POST OFFICE

Horizon Programme

Business Service Management

Management of the Live Environment

Report No 36 - September 2000

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CONTENTS

[FILENAME * Lower \p * MERGEFORMAT]   1

Business Service Management

Service Reporting

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Business Service Management   Service Reporting

1.0 Introduction

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 report aims to provide comprehensive and detailed statistics of issues affecting the live environment. This report is not targeted at any one particular audience but rather it is intended as a reference guide for people who work within the Live Environment.

Operational Performance produce a number of other reports which are targeted to a more specific audience. The data incorporated in these reports often can be found in more detail within this report. Headlines on each topic are set out at the beginning of each section.

Problem Management

September

- 70 problems are currently open.

- 42 of these are owned by PONU the other 28 are owned by ICL Pathway.

September saw the introduction of CSR +

CSR+ Related Problems

Of those problems managed by ICL P seven relate to APS (P10000269, 287, 293, 294, 296, 297 & 298). These are either new problems or the incidents have become more frequent since CSR+ was introduced. Pathway had recognised the problems and started to investigate them before TP formally raised the incidents as Problems.

The problems cover data integrity (reconciliation errors), corrupt validation files, delayed transactions and missing files (repaired files causing normal files to be rejected because of duplication). They impact on our ability to reconcile payments to Clients, provide product breakdowns and meet SLA timescales.

Problems opened since the end of the month may call into question the stability of the system

- some CSR+ offices receiving AP recovery messages when logging on
- the number of critical NT error messages
- screen freezes occurring when outlets attempt to print or preview planned orders

Business Service Management   Service Reporting

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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.

Month	Total number of PON problems OPEN at the end of each Month.	Total number of ICL Pathway problems OPEN at the end of each Month.
June	25	21
July	24	29
August	25	24
September	42	28

Volumes of PONU Problems opened/closed during September 2000

Week commencing	No. of Problems opened	No. of Problems Closed
28/08/2000	1	0
04/09/2000	4	2
11/09/2000	10	0
18/09/2000	9	7
25/09/2000	9	6

Volumes of ICL Pathway Problems opened/closed during September 2000

Week ending	No. of Problems opened	No. of Problems Closed
28/08/2000	2	2
04/09/2000	1	0
11/09/2000	2	1
18/09/2000	1	0
25/09/2000	4	1

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Business Service Management   Service Reporting

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New Problems raised in September :-

Problem Id	Date raised	Problem Name	Target Date
P10000265	01/09/2000	Pathway Agent Harvester dropping OBCS foreign transactions	29/09/2000
P10000266	04/09/2000	(CSR+) CH & D will not accept Horizon produced advice notes	27/10/2000
P10000267	05/09/2000	(CSR+) Simple Payment Module not yet available	29/09/2000
P10000268	06/09/2000	Cleveleys - system problems	18/10/2000
P10000269	07/09/2000	(CSR+) APS txn files delivered late to POCL HAPS	20/10/2000
P10000270	08/09/2000	Errors in LFS Workbook	29/09/2000
P10000271	12/09/2000	OBC Non Conformance	29/12/2000
P10000272	12/09/2000	(CSR+) Rem pouches issued with incorrect barcodes	29/09/2000
P10000273	12/09/2000	(CSR+) Offices cannot order new barcoded seals for coin bags	21/09/2000
P10000274	12/09/2000	(CSR+) Outlets unable to follow InwardRem Procedure	27/10/2000
P10000275	13/09/2000	HSH refusing to accept incident calls that are in ICL Pathway	29/09/2000
P10000276	13/09/2000	GEC Water Smartcard not working in CSR+ Offices.	29/09/2000
P10000277	13/09/2000	Maximum quantity of AP tokens	31/10/2000
P10000278	13/09/2000	Confusion in CSR+ Outlets when declaring MVL stock.	16/10/2000
P10000279	13/09/2000	(CSR+) Procedure for Rem Shortages for CSR+ outlets.	30/10/2000
P10000281	14/09/2000	Change of issue date for Amazon.com gift voucher sales	30/09/2000
P20000002	14/09/2000	CSR+ Offices cannot declare non value stock for SWALEC Tokens	14/11/2000
P20000003	14/09/2000	Child Benefit Books will not be accepted manually on Horizon	21/09/2000

[FILENAME * Lower \p * MERGEFORMAT]

Business Service Management   Service Reporting

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Problem Id	Date raised	Problem Name	Target Date
P10000283	18/09/2000	Horizon instructions needed for Parliamentary Offices	13/10/2000
P10000284	18/09/2000	Expert Domain needing a Path Code to raise incidents at HSH.	06/10/2000
P10000285	18/09/2000	(CSR+) Welsh Water unable to process transactions	29/09/2000
P10000286	18/09/2000	Inland Revenue Working Family Tax Credit Books.	13/10/2000
P10000287	18/09/2000	(CSR+) APS Reconciliation	13/10/2000
P10000288	19/09/2000	Conflicting data supply to ICL Pathway	31/10/2000
P10000290	21/09/2000	Discount Wholesale Stamps- 1x10 Xmas Stamp Books	28/09/2000
R10000291	22/09/2000	First Western National Bus tickets (reopened)	22/09/2000
R10000261	23/08/2000 (re-opened)	Cwmaman - Screen problems	06/09/2000
P10000292	22/09/2000	Horizon outlets not sending FINAL version of cash account	08/11/2000
P10000293	25/09/2000	(CSR+) Differences between TPS harvested AP txns & OPTIP	13/10/2000
P10000294	25/09/2000	CSR+. The APS and TPS harvesters are frequently out of sync.	13/10/2000
P10000296	25/09/2000	(CSR+) AP Delayed transactions	13/10/2000
P10000297	25/09/2000	(CSR+) APS Reconciliation errors	13/10/2000
P10000298	25/09/2000	(CSR +) Missing Transaction Data	13/10/2000
P10000299	26/09/2000	Incorrect postal order paid summary docket used	08/11/2000
P10000301	26/09/2000	(CSR+) CASHCO delivery men ignorance of new procedures	13/10/2000
P10000302	26/09/2000	Message store amendments - No process	29/12/2000
P10000303	26/09/2000	Horizon outlets producing manual cash accounts	31/10/2000
P10000304	26/09/2000	Contingency for AP txns when outlet reverts to manual	31/12/2000
P10000305	28/09/2000	(CSR+) AP Recovery Screen message	03/11/2000
P10000306	28/09/2000	(CSR+) Critical NT error message	13/10/2000
P10000307	28/09/2000	(CSR+) Screen freezes in planned orders	03/11/2000
P10000308	28/09/2000	Some Moray Council Tax AP cards are not working on the Horizon Kit	06/10/2000
P10000309	28/09/2000	(CSR+) Reversal of REMs	16/10/2000

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Business Service Management

Open Versus closed problems since Jan 2000

Total number of problems open/closed since Jan 2000
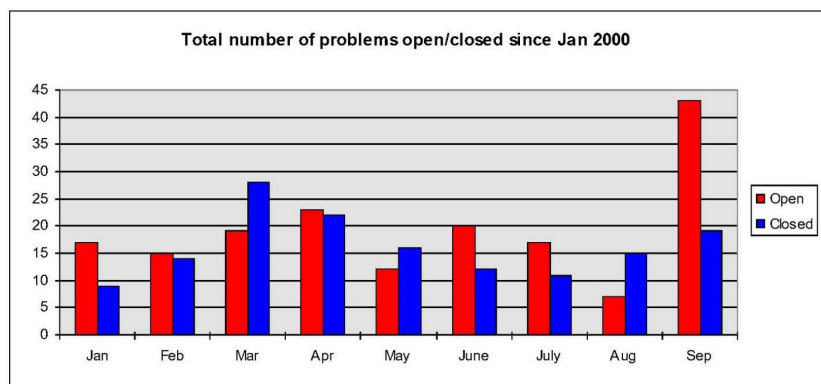
September shows a sharp increase in the number of newly opened problems. Some 48% (21 out of 43) of the new problems listed above are concerned specifically with CSR+. This has only been in operation since the 4th September 2000 , hence the sudden increase in new problems opened (see page 14 for further detail).

Open Problems

Business	Max No. of core days open	Min No. of core days open	Mean Average
Post Office network	293	6	88
ICL Pathway	293	7	84

Problems Over 6 Months Old

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000004	Receipts & Payments don't balance AFTER migration	Theresa Walsh	**04/05/2000-** 03/10/2000	• Operating Process to advise on next course of action.
10000005	Receipts and payments do not match ON Migration week	Theresa Walsh	**24/05/1999** 30/10/2000	• Operating Process to advise on next course of action.
10000012	Investigators require information from the message store	Theresa Walsh	**03/12/1999** 29/12/2000	• ICLP solution rejected by PON, discussion continue between PON & ICLP - quick resolution is NOT expected by the legal team.
10000046	Information downloaded to the Network Business Support Centre	Theresa Walsh	**10/12/1999** 06/10/2000	• Ref data to supply data for installation on NBSC training server. This will then be monitored.

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000057	OBC Non-conformance	Nicola Wood	**07/01/2000** 29/12/2000	• OBC process has been revised for CSR+ , process failures are now less frequent
10000065	Increase volume of Parcel traffic Errors (table 12)	Theresa Walsh	**19/01/2000** 30/11/2000	• ICLP CCN has been accepted, awaiting implementation (not until after CSR+ live)
10000105	Balancing Guide. (2 offices have rept that the guide does not work as it should in relation to P&A reports).	Theresa Walsh	**01/03/2000** 13/10/2000	• Way forward agreed. Change to balancing guide will be highlighted in Counter News
10000130	Ref data file quality PON/ICLP interface. (High volume of rejected ref data files to ICLP.	Stephen Potter	**27/03/2000** 27/10/2000	• Meeting arranged with ICL Pathway to discuss "definitions".
10000027	Issue Failure of One-Shot Passwords	Stephen Potter	**14/12/2000** 20/10/2000	• Further meeting held with ICL Pathway. Both sides agree to ensure procedures were adhered to.
10000059	Release to the Live Environment (non communicated software releases by ICL Pathway cause problems to the PON Horizon estate)	Stephen Potter	**11/01/00** 15/10/00	• Proposals drawn up for presentation to ICL Pathway.
10000073	Volume of non polled Office	Mick Theobald	**24/01/00** 15/10/00	• ICL Pathway have withdrawn the original proposal and are now looking at other options - pathway do not anticipate a fix until Jan 2001

Business Service Management   Service Reporting

Non Polling - (Problem No. 10000073)

Non Polling based on the first working day of the week

Non Polling based on the second working day of the week
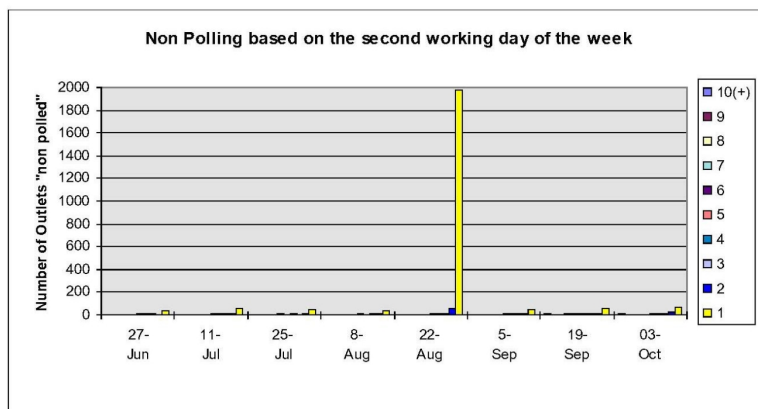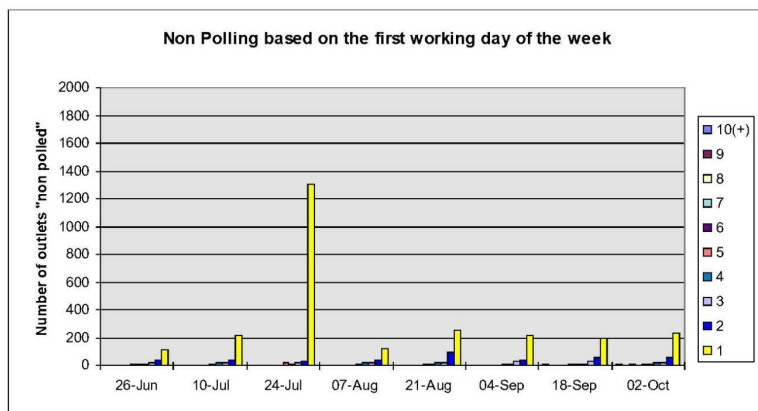
Whilst these graphs show a far higher incidence of non-polling on Monday , it is pleasing to note that the number of non-polled outlets has not grown in relation to rollout

Server problems : w/c 24th July & 21st August (See Graph above)

ICL believe the issues around correspondence servers will not recur now that the Data Centres are running the new version of Riposte, but have provided nothing concrete to back this up. Stephen Muchow (ICL) has been asked to provide a written statement. In the meantime, ICLP have been made aware that we are not satisfied with the content of the report and that we will therefore be sending them a formal response.

