POST OFFICE

Horizon Programme

Business Service Management

Management of the Live Environment
Report No 33 - May 2000

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Business Service Management   Service Reporting

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1.0 PURPOSE

- The purpose of this report is to provide information regarding management of the live environment and the effects of Horizon on individual business units. The critical success factors (CSF's) within the report are intended to highlight the impacts on areas of key performance as defined by business units.

- It is really about where we are 'feeling the pain' - as historical data builds up we will be able to analyse and report trends more effectively.

- This report also contains performance statistics for the Horizon System Helpdesk (HSH) and Network Business Support Centre (NBSC) to provide visibility of potential problems. These will be analysed in relation to the CSF's to identify potential links, which in turn will feed into the service improvement process.

- The Horizon Service Review Framework provides a basis for improvements on Service failures to be progressed.

2.0   HORIZON SYSTEM HELPDESK:

Source : Richard Butler : Business Service Management

Total V's Average calls to HSH over Half Year.
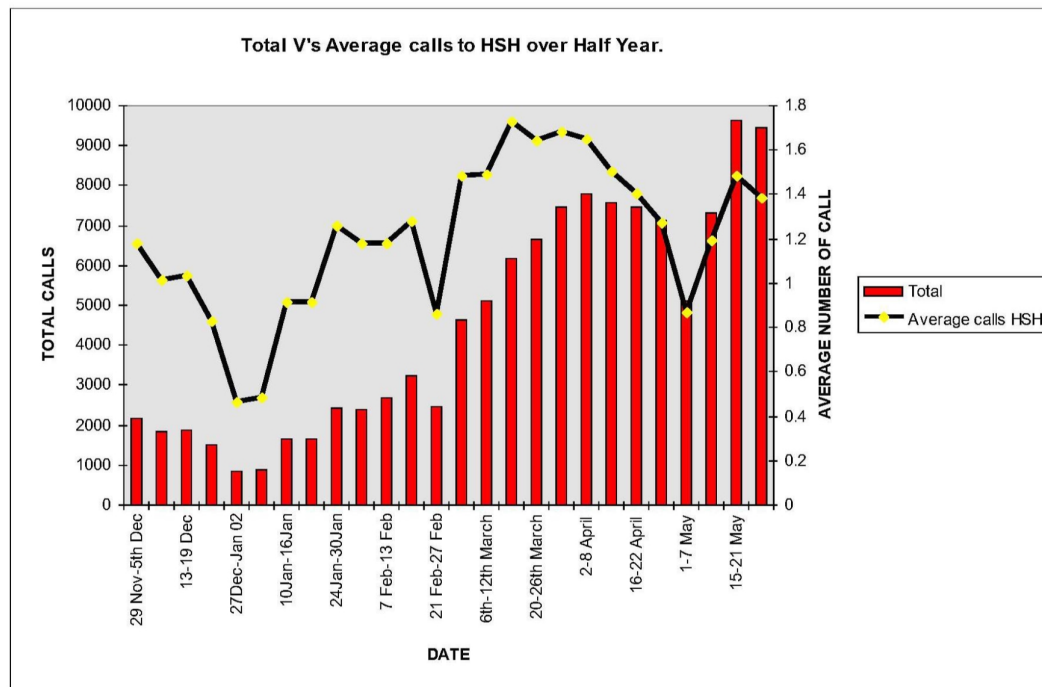
[FILENAME * Lower \p * MERGEFORMAT]

2.1 Percentage breakdown of Calls for May.
Source : Richard Butler : Business Service Management
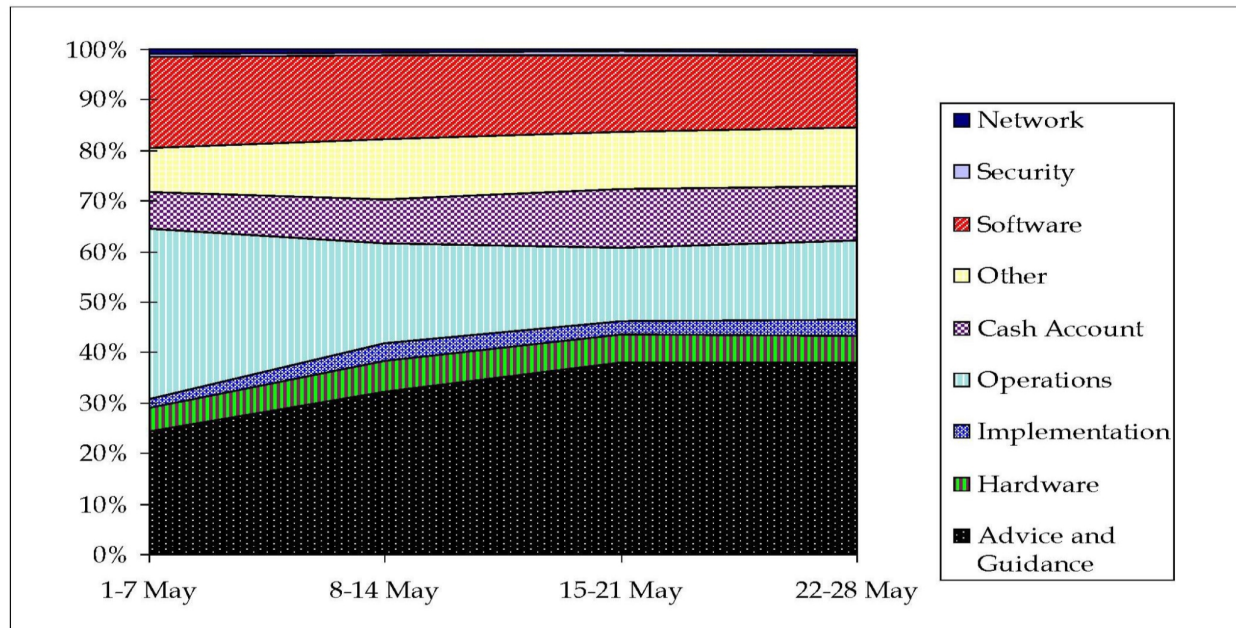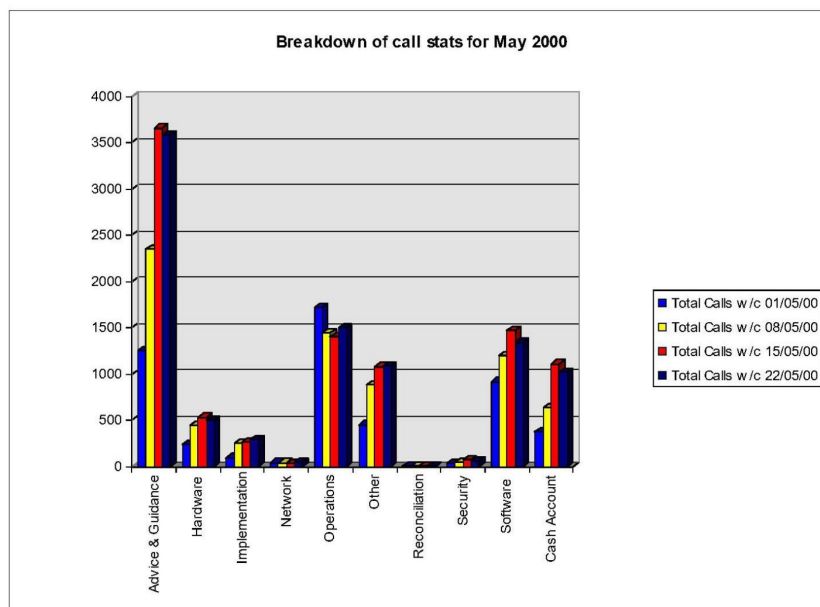
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2.2 Number of calls to HSH and breakdown of categories for May.

