POST OFFICE

Horizon Programme

Business Service Management

Management of the Live Environment

Report No 33 - July 2000

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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.

- This 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 with-in these reports often can be found in more detail within this report.

- Headlines are incorporated at the beginning of each section.

Please note

A review is currently being undertaken to determine customer requirements for this report. Although a number of improvements have been made on this report further changes will be incorporated in next months MOLE based upon feedback received.

Business Service Management   Service Reporting

Problem Management

- 53 problems are currently open.

- 24 of these are owned by PONU the other 29 are owned by ICL Pathway.

- The average time an ICL Pathway problem is open is 91 Core Days

- The average time a PONU problem is open is 92 Core Days.

- Throughout July the non-polling position continued to improve, with the exception of two blips on 18th/19th and 24th July when over 1000 offices failed to poll due to a server problem which centred around a Pathway correspondence server.

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.
April	23	13
May	25	15
June	25	21
July	24	29

Volumes of PONU Problems opened/closed during July 2000

Week commencing	No. of Problems opened	No. of Problems Closed
03/07/2000	1	2
09/07/2000	3	1
17/07/2000	1	2
24/07/2000	2	2

Volumes of ICL Pathway Problems opened/closed during July 2000

Week ending	No. of Problems opened	No. of Problems Closed
03/07/2000	0	1
09/07/2000	5	1
17/07/2000	1	1
24/07/2000	4	1

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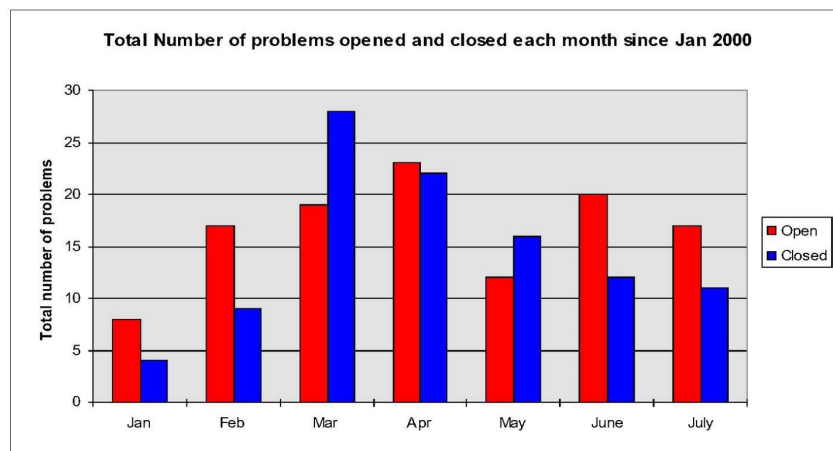
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New Problems raised in July :-

Problem Id	Date raised	Problem Name	Target Date
P10000207	03/07/00	Office switching off horizon processor - Langham:359136	11/08/2000
P10000209	04/07/00	Eastern Ave - 127140 - Problem office	04/08/2000
P10000210	04/07/00	Process not working for offices changing opening hours.	31/07/2000
P10000211	07/07/00	Corrupt records within OBCS transaction file	31/08/2000
P10000212	11/07/00	BT Payment Card Application Form P5745.	31/07/2000
P10000213	12/07/00	Northern Ireland Emergency Cascade	28/07/2000
P10000214	12/07/00	Horizon transfers at Lottery Offices	29/09/2000
P10000215	13/07/00	Illegal APS sequence Numbers	31/08/2000
P10000216	18/07/00	P&A Transaction Receipt Totals	01/09/2000
P10000217	18/07/00	Littlewoods Lottery Prize Payments not a core product	18/08/2000
P10000219	21/07/00	No Entry Signs / Missing Icons	11/08/2000
P10000220	25/07/00	Manchester Stagecoach Supergem Vouchers	28/08/2000
P10000221	25/07/00	Lost Transactions - Heavily 190432	03/11/2000
P10000225	27/07/00	Miscellaneous Transaction Report	01/09/2000
P10000226	27/07/00	Screen freezes in Training Mode	11/09/2000
P10000227	27/07/00	Unmatched reversed/reversing at EOD	31/08/2000

Open Versus closed problems since Jan 2000

Total Number of problems opened and closed each month since Jan 2000

Open Problems

Business	Max No. of core days open	Min No. of core days open	Mean Average
Post Office network	413	5	92
ICL Pathway	231	25	91

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Problems Over 6 Months Old

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000004	Receipts & Payments don't balance AFTER migration	Phil Turnock	04/05/2000-31/08/2000	• Minimal number of incidents occurring , PON to confirm progression of this incident.
10000005	Receipts and payments do not match ON Migration week	Phil Turnock	24/05/1999 31/08/2000	• The majority of incidents originate from migration activity , PON to confirm progression of this problem , or known error.
10000012	Investigators require information from the message store	Theresa Walsh	03/12/1999 30/08/2000	• ICLP solution rejected by PON, discussion continue between PON & ICLP
10000021	Contingency for system failure when balancing	Jonathan Rogers	28/09/1999-04/08/2000	• Process Maps being reviewed by NBSC in preperation for deployment.
10000026	No business policy for out -of- hours transactions	Jonathan Rogers	07/10/1999-30/09/2000	• Policy scheduled for deployment by the end of July.
10000031	Readiness of new products/services to go -live	Jonathan Rogers	28/10/2000-31/08/2000	• Guideline process document to be produced by the Legacy Helpdesk Manager - slow progress being made.
10000046	Information downloaded to the Network Business Support Centre	Theresa Walsh	10/12/1999 14/09/2000	• Root cause analysis is on-going, problem appears to be in the batch interface download overnight

Problem Number	Summary	Problem Manager	Original/ Target Date	Update
10000057	OBC Non-conformance	Nicola Wood	**07/01/2000** 24/08/2000	• IAM have proposed an initial action plan to address the levels of non-conformance
10000065	Increase volume of Parcel traffic Errors (table 12)	Theresa Walsh	**19/01/2000** 18/08/2000	• ICLP CCN has been accepted, awaiting implementation
10000027	Issue Failure of One-Shot Passwords	Stephen Potter	**14/12/2000** 31/08/2000	• Increased volume of incidents, problem to discussed at the Problem Co-ordination meeting to agree a way forward
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** 30/09/00	• Negotiations continue regarding content of any relevant documention

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Problem Number : 10000073 - Volume of Non-Polled Office

Current incident levels are as follows at the end of July: 64 in total, with a breakdown as follows:

Day 1   :27
Day 2-3 :17
Day 4+ :20

One outlet (160 313) is at 8 days; this was reported in ICLP's report of 28/07/00 as resolved. This outlet was reported as resolved because ICLP's health check shows that communication with the counter can be made, although a configuration problem means that the counter is unable to communicate back. ICLP are hopeful that the problem should be resolved by 02/08/00 as it is a problem which has occurred before.

Root causes include :-
- BT faults - The largest percentage of polling failures are caused by problems in the BT ISDN network .
- Problems cleared by gateway swaps and/or reboots.
- The majority of non poll failures are following a weekend - Analysis has failed to identify a trend on this although the suspicion which cannot be proved are that some offices simply switch off their kit on a Saturday.