Business Service Management   Service Reporting
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Non Polled Offices (Problem No. 10000073)

The final version of ICL's call script for contacting offices has been agreed and is being implemented 03/10/00.

The volume and duration of incidents is causing major concerns within PON; this has been communicated to ICL, who are escalating their weekly "war-room" with suppliers. The rate of non-polling among CSR+ offices is alarming (7% as opposed to 1% in the rest of the live estate).

Work is still ongoing in ICL to provide a way of harvesting marooned transactions from non-polling offices; the original proposal to replace the gateway PC with a "replica" is deemed not to be operationally practical.

ICL Pathway has decided that the temporary satellite connection is the most suitable option for the recovery of "marooned" transactions , they are looking towards progressing this action quickly. It is intended to use this option only in exceptional circumstances to recover transactions that become marooned at outlets. Agreement still has to be reached with PON regarding the activation of this process.

Business Service Management   Service Reporting

Family tax credit introduction to OBCS : (Problem 100000286)

Offices were unable to input Inland Revenue Working Families Tax Credit dockets into the Horizon system. This caused a considerable increase in the number of calls to both helplines during the week commencing 18th September. (NBSC received an extra 1,700 calls over a three day period while HSH received an extra 2,700 dealing with the same incident).

Root cause of the problem

1. Offices had not read the Counter News article (Week 25, article 10).
2. Offices had read the Counter News article, but rang the Network Business Support Centre rather than refer to the Horizon System User Guides as instructed.
3. Initial analysis of the problem had shown that the root cause was not the primary problem. i.e. : Software download failure.
4. Failure to receive the software download by offices. 2 via the NBSC and 15 via the ICL Pathway Non-polling report.
5. The Counter News article that communicated this change excluded the detailed procedures on how to handle OBCS transactions as it was felt that offices were already performing these transactions for the Benefits Agency and would be fully conversant with them.
6. An Interactive Voice Response Message was left on the NBSC phone line to refer offices to the HSH for navigational advice. A number of calls were bounced back from HSH to the NBSC.

Effect of the problem

- OBCS Stop list not being utilised
- Increased workload for NBSC / Horizon System Helpdesk (resulting in possible degradation of service to agents)
- ICL Pathway offered no system solution to input the transactions where the software download had failed, necessitating an ATP. The only suggested ATP from ICL Pathway was to utilise the Suspense Account, which impacts on the client, reconciliation and Transaction Processing. The ATP had to be implemented at 14 offices.

Next Steps

- The issues around the communication of this change (1, 2 and 5 above) in Counter News will be addressed by the work done by Mark Burley in the Outlet Documentation Review.

- Work surrounding the non-polling issue (number 4 above) is currently being progressed with ICL Pathway. This is an existing problem and is receiving urgent attention.

- The helpdesks issues (number 3 and 6 above) will be taken forward by the NBSC manager to address with his opposite number at ICL Pathway.

Business Service Management   Service Reporting

Impact caused by the Family Tax credit Problem (P200000286)

Calls per outlet to NBSC and HSH on 19 September compared to Tuesday Average
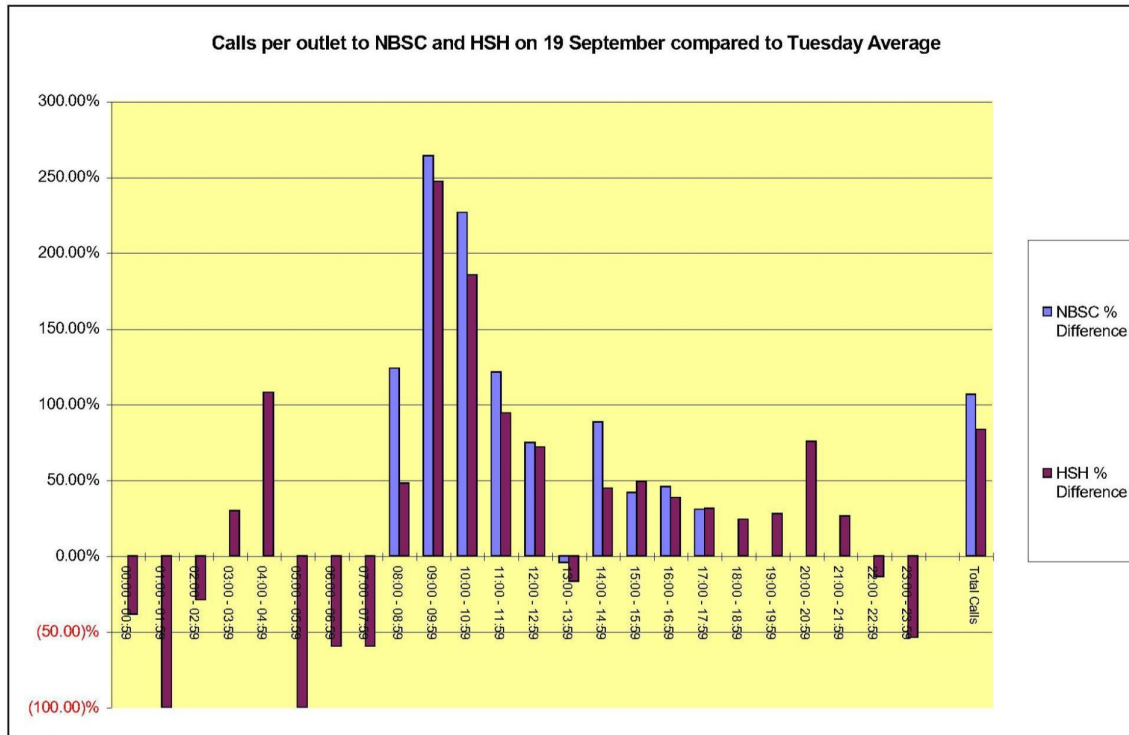
The graph above shows that the impact was more severe on the NBSC than the HSH when compared to the average Tuesday. At 09:00am the NBSC helpline was over 250% busier than one would have expected.

Business Service Management   Service Reporting

CSR + Related Issues

Traffic Light Summary

🚦	G	Network Business Support Centre (NBSC)
🚦	A	BSM Problem Management
🚦	A	BSM Change Management
🚦	G	BSM Business Continuity Management

There are concerns within 2 areas of BSM regarding the progress of the CSR+ Pilot. BSM Problem and BSM Change Management have been on Amber for 3 weeks of the pilot because they continue to be under pressure in terms of resource to manage it due to increasing numbers of Problems and ATPs respectively. If the current trends continues they would not be ready to leave pilot.

There are now 21 problems open in relation to CSR+.

- 6 of these are in relation to LFS

- 7 of these are AP related problems

Problems managed by ICL Pathway

Seven relate to APS (P10000269, 287, 293, 294, 296, 297 & 298). These are either new problems or the incidents have become more frequent since CSR+ was introduced. Pathway had recognised the problems and started to investigate them before TP formally raised the incidents as Problems.

The problems cover data integrity (reconciliation errors), corrupt validation files, delayed transactions and missing files (repaired files causing normal files to be rejected because of duplication). They impact on our ability to reconcile payments to Clients, provide product breakdowns and meet SLA timescales.

Problems opened since the end of the month **may** call into question the stability of the system

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- the number of critical NT error messages
- screen freezes occurring when outlets attempt to print or preview planned orders

Business Service Management   Service Reporting

Outlets Systems Group

- Overall status is currently Amber.

- The most serious problems occur within HAPS. Two areas this month have been categorised as RED.

Area	Sept.	Aug	July	June	May
OSG Overall	A	G	G	G	A
Work Area					
HAPS	A	G	G	A	A
OBC - EPOSS	G	G	G	G	A
OBC - September CTO	G	G	G	G	G

Business Service Management   Service Reporting
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OSG Critical Success Factors for Horizon   **September 2000**

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	🟢 G	🟢 G	🟠 A
2.	ICL Pathway Management Support Unit reports received by OSG daily by 10am.	🟢 G	5	All OK	🟢 G	🟢 G	🟢 G	🟠 A
3.	ICL Pathway Management Support Unit reports to match the appropriate transfer file contents.	🔴 R	15	There are a number of problems being experienced with the reports that are being managed under the following BSM Problem numbers: P10000287, P10000293, P10000294, P10000296 and P10000297.	🟢 G	🟢 G	🟢 G	🟢 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	🟢 G	🟢 G	🟢 G

Business Service Management   Service Reporting

Area : HAPS

	Criteria	🚦	Weighting	High level description of issues which prevent the criteria being Green.	Status of previous Reports			
					-1	-2	-3	-4
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	20	Average for month: Day B - 91.8% Day C - 99.5% Day D - 99.7% One file was missed on each daily delivery until 13/09 and no files were received on 05/09. ICL Pathway put a support team in place to manually send, the same night, any files that failed to be transmitted, BSM Problem P10000269. ICL Pathway have now implemented a fix and there have been no missed files since 18/09/00.	A	A	R	R
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.	G	15	All OK	G	A	A	A

Overall Status :   A

Note : ICL Pathway have never achieved the target of 100% of all transactions delivered by day D
        If they miss any targets by as little as 0.1% then the measure **MUST** be amber , as these targets are contractually agreed (Schedule E08)
        When non-routine failures occur (perhaps ICL Pathway server failure) and targets are missed by a large amount then the measure is set as Red.

Business Service Management   Service Reporting

OSG Critical Success Factors for Horizon   **September 2000**
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.	G	40	All OK	G	G	G	A
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	G	G	G
3.	Number of keying errors by POCL Reference Data Team	A	30	Six outlets were incorrectly linked to a new item, this resulted in one call to the NBSC. Errors now rectified.	G	A	A	A
4.	Number of data preparation errors on OBC forms by OSG	G	15	All OK	G	A	A	A

Overall Status : G

*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.

Business Service Management   Service Reporting

OSG Critical Success Factors for Horizon   **September 2000**
Area : OBC - AP (October 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 - 31/07/00	G	7	All OK	G	G	G	G
2.	OBC9's to ICL Pathway by - 08/08/00	G	7	All OK	G	G	G	G
3.	OBC 4/5's to RDS team by - 08/08/00	G	7	All OK	G	G	G	G
4.	Reference Data to be with ICL Pathway by - 14/08/00	G	7	All OK	G	G	G	G
5.	Test cards to be with ICL Pathway by - 21/08/00	G	7	All OK	G	G	G	G
6.	ICL Pathway Test File & Verification Report to be delivered to OSG by - 07/09/00	G	7	All OK	G	G	G	G
7.	Number of errors found during initial verification process	G	5	All OK	G	G	G	G
8.	File sent to Girobank by - 13/09/00	G	24	All OK	G	G	G	A
9.	Number of clients not authorised for release, or authorised with a known ref. data fault for - 21/09/00	G	29	All OK	G	G	G	G

Business Service Management   Service Reporting

Transaction Processing

- First tranche of staff in post to cope with the increased number of errors from Horizon offices. These staff were allocated to individual teams for clearing the increases upto May 2000.

