gaining experience as we go through this phase of National Rollout and issues concerning migration have eased during this period. A meeting has been held between ICL Pathway, POCL and Knowledge Pool to consider improvements to HFSO training following HFSO experiences in the early weeks of NRO.

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2.5 Implementation Statistics (To 15th October 1999)

Implementation Weekly Statistics				
Activity	Previous report total	Actual this period	Cumulative	Comments
INFRASTRUCTURE PROG.				
RGM letters issued	17395	26	17421	
Site surveys undertaken	15794	471	16265	
Site re-surveys required	6164	221	6385	
Site re-surveys undertaken	5620	242	5862	
Site modifications done	3959	195	4154	
Site preparations done	8533	488	9021	
Sites RFI	7570	823	8058	
INSTALLATION PROG.				
RGM Phase 2 Letters Issued	0	35	2570	
ISDN lines installed*	1628	102	1730	
Sites installed	785	410	1195	
Offices live	779	402	1181	
Counters Live	1772	868	2640	

** NOTE :   Number of offices live as at 21//10/99 is 1338

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3 CUSTOMER SERVICE

3.1 *Infrastructure Services*

3.1.1 Strategic Services Unit

Horizon Service Helpdesk

1. As a focus for service improvement, a weekly SLA review with suppliers examines all calls failing to meet the SLA targets and identifies corrective actions to prevent recurrence. The next review is scheduled for 28th October.

1. As part of the rectification process for AI408 the HSH has been subject to audit during the cash account period. The results are to be reviewed with POCL on Monday 26th October. Further activity has been undertaken by ICL Pathway to ensure the consistent use of Cash Account scripts.

1. The weekly results to date for the AI408 monitoring period.

Service Level		Target	Week Commencing					
			04/10	11/10	18/10	25/10	01/11	08/11
Level 1	= 5 minutes	95%	97%	95%				
	= 10 minutes	100%	100%	100%				
Level 2	= 30 minutes	95%	96%	100%				
	= 45 minutes	100%	98%	100%				
Calls answered within 20 seconds		80%	69%	82%				
Cash Account calls	Ring backs	0%	5%	1%				
	Repeat Calls	0%	0%	0%				
	Call scripts compliance	95%	N/A	See 2 above				

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1. ICL Pathway has now delivered 16 counter training systems to the NBSC for use at their Leeds site.

Outlet Change

The following changes are ongoing.

Location	0	Reason for Change	0	Date of Change
Filton Avenue, Bristol	0	Outlet Refurbishment	0	25/10/99
Oldland Common, Bristol	0	Outlet Refurbishment	0	Original target date: 31/10/99. At POCL request we have been able to bring this forward to 28/10/99.
Ravenscliffe	0	Outlet Refurbishment	0	19/11/99
Cottingley	0	Relocation	0	01/11/99 (TBC)
Powburn	0	Re-Open	0	Date: TBC

3.1.2   Management Support Unit

Management Information

1. 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 commences 21/10/99 for four weeks.

1. A Service Review was held with POCL on 20/10/99. No major issues were raised.

Business / Reconciliation Incident Management

1. There are currently 130 PinICLs assigned to MSU. The majority of these concern the 'Non polling' of live outlets. Under the rectification plan for AI376 an incident must be raised on each office that hasn't polled. At least 75% of these are resolved within the next 24 hours. It would therefore seem more realistic to only raise them as incidents after 48 hours. Discussions are taking place with POCL to try and find a more efficient way of dealing with these incidents.

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1. MSU attended the September incident review with POCL on 15/10/99 at Chesterfield. This forum meets to discuss our handling of business incidents and provides an opportunity to discuss and develop the incident handling procedures. All parties felt that this review has occurred at the right time in the roll out schedule. An incident management workshop to be attended by POCL and Pathway has been arranged for 02/11/99 to address any shortfall in the process.

3.2 Operations Services

3.2.1 Service Availability

Systems Operations
1.   Host/EMC System

The first Host failover to a NUMA server took place at 0500 on Friday 15/10/99 when we failed over from Bootle to Wigan. The Bootle upgrade to NUMA was successfully achieved by early Sunday and the Host then failed over back to Bootle.

