Business Service Management - Summary Report for NRO Board
08 December 2000

A summary of key helpdesk statistics is attached at annex A. For further statistics and wider business performance analysis please consult the MoLE report and ICL Service Review Book. These are available from the Operational Performance Team within BSM.

ICL Pathway Performance against Service Levels

Following ICL Pathway's failure to achieve Service Levels in three quarters, (particularly in the data delivery and time to fix areas) they are now obliged to agree rectification plans and timescales with PON. Although the deadline was the 30th November discussions are continuing and a further update will be provided in next months report.

Problems in month

Non Polling - (Annex D refers)

The level of non polling outlets continues to be a concern as the percentage remains relatively static in relation to rollout numbers , but taken in isolation still appear to increasing. A further commercial focus has now been placed on this topic as ICLP have failed their SLA on this area for over 3 months now. An SLA rectification forum met on 9 November, lead by Liz Tuddenham and ICLP presented what they were doing to address this shortcoming. In the meantime, operational focus has continued, lead by Problem Management. Although Problem Management have kept management focus high, the ICLP proposed solutions will not come into play until at least April 2001.   In the meantime, PON are having to deal with the Client / Customer impacts that exist.

Help Line Issues
Post Office Customer Management Performance (Tier 1 NBSC)

Only one of the seven main SLA's was achieved - that being the Resolution Rate which at 78.7% is the highest figure yet.

 Calls received were approx 20% higher than forecast due to the issues surrounding the CSR+ upgrade and the second full month of Retail Line Review. The CSR+ upgrade which contributed to over 50% of the extra calls (over forecast) finished in the first week of December and expectations are that normal answering standards will be resumed. During the period of the upgrade there was regularly a flood of calls to the NBSC in the early part of the morning , which despite a number of shift pattern slides still overwhelmed the operation. Dramatic falls in ACD type SLA results occurred (eg 1-8 November and 20-24 November) around major CSR+ issues regarding : upgrade failures; lack of workbook delivery ; LFS and transfer date problems.

The new call salutation, transfer of call and closing salutation has been agreed and is being rolled out during week commencing 18th December . This follows feedback in the Customer Satisfaction survey and NBSC advisors . Communications are planned.

The new Quality Measurement System has been agreed and will be implemented in December 2000 and will form part of the SLA's reporting process from January onwards. This is a significant step forward and shows the NBSC's commitment to ensuring the delivery of a quality service.

From a supplier/relationship perspective, Mark Haynes has expressed a number of concerns around the POCM operation and their desire to meet PON standards and targets. An escalation meeting was held on 5th December between Geraldine Collie, Jon Abrahams, Wendy Meehan and Susan Howlett (from POCM) and Mark Haynes and Harvey Skipsey (PON). These concerns were discussed and a positive way forward was agreed, Mark is awaiting the delivery of these actions over the next few weeks.

Main areas of concern are around : Business Systems and the system resilience ; Tier 1 training and operational performance/ability; future capacity requirements and the overall proactiveness from POCM to address issues.

Single Point of Contact Update

Following agreement to proceed with Phase 1 of SPOC at a meeting with Keith Baines and Tony Oppenheim on Friday 1 December, a draft discussion paper has been issued by POCM with the intention to meet with ICL Pathway, PON and POCM in Dearne House on Thursday 7 December. A technical document will be produced which will allow ICL Pathway to fully respond to the Change Request produced a few weeks ago. It is expected to implement SPOC at NBSC using a front end Interactive Voice Response (IVR) during January 2001.

CSR+ Migration

This is due to be completed during week commencing 4th December and a number of learning points will have been realised. Too many problems have surfaced which in turn has led to concerns being raised within the NBSC about the overall process adopted - e.g. upgrade failures; lack of workbook delivery ; LFS and transfer date problems.

Transaction Processing Issues
A summary of suspense account figures is attached at annex C.

Error Resolution

The table below shows that in general the levels of errors per Horizon Office have fallen since week 23. Although the average error figures have fluctuated over the last eleven weeks the general trend is downwards.

Actual Errors for weeks 21 to 31

	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26	Week 27	Week 28	Week 29	Week 30	Week 31
	14th Aug	21st Aug	28th Aug	4th Sept	11th Sept	18th Sept	25th Sept	02nd Oct	09th Oct	16th Oct	23rd Oct
No. of Horizon Errors	9222	9734	11,691	10,786	11,286	11,065	11,150	11,091	10,937	11,049	11,354
No. of Horizon Offices	10,329	10,635	10,879	11,185	11,491	11,797	12,087	12,384	12,686	12,976	13,271
Errors per Horizon office	0.90	0.92	1.07	0.96	0.98	0.94	0.92	0.90	0.86	0.85	0.86

Costs of Error Resolution

Spend on additional staff in TP to the end of October 2000 is £292,000.

(The full year forecast additional costs are £585,000. Next years costs are estimated at £200,000 for clearing additional errors at the end of the Horizon roll out. To provide a full picture of error clearance costs the baseline cost of £4.5million needs to be added to the above giving 2000/01 full year costs of £5million. 2001/02 costs are £4.7million).