A clear statement of the solutions
- Revised Incident Mgt Process introduced by ICL Pathway - the overall incident management process was reviewed and tightened to ensure that incidents are handled quickly and directly
- BT faults. - Pathway are working with Energis in this area.
- Problems cleared by gateway swaps and/or reboots. - Analysis is being performed on fault reports for gateway PCs which have been swapped out as a result of non-polling incidents. Similar work is being carried out to ascertain why reboots can resolve polling failures.
- Reviewing options to release 'trapped transactions' in non poll outlets.
- Revised daily reporting processes between ICLP and PON

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Non Polling

non-polling report based on 1st
working day of week

Non-Polling based on the 2nd working day of the week
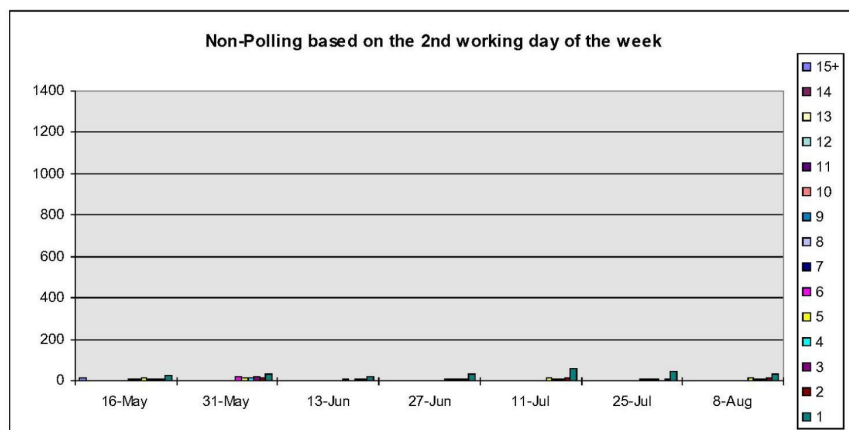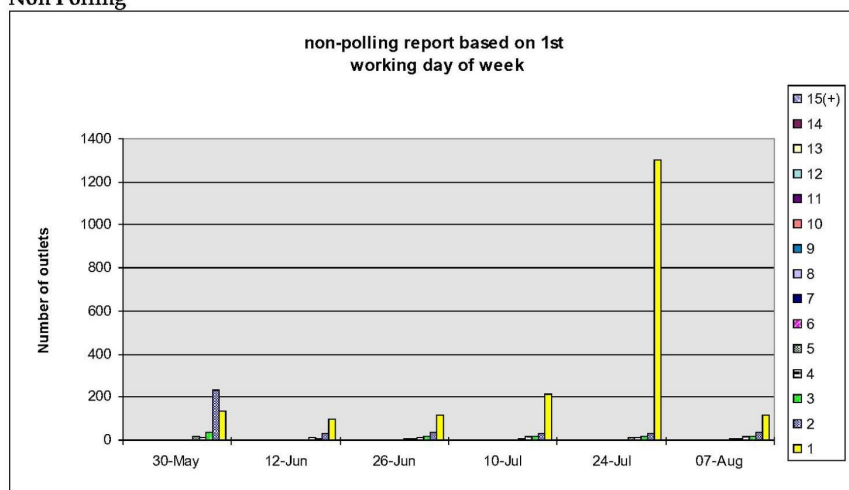
Whilst these graphs show a far higher incidence of non-polling on Monday , it is pleasing to note that the number of non-polled outlets has not grown in relation to rollout

NB. The 24th July shows a high level of non polled offices. This was solely due to a problem with the Pathway Correspondence server within that week. By Tuesday 25th July non Polling had returned to normal levels.

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Non - Conformance Issues

1. Girobank Postmaster's Daily Records (PDRs)

No information has been received from Girobank this month because of annual leave.

2.Non Polling

The action taken following the build up of a backlog of non polled offices after Easter and the May Bank Holidays has resulted in more vigorous investigation of non polling incidents by ICLP. However, despite the increase in resources devoted to the issue ICLP have not been able to identify a significant level of non conformance.

Only two instances of non conformance, out of a total of 271 closed incidents, have been identified on the new reports that ICLP have been producing since 24 July.

The two postmasters concerned were contacted. One said his assistant had accidentally hit the processor switch on her way out of the office. The other denied that the equipment had been switched off. She said they had had a lot of problems with the system at the time and that at one point they had been instructed to reboot all their terminals.

Although ICLP only contact offices after they fail to poll for two consecutive days they do additionally contact those that fail more than once in a seven day period. This, together with the fact that offices where the equipment is deliberately switched off at the weekend would not be polled for two days, means that postmasters who deliberately switch off their processor should be identifiable.

3. Passwords

The number of requests for One Shot Passwords has fallen by 40% (6% due to less requests from auditors), to a full network equivalent of 180 per week, since last month.

The number of calls related to non conformance has fallen in line with the overall fall in the number of requests. However, there has been no improvement in our ability to identify the reasons for requests - 45% of calls can not be categorised with confidence.

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
Outlets Systems Group

- Overall status is currently Green.

- ICL failed to raise incidents with HSH for 5 outlets that did not poll (this
  is linked to Problem Management : problem 10000073).

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			
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	A	G	G			
2.	ICL Pathway Management Support Unit reports received by OSG daily by 10am.	G	5	All OK	G	A	A	G			
3.	ICL Pathway Management Support Unit reports to match the appropriate transfer file contents.	G	15	All OK	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			
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 - 97.1% Day C - 98.8% Day D - 99.7%	R	R	A	A			
6.	An accurate Non-polled Office Report detailing offices that appear more than once (as 1 day) in a seven day period, to be delivered daily to OSG by ICL Pathway.	A	15	ICL Pathway failed to raise incidents with HSH for 5 outlets on 17/07/00. ICL Pathway were chased and incidents were raised late, resulting in minor impact.	A	A	A	G			

Business Service Management   Service Reporting

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	🟠 A	🟢 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	2 errors no impact	🟠 A	🟠 A	🟢 G	🟠 A
4.	Number of data preparation errors on OBC forms by OSG	🟠 A	15	1 error no impact	🟠 A	🟠 A	🟢 G	🟢 G

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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.

- Latest forecast of extra staff members are now in line with the original forecast.

Business Service Management   Service Reporting

4.0 Transaction Processing

Information supplied by Lynn Kelly
4.1 Extra staff required in TP

3. Extra Staff Required in TP

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

* Figures stated are for the beginning of each month

Comments

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

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

- First staff being picked up now / June onwards from the external recruitment exercise for additional people and where replacements required.

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Errors
Per Office

A Comparison of TP CLASS Error Learning Curves

Legend:
— Original Forecast
— Latest Information
— Manual Baseline

Weeks After Conversion
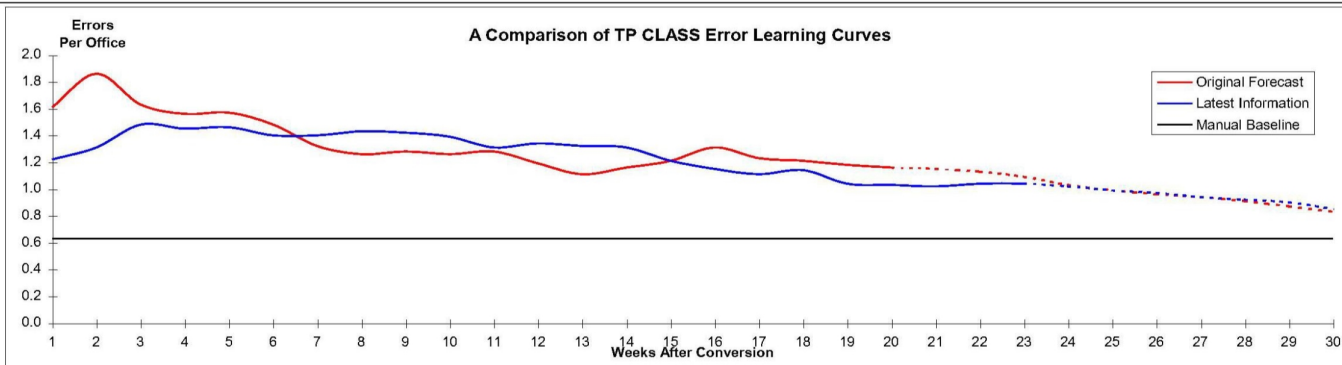
Comments

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

 - The length of the current learning curve is at least 20 to 30 weeks. The mid period figures (weeks 7 to 15) and the tail of the learning curve (over 20 weeks after conversion) remain well above the baseline .