1.   Correspondence Servers

a)   The Wigan Cluster 1 Primary and Secondary were re-introduced back into live service on Friday 15/10/99, after eliminating all known causes of failure. On Wednesday 20/10/99, the Primary failed with what appeared to be a main disc problem. This is currently under investigation.

b)   The review meeting scheduled for 21/10/99 with POCL BCM and Support/Design has been postponed.

1.   Data Warehouse

Date Warehouse is currently up to date and running from Wigan. There is a problem with BVC back ups that is currently being investigated.

1.   Audit Server

The Audit Server at Wigan has had a fix applied to cure the "Blue Screen" problem and is to be restarted ASAP, to begin the process of gathering the backlog of files.

3.2.2 SLA Management

APS
1. The non-polled office report is a concern. CS have approached the POCL AP Product Manager to discuss the possibility of revising the process in order to prevent the heavy workloads created through investigating offices that are only on the report for one day. It has been agreed to review the process and a meeting is to be arranged.
1. No file delivery issues.

CTO

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1. Pathway has responded to criticisms of the quality of its service and personnel made by the POCL OSG manager, by writing, on a number of occasions, to request background information that would allow Pathway to investigate further. A reply was received on 18/10/99 but with insufficient detail to warrant investigation. The response stated that the issues were too numerous and complex to provide details. The Pathway Service Manager is pursuing the suggestion to hold a workshop to address the issues. Pathway is disappointed by the way this matter has been handled and feel that it has a negative impact on working relationships.

1. CR71 for CTO Backlog testing has been responded to and CP2256/CCN is to be presented at PCCB (21/10/99).

1. A response to CR69 for redefinition of the Token Verification Service has been presented to POCL. This CR has been withdrawn by POCL after the Pathway response and a revised version is awaited.

1. A report on the Eastern Energy token problem has been produced and sent to POCL. It is believed that a batch of rogue tokens is responsible for the problem.

AP Client Migration
1. Pathway wish to remove the outline plan from the Strategy Document (IM/STR/018) and the POCL Product Manager has not objected to the principle. Version 5.02 of IM/STR/018 has been produced and is currently being discussing with POCL AP Product Manager.

1. First client meetings arranged for early November. POCL are now happy for Pathway to be part of the initial presentations. Very positive response received back from POCL about the Pathway approach, following a meeting held with key Account Managers.

TIP
1. Work on the scope and agenda of the TIP Operational Review meetings is continuing. A draft OLA is being addressed by POCL and a new CSR+ Risk Register has been opened.

1. It is planned to create a contingency Disaster Recovery (DR) plan but no feedback has been received yet from POCL on their interim requirements. This is now becoming urgent. POCL also need to present their long-term DR requirements to Pathway in order for a formal proposition to be made.

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3.2.3 Change Management
Reference Data

1. A total of 277 reference data changes have been released to the live estate since the last report. This includes the release of a significant number of outlet changes, the backlog of which is now being addressed. In the last two weeks there were 35 correction files and 46 migration special files representing approximately 17% and 25% respectively of the total number of files received. The migration specials are considerably higher than had been anticipated.

1. Pathway is becoming increasingly concerned with the quality of Reference Data supplied by POCL and the errors being made. At present the effects of these errors are relatively small, however there is an increasing risk that a significant change will be delayed because of errors in the supplied data. The number of correction files received into RDMC each week is one indicator of the problem; another is the fact that a recent Cash Account spreadsheet had several errors in it. RDT have requested that this be raised at the Horizon Service Review Forum.

1. There is also concern about the ability of the RDS system to produce incremental data for SIP16 and subsequent major system changes. Pathway understands that the issues with the supply of incremental updates to Reference Data for SIP16 are unlikely to be resolved before November. The precise effect on delivery of SIP16 is still being discussed within Pathway.

1. The total number of PinICLs outstanding on POCL with regard to Reference Data has decreased by 5 to 25. There has been noticeable activity recently and a further decrease is anticipated.

1. The number of changes to outlet information awaiting authorisation for release from POCL NCAs has improved to 85 and many of these will be released as the NCAs catch up. POCL have arranged a meeting next week to help the NCAs fully understand their role.

