

**Minutes**

Horizon Service Review Forum

Wednesday 17 February 1999

Conference room 1 Terminal House, London

<b>Attendees:</b>	David McLaughlin	Post Office Counters Ltd, Business Service Management
	Jerome Brice	Post Office Counters Ltd, Commercial
	Sue Harding	Post Office Counters Ltd, Transaction Processing
	Dawn Mitchell	Benefits Agency, CAPs Operations Live Support
	Stephen Chandler	Benefits Agency, CAPs Operations Live Support
	Peter Burden	ICL Pathway
	Paul Westfield	ICL Pathway
	Martin Riddell	ICL Pathway
	Deirdre Murrow	ICL Pathway
	Peter Robinson	ICL Pathway
	Eszter Meszaros	Secretary

<b>Chair</b>	Andy Radka	Post Office Counters Ltd, Business Service Management
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**APOLOGIES:**

Phil Lewis	Benefits Agency, CAPs Operations Live Support
Stephen Muchow	ICL Pathway
Kit Cox (for Item 7)	Post Office Counters Ltd, Business Service Management
Phil Turnock	Post Office Counters Ltd, Business Service Management

**NOTES:****1. REVIEW OF ACTIONS/ACCEPTANCE OF PREVIOUS MINUTES**

1.1 The minutes of the meeting held on 16 December were agreed and accepted.

1.2 Action Point Update

<b>AP990101</b>	CALL CATEGORISATION Andy Radka to confirm whether the ICL Pathway proposal is acceptable for Post Office Counters Ltd.	<b>Andy Radka</b>
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<b>Status</b>	David McLaughlin confirmed on Andy Radka's behalf that the proposal was acceptable for Post Office Counters Ltd.	<b>Closed</b>
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<b>AP990102</b>	Dawn Mitchell to confirm whether the DSS accepts ICL Pathway's proposal	<b>Dawn Mitchell</b>
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<b>Status</b>	Dawn Mitchell stated that that proposal was acceptable for DSS.	<b>Closed</b>
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<b>AP981103</b>	<p>'SLAM'</p> <p>It was agreed that ICL Pathway would produce a prototype of the SLAM for the next meeting. Subsequently POCL and CAPS would review the prototype and comment as appropriate.</p>	<b>Peter Robinson</b>
<b>Status</b>	<p>16/12 Prototype SLAM tabled at the meeting. Initial discussion took place and the forum agreed to arrange for an informal review:-</p> <p>1) Eszter Meszaros will send out an electronic 'comments sheet' to POCL and BA.</p> <p>2) All to send comments electronically to Eszter Meszaros by 13 Jan.</p> <p>3) Comments collated and passed to Peter Robinson by 15 Jan.</p> <p>4) Peter Robinson to report back on the comments received at the next meeting.</p> <p>Action carried forward. Agenda item at the next meeting.</p> <p>20/01 Points 1-3 discharged. Point 4 carried forward due to not passing comments to ICL Pathway on time.</p> <p>Action carried forward.</p> <p>17/02 Point 4 discharged. As from next month (March 1999) the SLAM will be distributed to the Forum attendees.</p>	<b>Closed</b>
<b>AP990107</b>	Peter Robinson to send a copy of the prototype SLAM to Dawn Mitchell.	<b>Peter Robinson</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>AP990103</b>	<p>INCOMPLETE TRANSACTION</p> <p>Andy Radka to talk to David Miller regarding the incomplete transaction rate target.</p> <p>UPDATE: ONGOING</p>	<b>Andy Radka</b>
<b>Status</b>	Action ongoing.	<b>Carried Forward</b>
<b>AP990104</b>	<p>ORGANISATION</p> <p>Andy Radka to send a current BSM organisation chart to ICL Pathway and BA COLS.</p>	<b>Andy Radka</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>AP990105</b>	Dawn Mitchell to send a copy of the current BA COLS organisation chart to ICL Pathway and Horizon BSM.	<b>Dawn Mitchell</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>AP990106</b>	Andy Radka to consider how BSM could join up with Regional General Managers and report back at the next meeting.	<b>Andy Radka</b>
<b>Status</b>	Andy Radka will attend the Regional General Manager meeting in March and he will meet with the South East and North East Regional Managers separately to promote closer working relationships.	<b>Carried forward</b>