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

Summary of Early Learning Curve Information

	Week After Conversion	1	2	3	4	5	6
CLASS Errors Produced	Latest (wks 3 - 17)	1.22	1.31	1.48	1.45	1.46	1.40
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 03 - 17).

- 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

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2. Forecast Increase in CLASS Errors at Horizon Offices

Extra Errors Per Week (y-axis: -500 to 5000)

Legend:
- Latest Forecast (solid blue)
- Original Forecast (dotted red)

X-axis: Jan-00 through Jan-02

2a. Comparison of Actual against Forecast Increase In Errors

Extra Errors Per Week (y-axis: 0 to 6000)

Legend:
- Forecast (dashed blue)
- Actual Increase (solid red)

X-axis: 08-May to 17-Jul

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 03 - 17, with the learning curve extending for 26 to 30 weeks before Horizon offices return to / below the manual baseline.

Actual Errors for weeks 11 to 17

	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17
	05-Jun-00	12-Jun-00	19-Jun-00	26-Jun-00	03-Jul-00	10-Jul-00	17-Jul-00
No. of Horizon Errors	8360	9760	10223	9749	10275	9174	10171
No. of Horizon Offices	7,269	7,575	7,881	8,187	8493	8799	9105
Errors Per Horizon Office	1.15	1.29	1.30	1.19	1.21	1.04	1.12

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

	JUL-99	AUG-99	SEPT-99	OCT-99	NOV-99	DEC-99	JAN-00	FEB-00	MAR-00	APR-00	MAY-00	JUN-00	JUN-99
Number of Amendments	378	294	423	1056	1515	740	377	572	775	1148	710	986	305
% Automated Outlets Making Amendments	14.4 %	11.3%	12.4%	11.0%	6.6%	4.2%	2.7%	2.6%	2.4%	1.9%	1.2%	1.2%	0.9 %

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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The Network on Horizon

- **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.

- **Customer Satisfaction**

Overall the number of customers queuing for more than 5 minutes is lower in the offices with Horizon than those without. When Horizon is first implemented it can cause waiting times to increase , but once it has been in place for a few months the system becomes more efficient.

- **Phone around /average Balance Times**

Average Balance time : 1 hour 26 Minutes

- **Subsequent Balance Supt**

93.8% of people asking for third balance support have received it.

89.3% of people asking for fourth balance support have received it.

- **SPMR Resignations**

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

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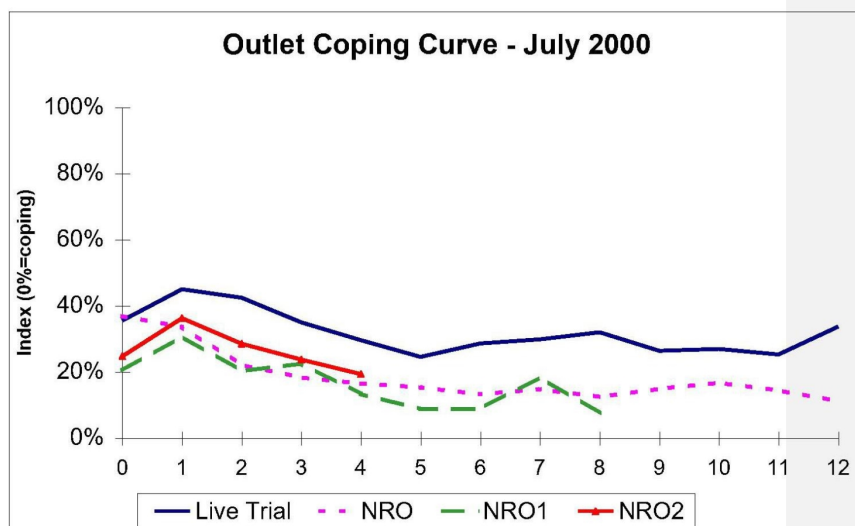
The chart above shows the following curves:
- live trial
- NRO - national rollout before Christmas 1999
- NRO1 - national rollout in January and February
- NRO2 - national rollout in March and April

The sample size for time to prepare a cash account is too low for NRO2 and so
this has not been included.

The outlet coping curves show that offices are now 'coping' at a similar level
to NRO and NRO1, and better than the live trial offices.

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

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Calls to NBSC

Calls to HSH
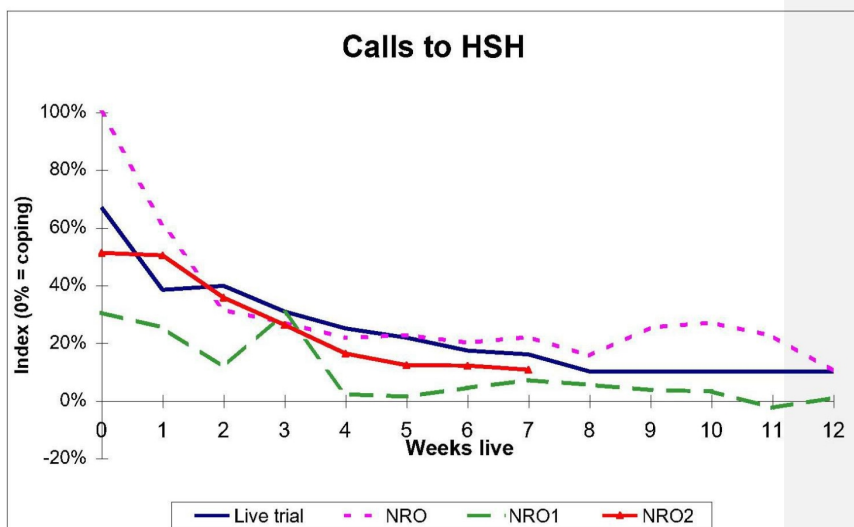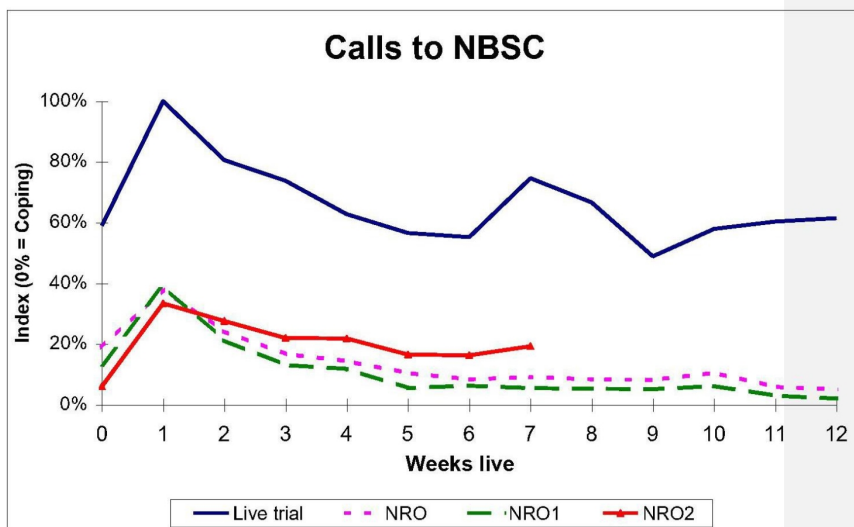
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Mystery Shopper - June 2000

The mystery shopper survey has been used to look at the effect of installing Horizon on:

- quality of service;
- product knowledge;
- customer service indicator (conformance to standards).

Four groups of offices have been identified in order to look at the effect of installing Horizon, and to look at whether this effect changes over time. These groups are:

- offices without Horizon;
- live trial offices (LT);
- national rollout offices before Christmas (NRO);
- national rollout offices after Christmas (NRO1).

Only data from June has been analysed in this report, therefore NRO 1 offices have been rolled out for and average of sixty nine days.