1. The data required to resolve the reconciliation problem with products 196 and 197 (cash account line 9015) was released to the live estate on 20th October.

1. An investigation into problems with SWALEC bar code payments discerned that the bar codes being presented to the Horizon counter were incorrect (check digit in error). OSG Farnborough has confirmed that they have the same problem with the legacy system. The error therefore appears to be with the issued token.

1. A further meeting is to be arranged with POCL BSM regarding changes to the Interface Agreement for Operational Business Change (Product). Pathway has submitted a discussion paper for POCL's consideration.

1. The corrective actions for the problems within the RDMC, with loading new data whilst earlier versions are still being verified/released, are progressing. The additional reporting mechanism has been developed and is currently in testing. RDT are using most of this report through an SQL worksheet.

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Software Distribution

1. Significant improvements have been made in reducing the backlog of fixes.
1. The software distribution mechanism continues to operate well with distributions successfully committing to more than 90 % of counters, on the first pass, for most fixes.

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Actions from Delivery Meeting – Wednesday 13th October 1999

ACTION	DESCRIPTION	
4911	To provide a draft copy of the Release Notice for SIP16, a date by when the release contents would be frozen, and, at a later date, a copy of the final Release Contents. **MC to progress**	**MC 27 Oct**
STATUS	*An update will be provided at the next meeting.* *Action carried forward.*	
4915	JM to document his requirements for the "egg timer" solution to satisfy POCL's needs and provide this to MC and TA. The document has been provided. **MC was asked to provide an update on progress on this issue to JM by 20 October and for formal comments to be provided by 27 October**	**MC 20 Oct**
STATUS	*The approach presented in the POCL document presents technical difficulties. These are still being evaluated and an update will be provided at the next meeting.* *Action carried forward.*	
4917	To re-baseline the document set with John Dicks once action 4916 has been completed. Discussions held between JM and JD. **Horizon awaiting a proposal from JD.**	**JD 20 Oct**
STATUS	*A response to this action, attaching a document baseline, was provided on 12/10 but was not minuted. An exchange of emails took place on 15/10 and 18/10 between Jeremy Folkes and myself discussing follow-up actions.* *Action closed.*	
4919	It was agreed that the meeting papers would be distributed on the Monday night before the meeting. Pathway would send a copy of their report directly to AR as well as AS. **GC to note**.	**GC 27 Oct**
STATUS	*Noted.* *Action closed*	
4920	DC said there had been in the region of 60 case where	**JF**

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	short or no notice had been given to offices whose training had had to be rescheduled. JF would reply to DC's letter on this issue. It was noted that a separate problem had arisen with regards to errors in Knowledgepool's scheduling system and **JF would provide a more detailed response to this as well as part of the same reply.**	27 Oct
STATUS	*Response sent to DC 19/10/99.*	
	Action closed.	
4921	With regard to the reported 'boot server' problem CF asked if both the server and the backup had failed. Pathway said that further analysis indicated the real problem was in a counter and not the server. **JF agreed to provide a written report once the diagnosis was complete**	JF 27 Oct
STATUS	*Response being processed and will be available by 22/10/99.*	
	Action closed.	
4922	**JF said he would confirm that Energis had implemented a new monitoring process with regard to ISDN line faults**	JF 27 Oct
STATUS	*Confirmation will be provided to DC in week ending 22/10/99.*	
	Action closed.	
4923	CF expressed some concern in the apparent lack of robustness in rollout processes at this early stage. MC said that despite the individual incidents a reduction in dropouts had been achieved and the fall out rate was in line with expectations. Pathway would continue to review rollout risks and lessons learnt. **MC would provide an update at the next meeting.**	MC 27 Oct
STATUS	*Specifics are covered in the Pathway report and a verbal update will be given by Jim Flynn at the next meeting.*	
	Action closed.	
4924	Reference Data Problem - Pathway said the recent incident was due to the concurrent verification of successive versions of reference data for the same product. This had been caused by a design fault. A new temporary program will flag if this event occurs again in the near future but a change will be brought forward from	SM 27 Oct

