POL00393787

Horizon Programme

Business Service Management

Management of the Live Environment
Report No 31 - March 2000

Author	Richard Butler/ Danny Corry.	*Reference*	
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Date	17/04/2000	*Status*	Issued
Authority	Adele Kilcoyne		

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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.

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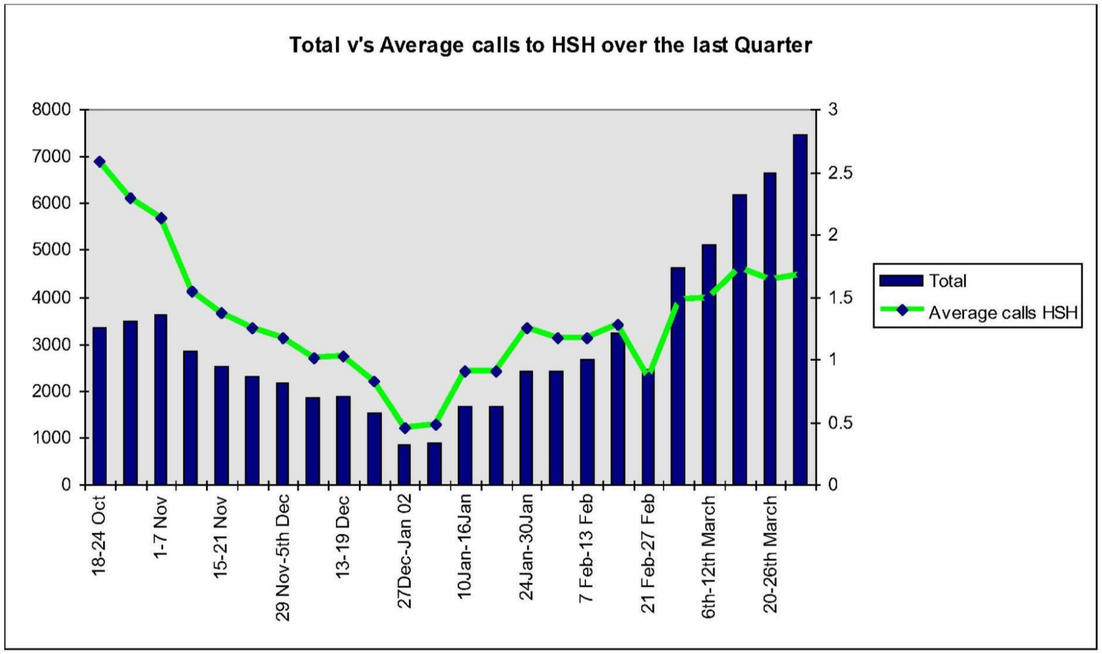
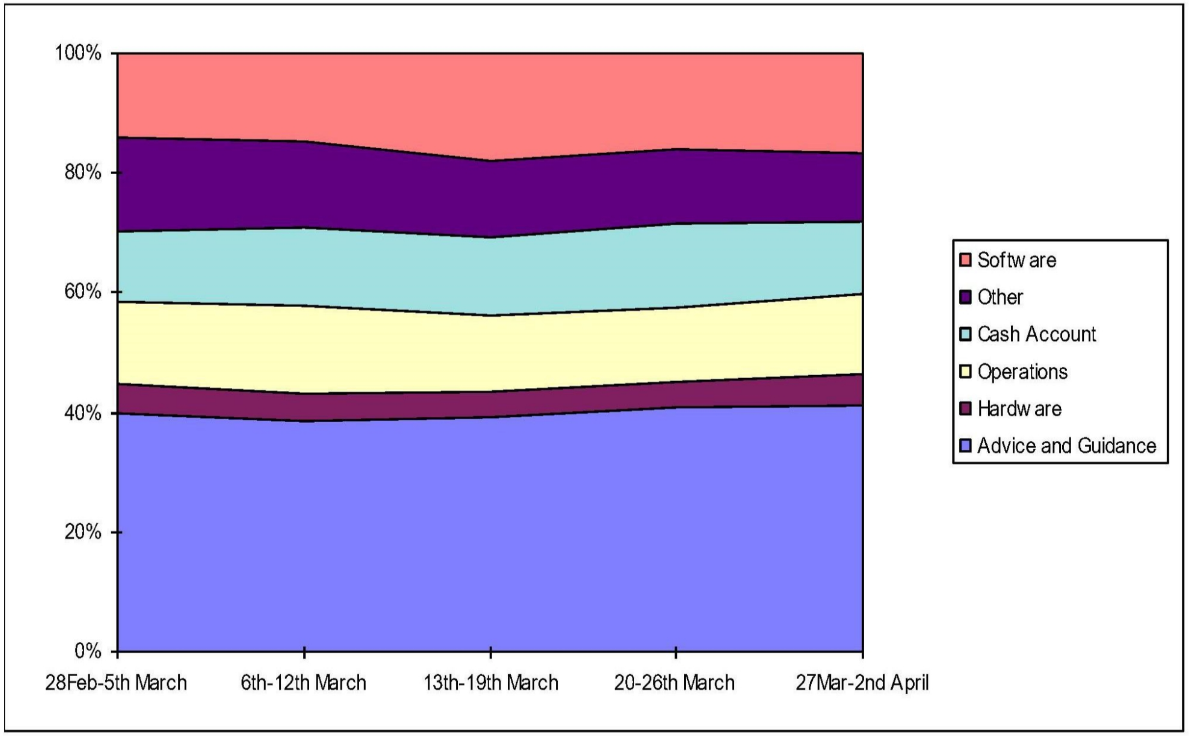
2.0 HORIZON SYSTEM HELPDESK:

Source, Jez Murray ICL Pathway.