Quality of Service

Percentage of Customers Waiting over 5 minutes
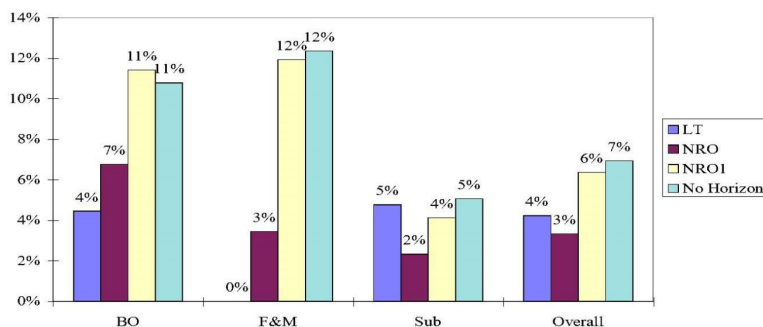
The main point to be noticed in this chart is the fact that overall number of customers queuing for more than five minutes, is lower in the offices with Horizon than those without. In the case of the Franchise and Modified offices, which were rolled out in the Live Trial, no customers were waiting for over five minutes during the mystery shopper visits.
Analysis of the average waiting times of customers shows that overall the longest queues are in offices which have been rolled out since Christmas 1999. This is then followed by the offices without Horizon. This suggests that when

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Horizon is first implemented it can cause waiting times to increase, but once it has been in place for a few months the system becomes more efficient.

Product Knowledge

Transactional Knowledge
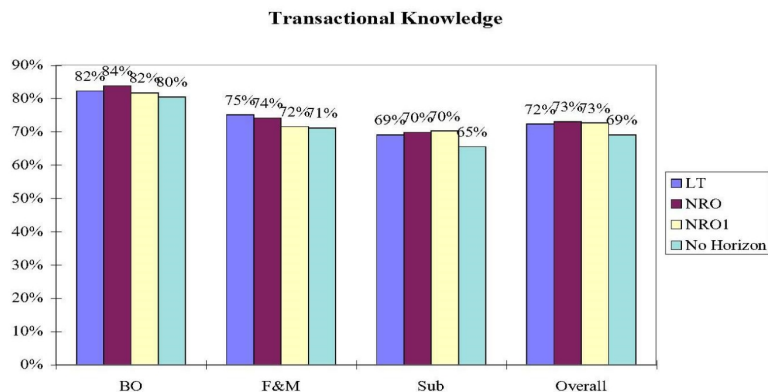
This chart shows that the level of transactional knowledge is slightly lower in offices without Horizon, but the level of knowledge across the other types of office does not differ too greatly. The chart above should be used for comparison purposes as the calculations do not match national figures.

Customer Service Indicator (conformance to standards)

Customer Service Indicator
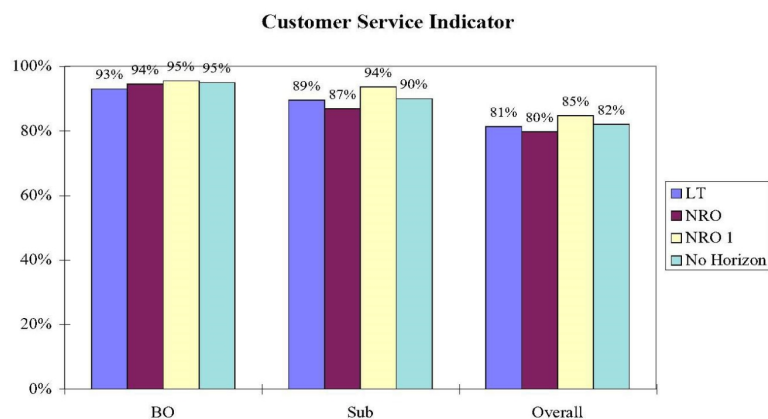
Thirteen attributes connected to office appearance and counter clerk behaviour are checked during a mystery shopper visit. The customer service indicator is based on a weighted average of the scores where 100 is the highest possible score and 0 the lowest. The chart here shows again that there is some difference in between the four groups of office, but that difference is only slight.

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July Phone Survey

200 postmasters were contacted in July and 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	1 hour 26 Minutes
Median	1 hour 15 Minutes
Mode	1 hour

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

How easy do you find system to use ?	Number responding	Percentage
Very Easy	53	27.7%
Fairly Easy	126	66.0%
Fairly Difficult	11	5.8%
Very Difficult	1	0.5%

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.	47.6%	31.6%
b) Call the HSH	35%	17.4%
c) Call the NBSC	1.6%	36.8%
d) Do something else (this was either phone another sub postmaster or call their RNM)	3.1%	3.6%
e) (a)/(b)	11.5%	4.7%
f) (a)/(c)	0%	4.2%
g) (a)/(d)	0%	0.5%
h) (b)/(c)	1%	1.1%
No of responses:	191	190

- The table above shows that 95% of respondents recognise the need to phone HSH if they have a problem using the system nearly half 47.6% would check there office documentation.

- 73% of people asked recognise the need to phone the NBSC if they have business query. 36% of people said they would consult there office documentation before contacting the NBSC. Alarmingly 17% of people said they would phone up the Horizon System Helpdesk first.

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Balance Support Statistics over last quarter
Richard Butler : Business Service Management

2nd Balance Support
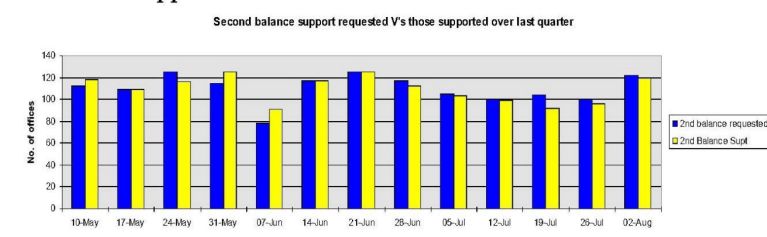
On average over the last quarter 99.9% of all 2nd balance requests have been supported. This figure is high because Edinburgh Cluster group supported offices who did not request support. (see table above 10th May ; 31st May and 7th June).

3rd Balance Support
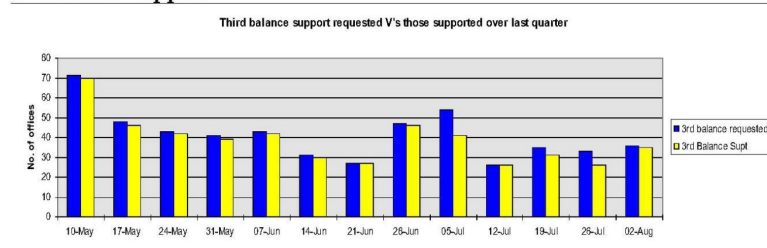
On average 93.8% of people requesting 3rd balance support actually received it over the last quarter.

4th Balance
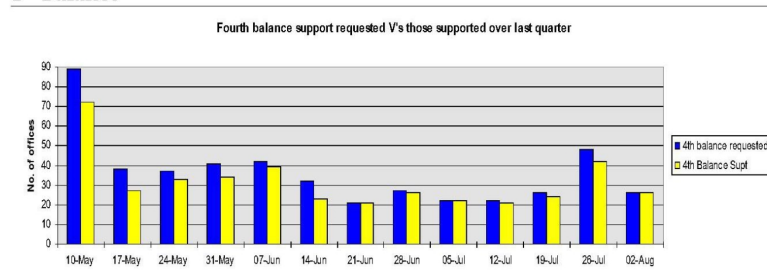
On average 89.3% of offices requesting 4th balance support over the last quarter actually received it.