Call Category	total calls w/c 1st May	Average calls per office w/c 1st May	total calls w/c 8th May	Average calls per office w/c 8th May	total calls w/c 15th May	Average calls per office w/c 15th May	total calls w/c 22nd May	Average calls per office w/c 22nd May
Advice & Guidance	1248	0.21	2353	0.38	3660	0.56	3584	0.53
Hardware	241	0.04	447	0.07	532	0.08	498	0.07
Implementation	93	0.02	252	0.04	264	0.04	297	0.04
Network	41	0.01	39	0.01	34	0.01	47	0.01
Operations	1721	0.29	1444	0.23	1402	0.22	1498	0.22
Other	449	0.08	883	0.14	1083	0.17	1090	0.16
Reconciliation	1	0.00	6	0.00	7	0.00	1	0.00
Security	36	0.01	50	0.01	72	0.01	59	0.01
Software	917	0.16	1198	0.19	1474	0.23	1342	0.20
Cash Account	376	0.06	639	0.10	1109	0.17	1016	0.15
TOTAL CALLS	**5123**	**0.87**	**7311**	**1.19**	**9637**	**1.48**	**9432**	**1.38**
MIGRATED OFFICES	**N/A**	**5865**	**N/A**	**6164**	**N/A**	**6495**	**N/A**	**6826**

Breakdown of call stats for May 2000

Legend:
- Total Calls w/c 01/05/00
- Total Calls w/c 08/05/00
- Total Calls w/c 15/05/00
- Total Calls w/c 22/05/00

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2.3 - Pie chart to show percentage of calls per category for April & May 2000

Breakdown of Total Call Stats for April.

Breakdown of Total Call Stats for May
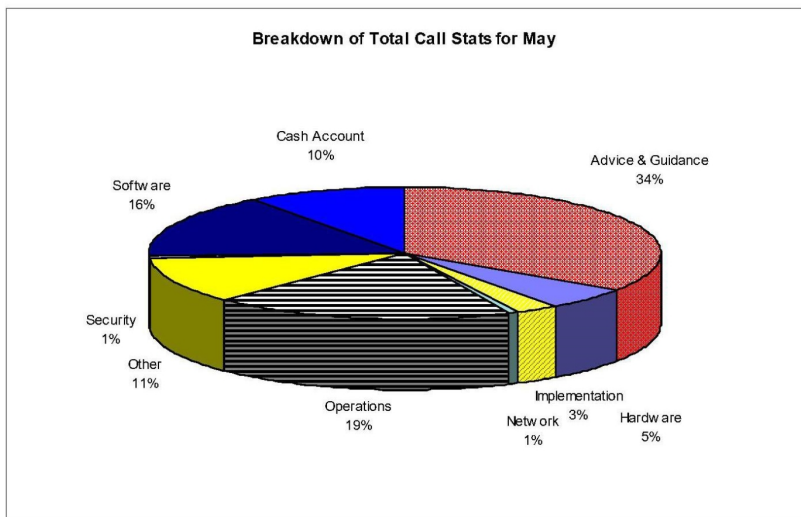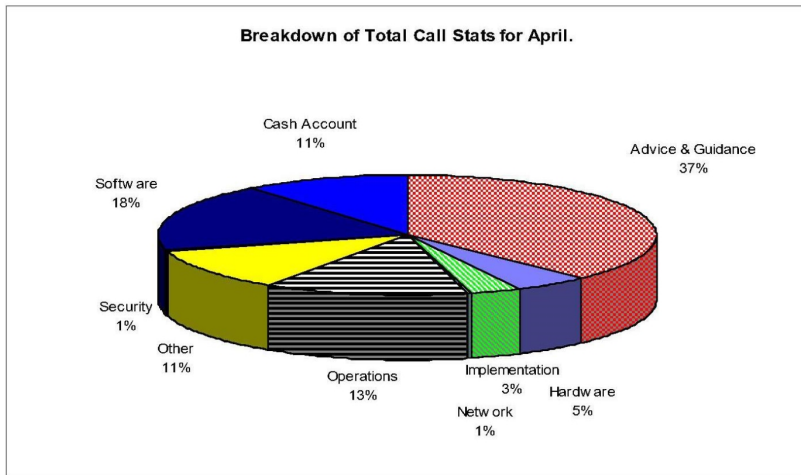
3.0   NETWORK BUSINESS SUPPORT CENTRE.
Source : Richard Butler : Business Service Management.

Total v's Average calls to NBSC over Half Year

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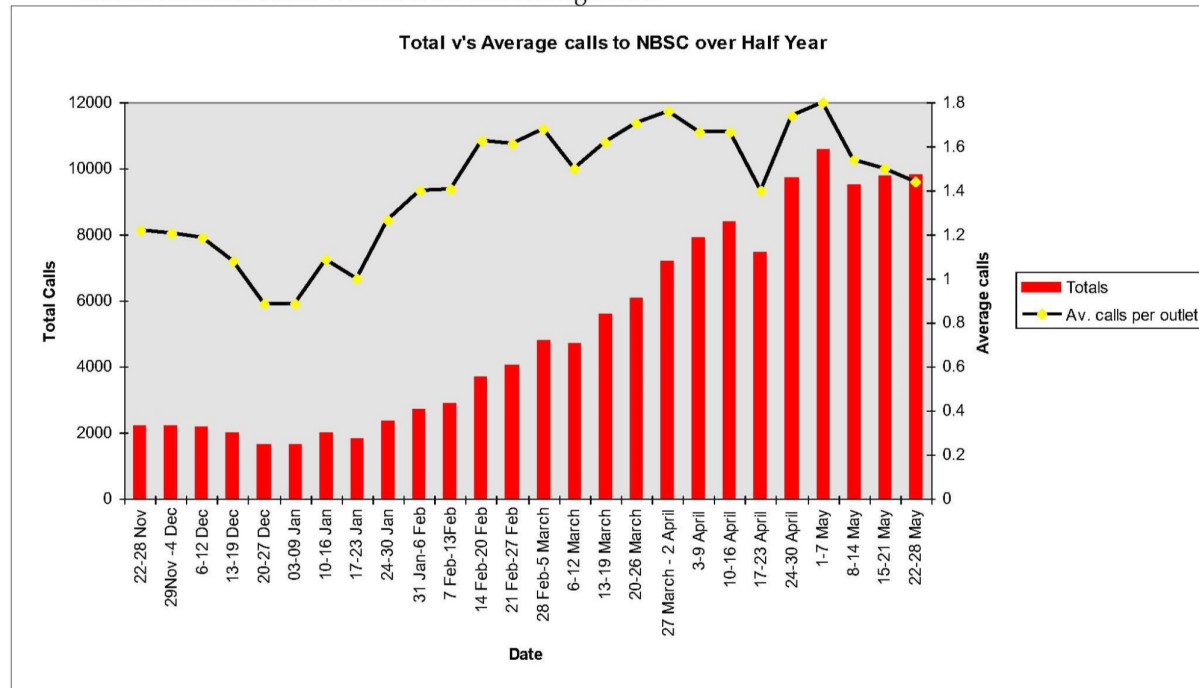
3.1 Calls to Regional Helpdesks.
(source : Chris Harker)