- Staff numbers are continually reviewed in TP to assess the impact of Horizon. The latest data still indicates that current error levels will not return to the previous baseline for manual offices. Since almost 73% of the network has already migrated the environment in which TP now operates has become almost fully automated and the original baseline may well become irrelevant.

- TP will soon be in a position to make a more accurate assessment of resource requirements upon completion of Horizon roll out. This may have a permanent effect on our long term templated posts. The impact of CSR+ will also require assessment once data becomes available.

Changes in Trends and Forecasts

The latest learning curve for Horizon offices (based on the last 15 weeks figures) is now lower than the original forecast. A reduced number of actual errors have been produced in the last 9 weeks. The actual number of errors from Horizon offices have all been below forecast recently and less than 1 error per office in most of these weeks.

Business Service Management   Service Reporting

3. Extra Staff Required in TP

	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	27	32	36	36	37	38	38	38	38	26	31	32	27	19	15	7	4	2
Latest Forecast								40	40	36	34	33	29	21	15	10	6	3
Actual	24	29	31	33	35	36	36											

* Figures stated are for the beginning of each month

Comments

1. First tranche of staff up to May 2000 appointed from an internal panel. These staff were allocated to individual teams for clearing the increased number of errors from Horizon offices. Additional staff being picked in June 2000 onwards from the external recruitment exercise.

2. Although the length of the learning curve used has increased to week 30 after conversion, the latest forecast of extra staff required this year are still in line with the original forecast. This is due to applying the improved average error clearance rates achieved in TP.

3. The latest forecast is based on the error rate for Horizon offices returning to the manual baseline by 30 weeks after conversion. 2nd forecasts for extra staff required if learning curve extended to 40 weeks before returning to the baseline removed.

4. More staff will be required at the end of the roll out timetable for extra on-going work on Horizon offices (e.g. completing table 12 parcel income figures, clearing manual amendments and fomer subposmasters accounts).

Business Service Management   Operational Performance

A Comparison of TP CLASS Error Learning Curves
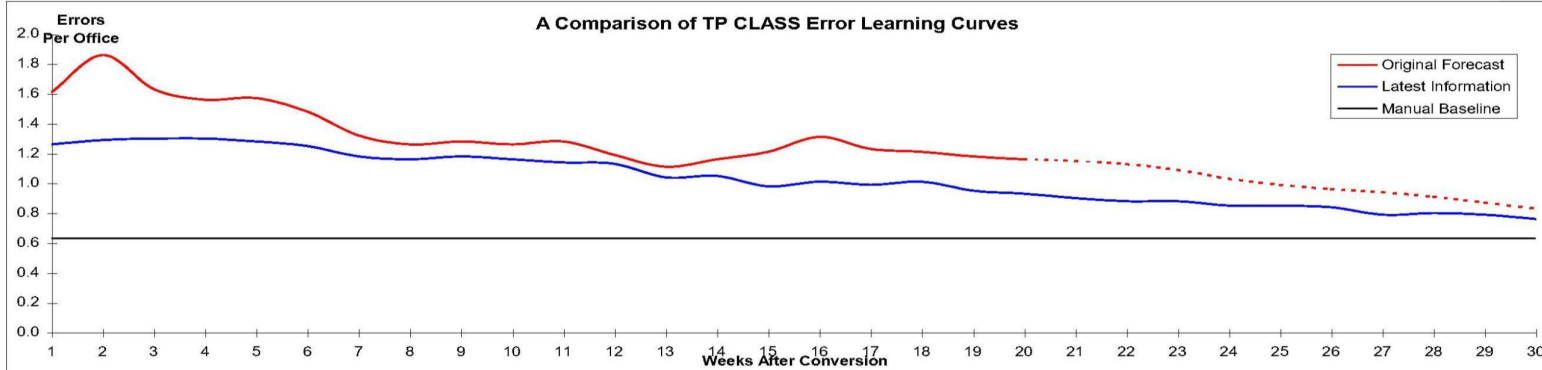
Comments

- 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 originally used in Janary 2000. Errors produced per office in the 1st weeks after conversion, based on the last offices to go live, are shown in the table below.

- The length of the current learning curve is 20 to 30 weeks. The mid period figures for weeks 7 to 15 remain well above the baseline. Figures for weeks 15 to 30 at the tail of the learning curve, now increasingly based on the results of offices rolled out since Christmas, show an improvement on earlier offices.

- From the latest information available for converted offices, 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 12 - 26)	1.26	1.29	1.30	1.30	1.28	1.25
Per Office	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 12 - 26).

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

- The dotted line indicates where it is assumed that the learning curve returns to the manual baseline

Business Service Management   Operational Performance

2. Forecast Increase in CLASS Errors at Horizon Offices

Legend:
- Latest Forecast
- Original Forecast

2a. Comparison of Actual against Forecast Increase In Errors

Legend:
- Forecast
- Actual Increase
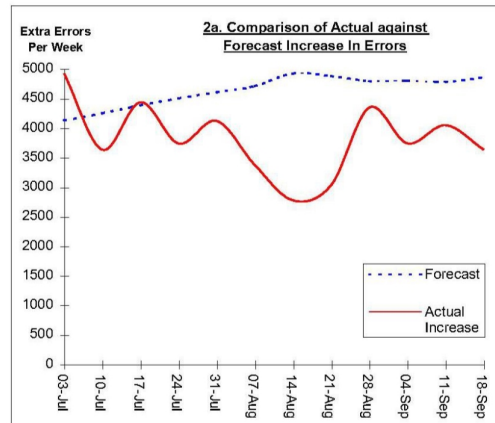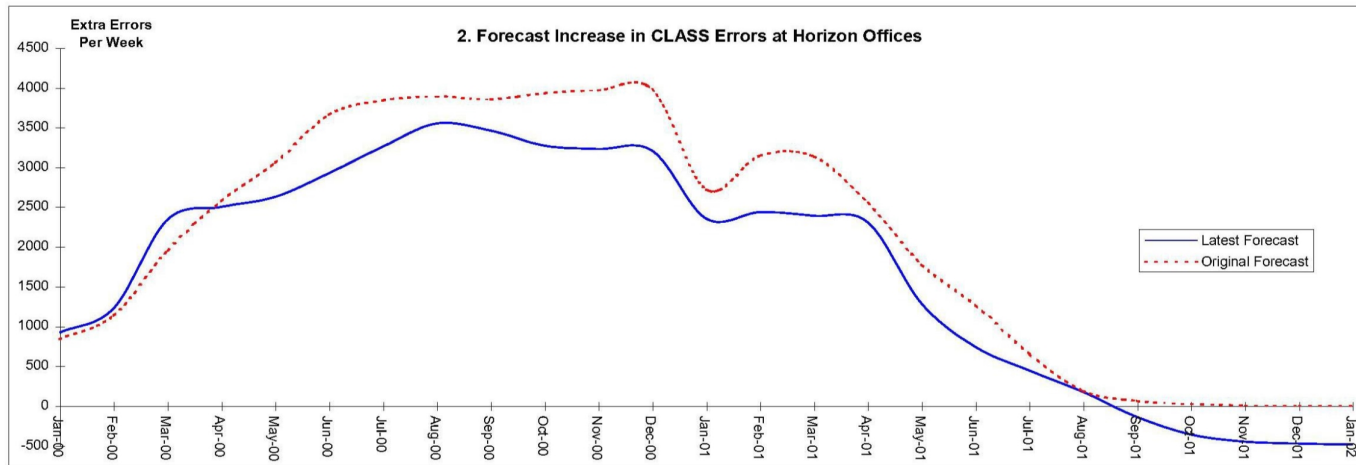
Notes

- 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 12 - 26, with the learning curve extending for 30 weeks before Horizon offices return to / below the manual baseline.

Actual Errors for weeks 20 to 26

	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26
	07-Aug-00	14-Aug-00	21-Aug-00	28-Aug-00	04-Sep-00	11-Sep-00	18-Sep-00
No. of Horizon Errors	9,688	9,282	9,734	11,691	10,786	11,286	11,065
No. of Horizon Offices	10,023	10,329	10,635	10,879	11,185	11,491	11,797
Errors Per Horizon Office	0.97	0.90	0.92	1.07	0.96	0.98	0.94

Comments

- Actual number of errors for Horizon offices lower than forecast in recent weeks.
This is in line with the pattern for the remaining manual offices overall.

Business Service Management   Operational Performance

Level Of Manual Amendments on Paper Copy of Electronic Cash Account

	SEPT -99	OCT- 99	NOV -99	DEC- 99	JAN- 00	FEB- 00	MAR -00	APR- 00	MAY -00	JUN- 00	JUL- 00	AUG -00	SEPT -00
Number of Amendments	423	1056	1515	740	377	572	775	1148	710	986	1097	1036	768
% Automated Outlets Making Amendments	12.4%	11.0%	6.6%	4.2%	2.7%	2.6%	2.4%	1.9%	1.2%	1.2%	0.8%	0.9%	0.6%

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

Research is being done to identify why theses figures are still increasing

Business Service Management   Operational Performance

The Network on Horizon

- **Focus Section**

Average discrepancy calls have fallen month on month for the last Quarter

- **Coping Curve**

The outlet coping curve shows that offices are now coping at a similar level
to NRO & NRO1 and better than the live trial offices.

- **Phone around /average Balance Times**

Average Balance time : 2 hour 05 Minutes

- **Subsequent Balance Support**

96.28%	Of offices requesting **Second** Balance Support received it
92.24%	Of offices requesting **Third** Balance Support received it
93.83%	Of offices requesting **Fourth** Balance Support received it

- **SPMR Resignations**

The levels of sub-postmaster resignations do not seem to have
significantly increased during the Horizon rollout phase.

Business Service Management   Operational Performance

Focus on NBSC
Danny Corry : Performance Analyst BSM

The focus for particular call categories in this months report is discrepancies.

The graph below shows the volume and average number of discrepancy calls made to the NBSC over the last quarter.
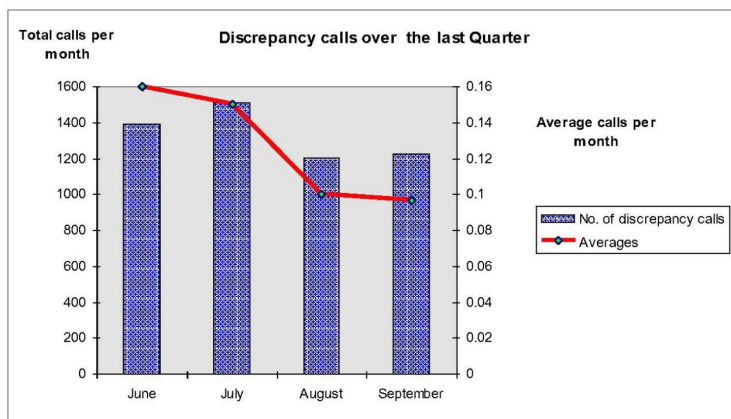
The number of calls to the helpline relating to discrepancies have been fairly consistent over the last four months, ranging from a low of 1205 in August and a high of 1510 calls made in July.

The average number of calls made per office on a monthly basis has continued to decrease over the past four months as shown below:

- 0.16 - June
- 0.15 - July
- 0.10 - August
- 0.097 - September

Business Service Management   Operational Performance

Outlet Coping Curve
Jackie Stubbs : Counters Business Consultancy

The chart below shows an update of the coping curves for Horizon offices and includes:

- number of calls to HSH;
- number of calls to NBSC;
- number of cash account errors from the QPA database;
- time to produce a cash account.