Business Service Management   Operational Performance

Resignations

SPMR Resignations 2000
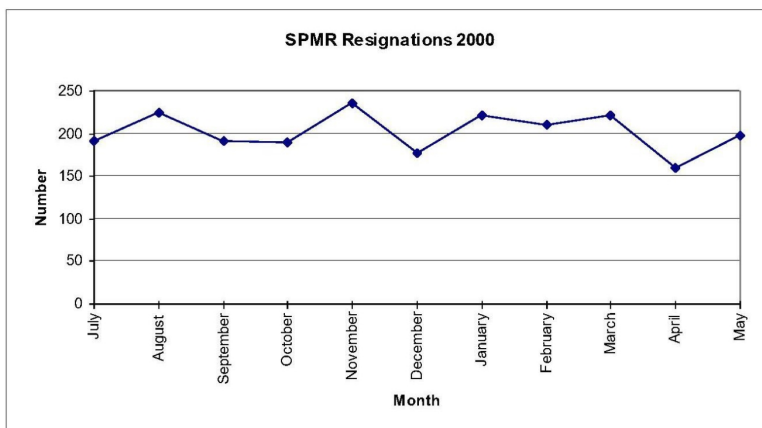
The graph above shows that the level of Sub Postmaster resignations has remained relatively stable despite the continuing rollout of Horizon. At the beginning of September 1999 there were only 323 offices on Horizon by May 1999 this figure had risen to 7000 offices yet there does not appear to be any 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.

Voluntary Branch Offfice Resignations 2000
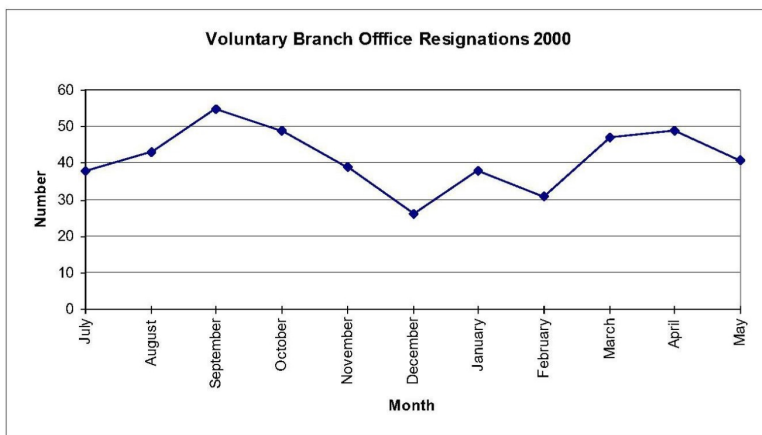
The graph above shows that the level of Branch Office resignations has not been adversely effected by the Horizon Rollout.

[FILENAME * Lower\p * MERGEFORMAT]   27

Business Service Management Operational Performance

Post Office Customer Management

- Notably in July the resolution rate was achieved for the first time with the actual figure being 75.2% against a target of 75%. The abandoned rate remains within target , however the percentage of calls answered within 15 and 60 seconds and average wait to answer all failed the targets.

- At the meeting on 20/7 the Tier 1 performance was discussed and improvements were/had been made in two key areas :-

1. The introduction of a "buddying approach at Tier 1
2. The re-aligning of staffing rota's to the call volume patterns

- Monitoring of the impact of these will begin in August.

- Additionally a fifth SLA was agreed in relation to the "Average Wait to Answer" being 10 seconds or less.

Business Service Management   Operational Performance

Post Office Customer Management Tier 1

NBSC - Incident Resolution - Month of July

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	86.3%	1.8%	2%	1.7%	1.2%	1.5%	1.1%	2.8%	1.4%	0.2%
Tier 2	34.0%	29.2%	21.0%	4.9%	1.7%	1.4%	0.7%	4.4%	2.2%	0.5%

NBSC CSF's

Measure	Target	April	May	June	July
End Users (Quantitative)	%	%	%	%	%
Calls answered within 15 seconds	85%	86%	79%	85%	84%
%Calls answered < 1 minute	95%	93%	85%	94%	94%
Overall % Abandoned	≤ 5%	3%	8%	3%	3%
% Incidents resolved at Tier 1	75%	68%	69%	70%	75%

Commented [RL1]:

The table above shows how Tier 1 have improved in recent months as operators become familiar with using the knowledge base. The graph (page 30) shows that towards the end of July Tier 1 were beginning to meet their Service Level Agreements on call resolutions on a regular basis.

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 01/07/2000 and 31/07/2000
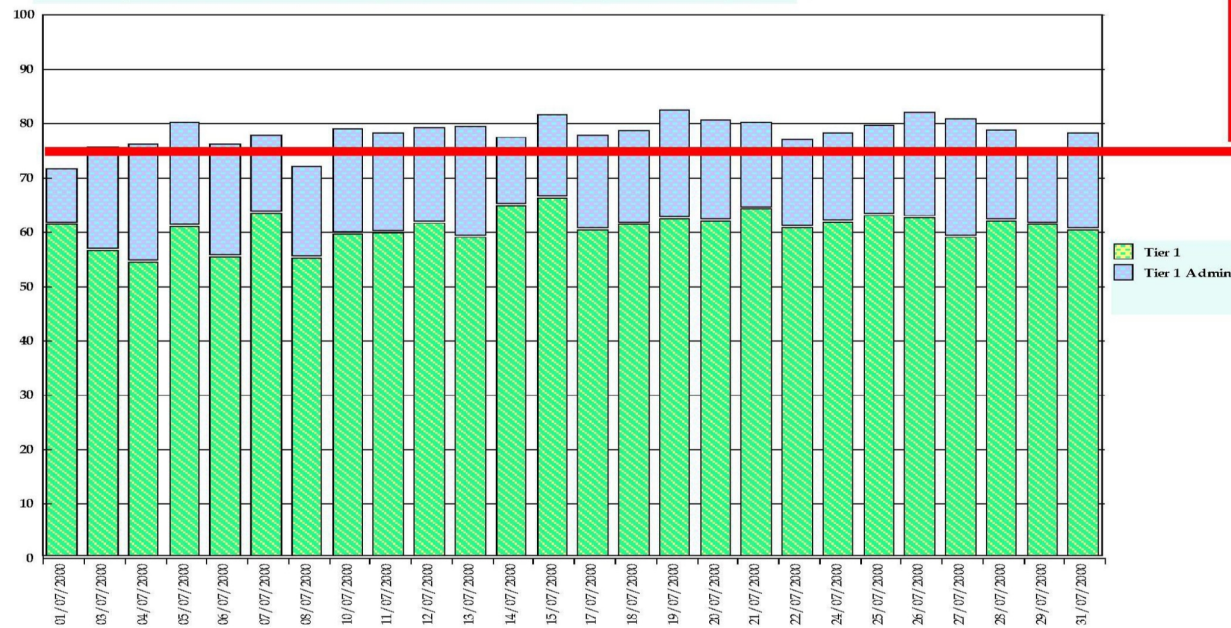
75% of calls to be resolved at Tier 1

Business Service Management   Operational Performance

Network Business Support Centre

- Average calls to the NBSC are beginning to level off at 1.5 calls per office per week. As with HSH the percentage of calls received in each call category over the last month has remained stable.

- Average calls to Regional Helplines have continued to increase gradually since June.

Business Service Management   Operational Performance

NETWORK BUSINESS SUPPORT CENTRE.

Source : Richard Butler : Business Service Management.