<b>AP990108</b>	End to End Service Management Report Update In future it would be possible for Kit Cox to keep his report to the maximum of 5 pages. Noted he would do a special report for the next CAPs Board for Andy Radka.	<b>Kit Cox</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>AP990109</b>	Kit Cox to remove the copyright note from the document.	<b>Kit Cox</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>AP990110</b>	SECURITY Kit Cox will obtain the statement from DSS and will progress the POCL security issues.	<b>Kit Cox</b>
<b>Status</b>	Security is to be discussed at the service management development group on 17/02/99. This will lead to be exercising of the action point AP990110 and will be presented at the HRSF.	<b>Carried Forward</b>
<b>AP990111</b>	REFERENCE DATA Noted the need to get a joined up view on Reference Data and agreed a proposal to set up a group consisting of Carol Japlan (DSS), David Fletcher (ICL Pathway) and Edward Inches (POCL BSM) to feed back any issues to the RDS/ITIP/ICL Pathway steering group for consideration. Kit Cox to arrange meeting.	<b>Kit Cox</b>
<b>Status</b>	Edward has met with Geoff Derby from the Horizon Reference Data project and agreed to arrange a meeting with BA and ICL Pathway.	<b>Carried Forward</b>
<b>AP990112</b>	CROSS-DOMAIN PROBLEM MANAGEMENT FORUM TOR Kit Cox to circulate the latest version of the Terms of Reference. Update: A copy of the Terms of Reference to be circulated at the Feb. meeting.	<b>Kit Cox</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>AP990113</b>	Faulty bar-codes on OBCS books Issue copy of the BA/POCL communication to Steve Muchow.	<b>Phil Turnock</b>
<b>Status</b>	Done.	<b>Closed</b>
<b>2.</b>	<b>CONFIRMATION OF PURPOSE</b>  The meeting agreed the purpose of the meeting being as worded in the Terms of Reference v.1.0	
<b>AP990201</b>	Eszter Meszaros to place a single sentence purpose statement on the agenda for each meeting.	<b>Eszter Meszaros</b>

- 3. ISSUES ARISING FROM SERVICE REVIEW BOOK – PERFORMANCE STATISTICS**
- 3.1** Horizon System Helpdesk  
Deirdre Murrow reported that whilst the call volume remained steady the HSH experienced a significant decrease of Advice and Guidance calls from December in relation to faulty bar-codes on some OBCS books.  
During January there were 57 calls to Horizon System Helpdesk to record the planned counter refurbishment.
- AP990202** David McLaughlin to liaise with the Horizon Implementation Team to ensure that they are aware of the calls made to the Horizon System Helpdesk on refurbishment. **D.McLaughlin**
- 3.2** David McLaughlin asked for clarification on whether there was a contingency for power failures after Live Trial for the HSH. Martin Riddell in response confirmed that there would be two sites for Release 2.
- 3.3** Call Resolution – Printer (Hardware) Calls monitoring  
Peter Robinson handed out supporting notes report on:  
1) Horizon Printer Calls monitoring  
2) Keypoints Analysis  
3) Detailed Monitored Analysis  
The analysis highlighted that a single outlet (277511) generated the 22% (4 out of 18) of the printer related calls in January. The route cause analysis did not identify any trends. Two of the calls have been resolved without visits and the other two calls were resolved after visits.
- AP990203** Andy Radka asked ICL Pathway to notify Business Service Management immediately once a particular outlet has been identified as a problem office i.e. the outlet accounts unusually high proportion of the calls. **Peter Robinson**
- 3.4** Call Resolution – Software Calls  
David McLaughlin asked whether ICL Pathway identified why the software calls were increasing in the last four months (Oct 98’- Jan 99’)  
Deirdre Murrow responded that login problems i.e. users forgetting their login password can account for the increased number of calls.
- AP990204** Andy Radka asked David McLaughlin to model the current trends for Live Trial. **D.McLaughlin**

## 5. REVIEW OF THE EXISTING LIVE SERVICE

### 5.1 Incomplete Transactions

David McLaughlin expressed concern that a fix introduced to the system did not work e.g. Time-out fix.