Outlet Coping Curve - September 2000
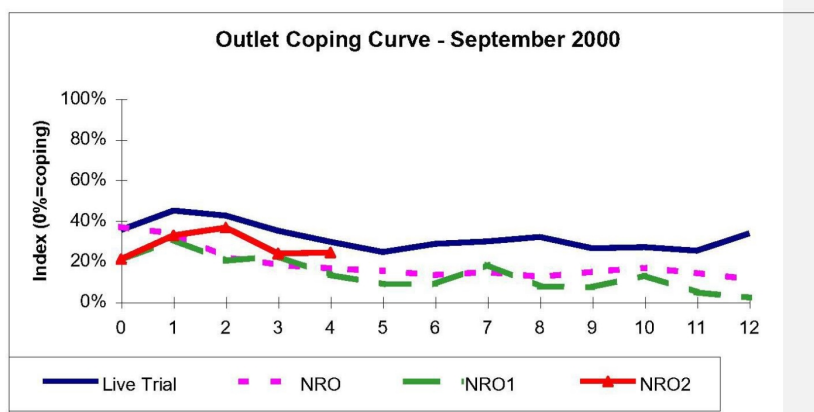
The chart above shows the following curves:
- live trial
- NRO - national rollout before Christmas 1999
- NRO1 - national rollout in January and February
- NRO2 - national rollout in March and April

The coping curve only has 5 weeks of data due to the delay in getting reliable data on errors.

The curve for NRO2 is higher than for NRO1. This is mainly due to the number of calls made to HSH and the time to balance.

The time to balance is a small sample size due to the expense of calling offices and the inconvenience caused by calling in when they've first migrated.

The charts overleaf show the individual attributes which make up the outlet coping curve.

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28

Business Service Management   Operational Performance

Calls to NBSC

Calls to HSH

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Business Service Management   Operational Performance

Time to balance

Cash account errors
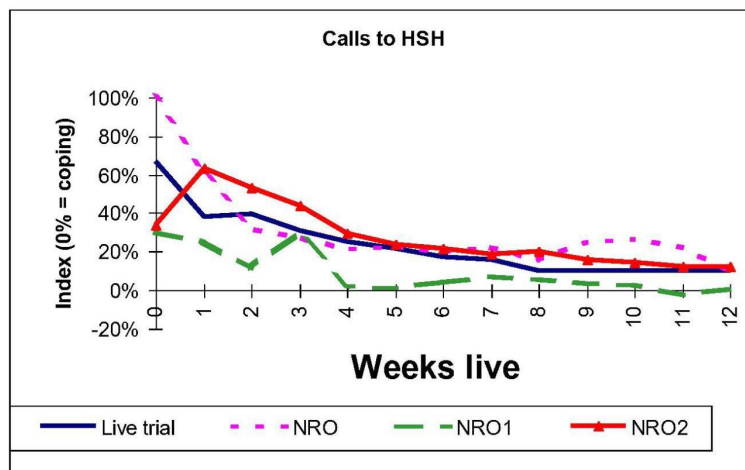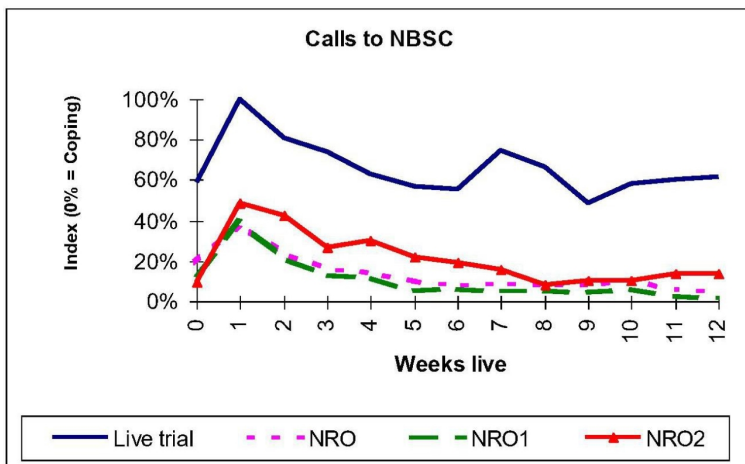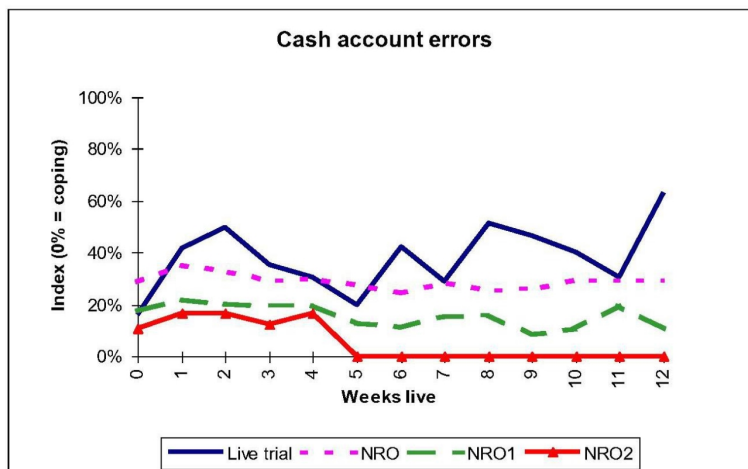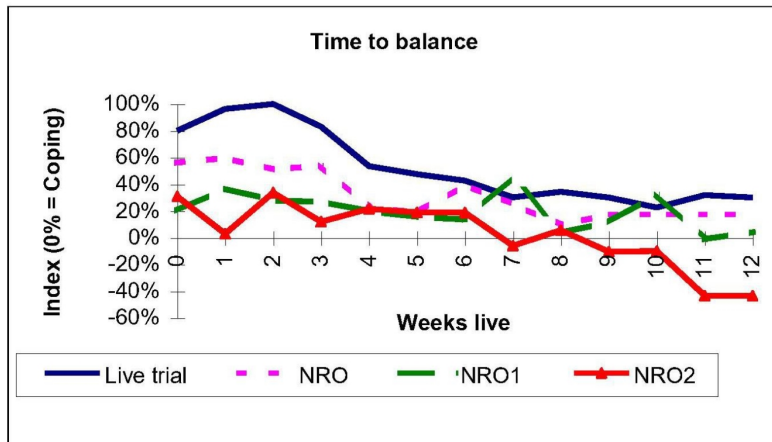
All the graphs above which make up the individual coping curve show that performance has been much better during the NR0 2 phase than during the initial live trial phase. The time taken to balance and the number of errors made since go live have both fallen significantly since the previous migration releases. The only graph which has remained consistent throughout concerns the number of calls to HSH over a 13 week period. The differences in this graph are much less noticeable.

Business Service Management   Operational Performance

September Phone Survey

200 postmasters were contacted in September , of these 144 agreed to be asked a series of questions, the results of which are shown in the table below.

- **Not including printing how long did you spend completing the balance after closing on Wednesday ?**

Type of Average Used	Average Time
Mean	2 hours 5 Minutes
Median	1 hour 30 minutes
Mode	1 hour 30 minutes

- **How easy do you find the Horizon System to Use ?**

How easy do you find system to use ?	Number responding	Percentage
Very Easy	34	23.6%
Fairly Easy	94	65.3%
Fairly Difficult	15	10.4%
Very Difficult	1	0.7%

Question/ Response	If you require help on the system would you first.....	If you require help on Post Office Business would you first.....
a) **Consult the relevant office documents.**	58.3%	58.0%
b) **Call the HSH**	28.5%	23.4%
c) **Call the NBSC**	0%	4.2%
d) **Do something else** (this was either phone another sub postmaster or call their RNM)	2.8%	4.2%
e) **(a)/(b)**	8.3%	8.4%
f) **(a)/(c)**	0%	0%
g) **(a)/(d)**	0.7%	0%
h) **(b)/(c)**	1.4%	1.4%
No of responses:	**144**	**143**

The results show that the majority of people who require help on the system would consult the relevant documentation first. 95.1% of respondents would either consult the documentation first or call the HSH , showing most people know the correct helpline to call with system failures. The figures regarding help on Post Office business however show that 31.8% of people either consult their documentation and phone HSH or just phone HSH first rather than the NBSC. Alarmingly only 4.2% of people actually said they would phone the NBSC first with PO business , compared to 23.4% who would phone HSH.

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31

Business Service Management   Operational Performance

- **Balance Support Statistics over last quarter**

2nd Balance Support
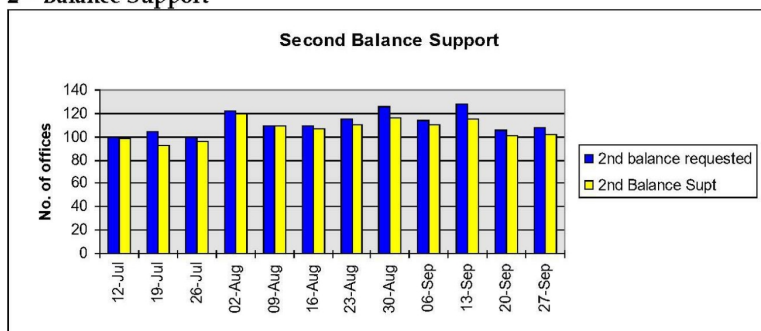
3rd Balance Support
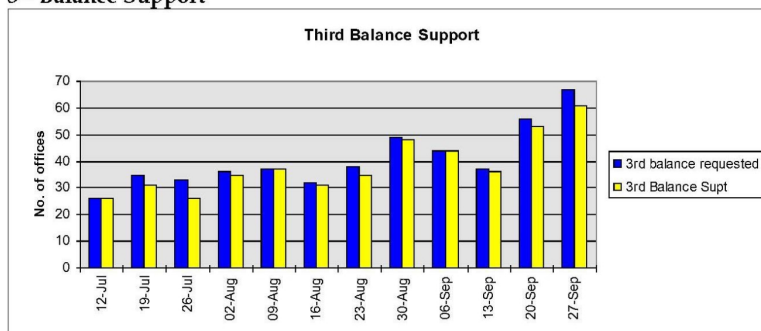
4th Balance
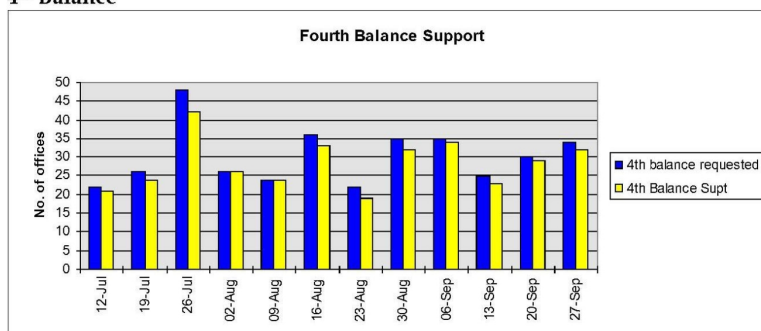
Over the last Quarter :-

96.28	Of offices requesting **Second** Balance Support received it
92.24	Of offices requesting **Third** Balance Support received it
93.83	Of offices requesting **Fourth** Balance Support received it

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32

Business Service Management   Operational Performance

Resignations
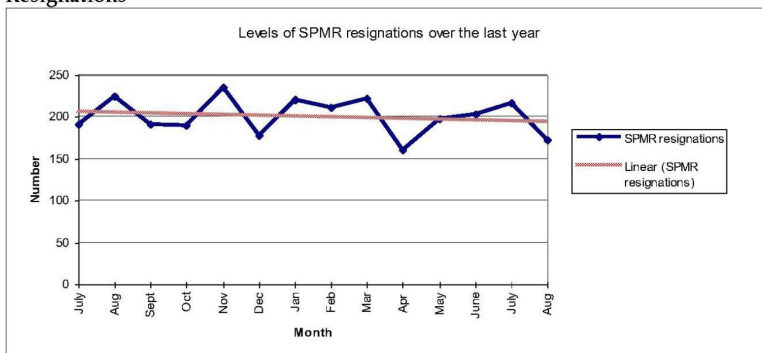
The graph above shows that the level of Sub Postmaster resignations has remained relatively stable despite the continuing rollout of Horizon. At the beginning of September 1999 there were only 323 offices on Horizon by September 2000 this figure had risen to 12,000 offices yet there does not appear to be any sharp increases in the levels of Sub Postmaster resignations. While some Sub Postmasters have stated the introduction of Horizon as reason for their resignation ; it appears that overall levels of resignations are not out of the ordinary. In fact when a line of best fit is drawn through the points the levels of SPMR resignations actually seem to be reducing over time.
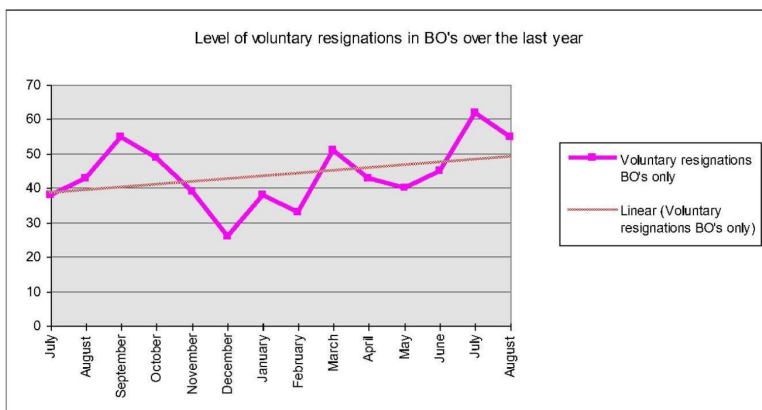
The graph above shows that the level of Branch Office resignations have risen over time. However, National rollout only began in September 1999 and this was followed by 3 consecutive falls in resignation figures indicating it is not a major factor behind the number of BO resignations.