Annex A

HELPLINES

Average No of calls per outlet in November.

Call Category	Av. calls per office w/c 30/10/00	Av. Calls per office w/c 06/11/00	Av. calls per office w/c 13/11/00	Av. calls per office w/c 20/11/00	Av. calls per office w/c 27/11/00	Average weekly calls per office for Month	Previous Monthly Average	Overall weekly Average since 24th January
HSH CALLS	1.33	1.37	1.32	1.33	1.22	1.31	1.27	1.29
NBSC CALLS	1.85	1.81	1.67	1.59	1.51	1.69	1.58	1.53
Regional Helpdesk Internal Calls	2.11	1.40	1.34	1.30	1.26	1.48	1.63	n/a
OFFICES MIGRATED	13,797	14,073	14,340	14,607	14,829	14,329	12,070	

NBSC - Incident Resolution - Month of November

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 2	26.9%	22.8%	21.0%	8.5%	3.8%	5.0%	1.3%	6.3%	2.9%	1.6%

NBSC CSF's

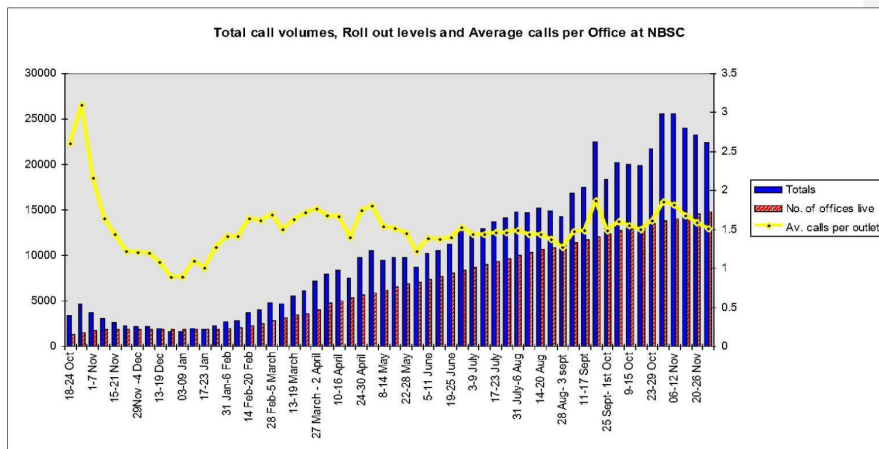| Measure	Target	August	September	October	November
End Users (Quantitative)	%	%	%	%	%
Calls answered within 15 seconds	85%	86.8%	77.6%	77.8%	73.1%
%Calls answered < 1 minute	95%	94.8%	90.3%	90.3%	87.6%
Overall % Abandoned	≤ 5%	2.7%	5.2%	4.4%	5.3%
% Incidents resolved at Tier 1	75%	76.8%	77.3%	77.3%	78.7%
Customer Satisfaction Index	81%	86.6%	87.4%	Quarterly	n/a*
Average wait to answer	10 secs	8 secs	10 secs	13 Secs	15 Secs
Total Number of Calls Answered	N/A	66,183	77,286	90,792	106,499
Average Monthly calls per outlet received at NBSC	N/A	6.05	6.81	6.76	7.30

Commented [RL1]:

* n/a refers to the fact that the customer satisfaction index is produced one month in arrears.

Appendix B

Graph to show HSH figs over last months

Total call volumes, Rollout levels and average calls per office at HSH
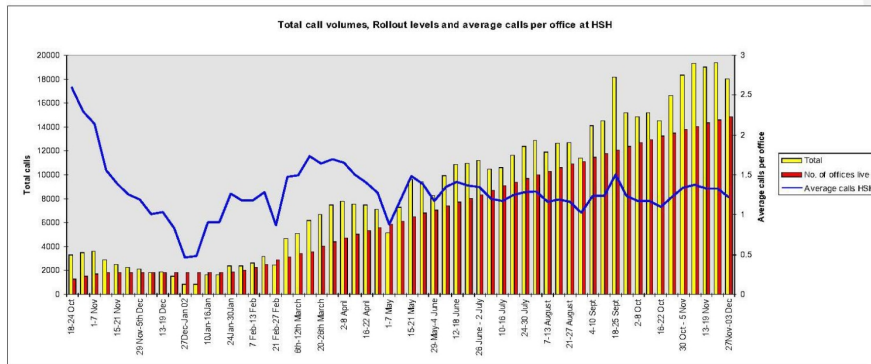
Graph to show NBSC Figs Over last 12 months

Total call volumes, Roll out levels and Average calls per Office at NBSC

APPENDIX C

Suspense Accounts
Monthly Figures

CASH SHORTAGES	Period 02	Period 03	Period 04	Period 05	Period 06	Period 07
Value of authorised shortages at Automated outlets	£4.3m	£4.3m	£6.0m	£8.4m	£6.2m	£8.9m
Total value of Authorised Shortages in entire Network	£6.9m	£6.5m	£7.8m	£9.8m	£7.4m	£9.7m
% of Total amount in authorised shortages for Automated outlets	62.0%	66.0%	77.0%	85.7%	84.0%	91.7%
% of Network automated	36.5%	42.9%	52.4%	58.9%	67.0%	74.0%