**AP990205** David McLaughlin to liaise with Horizon Testing team to arrange verification that Release 2 fixes were effective through testing. **D. McLaughlin**

### 5.2 Incomplete Transaction meeting

David McLaughlin asked for clarification regarding continuation of the Incomplete transactions meetings between Post Office Counters Ltd. and ICL Pathway.

In response Martin Riddell confirmed that the group ceased the meetings with the caveat of arranging workshop when the need arises and the parties agree through the HSRF that it was appropriate to do so.

### 5.3 Faulty Bar codes on OBCS books.

Dawn Mitchell updated the forum regarding the situation surrounding this problem. At the present Authorised Temporary Procedures are in place and the outlets are aware what to do when to book does not scan i.e. the clerk will stamp across the barcode and revert to manual procedures to pay the benefit. The ATP will expire on 27 March. By that time it is hoped that the Benefits Agency has solved underlying cause of the problem.

**AP990206** Faulty bar-codes on OBCS books **D. McLaughlin**  
The Authorised Temporary Procedures expires on 27 March. Decision needs to be taken whether the underlying problem has been removed or there is a need to extend the ATP.

### 5.4 Data Migration weekend – foreign encashment availability

Dawn Mitchell raised concern that foreign encashments would be available during Data Centre migration in May on a Saturday afternoon. Dawn pointed out that security risk associated with the potential encashments was smaller than the potential business risks, especially in the present politically sensitive situation and asked ICL Pathway to consider the other to options available.

Martin Riddell in response said that the principles of such a migration were previously accepted by all domains i.e. the service not being available at post offices.

Dawn Mitchell restated that there is a significant business from CAPS point of view if the customer is not able to withdraw benefits during the migration period.

David McLaughlin added to the discussion that all the three options have been discussed at the Migration meeting and no decision has been made to date.

Andy Radka asked to forum to keep in mind the following principles:

- 1) The purpose of service management is to ensure end customer service standards are maintained and improved wherever possible.
- 2) The HSRF must be involved in any decision regarding service availability

<b>AP990207</b>	DATA CENTRE MIGRATION – FOREIGN ENCASHMENTS AVAILABILITY Martin Riddell to confirm the status on the 3 options, discuss with Dave McLaughlin & report back on ICL Pathway / POCL positions.	<b>Martin Riddell</b>
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<b>AP990208</b>	DATA CENTRE MIGRATION – FOREIGN ENCASHMENTS AVAILABILITY Dawn Mitchell to report back on Benefits Agency position	<b>Dawn Mitchell</b>
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**6. ISSUES FOR REFERRAL TO THE IMPLEMENTATION BOARD**

**6.1** No new issues were referred to the Implementation Board.

**7. END TO END SERVICE MANAGEMENT REPORT UPDATE**

**7.1** The draft report was handed out at the meeting. The Service Development Group meeting took place on the same day as the HSRF therefore it was not possible to produce the final report for the meeting.

<b>AP990209</b>	Priority 1 Observations Andy Radka to arrange for a trend analysis to be undertaken on the priority 1 incidents in preparation for the Release Authorisation Board meetings. Kit Cox to action.	<b>Kit Cox</b>
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<b>AP990210</b>	Kit Cox to provide weekly report on the status of Priority 1 observations to all three domains.	<b>Kit Cox</b>
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- 7.2** Scalability  
Andy Radka asked all parties to consider that is vital for the successful running of the service that all the parties work together. In particular to ascertain that the system is scalable for National Rollout and have end to end visibility.
- Information channels between Post Office Counters Ltd. and Benefits Agency allow undertaking the work to provide assurance that the system is scalable.
- Andy Radka said that he was aware of the commercial and contractual situation surrounding this issue but asked ICL Pathway - based on the discussion late last year with Stephen Muchow and Paul Hanson - to participate.
- AP990211** Paul Westfield agreed to progress this within ICL Pathway.
- Contingency Testing
- AP990212** David McLaughlin to circulate Phil Turnock's note on contingency testing. **D.McLaughlin**
- 7.3** Stephen Chandler highlighted that sections 2.2 of the main report and 1 of the highlight report did reflect correctly the Benefits Agency's position.
- AP990213** Kit Cox will contact Stephen Chandler to discuss the wording of the sections in question. **Kit Cox**
- Contractual status of the Framework Documents  
The contractual status of the framework documents is not agreed. Stephen Chandler said that the joint BA/POCL Contract team strongly advocates making the documentation contract controlled. BA similarly supports this view.
- The forum agreed that the contractual status of these documents would not prevent Live Trial & that ownership rested with the HSRF.
- Dawn Mitchell added to the discussion that having the Framework Documentation contract controlled is a good opportunity to clarify ownership issues.
- AP990214** Andy Radka to discuss the status of the Framework documentation with the joint BA/POCL contract team. **Andy Radka**