2.1 Percentage breakdown of Calls for March



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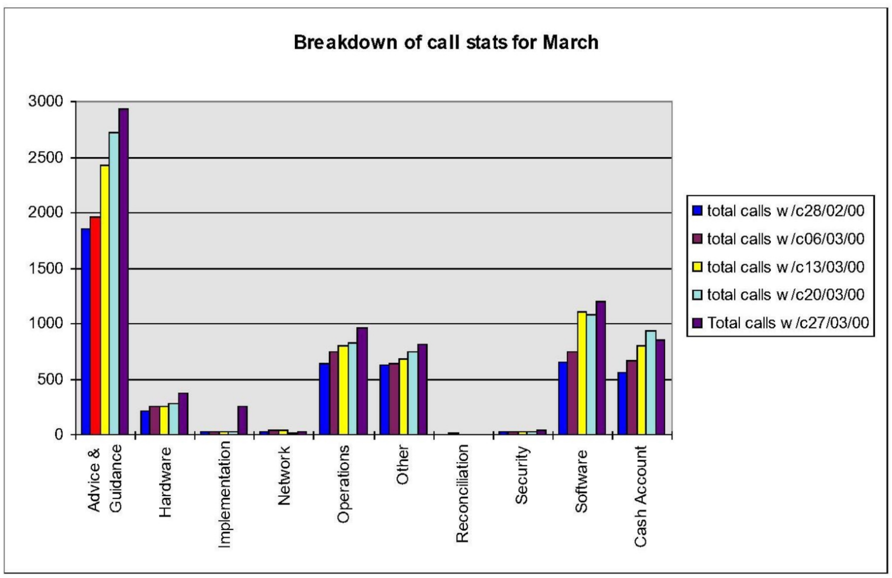
2.2 Number of calls to HSH and breakdown of categories for March.

Call Category	total calls w/c 28/02/00	calls per office w/c 28/02/00	total calls w/c 06/03/00	calls per office w/c 06/03/00	total calls w/c 13/03/00	calls per office w/c 13/03/00	total calls w/c 20/03/00	calls per office w/c 20/03/00	Total calls w/c 27/03/00	calls per office w/c 27/03/00
Advice & Guidance	1847	0.588	1962	0.571	2428	0.680	2717	0.666	2939	0.662
Hardware	220	0.07	248	0.072	249	0.069	286	0.07	369	0.083
Implementation	27	0.008	23	0.006	29	0.008	33	0.008	247	0.055
Network	32	0.01	38	0.011	35	0.009	19	0.004	25	0.005
Operations	638	0.203	742	0.216	801	0.224	823	0.201	959	0.216
Other	629	0.2	636	0.185	683	0.178	741	0.181	815	0.183
Reconciliation	4	0.001	12	0.003	6	0.001	2	0.000	3	0.000
Security	24	0.007	26	0.007	28	0.007	32	0.007	40	0.009
Software	657	0.209	753	0.219	1110	0.311	1076	0.264	1198	0.270
Cash Account	555	0.176	666	0.193	803	0.225	937	0.229	859	0.193
TOTAL CALLS	**4633**	**1.475**	**5106**	**1.486**	**6172**	**1.729**	**6666**	**1.635**	**7454**	**1.676**
MIGRATED OFFICES	N/A	**3139**	N/A	**3435**	N/A	**3568**	N/A	**4075**	N/A	**4435**



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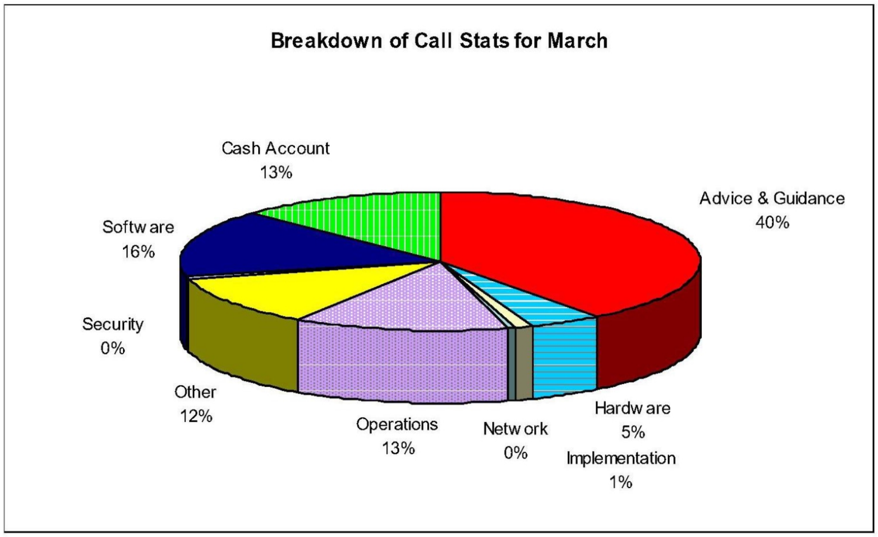
2.3 - Pie chart to show percentage of calls per category for March 2000