Total v's Average since January 2000
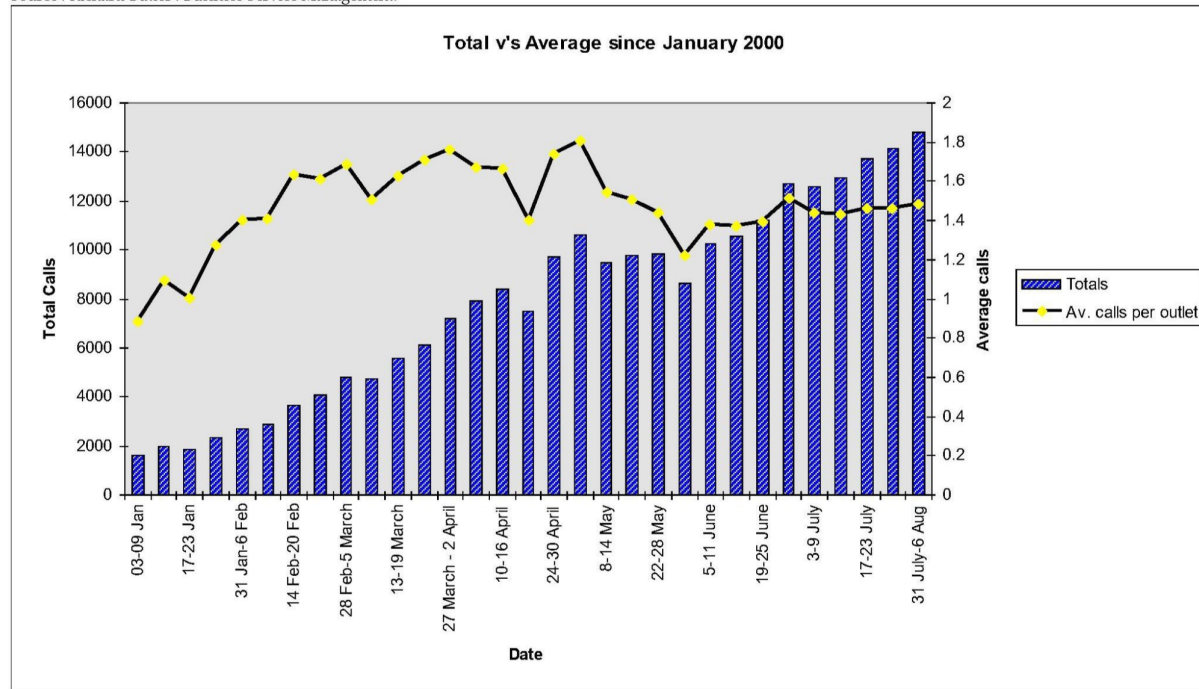
The graph shows that although total calls are rising average calls have generally continued to fall since May. Average calls now seem to be levelling off around 1.5 calls per office per week. (The troughs in the graph 17-23 April & 29 May - 4 June are caused by Bank Holidays when a lower number of calls were received).

Business Service Management   Operational Performance

Calls to Regional Helpdesks.
(source : Leon Sayers)

Total v's Average calls to the Regional Helplines.
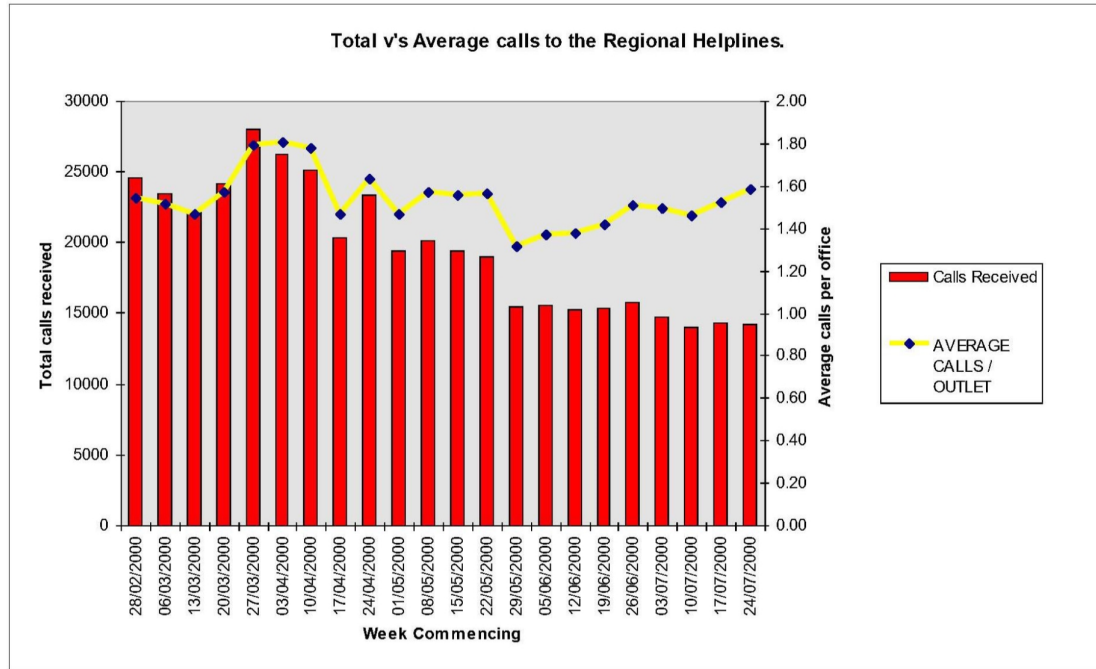
The level of calls to Regional helplines has continued to fall as offices become automated and therefore phone the NBSC instead of their regional helplines. Total calls over the last month have however remained fairly static despite the migration of some 300 outlets a week . The average level of calls to the Regional Helpdesk is around 1.5 calls per office per week. This is comparable to the average calls to the NBSC. (shown on the previous page).

Business Service Management

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

Call Category	total calls w/c 3rd July	calls per office w/c 3rd July	total calls w/c 10th July	calls per office w/c 10th July	total calls w/c 17th July	calls per office w/c 17th July	total calls w/c 24th July	calls per office w/c 24th July	total calls w/c 31st July	calls per office w/c 31st July
Horizon	3692	0.42	3741	0.41	3720	0.39	3535	0.37	3694	0.37
Client counter procedure	4418	0.51	4477	0.49	5311	0.57	5639	0.58	5977	0.61
Local Schemes	92	0.01	73	0.01	77	0.01	88	0.01	62	0.01
Office process	1906	0.22	1966	0.22	1913	0.21	1988	0.21	2058	0.21
Switchboard*	2136	0.24	2405	0.27	2402	0.26	2590	0.27	2671	0.27
Non-conformance**	61	0.01	13	0.00	52	0.01	22	0.00	17	0.00
Complaints	83	0.01	76	0.01	72	0.01	79	0.01	117	0.01
Utilities/ Electricity	89	0.01	92	0.01	116	0.01	110	0.01	120	0.01
Utilities / Gas	78	0.01	72	0.01	57	0.01	63	0.01	84	0.01
Utilities/ Water	18	0.00	17	0.01	15	0.00	15	0.00	21	0.00
TOTAL CALLS	12574	1.44	12932	1.43	13738	1.46	14131	1.46	14830	1.49
MIGRATED OFFICES	N/A	8740	N/A	9053	N/A	9395	N/A	9680	N/A	9990

** 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 July

Lost Call	382	Security	252	National savings	244
Transaction Processing	247	Stores	571	Bureau De Change	212
Transferred to HSH*	3534	Wrong Number	1554	Girobank	188
Human Resources	415	Post Office Depts.	617	Royal Mail	199

*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 and Call Volumes during July

[FILENAME * Lower\p * MERGEFORMAT]
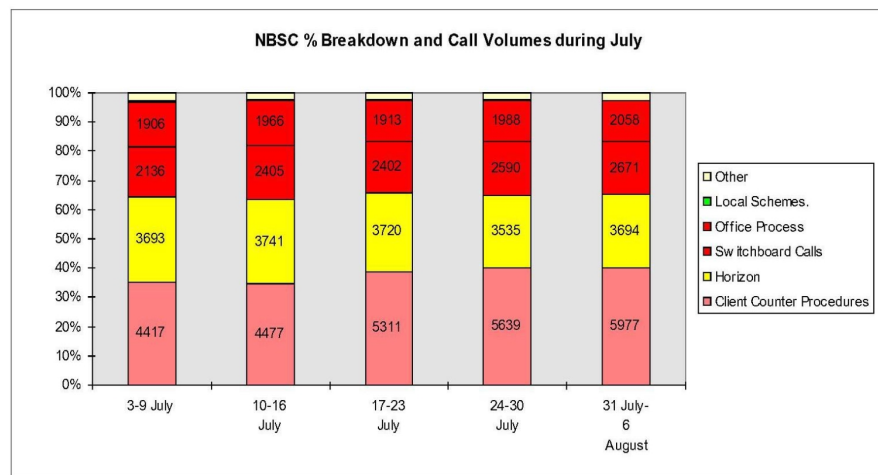
Business Service Management