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33

Business Service Management   Operational Performance

Network Business Support Centre

- only 3 of the 6 main SLA's were achieved

- Three out of the six main SLA's were achieved during September. The failures were the abandoned call rate and the percentage of calls answered in 15/60 seconds. The resolution rate has continued to increase and September saw the biggest month on month increase in calls offered , from 67,192 in August to 81,487 - an increase of 21%.

- Average calls per office per week also increased as a result of both "fuel crisis" and "Inland Revenue" enquiries.

Business Service Management   Operational Performance

Post Office Customer Management Tier 1

NBSC CSF's

Measure	Target	June	July	August	September
End Users (Quantitative)	%	%	%	%	%
Calls answered within 15 seconds	85%	85%	84%	86.8%	77.6%
%Calls answered < 1 minute	95%	94%	94%	94.8%	90.3%
Overall % Abandoned	≤ 5%	3%	3%	2.7%	5.2%
% Incidents resolved at Tier 1	75%	70%	75%	76.8%	77.3%
Customer Satisfaction Index	81%	89.5%	86.6%	86.6%	87.4%
Average wait to answer	10 secs	10 secs	11 secs	8 secs	10secs
Total Number of Calls Answered	N/A	48,076	56,776	66,183	77,286
Average Monthly calls per outlet received at NBSC	N/A	5.96	6.27	6.05	6.81

Commented [RL1]:

NBSC - Incident Resolution - Month of September

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	85.5	1.7	1.9	1.3	1.1	1.6	1.2	4.0	1.4	0.2
Tier 2	18.8	19.7	23.5	13.6	7.8	5.0	1.3	7.2	2.6	0.5

Summary

Three out of the six main SLA's were achieved during September. The failures were the abandoned call rate and the percentage of calls answered in 15/60 seconds. The resolution rate has continued to increase and September saw the biggest month on month increase in calls offered , from 67,192 in August to 81,487 - an increase of 21%.

Average calls per office per week also increased as a result of both "fuel crisis" and "Inland Revenue" enquiries.

Business Service Management   Operational Performance

Complaints received at NBSC over the last 6 months

	April	May	June	July	August	September
Complaint about HFSO	1	8	4	5	10	9
complaint about REM unit	0	7	17	12	18	37
complaint about RNM	2	3	5	4	6	7
complaint about stores	3	13	28	21	31	33
customer	12	35	58	38	31	24
general public helpline	1	5	12	8	25	27
HR service centre	2	1	3	1	1	1
HSH	234	439	82	84	103	94
ICL Pathway	5	29	36	40	56	53
NBSC	34	61	53	68	71	138
Outlet	56	24	43	49	51	53
Regional Helpline	0	2	1	0	5	10
	350	627	342	330	408	486

In September 2000 there was an increase in complaints logged at the Network
Business Support Centre (NBSC), about the service provided at the NBSC,
local cash distribution centres and Swindon Parcelforce Worldwide Logistics.

The fuel crisis and CSR+ upgrade remittance pouch problems have generated
an increase in local cash distribution centre and stores complaints.

There has also been a growth in complaints regarding incorrect advice being
given at the NBSC. 58 complaints were logged by NBSC customers stating
they were given incorrect advice and 60% of these were investigated by the
Customer Relations Team. Changes to the knowledge base (system used by
advisors to find solutions to customer queries) have been implemented where
necessary and reminders are issued to all staff about the importance of using
the knowledge base and not relying on their own knowledge.

It is interesting to note the number of ICL Pathway and Horizon System
Helpdesk (HSH) complaints have decreased slightly. A total of 94 HSH
complaints and 53 ICL Pathway complaints were logged in September.
The HSH have recently introduced a Service Control Team, who are
dedicated to identifying areas where their level of service is falling below the
standards they expect to provide.

Business Service Management   Operational Performance

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

Percentage of Incidents Resolved by Tier 1 between 01/09/2000 and 30/09/2000

75 % of calls to be resolved at Tier 1

Tier 1
Tier 1 Admin
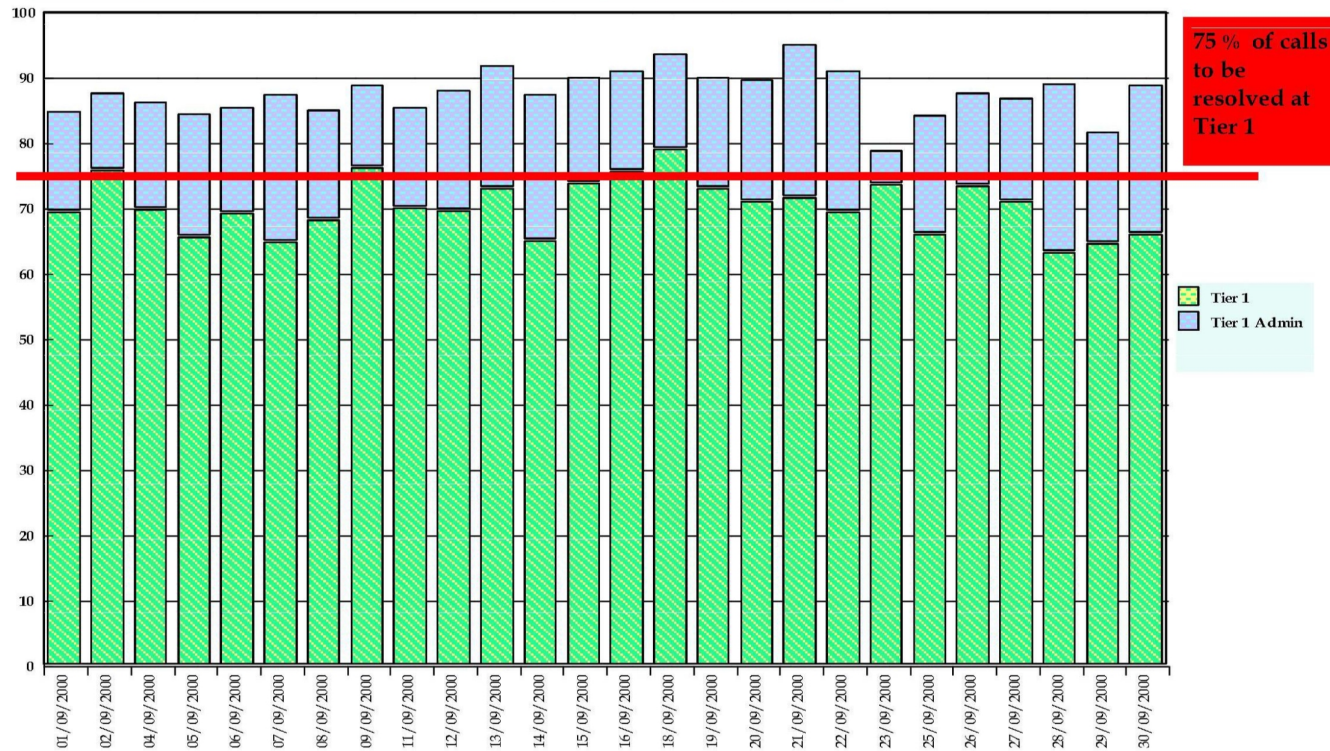
Business Service Management   Operational Performance

Calls answered within resolution rate over the month

POCM performance against service levels during September

95% answered <60 secs

85% answered <15 secs

15 secs
< 60 secs
% abandoned

% Abandoned
Should be <5%
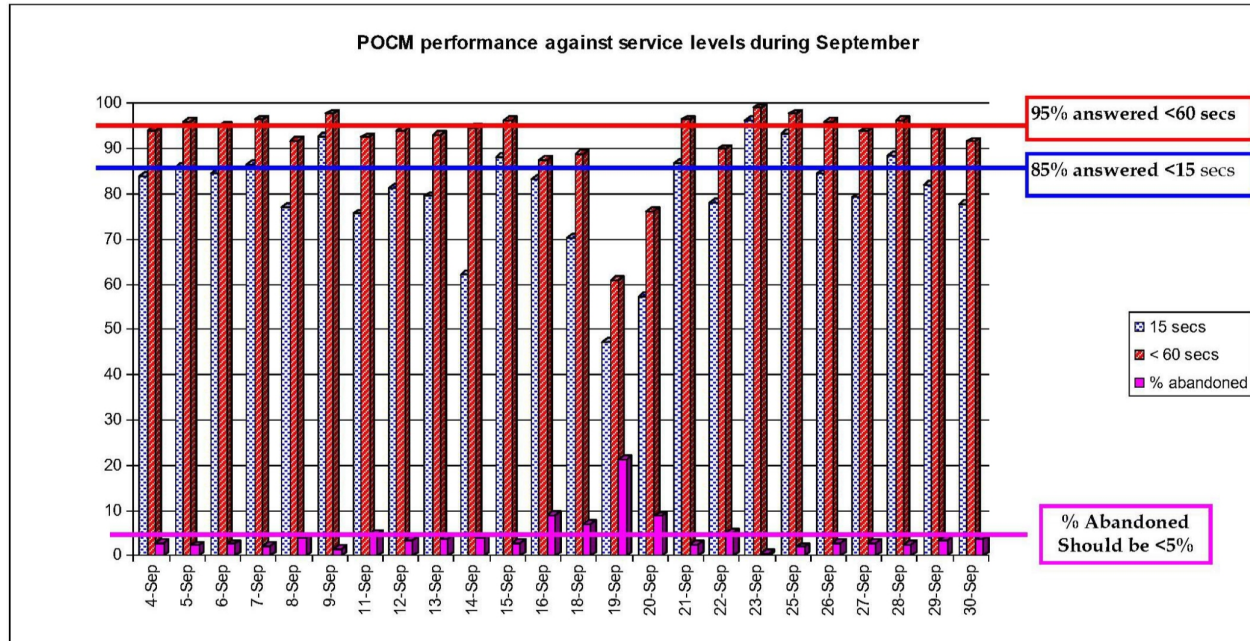
The graph above shows the performance of POCM for the month of September. In this graph the effect of the Family Tax problem (P10000286) can clearly be seen. The problem originated on the 18th September, resulting in SLA failures for 3 days. From the 18th - 20th September an ACD voice message was added to the NBSC telephone number in an attempt to advise customers of the situation and actions to take. As a result customers heard the message and rang off thereby increasing the abandoned rate. Accordingly due to the length of the message, the number of calls answered in 15/60 seconds reduced significantly. (see graph above).