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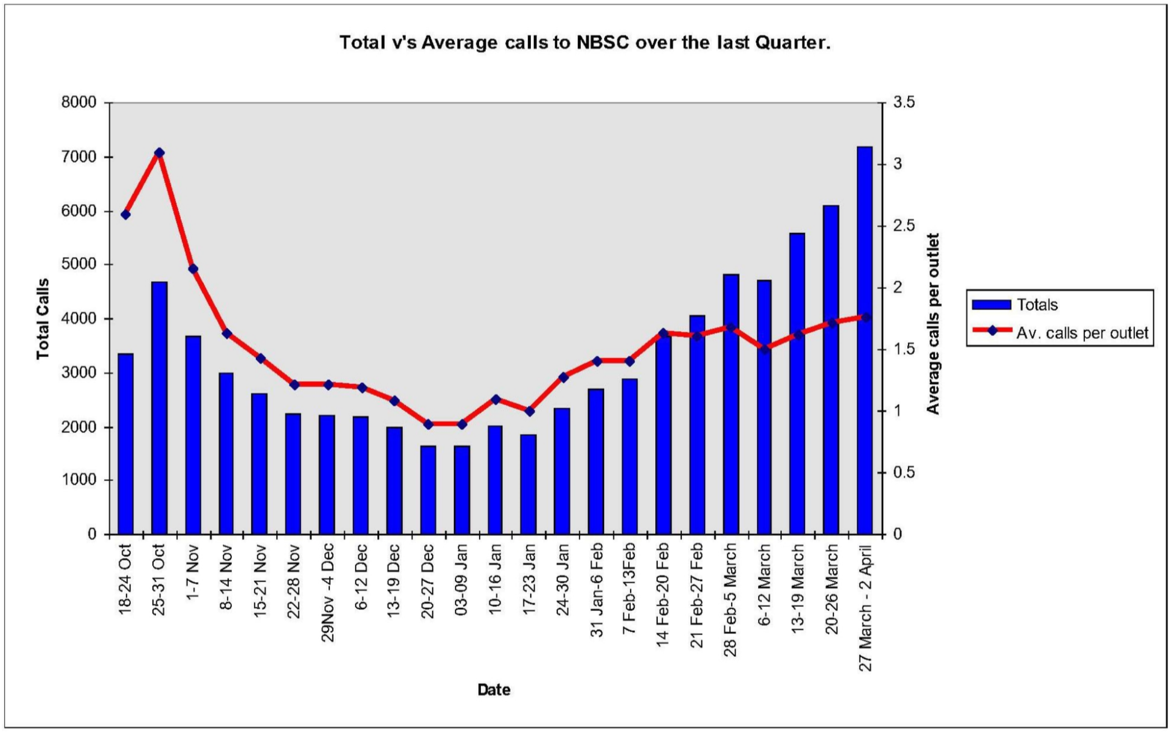
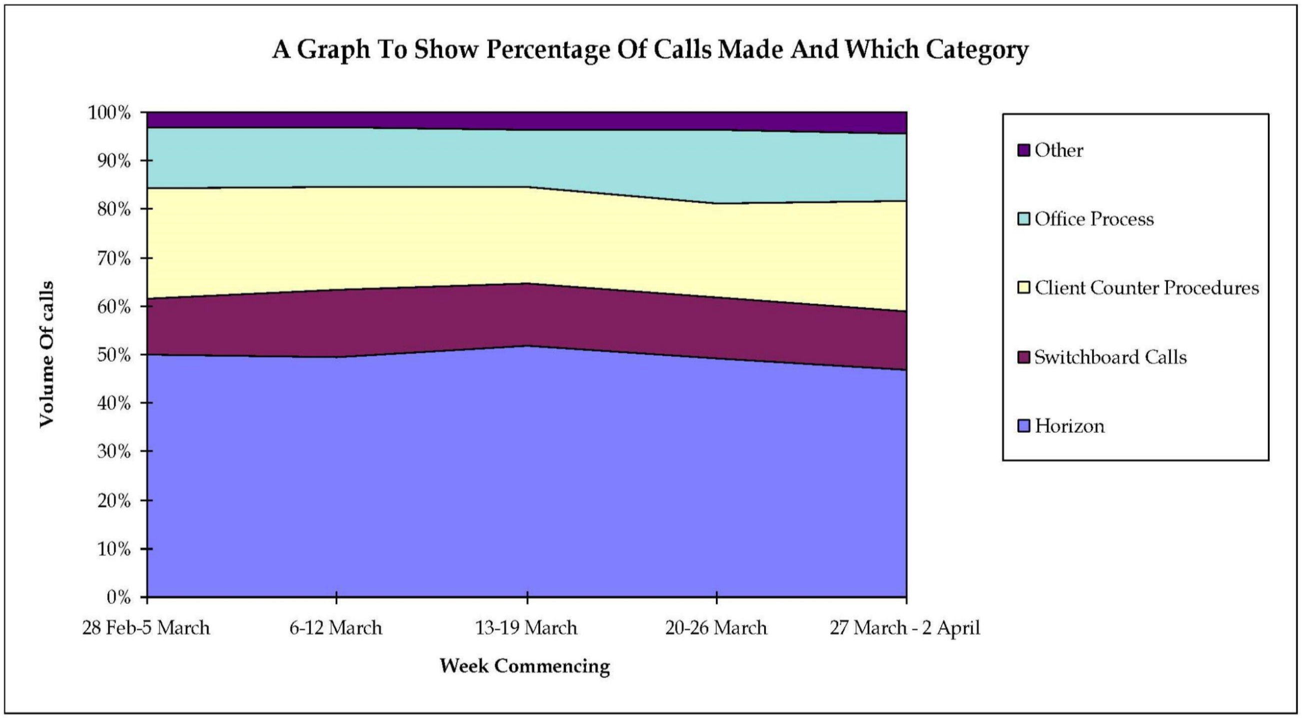
3.0 NETWORK BUSINESS SUPPORT CENTRE.



3.1 Percentage breakdown of calls to NBSC



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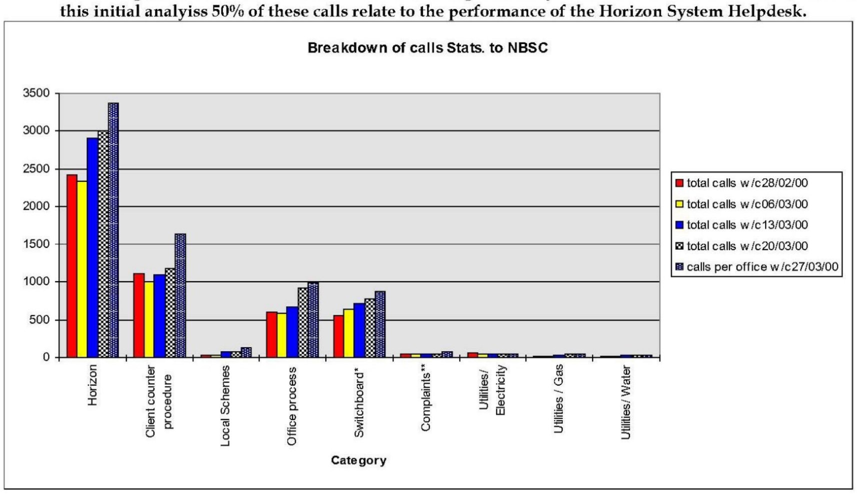
3.2 Number of calls NBSC and breakdown of calls for March period.