Total v's Average calls to the Regional Helplines.
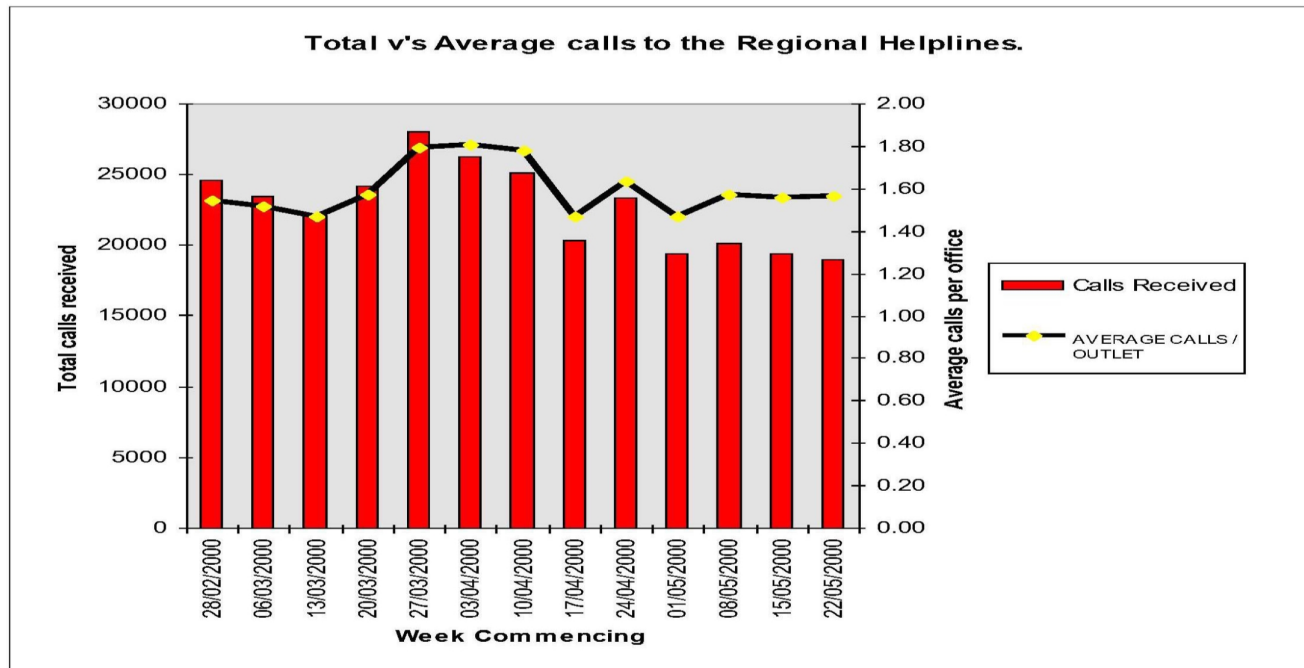
3.2 Percentage breakdown of calls to NBSC
Source : Richard Butler : Business Service Management
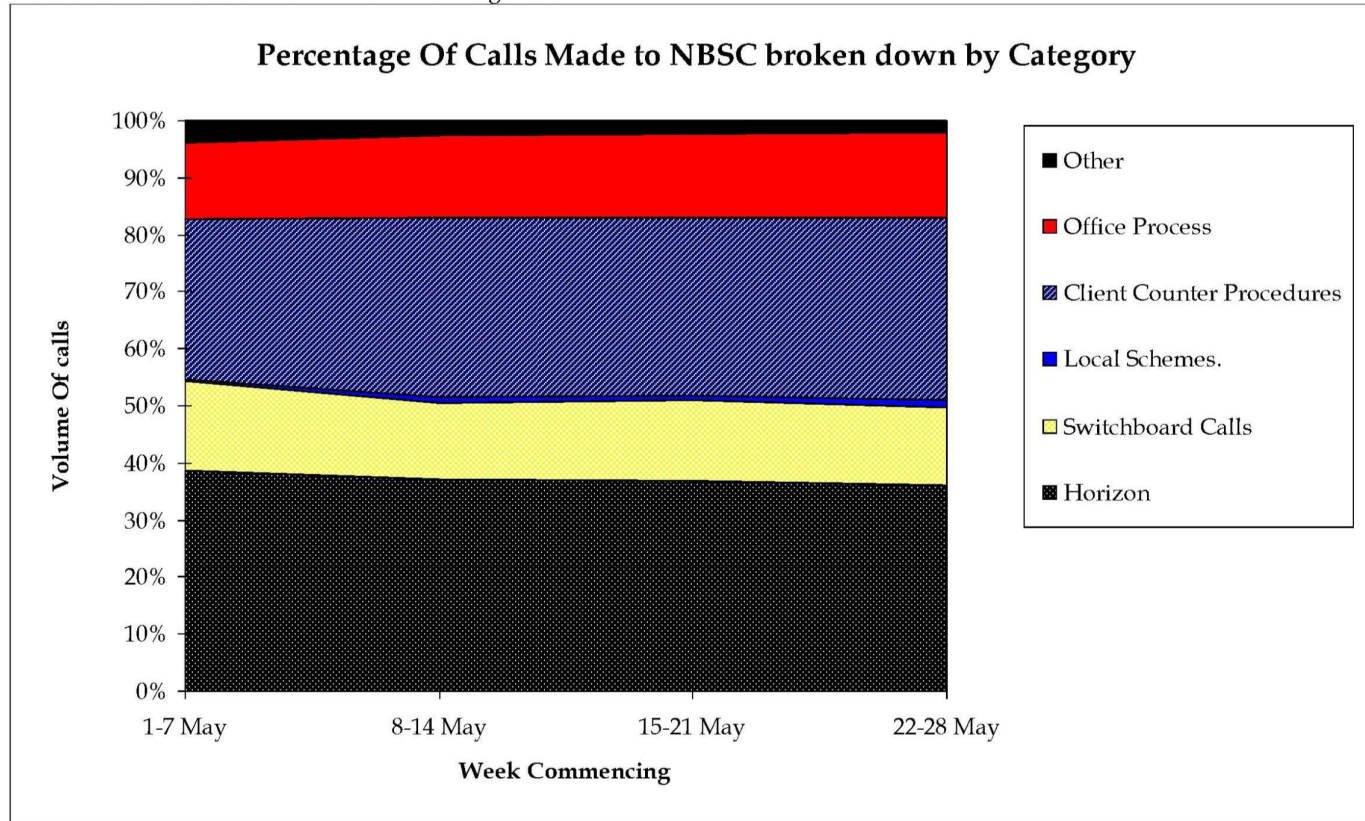
Percentage Of Calls Made to NBSC broken down by Category

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3.3 Number of calls NBSC and breakdown of calls for May period.

| Call Category	total calls w/c 01/05/00	calls per office w/c 01/05/00	total calls w/c 08/04/00	calls per office w/c 08/05/00	total calls w/c 15/05/00	calls per office w/c 15/05/00	total calls w/c 22/05/00	calls per office w/c 22/05/00
Horizon	4084	0.70	3527	0.57	3607	0.56	3556	0.52
Client counter procedure	2964	0.51	2986	0.48	3058	0.47	3153	0.46
Local Schemes	50	0.01	119	0.01	58	0.01	112	0.02
Office process	1404	0.24	1347	0.22	1421	0.22	1472	0.22
Switchboard*	1655	0.28	1255	0.20	1390	0.21	1343	0.20
Complaints	325	0.06	105	0.02	93	0.01	76	0.01
Utilities/ Electricity	48	0.01	68	0.01	67	0.01	48	0.01
Utilities / Gas	28	0.00	60	0.01	56	0.01	56	0.01
Utilities/ Water	19	0.00	23	0.00	20	0.00	19	0.00
TOTAL CALLS	**10577**	**1.80**	**9490**	**1.54**	**9770**	**1.50**	**9835**	**1.44**
MIGRATED OFFICES	N/A	5865	N/A	6164	N/A	6495	N/A	6826