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Business Service Management   Operational Performance

Network Business Support Centre

Weekly Analysis of Key Performance Indicators

Target				< 5%	85	95	<10%			60 secs	75%	81		
w/c	Call Offered	Calls Answered	Calls Abandoned	% Calls Aband	% Calls Ans in 15 secs	% Calls Ans in 60 secs	Average wait to answer	Av call length secs T1	T2	Longest wait b4 calls ans	Resolution Rate	Cust.sat index	Tier 1 advisors	Tier 2 advisors
03-Jul	12,521	12,186	335	3	85	95	8	186	123	224	74		68	49
10-Jul	12,834	12,487	347	2.7	87.4	94.7	8	193	137	291	74.7		76	49
17-Jul	13,678	13,290	388	2.8	86.1	94.5	9	189	110	398	75.8		76	49
24-Jul	14,307	13,764	543	3.8	79.6	91.5	12	182	125	278	75.8	86.6	76	49
31-Jul	14,930	14,464	466	3.1	82.3	93.1	12	201	103	530	77		84	49
07-Aug	14,455	14,062	393	2.7	86.3	94.2	8	190	114	248	76.4		84	57
14-Aug	15,155	14,748	407	2.7	88.2	95.8	7	195	132	208	77		84	57
21-Aug	15,076	14,698	378	2.5	87.5	94.8	7	366	109	282	76.7		84	57
28-Aug	14,147	13,804	343	2.4	88.5	96.2	6	180	190	309	76.7	87.4	92	57
04-Sep	16,727	16,277	450	2.7	84.3	94.9	8	203	129	196	76.5		92	63
11-Sep	17,839	17,150	689	3.9	77.9	84.4	8	238	134	238	77.2		101	63
18-Sep	24,363	21,930	2433	10	66.2	75.6	17	179	143	432	79		101	66
25-Sep	18,442	17,942	500	2.7	85	95.2	8	193	130	217	76.3		101	66

Operational Performance

The three main ACD type SLA measures were not achieved in September (calls abandoned & percentage abandoned in 15/60 seconds). This was mainly due to the increased calls received for Inland Revenue changes and enquiries relating to the fuel crisis. The first quarterly Customer Satisfaction results were presented during September and the overall satisfaction rate was above 85%. Whilst this is a tremendous achievement work is continuing on an improvement plan to further improve the level of service.

Progress is being made on "efficiency measures" and the key elements of these measures are already being tracked with improvements to be made by December. Running parallel to efficiency measures is the drive to ensure the quality of responses is tracked and measured across the NBSC. A workshop is to be held in October to determine the way forward in this area .

Business Service Management   Operational Performance

NETWORK BUSINESS SUPPORT CENTRE.

Source : Richard Butler : Business Service Management.

Total v's Average since January 2000
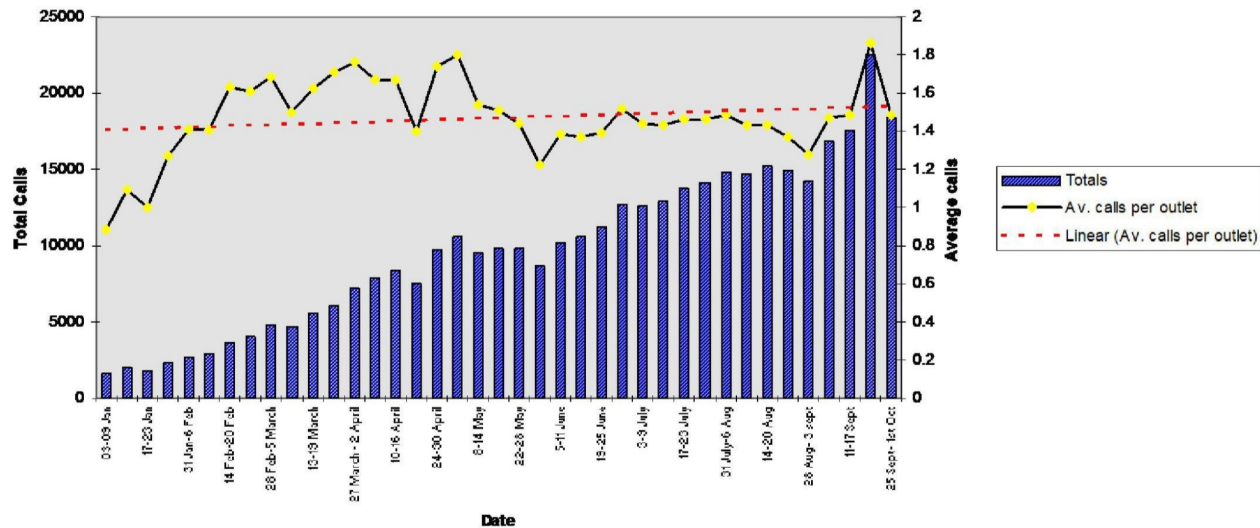
The graph above highlights effect of the Family Tax Credit problem on the NBSC during the w/c 18th September. This problem caused average calls to rise above their linear average for the first time since May. The graph also shows how call levels returned to normal during the following week. (The troughs in the graph 17-23 April & 29 May - 4 June are caused by Bank Holidays when a lower number of calls were received).

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Business Service Management   Operational Performance

Calls to Regional Helpdesks.
(source : Leon Sayers)

Average and total calls received at the Regional Helplines
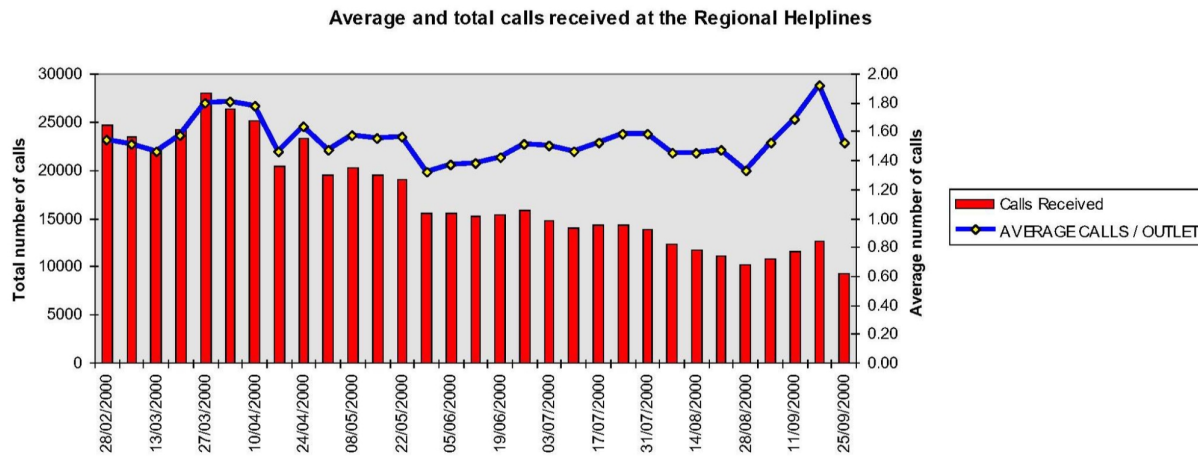
The level of calls to Regional helplines has continued to fall as offices become automated and therefore phone the NBSC instead of their regional helplines. Average calls rose steeply during the w/c 18th September , this can be put down to the familiy tax credit problem and people phoning their regional helplines due to problems getting through to the NBSC. Average calls fell back in line with expectations the following week 25/09/00.

With effect from week ending 30th September the regional helpdesk at Tunbridge Wells has now closed.

Business Service Management   Service Reporting

Number of calls NBSC and breakdown of calls for September period.

Call Category	total calls w/c 4th Sept	calls per office w/c 4st Sept	total calls w/c 11th Sept	calls per office w/c 11th Sept	total calls w/c 18th Sept	calls per office w/c 18th Sept	total calls w/c 25th Sept	calls per office w/c 25th Sept	total calls w/c 2nd Oct	calls per office w/c 2nd Oct
Horizon	423	0.04	356	0.03	366	0.03	309	0.02	310	0.02
Horizon Balancing	3808	0.33	3536	0.30	3601	0.30	3711	0.30	3953	0.31
Client counter procedure	6146	0.54	6716	0.57	10,223	0.85	7585	0.61	8058	0.64
Local Schemes	86	0.01	123	0.01	104	0.01	83	0.01	96	0.01
Office process	2656	0.23	2745	0.23	3812	0.32	2512	0.20	2992	0.24
Switchboard*	2956	0.26	3216	0.27	3585	0.30	3365	0.27	3936	0.31
Non-conformance**	67	0.01	0	0.00	25	0.00	32	0.00	13	0.00
Complaints	116	0.01	109	0.01	134	0.01	107	0.01	123	0.01
Utilities	164	0.01	235	0.02	226	0.02	278	0.02	274	0.02
CSR upgrade	302	0.03	381	0.03	274	0.02	317	0.03	359	0.03
Other	68	0.01	84	0.01	102	0.01	84	0.01	93	0.01
TOTAL CALLS	**16,802**	**1.47**	**17,501**	**1.49**	**22,452**	**1.86**	**18,383**	**1.49**	**20,207**	**1.59**
MIGRATED OFFICES	N/A	11,453	N/A	11,770	N/A	12,074	N/A	12,377	N/A	12,674

** Non conformance calls relate to those offices which are phoned by the NBSC for not correctly conforming to OBCS procedures.

*Top categories for Switchboard calls in September

Lost Call	487	TV licensing	494	Security	308
Transaction Processing	621	Stores	674	Bureau De Change	285
Transferred to HSH*	4462	Wrong Number	1961	Girobank	311
Human Resources	511	Post Office Depts.	991	Royal Mail	337

*The calls transferred to HSH includes : PMR rung wrong helpdesk ; Horizon Navigation Calls & problems stemming from an NBSC query where Incident Analyst has to transfer the call to HSH.

NBSC breakdown of calls during September
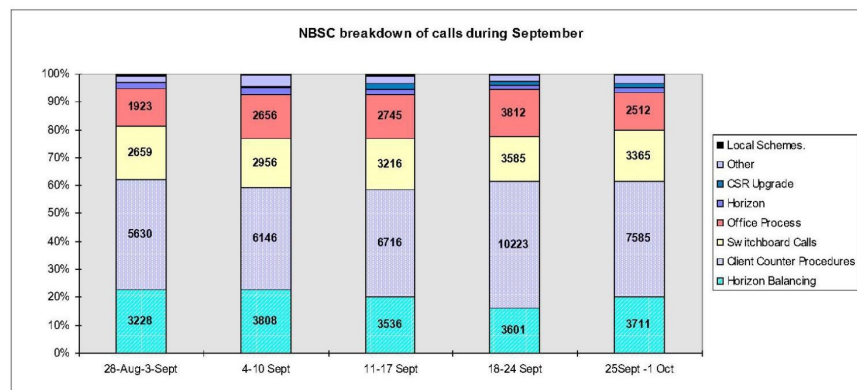
The graph above shows that the percentage breakdown of calls during September has remained stable. This is despite the sudden surge in calls during the w/c 18th September.