Call Category	total calls w/c 28/02/00	calls per office w/c 28/02/00	total calls w/c 06/03/00	calls per office w/c 06/03/00	total calls w/c 13/03/00	calls per office w/c 13/03/00	total calls w/c 20/03/00	calls per office w/c 20/03/00	calls per office w/c 27/03/00	calls per office w/c 27/03/00
Horizon	2414	0.77	2334	0.68	2896	0.81	3000	0.736	3368	0.76
Client counter procedure	1102	0.35	1006	0.29	1099	0.308	1181	0.289	1637	0.369
Local Schemes	23	0.007	36	0.01	69	0.019	78	0.019	133	0.029
Office process	605	0.19	581	0.17	666	0.18	924	0.226	992	0.223
Switchboard*	547	0.17	647	0.19	717	0.2	771	0.189	870	0.196
Complaints**	43	0.01	37	0.01	44	0.012	50	0.012	70	0.015
Utilities/ Electricity	55	0.017	42	0.01	37	0.010	37	0.009	49	0.011
Utilities / Gas	19	0.006	20	0.005	28	0.007	37	0.009	38	0.008
Utilities/ Water	10	0.003	12	0.003	23	0.006	23	0.005	24	0.005
TOTAL CALLS	**4818**	**1.53**	**4715**	**1.37**	**5579**	**1.56**	**6101**	**1.49**	**7182**	**1.62**
MIGRATED OFFICES	N/A	**3139**	N/A	**3435**	N/A	**3568**	N/A	**4075**	N/A	**4435**

***Switchboard calls (greater than 100) for March**

Lost Call	**152**	**Security**	**103**
Girobank	**100**	**Stores**	**237**
Transferred to HSH	**840**	**Wrong Number**	**990**
Human Resources	**146**	**Post Office Depts.**	**252**

**** Complaints have only been recorded by the NBSC since the beginning of this month and a review is now being out to check that these calls are now being accurately recorded and coded. However, based on this initial analyiss 50% of these calls relate to the performance of the Horizon System Helpdesk.**



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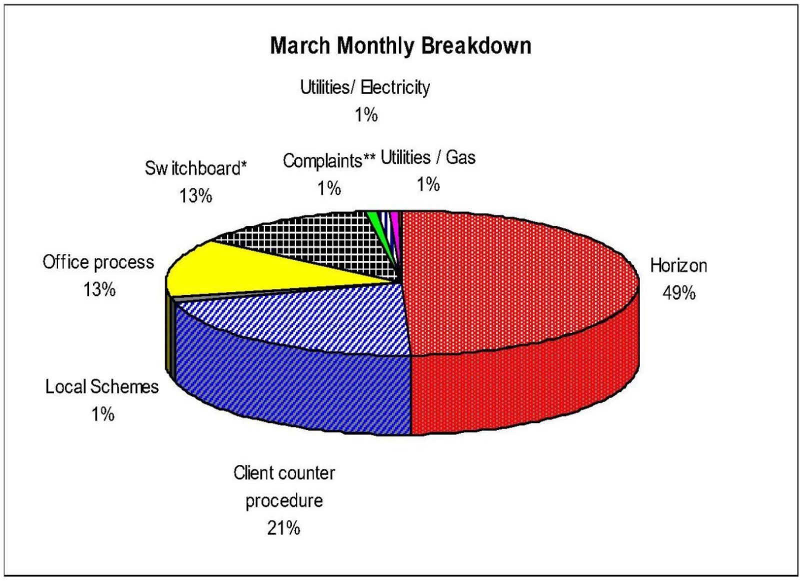
3.3 Pie chart to show Monthly breakdown of calls to NBSC



3.4 Post Office Customer Management Tier 1

NBSC - Incident Resolution

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%	4 %	4%	2%	1%	1%	0.7%	2%	1%	0.2%
Tier 2	28%	27%	21%	7%	3%	2%	1%	6%	3%	0.5%