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

Breakdown of calls since January 2000

- Other 3%
- Horizon 36%
- Office Process 14%
- Client Counter Procedures 31%
- Local Schemes. 1%
- Switchboard Calls 15%
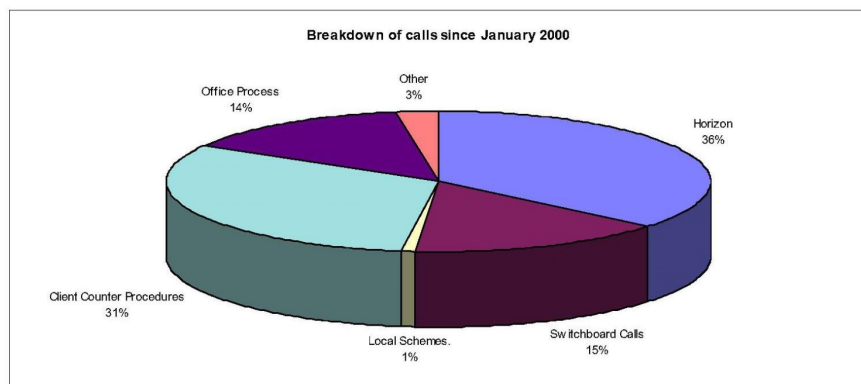
Pie chart to show the breakdown of calls for July 2000.

Breakdown for July 2000

- Other 2%
- Horizon 27%
- Office Process 14%
- Client Counter Procedures 38%
- Local Schemes. 1%
- Switchboard Calls 18%
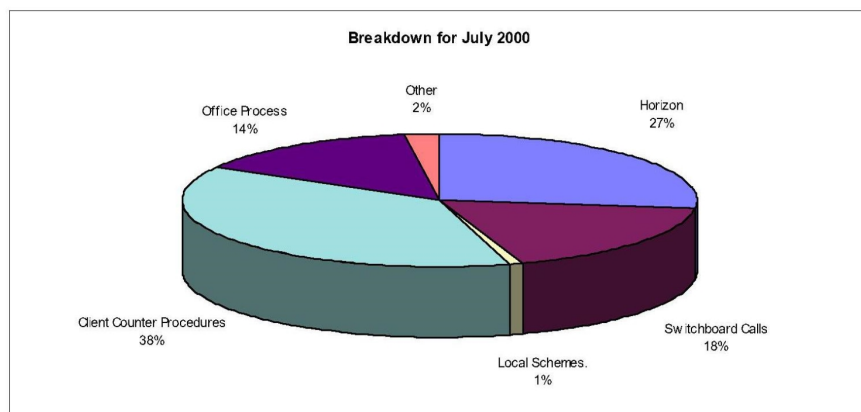
The pie chart shows that there has been an increase in percentage of client counter procedure calls and a reduction in the percentage of horizon calls when compared to the year to date totals. This is probably due to the fact that a some of the old horizon calls were not proper to NBSC and should have gone to the Horizon System Helpdesk. The reduction in the percentage of Horizon calls received would indicate that this problem has been reduced.

[FILENAME * Lower\p * MERGEFORMAT]

Business Service Management   Service Reporting

_____

Horizon System Helpdesk

- The percentage of calls received in each call category has remained stable. (see graph)

- Complaints about HSH were down from the previous month. 70% of complaints last month centred on outlets not being able to get through to HSH this issue was largely connected to the sudden influx of calls around revaluation and has therefore not been an issue this month. Also since the beginning of June ICL have been conducting a trial using IVR (interactive voice recognition) which should also help to reduce the number of people failing to get through to an operator.

Business Service Management   Service Reporting

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

Total V's Average calls to HSH since January 2000.
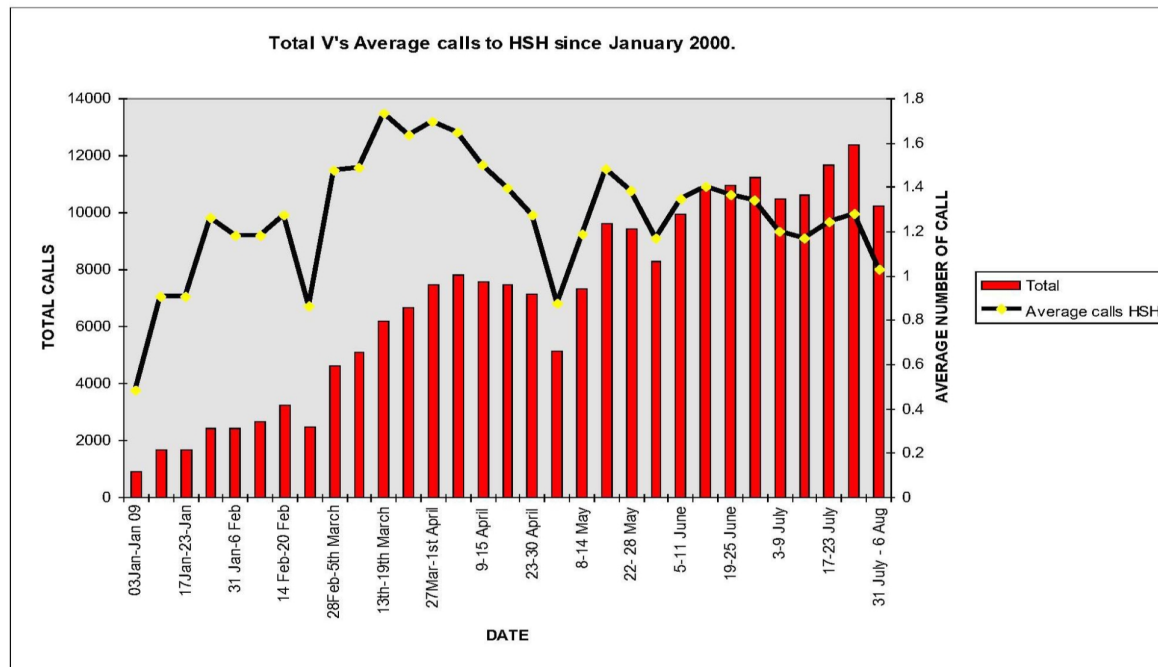
- The graph above shows that although call volumes are continually increasing the level of average calls has decreased since March.
- The drops in call volumes at the beginning and end of May are caused by Bank Holidays.

[FILENAME * Lower \p * MERGEFORMAT]

Business Service Management   Service Reporting

Number of calls to HSH and breakdown of categories for July

| Call Category	total calls w/c 03/07/00	calls per office w/c 03/07/00	total calls w/c 10/07/00	calls per office w/c 10/07/00	total calls w/c 17/07/00	calls per office w/c 17/07/00	total calls w/c 24/07/00	calls per office w/c 24/07/00	Total calls w/c 31/07/00	calls per office w/c 31/07/00
Advice & Guidance	4197	0.48	4152	0.46	4756	0.51	5035	0.52	4239	0.42
Hardware	567	0.06	640	0.07	604	0.06	660	0.07	528	0.05
Implementation	282	0.03	300	0.03	246	0.03	256	0.03	177	0.02
Network	71	0.01	87	0.01	212	0.02	204	0.02	138	0.01
Operations	1142	0.13	1170	0.13	1220	0.13	1265	0.13	874	0.09
Other	1084	0.12	1219	0.13	1287	0.14	1368	0.14	1156	0.12
Reconciliation	0	0.00	1	0.00	15	0.00	0	0.00	0	0.00
Security	73	0.01	90	0.01	64	0.01	79	0.01	100	0.01
Software	1593	0.18	1447	0.16	1684	0.18	1787	0.18	1449	0.14
Cash Account	1487	0.17	1490	0.16	1591	0.17	1735	0.18	1584	0.16
TOTAL CALLS	**10496**	**1.20**	**10596**	**1.17**	**11679**	**1.24**	**12389**	**1.28**	**10245**	**1.03**
MIGRATED OFFICES	**N/A**	**8740**	**N/A**	**9053**	**N/A**	**9395**	**N/A**	**9680**	**N/A**	**9990**

The decimal figures above show the percentage chances of an office phoning on each category. For example : 0.01 would mean that there is a 1% chance that the office will be ringing on that topic ; whereas 0.43 would indicate that there is a 43% chance that the office will be phoning on that category.