*Top ten categories for Switchboard calls in May

Lost Call	156	Security	121
Alliance & Leicester Giro	153	Stores	370
Transferred to HSH	2652	Wrong Number	1205
Human Resources	276	Post Office Depts.	381
Equipment	117	Stock Centre	83
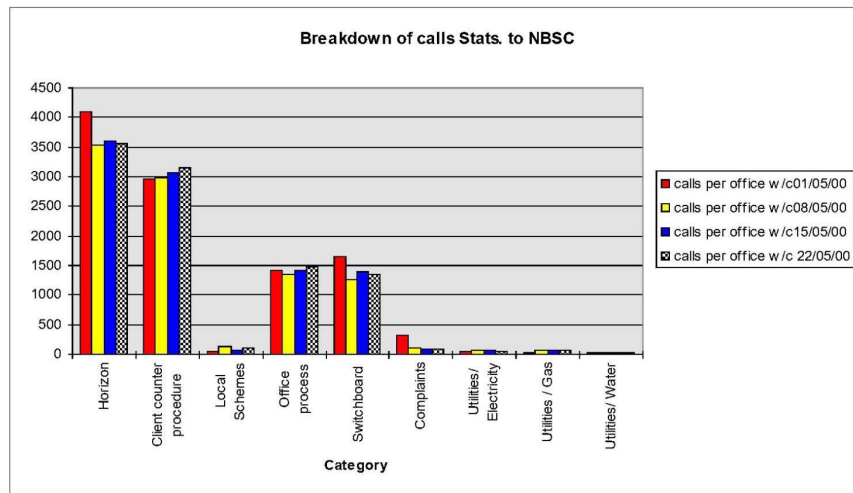
Breakdown of calls Stats. to NBSC

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3.4 Pie chart to show Monthly breakdown of calls to NBSC

Breakdown of Calls to NBSC in May 2000

- Switchboard 14%
- Complaints 2%
- Utilities 2%
- Horizon 36%
- Office process 14%
- Local Schemes 1%
- Client counter procedure 31%
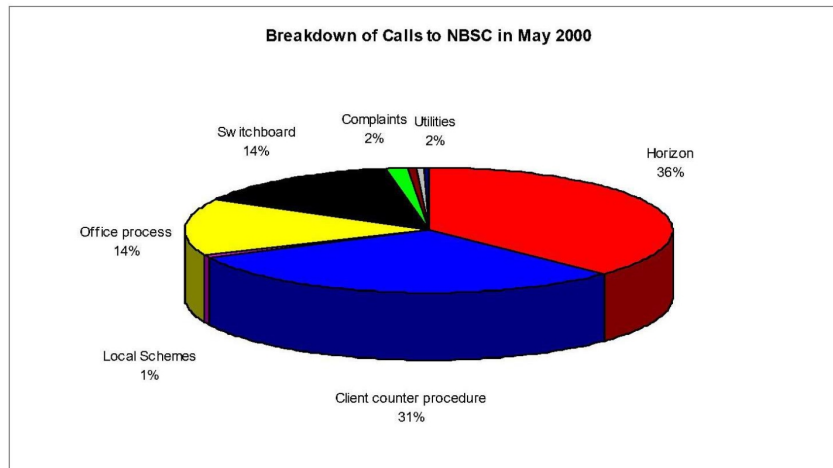
3.5 Post Office Customer Management Tier 1

NBSC - Incident Resolution - Month of May

Time taken to resolve	0 - 15 Minutes	15 - 30 Minutes	0.5 - 1 Hour	1 - 1.5 Hours	1.5 - 2 Hours	2 - 3 Hours	3 - 4 Hours	4hrs - 1 Day	1 day- 1 week	1 Week+
Tier 1	84.3	2.5	2.4	1.8	1	1.6	1.2	3.7	1.4	0
Tier 2	28.4	28.9	20.2	5.6	3.7	2.8	1.3	5.7	2.9	1

NBSC CSF's

Measure	Target	FEBRUARY	MARCH	APRIL	May
End Users (Quantitative)	%	%	%	%	%
Calls answered within 15 seconds	85%	86%	89%	86%	79%
%Calls answered < 1 minute	95%	96%	94%	93%	85%
Overall % Abandoned	≤ 5%	3%	2%	3%	8%
% Incidents resolved at Tier 1	75%	62%	64%	68%	69%

Commented [RL1]:

The Graph shown over the page shows that tier 1 achieved their SLA's 3 times during the month of May. This however have been due to the number of similar calls taken on revaluation during the month of May.

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3.6 Tier 1 Incidents resolved in May
(*see Appendix A for definition of Tier 1/Tier 1 Admin.)

Percentage of Incidents Resolved by Tier 1 between 01/05/2000 and 31/05/2000

75% of calls to be resolved at Tier 1

Legend:
- Tier 1
- Tier 1 Admin

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4.0 Transaction Processing

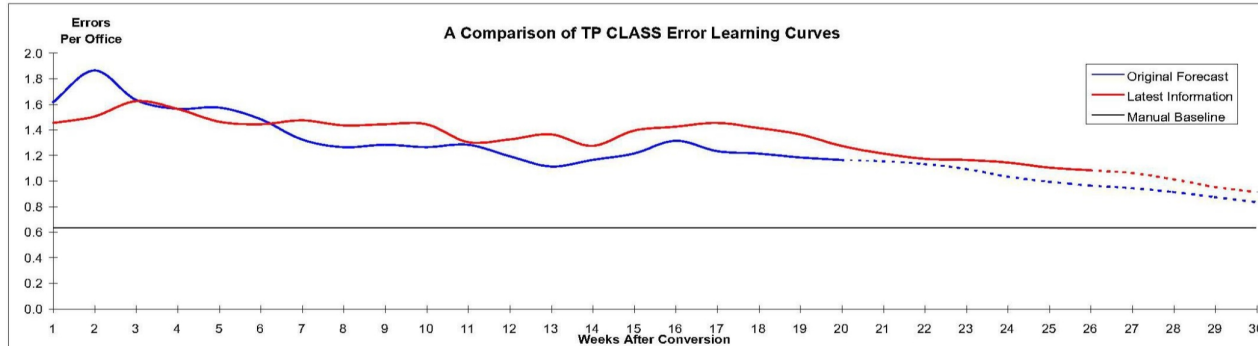Information supplied by Lynn Kelly

3. Extra Staff Required in TP

	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	Jan-01	Feb-01	Mar-01	Apr-01	May-01	Jun-01	Jul-01	Aug-01	Sep-01
Original Forecast	8.0	10.0	20.0	27.0	32.0	36.0	36.0	37.0	38.0	38.0	38.0	38.0	26.0	31.0	32.0	27.0	19.0	15.0	7.0	4.0	2.0
Latest Forecast						34.0	36.0	37.0	38.0	38.0	38.0	38.0	32.0	34.0	33.0	29.0	21.0	15.0	10.0	6.0	3.0
Actual	6.0	9.0	17.5	24.0	29.0																

* Figures stated are for the beginning of each month

Comments

- First tranche of staff in post to cope with the increased number of errors from Horizon offices. Internal staff placed on a panel and allocated to individual teams for clearing the increases up to May 2000.

- Although recent weeks have produced a high number of errors for Horizon and manual offices and the length of the learning curve has increased, the latest forecast of extra staff numbers are now in line with the original forecast by applying the average error clearance rates achieved in the last 6 months

- More staff will be required at the end of the roll out timetable for extra on-going work (completing table 12 parcel income figures) on Horizon offices now.

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Errors Per Office — A Comparison of TP CLASS Error Learning Curves

Legend: Original Forecast, Latest Information, Manual Baseline

X-axis: Weeks After Conversion (1–30)

Comments

- This is a revised learning curve based on errors produced in the last 15 weeks at Horizon offices. The height of this curve is not as severe during the early stages after conversion as that previously used. Errors produced per office in the 1st weeks after conversion, base don th elast offices to go live, are shown in the table below.

 - The length of the current learning curve is at least 20 weeks and the level of outlets in the sample gives confidence that this is statistically sound. The tail of the learning curve remains well above the baseline for over 20 weeks after conversion. If this continues, then the effect on TP extends to September 2001.

- From the limited information available for converted offices at the moment, the learning curve is assumed to return to the manual baseline after 30 weeks.