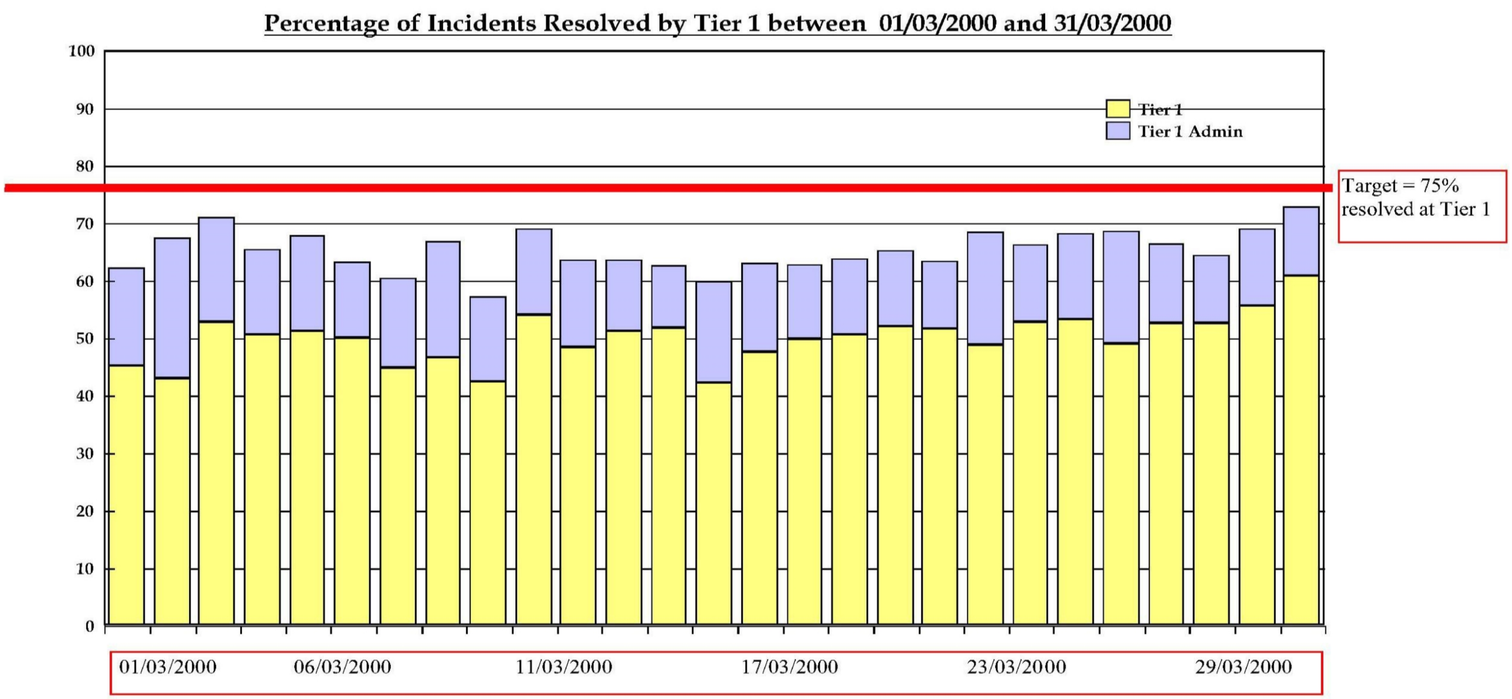
NBSC CSF's

Measure	Target	JANUARY	FEBRUARY	MARCH
End Users (Quantitative)	%	%	%	%
Calls answered within 15 seconds	85%	92%	86%	89%
%Calls answered < 1 minute	95%	98%	96%	94%
Overall % Abandoned	≤ 5%	2%	3%	2%
% Incidents resolved at Tier 1	75%	57%	62%	64%

Commented [RL1]:

3.5 Tier 1 Incidents resolved in March

(*see Appendix A for definition of Tier 1/Tier 1 Admin.)



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4.0 TRANSACTION PROCESSING
This information has been supplied by Lynn Kelly

Current Status - GREEN

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					31.0	36.0	37.0	39.0	40.0	40.0	41.0	40.0	34.0	35.0	35.0	29.0	21.0	15.0	10.0	6.0	3.0
Actual	6.0	9.0	17.5	24.0																	

* Figures stated are for the beginning of each month

Comments

- First tranche of staff in post to cope with the increase from Horizon offices now. Staff on a panel for the increases expected during April & May 2000.

- Extra staff numbers forecast in July, August and September onwards due to the latest increases in the length of the learning curve. However, restricting the learning curve to an analysis of the errors produced in the last 15 weeks, indicates the latest extra staff numbers forecast to be closer to the original.

- 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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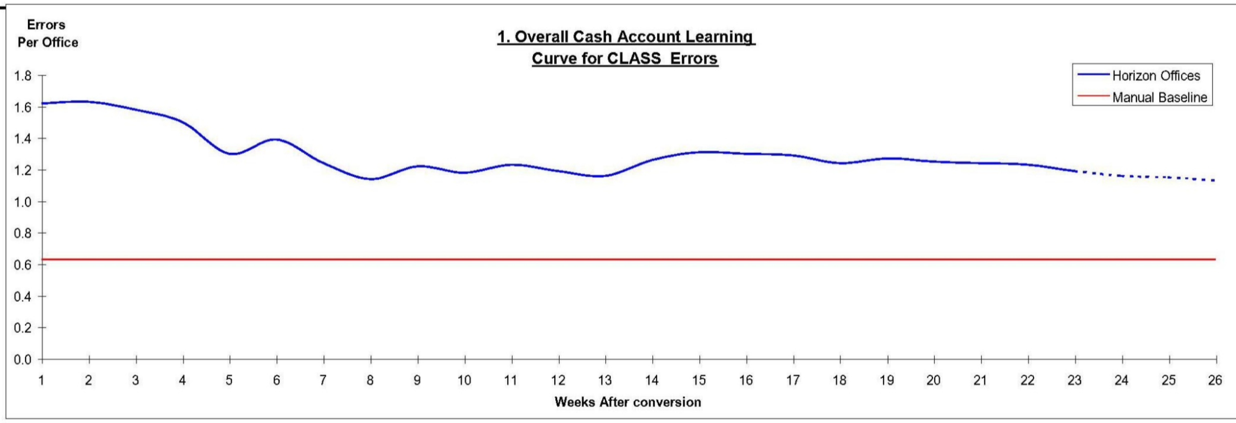

Comments

- 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.

- 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	*(Baseline 0.63)*	1.62	1.63	1.58	1.5	1.3	1.39

Notes

- Average number of errors produced for Horizon offices based on CBDB data for the last 15 weeks (weeks 38 - 52).