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STATUS	CSR+ to prevent reoccurrence. It was noted that the problem may impact this weeks cash account. Also the consequences would have been far more serious if the problem had occurred when many thousand of offices were live. AR said he had asked Audit to review the implications of Pathway having to make changes to the message store to rectify this incident. SM said Pathway would support this and would always advise PO of such interventions. **SM to confirm actions**. *The following text was supplied to Jeremy Folkes* *Message Store corrections* *Background* *An error in reference data had rendered the special "TRANSFER" products unavailable, and instead the system had used the 'default' settlement product, which was "CASH". The reference data that controls the settlement behaviour for the Transfer In and Out Modes was also deleted with the result that no automatic receipts were produced for Transfers out.* *When Users performed the transfer out function, the settlement product (now "CASH" rather than "TRANSFER OUT") was recorded with a value equal and opposite to the total value of the transferred item(s). In effect, no transfer out had actually taken place, the system had done a stock adjustment into "CASH" from the transferred item(s).* *When Users performed a transfer in, the stock of the transferred item was increased, and a balancing transaction for cash was written by the system. Because the "CASH" product used to settle the transfer out was already a negative value, this resulted in a second 'minus' sign being added to the sale value attribute. These transactions with double negative signs were subsequently ignored by accounting functions because the value was non-numeric, effectively causing the transfer in to be a 'one-sided' transaction.* *Response to your specific points* *1) The solution involved additions to the message store against the stock units RECEIVING the transfer which inserted replacements for the rejected 'double*

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negative' records which would cause a reduction in "CASH" equal to the value of the transfer. This effectively restored the office to a position of balance as though the transfer had not taken place.

2) A custom-written tool was used to effect the solution. This tool was developed specifically is response to the occurrence of the problem, and was developed by the Pathway development team, and tested by them prior to use.

The source of the amending data written back to the message store was the error messages produced from the TIP harvester, subsequently confirmed by analysis of the message store. On detection of the 'double negative' transactions, the harvester placed an 'event' in the event log. These messages were extracted from the event log and accumulated into a file for analysis and action.

3) Messages were inserted into the correspondence server for each cluster (dependent upon to which cluster the affected Post Office was connected). These messages appear with the Node number of the correspondence server.

4) The messages were inserted using a null user name and an attribute was added to each message indicating that this message had been inserted by the SSC in order to correct this problem. Therefore they are obvious to any audit.

5) The process used was the SSC Operational Correction Request process, which has been audited. In this process, in addition to the audit trail that is left in the message store, both paper and electronic copies of the operational correction request are kept.

Corrections are made by a member of the SSC staff and always with another member of the SSC in attendance, and both are required to sign the form. Authorisation for an Operational Change request can be given only by a senior Customer Service Manager, and in the case of a correction involving customer data on the message store, requires the Authorisation of the CS Director, which was given in this case.

Corrections are carried out using PCs connected to

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	the system over encrypted links, protected by SecureID login "cards", on a LAN separate from the corporate network, and located in a secure office. *Action closed.*	
4925	JFk said that progress on the acceptance rectification plan appeared satisfactory except in the case of AI376. Horizon had not yet seen any testing strategy (due 4 October) and while the HLTPs were due on 20 October there had not yet been any substantive engagement on them. MC said the strategy document was done but contained more detail and the intention was to issue it this week. The single HLTP would be issued next week. Pathway had also wanted to include the procedures aspect of the tests. He was confident in the dates overall even though an interim one had been missed. **MC to confirm issue of papers**.	**MC** **20 Oct**
STATUS	*The Testing Strategy document was issued on 20/10/99 and the HLTP is now scheduled for issue on 26/10/99.* *Action closed.*	
4927	AS introduced the revised criteria for ongoing rollout. It was agreed that the comments should focus on issues. It was also agreed that an attempt should be made to highlight the priority criteria. **Comments on the criteria and these points should be sent to AS by Tuesday 19 October**	**All** **19 Oct**
STATUS	*Comments have been sent to POCL.* *Action closed.*	
4928	**It was agreed that there would be a review of lessons learnt from the rollout to date at the Delivery Meeting to be held on 10 November. All to note.**	**All** **10 Nov**
STATUS	*Noted.* *Action closed.*	