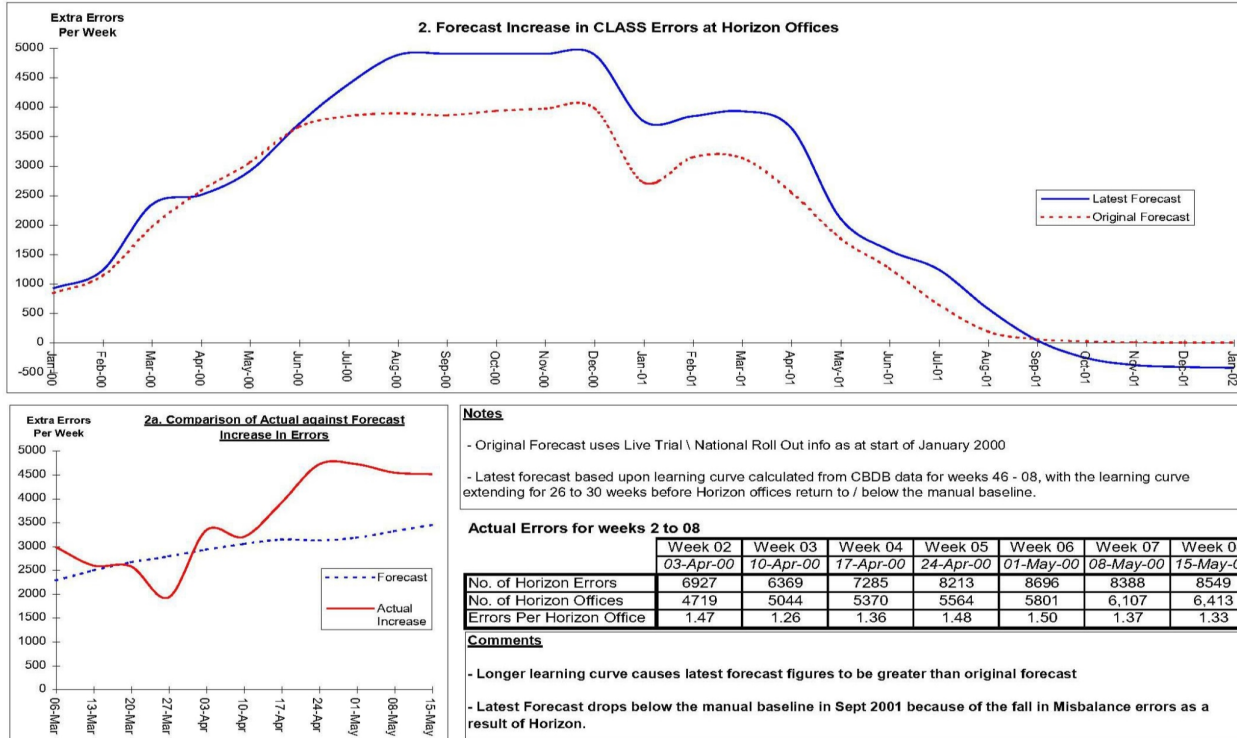**Summary of Early Learning Curve Information**

	Week After Conversion	1	2	3	4	5	6
CLASS Errors Produced	Latest (wks 46 - 08)	1.44	1.50	1.63	1.56	1.47	1.43
	Original (wks 34 - 43)	1.62	1.86	1.63	1.56	1.58	1.48

Notes

- Average number of errors produced for Horizon offices based on CBDB data for the last 15 weeks (weeks 46 - 08).

- Manual Baseline before Live Trial / NRO calculated at 0.63 CLASS errors per office.

- The dotted line indicates estimates due to limited information available (less than 200 offices).

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4.3

Extra Errors Per Week

2. Forecast Increase in CLASS Errors at Horizon Offices

Legend:
- Latest Forecast
- Original Forecast

Extra Errors Per Week

2a. Comparison of Actual against Forecast Increase In Errors

Legend:
- Forecast
- Actual Increase

Notes

- Original Forecast uses Live Trial \ National Roll Out info as at start of January 2000

- Latest forecast based upon learning curve calculated from CBDB data for weeks 46 - 08, with the learning curve extending for 26 to 30 weeks before Horizon offices return to / below the manual baseline.

Actual Errors for weeks 2 to 08

	Week 02	Week 03	Week 04	Week 05	Week 06	Week 07	Week 08
	03-Apr-00	10-Apr-00	17-Apr-00	24-Apr-00	01-May-00	08-May-00	15-May-00
No. of Horizon Errors	6927	6369	7285	8213	8696	8388	8549
No. of Horizon Offices	4719	5044	5370	5564	5801	6,107	6,413
Errors Per Horizon Office	1.47	1.26	1.36	1.48	1.50	1.37	1.33

Comments

- Longer learning curve causes latest forecast figures to be greater than original forecast

- Latest Forecast drops below the manual baseline in Sept 2001 because of the fall in Misbalance errors as a result of Horizon.

*[FILENAME \ * Lower \p \ * MERGEFORMAT]*

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4.4 Level Of Manual Amendments on Paper Copy of Electronic Cash Account

	MAY-99	JUN-99	JUL-99	AUG-99	SEPT-99	OCT-99	NOV-99	DEC-99	JAN-00	FEB-00	MAR-00	APR-00	MAY-00
Number of Amendments	307	413	378	294	423	1056	1515	740	377	572	775	1148	332
% Automated Outlets Making Amendments	16.8%	20.9%	14.4%	11.3%	12.4%	11.0%	6.6%	4.2%	2.7%	2.6%	2.4%	1.9%	1.3%

Comments

The main cause of the problem is that many tables on the Cash Account are not mandatory for completion and some postmasters are realising this once the account has been printed, thus the information has not been captured.

Impact

- Extra resource needed to input data into the system.
- Client Information distorted if not completed.
- Postmasters pay impacted - knock on effect could be more challenges on remuneration to TP

Recent figures show a considerable improvement over earlier months.

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5.0 TIP Interface

The TIP Interface information supplied by Martin Box

Criteria	🚦	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
			-1	-2	-3	-4
• 97% of sub files are received from Pathway by day B • 99% of sub files are received from Pathway by day C • 100% of sub files are received from Pathway by day D	🟡 A	Pathways SLA's for May- PONU derived SLA's Day B 97.38% Day B 89.38% Day C 98.62 % Day C 98.30% Day D 99.02 % Day D 98.64%	🟡 A	🟡 A	🟡 A	🟡 A

GREEN: Current status indicates that there are **no known issues.**
AMBER: Current status indicates that there are some known issues (but not significant issues and there are actions in place to resolve these).
RED: Current status indicates that there are major issues.

6.0   OUTLET SYSTEMS GROUP

Critical Success Factors for Horizon.

Source : Paul Sumner/ Jeannette Strong, Outlet Systems Group

*Definition Of Status

GREEN: Current status indicates that there are no known issues.
AMBER: Current status indicates that there are some known issues (but not significant issues and there are actions in place to resolve these).
RED: Current status indicates that there are major issues.
WHITE: Work has not begun on the criteria and the status is therefore unknown.