- 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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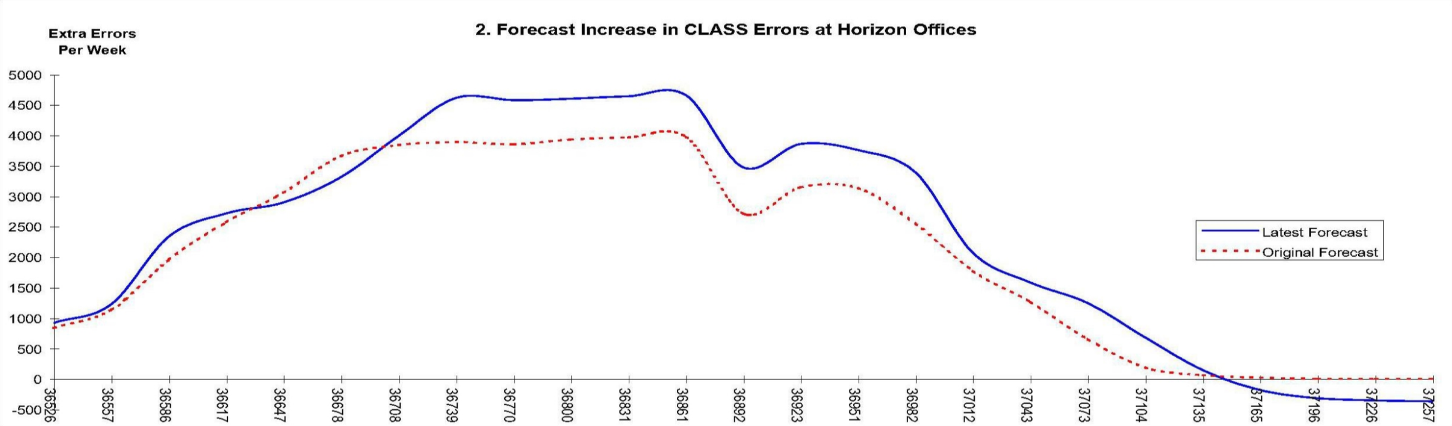

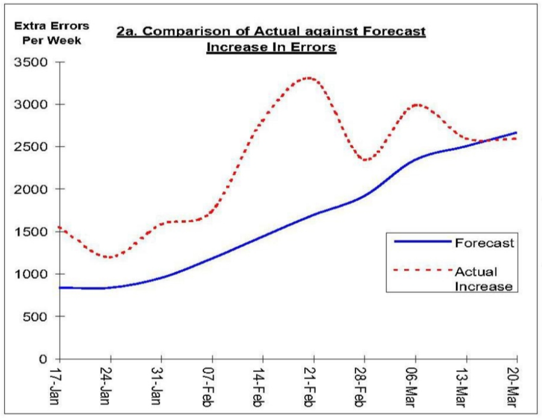

Notes

- 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 38 - 52, with the learning curve extending for 26 to 30 weeks before Horizon offices return to / below the manual baseline.

Actual Errors for weeks 46 to 52

	Week 46	Week 47	Week 48	Week 49	Week 50	Week 51	Week 52
	7-Feb-00	*14-Feb-00*	*21-Feb-00*	*28-Feb-00*	*06-Mar-00*	*13-Mar-00*	*20-Mar-00*
No. of Horizon Errors	3154	4389	5073	4318	5144	4953	5140
No. of Horizon Offices	2258	2522	2829	3137	3435	3746	4052
Errors Per Horizon Office	1.40	1.74	1.79	1.38	1.50	1.32	1.27

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.

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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		
% 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%		

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 March-P.O.C.L's derived SLA's Day B 93.52% Day B 94.49% Day C 99.62% Day C 98.87% Day D 99.79% Day D 99.24%	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.

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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	G	G			
Work Areas :					
HAPS	G	G			
OBC - EPOSS	A	G			
OBC - March CTO	G	G			

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6.1 OSG Critical Success Factors for Horizon

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)	G	25	All OK	G			
2.	ICL Pathway Management Support Unit reports received by OSG daily by 10am.	G	5	All OK	A			
3.	ICL Pathway Management Support Unit reports to match the appropriate transfer file contents.	G	15	All OK	G			
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	20	All OK	G			
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%	A	20	Average for month: Day B - 98.7% Day C - 99.5% Day D - 99.8% Transaction delivery targets missed on 14 days out of 24. Tracked under OSG P101.	A			
6.	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.	G	15	All OK	G			

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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.	POCL Business Centres to initiate product changes so as to meet the agreed OBC timescales.	A	15	A number of OBC's have been received late with little or no impact.	A			
2.	ICL Pathway delivering amended Reference Data so as to meet the agreed OBC timescales.	G	10	All OK	G			
3.	POCL Reference Data Team sending data to ICL Pathway so as to meet the agreed OBC timescales.	A	15	3 changes sent through with an urgent request had still not been done 1 week later. No adverse impact.	G			
4.	OSG to manage product changes so as to meet the agreed OBC timescales.	G	10	All OK	G			
5.	Number of keying errors by POCL Reference Data Team.	A	5	A number of keying errors have been identified by OSG. One has resulted in PinICL 40065 being raised and a recurring error is being tracked under OSG P185, BSM Problem No.10000092	A			
6.	Number of reference data Type C errors by ICL Pathway.	A	20	2 errors with little or no impact	G			
7.	Downtime of Verification terminals due to hardware/ software issues, to be no more than 10% of available working time.	G	25	All OK	G			

Overall Status : A

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6.3 Area : OBC - AP (April Client Take On)

	Criteria		Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports -1	-2	-3	-4
1.	CTO packs to OSG by - 31/01/00	G	8	All OK	G			
2.	OBC9's to ICL Pathway & OBC4/5's to RDS team by - 08/02/00	G	8	All OK	G			
3.	Reference Data to be with ICL Pathway by - 14/02/00	G	8	All OK	G			
4.	Test cards to be with ICL Pathway by - 21/02/00	G	8	All OK	A			
5.	ICL Pathway Test File & Verification Report to be delivered to OSG by - 09/03/00	G	8	All OK	G			
6.	Number of errors found during initial verification process	G	5	8 errors. No impact	A			
7.	File sent to Girobank by -15/03/00	G	25	All OK	G			
8.	Number of clients not authorised for release, or authorised with a known ref. data fault for - 28/03/00	G	30	All OK	G			

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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 P.O.C.L's problem database at the end of February 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 Supplier Performance Team.