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Business Service Management   Service Reporting

Pie chart to show total breakdown of calls to NBSC since January 2000

Percentage breakdown of calls to NBSC since January 2000

- Other 3%
- Horizon 26%
- Horizon Balancing 6%
- Switchboard Calls 16%
- Local Schemes. 1%
- Client Counter Procedures 34%
- Office Process 14%

Percentage breakdown of calls for September

- CSR Upgrade 1%
- Other 3%
- Horizon 2%
- Horizon Balancing 20%
- Switchboard Calls 18%
- Local Schemes. 1%
- Client Counter Procedures 40%
- Office Process 15%
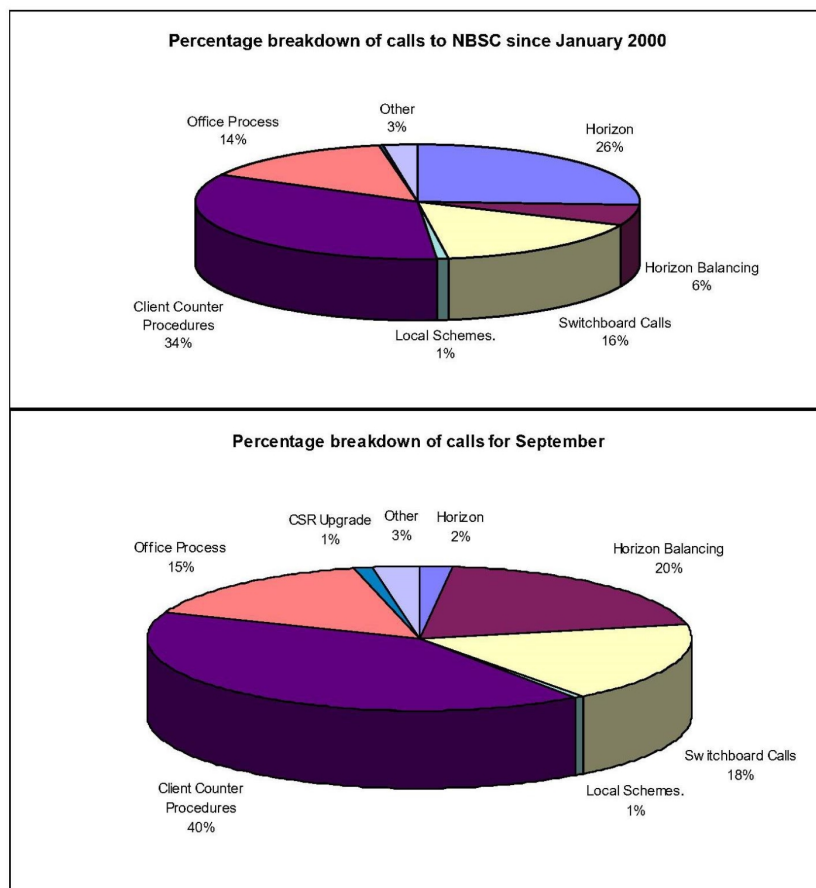
The piechart shows that there has been an 6% increase in calls relating to "client counter procedures" since the start of the year. Horizon calls have recently been split to include Horizon Balancing as a separate call category. This helps to explain the fall in Horizon calls and the rise in Horizon Balancing calls.

Note : That in September 1% of calls concerned CSR+ Outlets which did not migrate onto the CSR+ system until 4th September 2000. This will be monitored again October to see if the percentage of calls has remained constant in relation to CSR+ rollout.

Business Service Management   Service Reporting

Horizon System Helpdesk

- A large increase of calls occurred during the w/c 18th September. This was due to the problem with the Family Tax Credit (P10000286)

- Complaints about HSH have remained significantly lower than they were during the peak periods of April & May. (see Graph : HSH Complaints : p.41)

Business Service Management   Service Reporting

HORIZON SYSTEM HELPDESK:
Source : Richard Butler : Business Service Management

Total V's Average calls to HSH since January 2000.
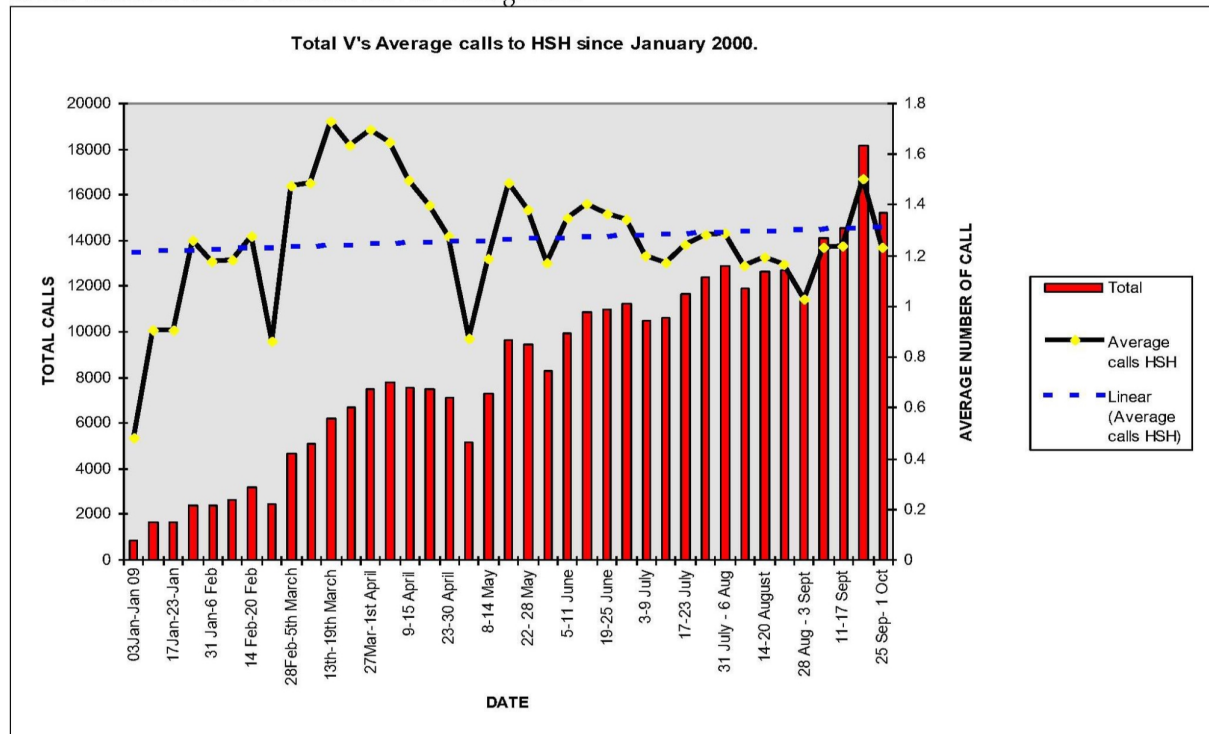
- The graph shows that during the w/c 18/09/00 the average number of calls rose above the linear average to date for the first time since June 2000. This can be explained by the Family Tax problem (P0000286) which caused a surge in calls during the week.

- The drops in call volumes at the beginning/end of May and last week of August are caused by Bank Holidays.

45

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Business Service Management   Service Reporting

Number of calls to HSH and breakdown of categories for September

Call Category	Total calls w/c 04/09/00	calls per office w/c 04/09/00	Total calls w/c 11/09/00	calls per office w/c 11/09/00	calls per office w/c 18/09/00	calls per office w/c 18/09/00	Total calls w/c 25/09/00	calls per office w/c 25/09/00	Total calls w/c 02/10/00	calls per office w/c 02/10/00
Advice & Guidance	4844	0.42	5044	0.43	7446	0.62	5376	0.43	5441	0.43
Other	263	0.02	288	0.02	506	0.04	511	0.04	250	0.02
Hardware	912	0.08	979	0.08	932	0.08	978	0.08	927	0.07
Implementation	631	0.06	320	0.03	403	0.03	216	0.02	226	0.02
Cash Account	1655	0.14	1686	0.14	1841	0.15	1691	0.14	1653	0.13
Customer Complaint	26	0.00	15	0.00	26	0.00	15	0.00	19	0.00
Network	253	0.02	258	0.02	316	0.03	407	0.03	311	0.02
Operational	42	0.00	28	0.00	28	0.00	29	0.00	21	0.00
Software Error	2146	0.19	2319	0.20	2373	0.20	2218	0.18	2203	0.17
Training	1589	0.14	1791	0.15	2356	0.20	2044	0.17	1996	0.16
Inappropriate	1597	0.14	1685	0.14	1822	0.15	1583	0.13	1668	0.13
Security	124	0.01	126	0.01	114	0.01	139	0.01	145	0.01
TOTAL CALLS	**14,082**	**1.23**	**14,539**	**1.24**	**18,163**	**1.50**	**15,207**	**1.23**	**14,860**	**1.17**
MIGRATED OFFICES	**N/A**	**11,453**	**N/A**	**11,770**	**N/A**	**12,074**	**N/A**	**12,377**	**N/A**	**12,674**

Note : The w/c 18th September shows a dramatic increase in the number of calls HSH received. The increase in calls is particularly noticeable with in Advice & Guidance , this is related to the family tax problem. (see problem P10000286).

Percentage breakdown in September
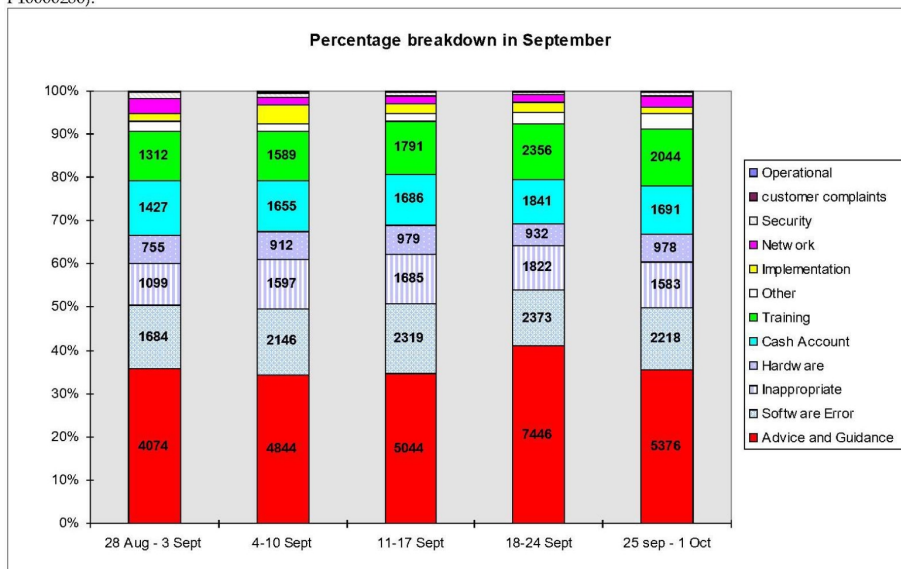
From the graph it can be seen that the percentage of calls received within each category has been stable over the past month. There is however a large increase in the percentage of Advice and Guidance during the w/c 18th September , again this relates to problem number P10000286.

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Business Service Management

Pie chart to show percentage of calls per category for Year to date and for September 2000

Breakdown of calls received since January 2000

- Security 1%
- Training 4%
- Inappropriate 4%
- Network 1%
- Software Error 15%
- Advice and Guidance 37%
- Other 9%
- Cash Account 12%
- Operational 9%
- Implementation 2%
- Hardware 6%

Breakdown of calls in September

- Inappropriate 11%
- Training 12%
- Network 2%
- Security 1%
- Advice and Guidance 37%
- Software Error 16%
- Other 2%
- Cash Account 11%
- Implementation 2%
- Hardware 6%

The charts show that the categories have remained fairly stable this month when compared to year to date figures. Exceptions occur in categories "other" and "Operational" , this is because new categories such as "inappropriate" and "training" have been set up since the start of the year . These are calls which used to be classed as "other" .

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Business Service Management

Complaints received about HSH over last 6 months
Richard Butler : Business Service Management.

Breakdown of complaints to HSH over last 6 months
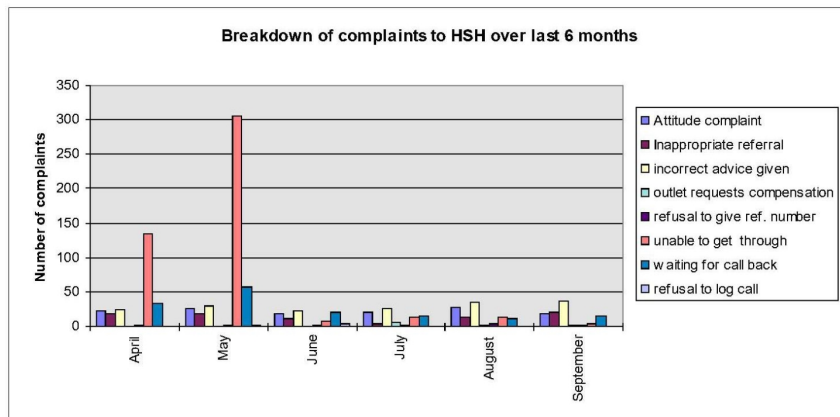
The graph shows that the main area for concern is the rising number of people who had increasing difficulty during April and May. The reason for the increase in people failing to get through to HSH was due to the surge in calls at the end of April and beginning of May regarding revaluation. This issue had been resolved by June hence the fall in complaints in this category. The introduction of IVR (Interactive Voice Recognition) by HSH at the beginning of June may also have helped to reduce complaints in this category.