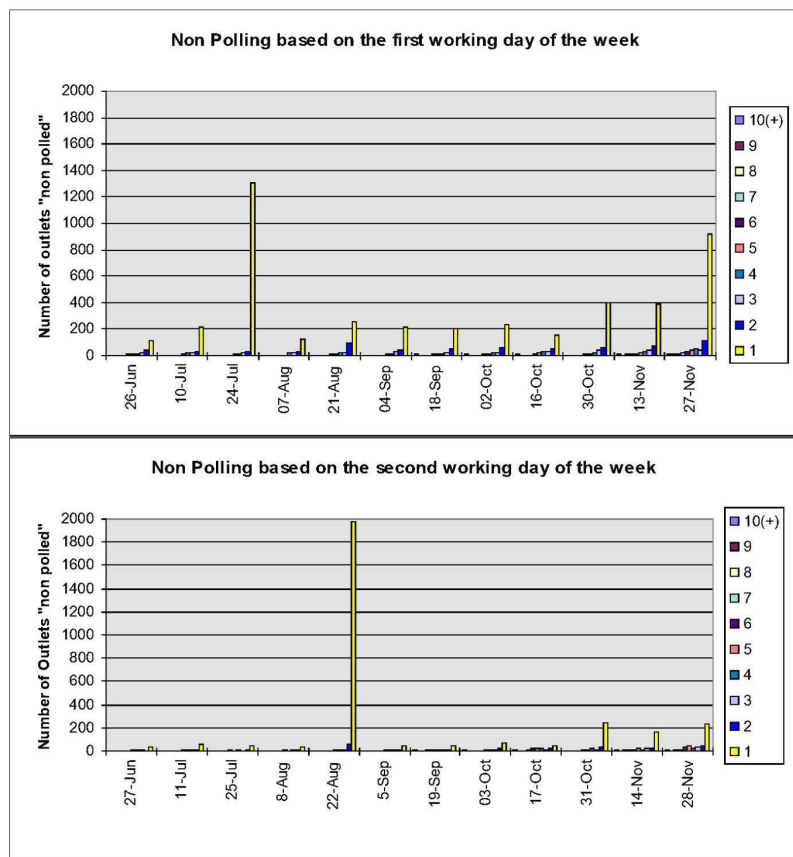| UNCLAIMED PAYMENTS	Period 02	Period 03	Period 04	Period 05	Period 06	Period 07
Value held in unclaimed payments at Automated outlets	£1.7m	£2.1m	£2.4m	£2.8m	£3.1m	£3.7m
Total value of unclaimed payments in entire Network	£30.5m	£27.7m	£31.0m	£32.9m	£63.5m	£46.8m
% of Total amount in unclaimed payments for automated outlets	5.6%	7.6%	7.7%	8.5%	5.0%	7.9%
% of Network automated	36.5%	42.9%	52.4%	58.9%	67.0%	74.0%

UNCHARGED RECEIPTS	Period 02	Period 03	Period 04	Period 05	Period 06	Period 07
Value held in uncharged receipts at Automated outlets	-£2.4m	-£2.7m	-£2.5m	-£2.9m	-£3.1m	-£3.3m
Total value of uncharged receipts in entire Network	-£36.4m	-£30m	-£32.2m	-£59.5m	-£63.2m	-£36.7m
% of Total amount in uncharged receipts for automated outlets	6.6%	9.0%	7.8%	4.8%	5.0%	9.0%
% of Network automated	36.5%	42.9%	52.4%	58.9%	67.0%	74.0%

Extra Staff required in TP (data as at Sept 00)

	Sep	Oct	Nov	Dec	Comments
Original Forecast	38.0	38.0	38.0	38.0	First staff being picked up now/June 2000 onwards for the external recruitment exercise for additional people and where replacements are required.
Latest Forecast				42.0	More staff will be required at the end of the roll out timetable for extra ongoing work on Horizon offices. (e.g. completing table 12 parcel income figures , clearing manual amendments and former Sub Postmasters accounts.
Actual	36.0	36.0	36.0		

Figures stated are for the beginning of each month.

Annex D

Non-Polling data

Non Polling based on the first working day of the week

Non Polling based on the second working day of the week

Polling failures reported on Monday 27th November (relating to failures which took place on the evenings of Friday 24th - Sunday 26th) were at an unusually high level of 1233 offices. ICL Pathway's Management Support Unit reported that this was due to migration/upgrade issues. This has dropped to 453 reported on Tuesday 28th November & 355 on Wednesday 29th (Wednesday's figure equates to approximately 2.3% of the live estate, and is consistent with the weekly average for the previous two weeks).

BSM Problem Management are monitoring the situation; given ICL Pathway's explanation, it is expected that the level should begin to fall once upgrades are complete. ICL Pathway have expressed the view that although there are issues around new migrations which contribute to the level of polling failures, none of these are peculiar to migration to CSR+ and were present during migration from Release 1c to CSR+.