Number Of PONU problems currently open	Number of ICL Pathway problems currently open
21	8

7.1 Volumes of PONU Problems opened/closed during March 2000

Week ending	No. of Problems opened	No. of Problems Closed
10/03/2000	2	7
17/03/2000	3	10
24/03/2000	2	4
31/03/2000	4	1

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

Week ending	No. of Problems opened	No. of Problems Closed
10/03/2000	1	3
17/03/2000	0	1
24/03/2000	0	0
31/03/2000	1	2

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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** 30/04/2000	• PON are now reassessing their position and requirements for Receipts and Payments misbalances.
10000013	Bureau de change transactions on the cash account	Mick Theobald	**04/08/1999** 31/03/2000	• Current ATP is being brokered as being the best solution available. Slow progress being made..
0000014	Girobank forms to be used on Horizon system (PDR's)	Dennis Wong	**19/08/1999** 31/05/2000	A review meeting was held with Girobank on 4th April 2000, to progress this problem further and raise the existing embargo on the remaining Horizon offices not using the Ecco+ style PDR's (2,277), the following was agreed. • Existing Horizon offices not using the PDR's will be rolled out at the rate of 200 per week, w/c from 8 May. Error rates will be monitored by Girobank and fed back to PON. Rollout will be dependant on error rates proving acceptable. • 42,000 Greyscale print guides will be produced and laminated to maintain colour stability and be issued to HFSOs/trainers/etc. However final agreement on the form itself needs to be finalised. Deliveries will be by the middle of May for distribution by Swindon. Current error rates were discussed with evidence of presentation mistakes. A high incidence of reversal problems were shown on the accompanying paperwork. Investigation of further evidence to be provided by Giro will be carried out to determine what the root cause is.

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Problem Number	Summary	Problem Manager	Original/ Target Date	Update
				The outcome of the meeting was extremely positive, however, this could be jeopardised by the following: • Internal Account Management agreement to the deployment of the greyscale print guide, there is concern that this will result in the printer ribbons being changed too frequently when they appear to be acceptable to the human eye. • The stock levels of PDR's in Swindon is causing concern and cannot be maintained in accordance to the roll-out schedule. Assuming the above two concerns can be managed then this problem will change status to 'monitor' and the reintroduction of the PDR managed by the Business Service Management Change implementation team. •
10000004	Receipts and Payments don't equal AFTER migration	Phil Turnock	**04/05/1999-** 30/04/2000	• PON are now reassessing their position and requirements for Receipts and Payments misbalances.
10000021	Contingency for system failure when balancing	Jonathan Rogers	**28/09/1999- 04/05/2000**	• Document gone to second review

7.4 Problem Management Critical Success Factors :-
Due to difficulties with variables within Business Objects , reporting on critical success factors is currently unavailable. In addition the team in Gavrelle House are unable to recover standard reports from the repository , this has been raised as an incident with system support.

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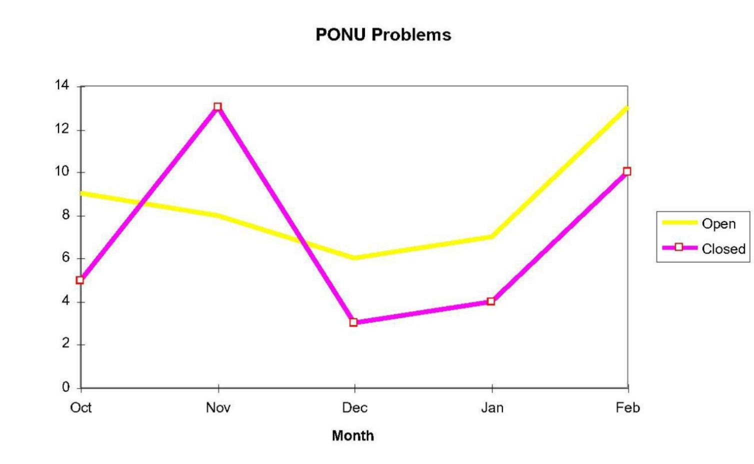
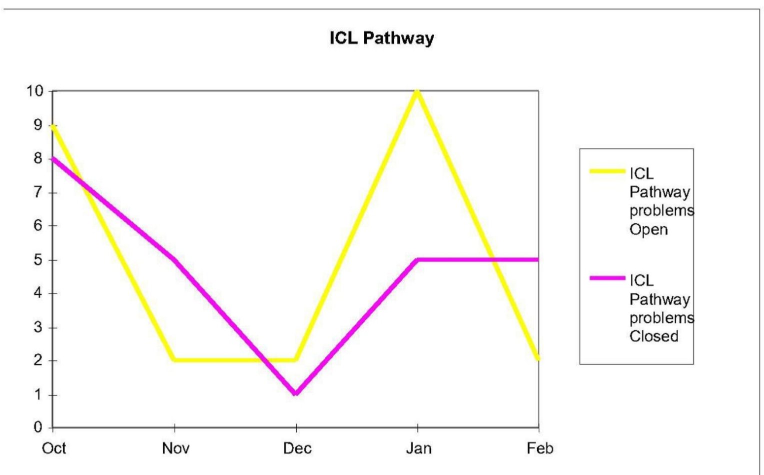
7.5- Graphs to show Problems over the last 5 Months

PONU problems for previous 5 Months



ICL problems for previous 5 Months



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8.0 Non conformance
(Des Hansbury : Problem Management).

1. Polling

ISSUE: ICL Pathway are continuing to press their belief that at a large number of offices the power to the Horizon equipment is deliberately turned off when the offices are closed.

Daily information is now being received from ICL Pathway on offices which are assumed to have switched off their Horizon processor. For offices failing to poll, Pathway compare message store entries showing that a reboot has occurred with HSH call records. If a reboot has taken place with no associated HSH call recorded, it is assumed by Pathway that the office has switched the processor off.

A telephone survey was undertaken of 15 offices listed on the reports for 29th to 31st March. No evidence was found to support the Pathway case. In all but one case the subpostmaster was able to provide an explanation for the non polling. As previously, the most common reason was a power failure.