Summary :

Area	🚦	Status of Previous Reports			
		-1	-2	-3	-4
OSG Overall	🟠 A	🟢 G	🟢 G	🟢 G	
Work Areas :					
HAPS	🟠 A	🟠 A	🟢 G	🟢 G	
OBC - EPOSS	🟠 A	🟢 G	🟠 A	🟢 G	
OBC - June CTO	🟢 G	🟢 G	🟢 G	🟢 G	

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6.1 Area : HAPS

	Criteria	🚦	Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	Timescales for file delivery i.e. normally by 23:59 on Day A, in "exceptional circumstances by 03:00 on Day B (As detailed in OLA for AP Service)	A (orange)	25	File for 30/05/00 not delivered until 03:45 due to problems with ICL Pathway server.	G (green)	G (green)	G (green)	
2.	ICL Pathway Management Support Unit reports received by OSG daily by 10am.	A (orange)	5	ICL Pathway shut their e-mail system down due to 'I Love You' virus which delayed the reports on 04/05 and 05/05. Reports were also received late on 16/05 and 17/05 due to server problems. Unable to establish whether Pathway or PON at fault.	A (orange)	G (green)	A (orange)	
3.	ICL Pathway Management Support Unit reports to match the appropriate transfer file contents.	G (green)	15	All OK	G (green)	G (green)	G (green)	
4.	Transfer Files returned to ICL Pathway with an "Error" status, should be returned to HAPS on Day B (the txns. would be harvested by ICL Pathway on Day A)	G (green)	20	All OK	G (green)	G (green)	G (green)	
5.	Targets for delivery of txns. to clients, for txns performed at the counter on Day A.: Day B - 97%, Day C - 99%, Day D - 100%	R (red)	20	Average for month: Day B - 96.1% Day C - 98.3% Day D - 98.9% Targets missed on 25 days out of 30. Tracked under OSG P101.	A (orange)	A (orange)	A (orange)	
6.	An accurate Non-polled Office Report detailing offices that appear more than once (as 1 day) in a seven day period, to be delivered daily to OSG by ICL Pathway.	A (orange)	15	HSH numbers unavailable on 08/05 and 09/05 due to ICL Pathway network failure.	A (orange)	G (green)	G (green)	

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6.2 Area : **OBC - EPOSS**

	Criteria	🚦	Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
1.	OSG to manage the verification and authorisation of OBC files in a timely manner, i.e. for product changes to be in place before their planned start date.	A	40	Please see No. 3 below. Procedures now in place to ensure comparison report from Pathway is always checked.	G			
2.	OSG to communicate changes to relevant groups of the business to ensure that background processes/procedures supporting the change are in place.	G	15	All OK	G			
3.	Number of keying errors by POCL Reference Data Team	A	30	1 error which resulted in 120 outlets needing an ATP, although ICL Pathway's co-operation prevented a bigger impact. Procedures now in place to prevent a repeat.	G			
4.	Number of data preparation errors on OBC forms by OSG	A	15	3 errors in total. 2 outlets were impacted by 2 of the errors and no impact was caused by the third.	G			

Overall Status :   A

7.0   PROBLEM MANAGEMENT - Business Service Management

Problem Management enables us to keep up to date with any problems or concerns regarding the Horizon System. A problem is formed by a regular occurrence of a similar incident which is then transferred to Problem Management from the Incident Management team. Not all problems are included in this summary however details are available on request.

A summary of PONU's problem database at the end of April is shown in the table below. This data is retrieved on a monthly basis by a problem manager and then analysed by a member of the Operations Performance Team.

Number Of PONU problems currently open	Number of ICL Pathway problems currently open
31	15

7.1 Volumes of PONU Problems opened/closed during May 2000

Week commencing	No. of Problems opened	No. of Problems Closed
01/05/2000	0	1
08/05/2000	0	3
15/05/2000	2	2
22/05/2000	2	2

7.2   Volumes of ICL Pathway Problems opened/closed during May 2000

Week ending	No. of Problems opened	No. of Problems Closed
01/05/2000	1	2
08/05/2000	4	2
15/05/2000	1	1
22/05/2000	2	3

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7.3 Listed below are the details for the problems which have been open for 6 months or more:

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000005 **Priority - 3**	Receipts and payments do not match ON Migration week	Phil Turnock	**24/05/1999** 30/06/2000	• Work is continuing on identification of a suitable strategy for identifying an agreed resolution. PON are likely to fund any changes in the absence of any contractual "clout" and therefore it will may become a known error. • Operating process are monitoring month to month. Incident levles have gone down.
10000013	Bureau de change transactions on the cash account	Mick Theobald	**04/08/1999** 13/06/2000	• It has been agreed that there is to be no further expenditure on further refinements or changes to this product. As such only two options are therefore available :- 1. Utilise current ATP as BUA (the obvious preferred option) or, 2. Withdraw the current ATP
0000014	Girobank forms to be used on Horizon system (PDR's)	Dennis Wong	**19/08/1999** 31/06/2000	• All backlog offices will have supplies of Giro forms for use by the middle of July. New Horizon forms are waiting signoff during the forthcoming week. Agreement on suitability of the product software for use on the new Horizon form is awaiting confirmation.

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000026	No business policy for out -of- hours transactions	Jonathan Rogers	07/10/1999- 30/09/2000	• The redraft expected to be completed on the 19th May 2000 for review has missed the deadline and a fresh target date has been requested from the co-ordinator.
10000031	Readiness of new products/ser vices to go - live	Jonathan Rogers	28/10/2000- 16/06/2000	• Consultation with IAMT for agreement on the prepared final process document is to be carried out.
10000004	Receipts & Payments don't balance AFTER migration	Phil Turnock	04/05/2000- 30/06/2000	• As stated in the previous report no contractual leverage exists for PON to compel ICLP to agree to ownership of the problem. It is foreseen that this problem may therefore be reclassified to "known error" status when incidents are reported. • Operating Process are monitoring month to month : Incident levels have gone down.
10000021	Contingency for system failure when balancing	Jonathan Rogers	28/09/1999- 31/07/2000	• Proposed process has been amended to include additional NBSC support and involvement. Final review is expected on 13th June.

7.4 Problem Management Critical Success Factors :-

Once the final toolset enhancement (timebox 6) has been introduced , the critical success factors for Problem Management will be redefined. This will take into account any known restrictions within the definitive version of the toolset.

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7.5- Graphs to show Problems over the last Half Year
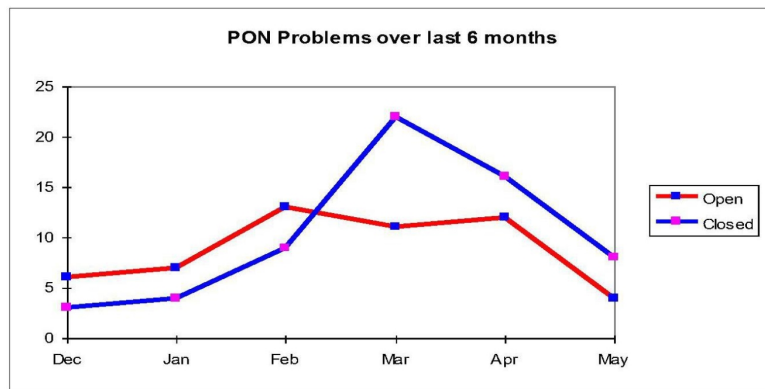
ICL problems for previous 6 Half Year
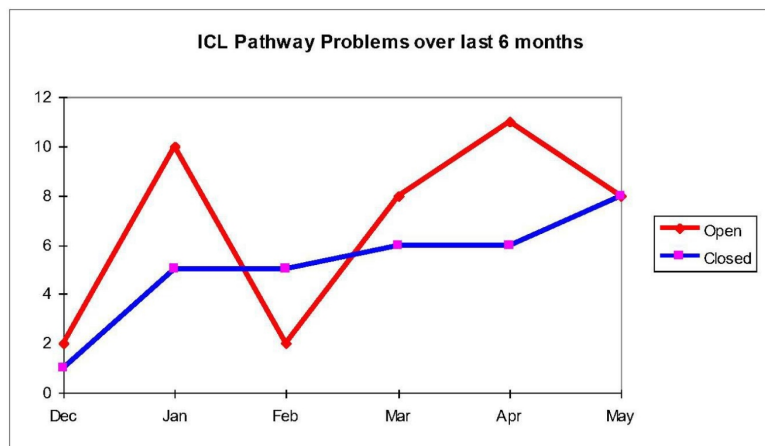
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7.6 Percentage split between Pathway and PONU Problems