## 8. PREVIEW OF SERVICE CHANGES

- 8.1 War pension book will joint OBCS  
ICL Pathway confirmed that they did not have operational issues with this change.  
David McLaughlin said that the Operational Business Change process was missing to implement the change. The appropriate operational change control process will be developed separately through the walkthrough process.

**AP990215** WAR PENSION BOOK JOINING OBCS **D.McLaughlin**  
David McLaughlin to present at the next meeting how this change will be implemented in the post offices.

## 9. SERVICE IMPROVEMENT INITIATIVES

- 9.1 Andy Radka had agreed with Benefits Agency at the CAPS Board meeting the following improvement initiative: Both parties would consider swapping someone into each others SM work area on secondment.  
Other initiatives under consideration between BA & POCL were:  
1) Andy Radka and Dawn Mitchell will visit the respective SM locations & meet teams.  
2) A seminar to be held with POCL/BA business management function to generate better understanding of the respective business and build better working relationships  
POCL & BA would welcome ICL Pathway involvement in all three initiatives.

**AP990216** Stephen Muchow to consider whether ICL Pathway would join the initiatives outlined. **Stephen Muchow**

- 9.2 Discussion took place regarding the timing of the improvement initiatives. The group agreed that 2 good times would be to hold the seminar:  
? After the contract had been signed and/or  
? During Live Trial before the beginning of National Rollout

**AP990217** Andy Radka will propose process and dates for Service Management Seminar after contract agreement. **Andy Radka**



**10. ANY OTHER BUSINESS**

- 10.1** Paul Westfield asked Andy Radka to share POCL position on the planned POCL Business Support Centre and how it would impact on the Horizon System Helpdesk.

In response Andy Radka said that he fully appreciated the need for starting discussion on the subject with all involved parties when appropriate. At the present the POCL vision was to achieve a support structure which provided a 'one stop shop' with one call number for all outlets. This vision had to be finally agreed & authorised and current call handling arrangements would continue until then. In particular the HSHD would operate as contractually agreed for live trial and the start of National Roll Out. The current planning assumption in POCL is that the primary Business Support Centre would be operational by December 1999. It would only be for after then when consideration of routing all calls to the POCL centre would be evaluated. In the meantime appropriate & scalable support for live trial & for NRO were being planned for one centre in Leeds. Pathway & BA would be involved in planning the interface procedures and links.

- 10.2** Martin Riddell suggested that at the next meeting the group should discuss readiness for Live Trial.

- AP990218** Eszter Meszaros to add Live Trial to the agenda for the future meetings.

**Eszter Meszaros**

**10. MEETING REVIEW**

- 10.1** Pros:
- ? Continuous improvement
  - ? Better agenda
  - ? More focused

Cons/Improvement Ops

- ? None identified

**10. HORIZON SERVICE REVIEW FORUM REVIEW DATES IN 1999**

- 10.1** Wednesday 17 March, 13:00-15:00, Terminal House  
 Wednesday 21 April, 13:00-15:00, Terminal House  
 Wednesday 19 May, 13:00-15:00  
 Wednesday 23 June, 13:00-15:00  
 Wednesday 21 July, 13:00-15:00  
 Wednesday 18 August, 13:00-15:00  
 Wednesday 22 September, 13:00-15:00  
 Wednesday 20 October, 13:00-15:00  
 Wednesday 17 November, 13:00-15:00  
 Wednesday 22 December, 13:00-15:00