In addition Pathway recently presented details of offices that had failed to poll over the weekend on more than one occasion during the period 14 February to 27 March. Fourteen of the offices had experienced more than two failures. Of these 13 were contacted. Again, in most cases, the subpostmaster was able to provide an explanation. Only one case of non conformance was identified; one that we had already raised with the appropriate Territory.

Overall the polling failure rate remains low as illustrated in the table below. It is based upon first day polling failures occurring on Sunday to Thursday each week.

Period	% First Day Failure Rate
December	0.77
January	0.66
February	0.53
March	0.67

2. Order Book Control Service (OBCS)

ISSUE: Pathway have reported that a large number of offices are not registering Benefits Agency (BA) order books on the Horizon System. This impacts on our contract with the Benefits Agency.

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All bar coded BA order books should be scanned on the day they are received in an office. ICL Pathway provided a list of 316 offices that had not scanned any order books during February. These offices represent 10% of the automated network as of the end of February.

To date 296 of these offices have been contacted in order to establish why the order books had not been registered on the system and to ensure the correct procedure is followed.

The following table summarises the reasons given for failing to scan the order books.

Telephone Survey Results

Reason for not scanning	Percentage of Sample
System / scanning problems - gave up trying	**14**
Told not to scan at training	**46**
Told not to scan by HFSO	**10**
Have been scanning books post Feb.	**4**
Stopped scanning after receiving communication	**12**
Incorrect procedure	**9**
Stated they have always scanned books	**4**
New spmr. - not aware of need to scan	**1**

The reasons given mainly revolve around communication issues and demonstrate the need to monitor that procedures are understood and being followed whenever temporary arrangements are in place. If a communication is long and involved as in this case the main actions need further emphasis, perhaps by means of bullet points in an introduction. A significant number of offices actually stopped receipting books after reading the cascade advising them that this was the only part of the control procedure they should be actioning.

Many offices had first hand experience of the problems that occurred with the order book bar codes and lost confidence in the system. A communication apologizing for the problems and informing outlets that they had been resolved would have increased the level of conformance by such offices whilst at the same time getting the message across to any trainers or HFSOs who may have been telling people that the facility didn't work.

Conformance in this area should improve significantly because, since 3 April, all new Horizon offices have been allowed to follow the original OBCS procedures (apart from one variation) and 328 of the existing automated offices have been ' re-enlivened '. The remainder will be ' re-enlivened ' by the end of May if ongoing monitoring demonstrates that we are able to meet a level of conformance acceptable to the Benefits Agency.

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9.0 Change Implementation
(Information supplied by Kate Elliott)

..Changes Implemented	Notice given	Reasons	Cost (excluding man-hours to PONU)	Issues/Details
Jeffrey Matthews Miniature Sheet	2 Days	Introduction of new Philatelic Products	Counter News	
Stamp Show 2000	2 Days	Introduction of new Philatelic Products	Counter News	
TV Licence Changes	1 Day	Changes to Concessionary schemes between April and November 2000	Counter News	The Account team were contacted after seeing information in Counter News inorder to include Horizon instructions in following articles.
Tariff - New Products	5 Days	Information on the changes to the layout of screens and how to rem in the new products.	Counter News	Although the bulk of the article had been prepared previously , the delayed implementation involved some rewriting.
Tariff - Revaluation	3 Days	Detailed instructions on the preparations required and how to perform the Revaluation	Counter News Workaid	Although the bulk of the article had been prepared previously , the change from the Revaluation occurring on a Monday to a Thursday involved considerable rewriting.
Centralisation of Unpaid Cheques	2 Weeks	Change to the procedure	Counter News	
VPN Software drop	1 Week	Incremental part of CSR+		Managed by Release Management but our team have provided the Communication articles
Withdrawal of DW Stampbooks icon	4 Weeks	Icons coming off screen as products withdrawn	Counter News	Advise to expect screen changes have been communicated as part of the Tariff articles.
Asylum Seekers Vouchers	8 Weeks	New product	Counter News Workaid	Full instructions have been communicated to all Branch offices but a Government decision on specific areas of roll out has not yet been made.

Newton Abbot CRU conversion	4 Weeks	Provide supporters of the system with background information		Offices were notified by the Project Team, TP.
New Cash Account	3 Months	Delivery of a change request		Software failed to be delivered to 3 offices and they were unable to produce a Cash Account. At the time of writing 2 slaves have still not been updated more than 2 weeks after the change should have been completed.
20 Homecare schemes	1 Week	Notification of changes to products		11 schemes failed to meet OBC timescales resulting in ATP`s
25 Ticket and Travel schemes	1Week	Notification of changes to products		4 schemes failed to meet OBC timescales resulting in ATP`s
4 Meals On Wheels schemes	1 week	Notification of changes to products		
Environment Agency - Rod Licences.	1 Day	No counter procedure for existing products after price change / new product.	Held at Helpline only	The prices changed on the system for Rod Licences issued from 16/03/00 but do not come into force until 03/04/00. Instructions are for Rod licences issued at current price.
Gateshead MBC Homecare Stmps	1 Day	Icon not on system when new stamps received in office	48 Letters posted 1st class by BSM	Original ATP issued was incorrect. Offices affected were contacted by telephone and the new instructions were posted out.
Suffolk CC Homecare Stmps	1 Day	Icon not on system when new stamps received in office	180 Letters issued with the stamps	Original ATP issued was incorrect. Offices affected were contacted by telephone and the new instructions were posted out.
OBCS Enlivenment - trial	1 Week	Enlivenment of the OBCS functionality for backlog offices.	129 letters posted 2nd class by BSM 199 letters posted 1st class by BSM	ATP despatched to first group of offices starting the trial on 03/04/00 ATP despatched to second group of offices starting the trial on 10/04/00

*Omitted from this months change implementation report is the changes pending table. Anyone wishing further information from this table, please contact Danny Corry on GRO / postline GRO

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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.

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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