Breakdown of HSH complaints over the last 6 months
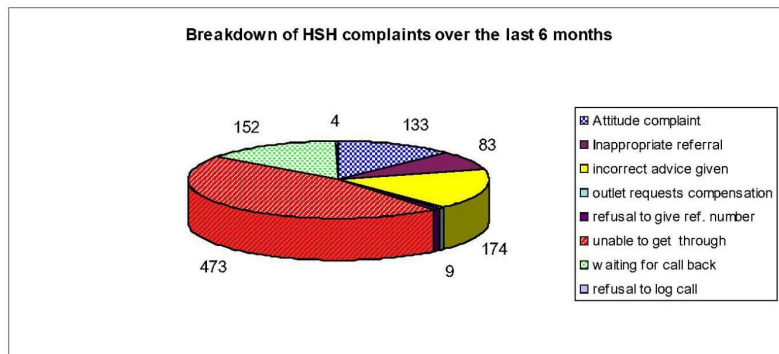
The pie chart above shows that the main area for HSH complaint over the last 6 months has concerned failure to get through. As it mentioned above the introduction of IVR during June should help to combat this problem.

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Change Implementation

- Summary
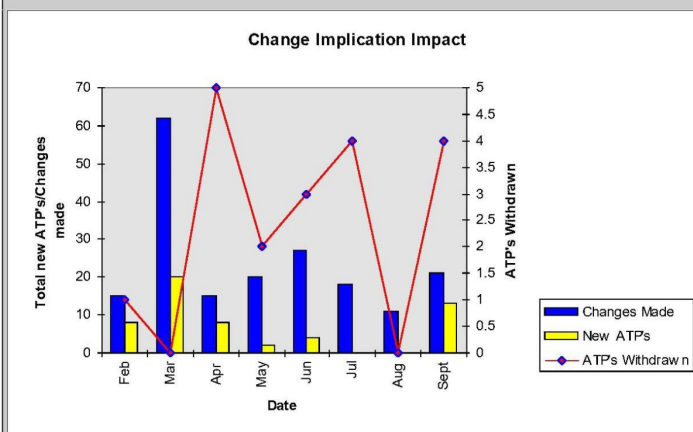
- 4 ATP's were withdrawn in September

- 21 Changes had to be implemented during September.

- 13 new ATP's were implemented.

Business Service Management

Service Reporting

Changes Implemented

Product	Reasons	Method of Communication
Parliamentary Cheque Encashment	Reduced cheque encashment fee of 30p as opposed to the £5 charge, to be available at restricted Parliamentary Post Offices	Letter
Inland Revenue Order Books introduced to OBCS	Working Families Tax Credit and Disabled Tax Credit will use the OBCS facility so that the system stoplist can be utilised, except for offices in Northern Ireland (see below)	Counter News
Inland Revenue Products in N Ireland	A new picklist is being introduced for these products which will move to the N. Ireland screen.	Counter News
GM Buses Promotional Voucher	Price Increase for Student tickets	Letter
Prestige Stamp Book	Treasury of Trees, new product on sale	Counter News
Asylum Seekers Vouchers	Reduction in the network offering this service	Letter
No-entry signs	To bar use of Redirection icons as the products introduction has been delayed	N/A
Travel Insurance	Fix delivered to on screen prompt	N/A
LFS Training Workbook	To notify users of amendments	Counter News
Withdrawal of PLU numbers for OBCS	The link between OBCS and PLU functionality was withdrawn as the PLU system bypassed the system stoplist.	Counter News
Girobank new daily records	New client summary report form introduced with CSR+	Counter News and CSR+ comms
9 Ticket and Travel schemes	New and altered schemes	Letter to offices
1 Meals on Wheels scheme	Withdrawn product	Letter to offices

Business Service Management   Service Reporting

Authorised Temporary Procedures

Reason	Status
Inland Revenue Order Books, instructions produced for 12 offices which had not received the new software	Implemented
No SWALEC Tokens on Non-Value Stock declaration screen in CSR+	Implemented
No bar-coded seals for coin bags, therefore unable to Rem Out to ADC in CSR+	Implemented
Rem Out procedure for claiming Rem shortages for CSR+	Implemented
Simple Payment Module not available on the upgraded software for CSR+	Implemented
Green Girocheques need to be sorted into the order as reported by the Counter Weekly Report	Implemented
Incorrect logos on two icons in the Non Accounting Data screen for CSR+	Implemented
MVL offices declaring non value stock for CSR+	Implemented
Incorrect bar-codes on pouches for CSR+	Implemented
Unable to use LFS paperwork if supplied by an ADC for CSR+	Implemented
Unable to use LFS paperwork if supplied by a non ADC for CSR+	Implemented
Cash Handling and Distribution unable to operate two types of documentation for CSR+	Implemented
Stock remittance paperwork to be despatched to the NSSC for CSR+	Implemented
Offices not scanning bar coded books for all OBCS procedures	Withdrawn
Cheque listing report Incorrect volume being reported	Withdrawn
Transaction Mode Indicator	Withdrawn
UKPA fees the transaction fee not being reported on the office daily report	Withdrawn

Business Service Management

Service Reporting

Business Impact

- The business impact model is a tool which will enable the Service Level Agreements (SLA's) between PON and ICL Pathway to be assessed from a business perspective. The business impact scores will show how any SLA failures are affecting PON and where the most pain is felt.

- The key impacts on the business are the Service Level Agreement failures for file and data deliveries by Day D and Business Incidents which have had a consistently unacceptable score for the past 7 months. However this month the performance against a number of other SLA's has worsened, these are calls answered within 20 and 40 seconds. These will have been impacted by the surge of calls relating to Family Tax Credit. There has also been a reduction in the scores for 3 call to resolution SLA's - Priority A 4 hours local and Priority B 10 hours local.

Business Impact
Sue Stewart and Adele Kilcoyne : Business Service Management

Background
The business impact model is a tool which will enable the ICL Pathway Service Level Agreements (SLA's) to be assessed from a business wide perspective by PON. The business impact scores will show how any SLA failures are affecting the Network and where the most pain is felt.

The model is derived from matrices which contain scores based on the percentage failure of the SLA against the number of offices affected. The model will allow comparison between the SLA results on an even scale rather than identifying which SLA's have failed by the biggest margin. The matrices are divided into four key areas of the business which are impacted by ICL Pathway's performance (customer, support, client and outlet) and from these an overall score is produced for each SLA.

Scores
The scores are as follows:
- 100 shows that the SLA was achieved to the agreed minimum acceptance threshold.
- Scores above 100 shows that the SLA target has been exceeded by ICL Pathway therefore having a positive impact on the business
- Scores below 100 show the extent to which the SLA has failed based on the impact on the business. The historical data will enable decisions to be taken based on sustained failure rather than reacting to 'blips'.
- A score of 0% show that the failure of the SLA is totally unacceptable to PON and should be the focus for immediate action to improve the SLA results.
- N/A means that ICL Pathway are not currently reporting on these SLA's.

Although the matrices scores have been agreed across the business it should be noted that this is currently a learning model. As such the scores may be subject to change if the impact is considered to have a greater or lesser impact than the results suggest.

Results
- The table below shows the business impact for the past 6 months. The key impacts on the business are the Service Level Agreement failures for file and data deliveries by Day D and Business Incidents which have had a consistently unacceptable score for the past 7 months.
- This month the performance against a number of other SLA's has worsened, calls answered within 20 and 40 seconds have been impacted by the surge of calls relating to Family Tax Credit.

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- There has also been a reduction in the scores for 3 call to resolution SLA's -
  Priority A 4 hours local and Priority B 10 hours local.

Business Impact Scores Table

Service Level Agreement	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00
RDMS reference data file delivery - day D	0	0	0	0	0	0
APS reference data file delivery - day D	0	0	0	0	0	0
APS data delivery - day D	0	0	0	0	0	0
TPS data delivery - day D	0	0	0	0	0	0
OBCS stop list delivery - day D	0	0	0	0	0	0
OBCS data file delivery - day D	0	0	0	0	0	0
Business incidents	0	0	0	0	0	0
Priority A - 4 hours (local)	25	12.5	6.25	43.75	81.25	68.75
Calls answered within 40 seconds	31.25	0	12.5	68.75	68.75	81.25
Priority A - 6 hours (local)	43.75	6.25	0	43.75	43.75	43.75
Calls abandoned	62.5	6.25	18.75	75	100	100
Priority B - 10 hours (local)	62.5	50	56.25	81.25	87.5	87.5
Priority B - 12 hours (remote)	62.5	87.5	43.75	100	150	200
Priority B - 8 hours (local)	75	43.75	75	87.5	150	150
Level 1 calls - 5 minutes	75	62.5	62.5	50	150	150
Calls engaged	75	75	37.5	150	150	150
Priority B - 24 hours (remote)	87.5	62.5	6.25	87.5	81.25	87.5
Level 2 calls - 45 minutes	87.5	75	75	75	75	87.5
Site installation - quality compliance	87.5	87.5	87.5	N/A	#N/A	#N/A
Calls answered within 20 seconds	100	50	50	50	31.25	31.25
Level 2 calls - 30 minutes	100	87.5	87.5	100	150	150
APS reference data file delivery - day C	100	87.5	100	100	100	100
Training course timeliness live delivery	100	100	87.5	87.5	87.5	100
Level 1 calls - 10 minutes	100	100	100	100	100	100
Cash account - 2nd line call back	100	100	100	100	100	100
Training venue quality	100	100	100	100	100	100
Training course quality	100	100	100	100	100	100
Training courses NOT cancelled	100	100	100	100	100	100
Training course competancy levels	100	100	100	100	100	100
TPS data delivery - day B	100	100	100	100	100	84.38
OBCS stop list delivery - day C	100	100	100	100	100	100
OBCS data file delivery - day C	100	100	100	100	100	100
Site modification - quality compliance	100	100	150	N/A	#N/A	#N/A
Priority A - 12 hours (remote)	100	100	#N/A	100	100	100
RDMS reference data file delivery - day B	150	100	100	150	100	100
APS data delivery - day B	150	100	100	100	100	84.38
APS data delivery - day C	150	100	100	150	100	150
RDMS reference data file delivery - day C	150	100	150	150	150	150
APS reference data file delivery - day B	150	100	150	150	100	150
OBCS data file delivery - day B	150	100	150	150	100	150
TPS data delivery - day C	150	150	150	150	150	150
OBCS stop list delivery - day B	150	150	150	150	150	100
Cash account - 2nd line availability	200	200	200	200	200	200
Site installation - repair timeliness	200	200	200	200	200	200
Priority A - 8 hours (remote)	200	200	#N/A	200	200	200
Cash account scripts	#N/A	#N/A	#N/A	N/A	#N/A	#N/A
Priority A - 6 hours (intermediate)	#N/A	#N/A	#N/A	200	#N/A	#N/A
Priority A - 9 hours (intermediate)	#N/A	#N/A	#N/A	87.5	87.5	87.5
Priority B - 10 hours (intermediate)	#N/A	#N/A	#N/A	200	200	200
Priority B - 15 hours (intermediate)	#N/A	#N/A	#N/A	87.5	87.5	87.5
Site modification - repair timeliness	#N/A	#N/A	#N/A	84.4	#N/A	#N/A

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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.

Business Service Management   Service Reporting

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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	DESCRIPTION
Horizon	This category includes Horizon issues such as Cash Accounting, Migration issues and system changes.
Horizon Balancing	This deals with issues within the Horizon Balancing Guide. (the guide is on screen and the advisor talks through the relevant sections).
Client Counter Procedure	This involves transactional & counter procedures.
CSR Upgrade	Records all calls relating to the CSR upgrade
Complaint	Records all complaints received at the NBSC
Local Schemes	Contains details of clients for local schemes and transactions types.
Non Conformance	Records details of non conformance on OBCS procedures. This is the number of offices the NBSC has phoned - this category is only used by customer relations.
Office Process	This includes burglaries , office closures, 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 -	Transactions regarding charge accounts for electricity ; water & gas
Other	Includes calls on stock ordering , Transaction processing (used by admin only)