Percentage of 'Open' Problems

ICLP
34%
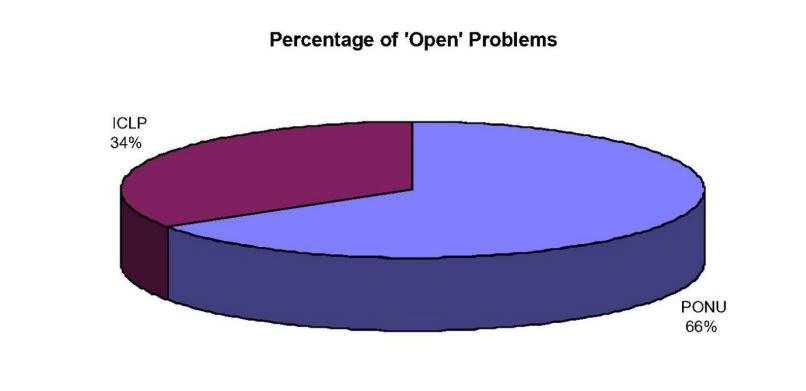
PONU
66%

7.7 Ownership of PONU problems by Business Group.

Ownership of PON Problems

- ☐ Internal A/C Mgnt
- ☐ Operating Process
- ☐ Transaction Processing
- ☐ Horizon Implementation
- ☐ Security & Investigation
- ☐ Network Policy & Trans
- ☐ Network Specification
- ☐ Outlet Systems Group
- ☐ Business Service Management

Volume

Business Units
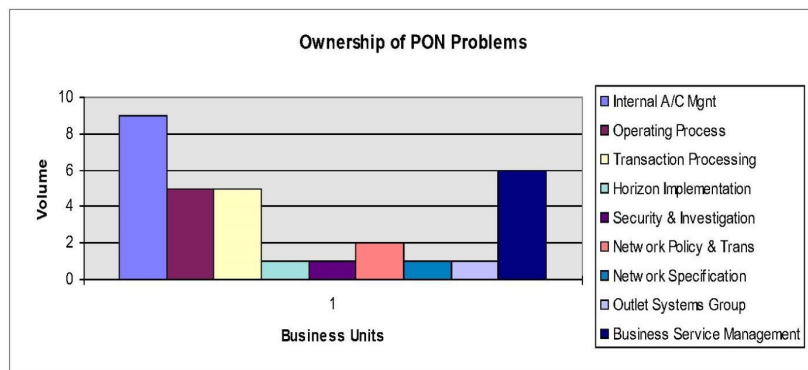
7.8 Levels of Services affected by current open problems.

Services Affected

Infrastructure
28%

All Services
26%

APS
9%

OBCS
7%

EPOSS
30%
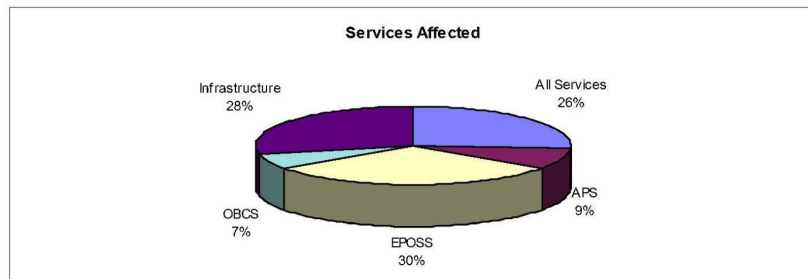
7.9 - NEGATIVE RM REVALUATION (April 2000)
Kevin Lenihan - (Head of Problem Management)

Background
On Thursday 7 April 2000 (0930 hrs), it was evident from the number and type of calls received that a problem was beginning to emerge in relation to the Royal Mail revaluation. It was quickly apparent that this was a major issue that would have significant impacts and therefore Problem Mgt treated it as a Potential Major Business Continuity Incident (MBCI).   We had recognised that the problem had potential to flare up the following week but with greater impact.   Remedial action was put in place but the sheer volume of calls taken on 2/3 May meant that significant delays occurred.   (*No details yet of the error costs arising which will have impacted Transaction Processing - they are currently looking at these figures*).

Root cause of the Problem
Not yet established ,nor agreed with ICL Pathway - meeting planned for 14 June to discuss this and other associated issues.   One of the key disputes surrounds ICLP's attitude to this. Admittedly if no one had made mistakes then no problems would have occurred. However if a wrong figure is entered, the system was designed to let you reverse that - the issue is that in many cases that was not possible. This issue is still a major factor we have yet to resolve as part of the Problem resolution.

Next Steps
All BSM reports in respect of this problem were forwarded to ICLP to address / formulate actions as appropriate. There are numerous issues to resolve - meeting with ICLP, arranged for 14 June (Head of BSM Operations to lead). Details of all action arising will be documented in full and circulated to HERF members FYI.

8.0 Non conformance

(Des Hansbury : Problem Management Team)

Girobank Postmaster's Daily Record (PDRs)

ISSUE: Girobank have agreed a phased program to accept printed versions of the daily report forms for Deposits (G4631) and Withdrawals (G4632) from all Horizon offices. However, the continued acceptance of these forms is dependent on the level of errors received at Girobank being reduced. The errors largely relate to factors that prevent the forms being read by Optical Character Recognition equipment.

SCALE: Girobank are providing weekly reports that list all the offices that present PDRs containing print and presentation errors. However, because of the cost to Girobank of providing full details, the reports only show the number of forms with errors against the number of forms presented, not the specific errors.

The table below shows print & presentation errors reported for the current year.

Week	Error Offices	Total Offices	Total PDRs	% Error PDRs
01	299	2697	63655	0.74
02	214	2919	60028	0.52
03	195	3215	65209	0.43
04	201	3463	46555	0.55
05	178	3707	54325	0.47
06	292	4100	91838	0.48
07	487	4619	88906	0.74

After an initial fall the error level stabilised until wk. 07 when the increase in the number of offices presenting PDRs containing errors was far greater than could be accounted for by the increase in the number of offices authorised to use the forms. This corresponded with the start of the program to roll out the forms to the offices which had previously been migrated but not allowed by Girobank to use the forms. However, only two of the backlog offices were listed on the report for wk.07. An alternative theory was that the increase in errors may have been linked to the problems associated with the revaluation exercise, but once again the offices affected by the revaluation problems were underrepresented on the report for wk. 07. Further investigation is therefore required.

WAY FORWARD: All authorised offices have been provided with information on the errors being monitored and the correct procedures to follow.

Since wk. 05 the reports have been analysed to highlight the worst offices - in terms of percentage error rate and / or number of times reported. The offices highlighted are sent a copy of the original communication together with a letter which points out their poor performance and explains why it is necessary to eliminate errors. This method has been adopted because we are unable to specify the errors being made.

The key messages will be reiterated in a forthcoming Counter News article.

9.0 Non-polled offices
(Mick Theobald - Problem Management)

This issue has recently received high profile awareness; the following is a statement which outlines the nature and scope of the problem and additionally the actions taken by Business Service Management to resolve the situation.

ICL Pathway have a contracted Service Level Agreement to deliver all Automated Payment transactions to Post Office Network by Day D (i.e. no office should remain unpolled for a period of time in excess of 3 days)..

Owing to the inability of certain ICL Pathway investigative and diagnostic processes to react quickly enough to initial non-polling incidents, in a number of cases the length of time a specific office remains unpolled has significantly exceeded the contracted SLA. In some instances, this has reached the level whereby payments are not transmitted to clients who then issue the customer with a reminder or, as in some cases, instigate disconnection procedures.

On 3rd May, there were 100 offices which had not been polled for more than 3 days (as reported by ICL Pathway) and therefore fell outside the contracted SLA for AP transactions. The worst of these had not been polled for 26 days.

ICL Pathway set up a daily "war room" to look at incidents with a view to identifying root causes and resolving the problem.