**ACTION SUMMARY**

<b>AP990103</b>	<b>INCOMPLETE TRANSACTION</b> Andy Radka to talk to David Miller regarding the incomplete transaction rate target. Update: Ongoing	<b>Andy Radka</b>
<b>Status</b>	Action ongoing.	<b>Carried Forward</b>
<b>AP990106</b>	Andy Radka to consider how BSM could join up with Regional General Managers and report back at the next meeting.	<b>Andy Radka</b>
<b>Status</b>	Andy Radka will attend the Regional General Manager meeting in March and he will meet with the South East and North East Regional Managers separately to promote closer working relationships.	<b>Carried forward</b>
<b>AP990110</b>	<b>SECURITY</b> Kit Cox will obtain the statement from DSS and will progress the POCL security issues.	<b>Kit Cox</b>
<b>Status</b>	Security is to be discussed at the service management development group on 17/02/99. This will lead to be exercising of the action point AP990110 and will be presented at the HRSF.	<b>Carried Forward</b>
<b>AP990111</b>	<b>REFERENCE DATA</b> Noted the need to get a joined up view on Reference Data and agreed a proposal to set up a group consisting of Carol Japlan (DSS), David Fletcher (ICL Pathway) and Edward Inches (POCL BSM) to feed back any issues to the RDS/ITIP/ICL Pathway steering group for consideration. Kit Cox to arrange meeting.	<b>Kit Cox</b>
<b>Status</b>	Edwards has met with Geoff Derby the Horizon Reference Data Manager and they agreed that Edward would arrange a meeting with BA and ICL Pathway.	<b>Carried Forward</b>
<b>AP990201</b>	Eszter Meszaros to place a single sentence purpose statement on the agenda.	<b>Eszter Meszaros</b>
<b>AP990202</b>	David McLaughlin to liaise with the Horizon Implementation Team to ensure that they are aware of the calls made to the Horizon System Helpdesk with relation to refurbishment.	<b>D.McLaughlin</b>
<b>AP990203</b>	Andy Radka asked ICL Pathway to notify Business Service Management immediately once a particular outlet has been identified as a problem office i.e. the outlet accounts unusually high proportion of the calls.	<b>Peter Robinson</b>
<b>AP990204</b>	Andy Radka asked David McLaughlin to model the current trends for Live Trial.	<b>D.McLaughlin</b>

AP990205	Andy Radka asked David McLaughlin to liaise with Horizon Testing team to arrange verification that Release 2 fixes were effective through testing	D. McLaughlin
AP990206	FAULTY BAR-CODES ON OBCS BOOKS The Authorised Temporary Procedures expires on 27 March. Decision needs to be taken whether the underlying problem has been removed or there is a need to extend the ATP.	D.McLaughlin
AP990207	DATA CENTRE MIGRATION - FOREIGN ENCASHMENTS AVAILABILITY Martin Riddell to confirm the status on the 3 options, discuss with Dave McLaughlin & report back on ICL Pathway / POCL positions.	Martin Riddell
AP990208	DATA CENTRE MIGRATION - FOREIGN ENCASHMENTS AVAILABILITY Dawn Mitchell to report back on Benefits Agency position	Dawn Mitchell
AP990209	PRIORITY 1 OBSERVATIONS Andy Radka to arrange for a trend analysis to be undertaken on the priority 1 incidents in preparation for the Release Authorisation Board meetings. Kit Cox to action.	Kit Cox
AP990210	Kit Cox to provide weekly report on the status of Priority 1 observations to all three domains.	Kit Cox
AP990211	END TO END SCALABILITY ASSURANCE Paul Westfield agreed to progress this work for ICL Pathway.	Paul Westfield
AP990212	CONTINGENCY TESTING David McLaughlin to circulate Phil Turnock's note on contingency testing.	D.McLaughlin
AP990213	END TO END UPDATE REPORT Kit Cox will contact Stephen Chandler to discuss the wording of the sections 2.2 of the main report and 1. of the highlight report.	Kit Cox
AP990214	Andy Radka to discuss the status of the Framework documentation with the joint BA/POCL contract team.	Andy Radka
AP990215	WAR PENSION BOOK JOINING OBCS David McLaughlin to present at the next meeting how this change will be implemented in the post offices.	D.McLaughlin
AP990216	JOINT WORKING Stephen Muchow to consider whether ICL Pathway would joint the initiatives outlined by Andy Radka.	Stephen Muchow
AP990217	JOINT WORKING Andy Radka will propose process and dates for Service Management Seminar after contract agreement.	Andy Radka
AP990218	Eszter Meszaros to add Live Trial to the agenda for the future meetings.	Eszter Meszaros