Root causes so far identified so far are:

- BT faults. The largest percentage of polling failures are caused by problems in the BT ISDN network . Pathway are working with Energis in this area.
- Problems cleared by gateway swaps and/or reboots. Analysis is being performed on fault reports for gateway PCs which have been swapped out as a result of non-polling incidents. Similar work is being carried out to ascertain why reboots can resolve polling failures.

The overall incident management process was reviewed and tightened to ensure that incidents are handled quicker and calls should not be 'bounced' around various support units.

Pathway's root cause analysis and Action Plan for the management of future incidents are being discussed with PON at a meeting on 14th June with the purpose of agreeing a definitive process.

As at 09/06/00, there are 9 offices which represent SLA failure on Pathway's part (i.e. unpolled for more than 3 days). The worst of these (FAD 055 900) was last polled on 27/05/00 (12 days). This particular office failure relates to a BT exchange issue. Pathway havew raised this as a problem with BT as BT had previously visited the site without discovering the problem.

Business Service Management   Service Reporting

10.0 Change Implementation
(Information supplied by Kate Elliott)

Changes Implemented	Reasons	Method of Communication
Miscellaneous Transaction Report and SU Balance Reprint.	To inform users of the new reports which are a delivery of the original requirements	Counter News
Issues :This report was planned for delivery in January but it was actually delivered 13/05/00 as it kept failing testing. Once delivered it has caused confusion to users as the naming conventions for Personal Banking transactions as not consistent. How the HSH responded to these calls has been raised as a problem (P10000179) and the redesign of the report is being investigated.		
OBCS enlivenment	To advise all users to use the OBCS functionality following the ATP.	Print & distribution of instructions via Postalprint
OBCS control offices	Introduce 30 to full OBCS procedure so that the impact can be measured.	Telephone call and letter to each office
Viacode	Introduction of a new product	Counter News
Issue : The initial Horizon accounting instructions written by the IAM in the Workaid were incorrect. The correct instructions were issued in a following Counter News.		
Southern Electric Saving Stamps Redeemed	To advise users that the stamps will no longer be accepted as a method of payment	Counter News
Queen Mother Special Stamp Issue	To advise users how to account for a new product - a Commemorative Document	Counter News
Travel Insurance	Withdrawal of obsolete products.	Counter News
1 Meals on Wheels scheme	To advise users of price change and correct accounting on Horizon	Letter issued by IAM
6 Ticket & Travel schemes	To advise users of price change for 4 schemes and the withdrawal of 2 schemes.	Letter issued by IAM
4 Home Care schemes	Introduce new products for 4 existing clients	Letter issued by IAM

ATPs Implemented (during the period)

Product	ATP no.	Notice	Reasons	Cost
Lincolnshire Home Care Stamps	27	1 day	NSSC distributed stock early and offices could not rem in new supplies of stock	188 letters posted 1st class by BSM
Leicestershire CC Home Care Stamps	26	I day	NSSC distributed stock early and offices could not rem in new supplies of stock	261 letters posted first class by BSM

ATPs Withdrawn (during the period)

Product	ATP no.	Reasons
Leeds CC Home Care Stamps	23	Items now visible on the Home Care pick list
Leicestershire CC Home Care Stamps	26	Items now visible on the Home Care pick list

10.1 A graph to show the amount of Changes made and Authorised Temporary Procedures (ATP's) over the last 4 months.
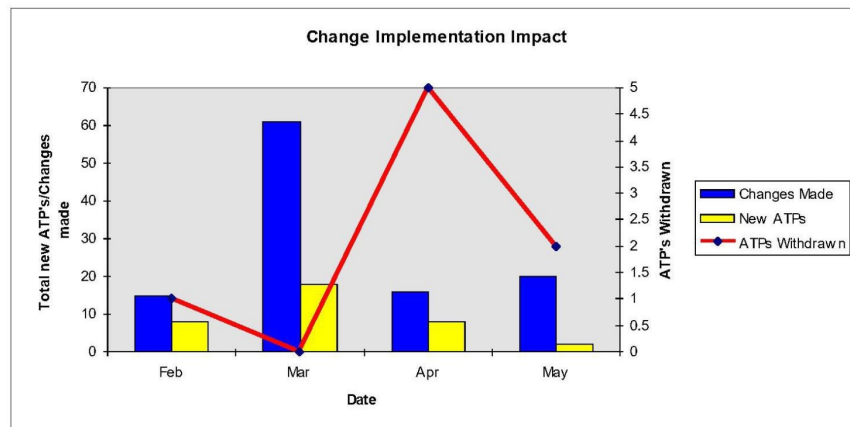
Appendix A

Glossary of Terms

CBDB - Counters Business Database - All cash accounts are keyed into this and it holds information on client settlement and errors

CLASS - Client Ledger and Settlement System

Day D - the 3rd day after a transaction has been performed at an offices

PIVOT - Postmasters Information and Value of Transactions

Sub Files - Files received by ITIP

Traffic Light System

Each CSF has at least one measure attached to it. These are shown in blocks and each block of measures are weighted at 100%. If all are equally important in the block the 100% is divided across the block of measures. This system works well in areas like OSG where there are distinct differences in the importance of each measure.   The traffic lights are then used to show the total of the weighting. For example if a CSF has a number of low graded measures on red but the higher ones are all on green this suggests that there are no major issues affecting the CSF and therefore the overall traffic light for that CSF would be green.   However in Transaction Processing all the CSF's are equally important which means that if **any** of the measures are adversely affected the impact is high on TP.

Tier 1 /Tier 1 Admin.

Tier 1
 - Involves all first line calls to the helpdesk

Tier 2 Admin.
- This involves calls which can be resolved by Tier 1 but follow a longer set process. These include office process calls such as : RNM paging ; one shot password required ; office closing and burglaries and robberies.

Business Service Management   Service Reporting

APPENDIX B - Call type definitions.

HSH Call descriptions

CALL TYPE	DESCRIPTION
Advice & Guidance	The majority of calls logged under this category are calls aimed at such areas as; Automated Payments Systems (APS) operational enquiry, Electronic Point of Sales System (EPOSS)operational enquiry, General Enquiries, Order Book Control System (OBCS) operational enquiry, and System Access enquiries.
Hardware	These are all aimed at; Equipment damage, central system faults and peripheral failure to areas such as back office printers ,bar code reader, keyboard and monitor touch element etc.
Implementation	These calls are queries concerning; Implementation delay, planned activity reschedule and site preparation issue.
Network	The Network areas here are; the central system, Network failure and Post Office Configuration, Link and Router failure.
Operations	This includes access and user administration failure, EPOSS operation failure, Reference Data issue and System Environment failure.
Other	Includes central system - environmental failure - PO - consumable order request - office environment failure i.e. power - miscellaneous
Reconciliation	Reconciliation calls are in particular aimed at APS, Benefit Encashment System (BES) EPOSS, Reference Data.
Security	One - shot password problems
Software	Software errors included are; expected change not worked, system message displayed on - screen , system operation has changed unexpectedly.

NBSC Call descriptions

CALL TYPE	
Horizon	The majority of calls logged under this category are calls which are proper to Horizon System Helpdesk. This category also includes Horizon issues which the NBSC should deal with, for example - Bill Payment, Banking, Cash Accounting, Reconciliation and Settlement etc.
Client Counter Procedure	This is transactional procedures including how to account for items and how to perform the transaction.
Local Schemes	Contains details of clients for local schemes and transactions types regarding these.
Office Process	This includes burglary, robbery, complaints, office closures, stock shortages, power failures, industrial action, name badge ordering, safe problems, health and safety issues etc.
Switchboard/ Inappropriate Call	Calls that are misdirected or proper to other sections
Utilities - Electricity	Transactions regarding charge accounts for electricity
Utilities - Gas	Transactions regarding charge accounts for gas
Utilities - Water	Transactions regarding charge accounts for gas