Percentage breakdown in July
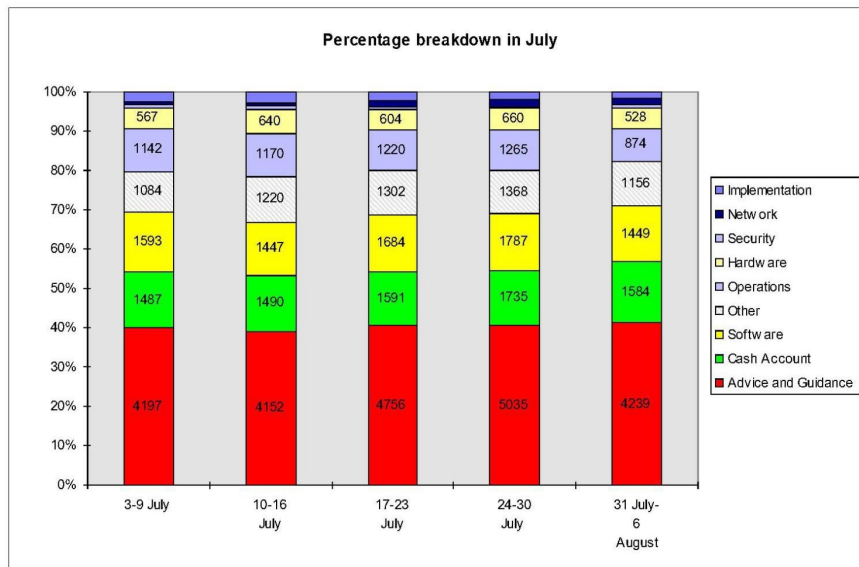
From the graph it can be seen that the percentage of calls received within each category has been stable over the past month.

[FILENAME * Lower \p * MERGEFORMAT]

Business Service Management   Service Reporting

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

Year to date breakdown of HSH calls

July 2000
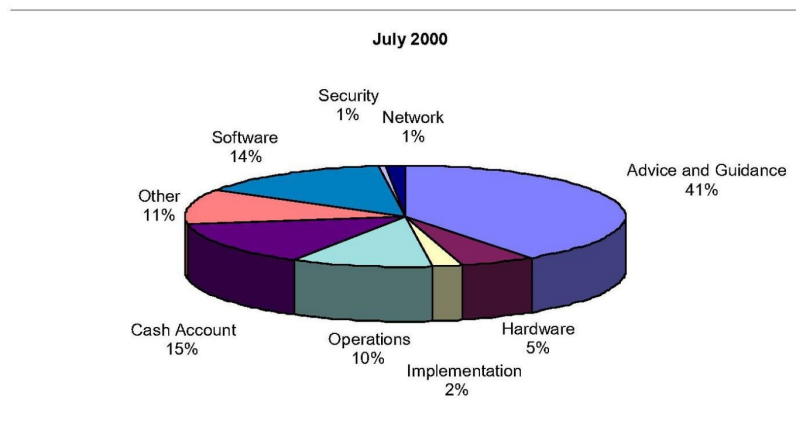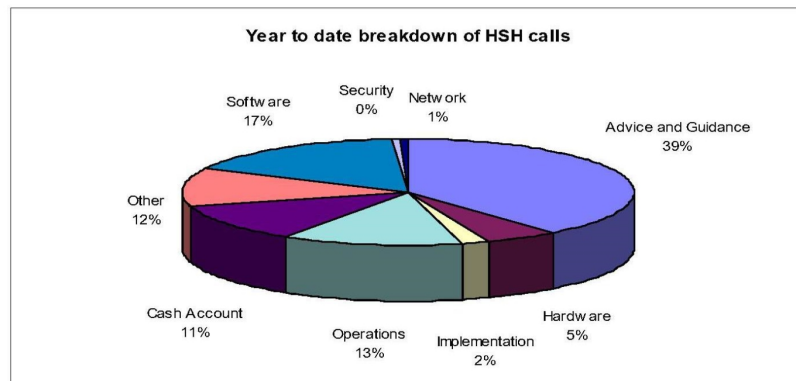
The pie charts show that that the level of calls with in each category remains fairly stable with only small percentage fluctuations in the levels of calls within each category.

Advice and Guidance and Cash Account calls have been above the year to date average while there has been a fall in the levels of software and operations calls.

[FILENAME * Lower \p * MERGEFORMAT]

Business Service Management

Service Reporting

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

Breakdown of complaints to HSH over last 6 months

Legend:
- Attitude complaint
- Inappropriate referral
- incorrect advice given
- outlet requests compensation
- refusal to give ref. number
- unable to get through
- waiting for call back
- refusal to log call

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 complaints about HSH over the last 6 months

- waiting for call back 16%
- Attitude complaint 12%
- Inappropriate referral 21%
- incorrect advice given 12%
- refusal to give ref. number 2%
- unable to get through 37%
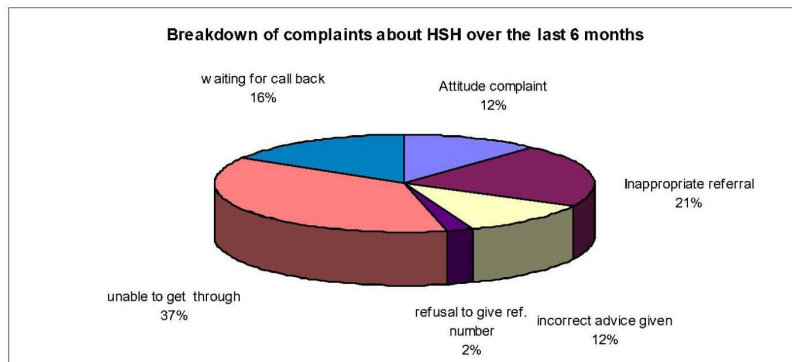
The pie chart above shows that the main area for HSH complaint over the last 6 months has concerned failure to get through. As it mentioned above the introduction of IVR during June should help to combat this problem.
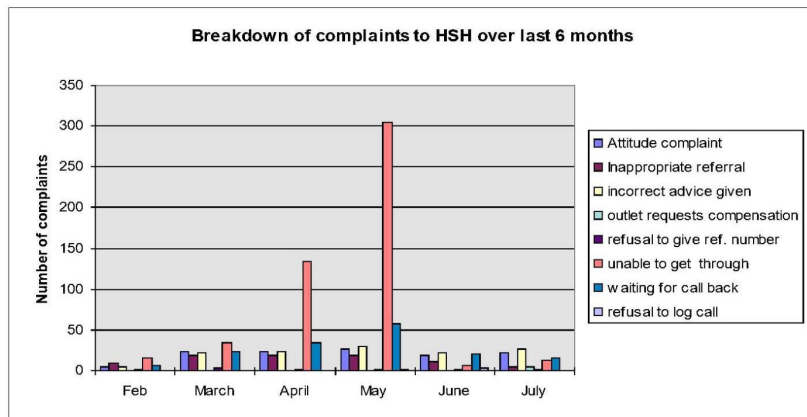
[FILENAME * Lower \p * MERGEFORMAT]

40

Business Service Management   Service Reporting

Change Implementation

- Summary

Change Implication Impact
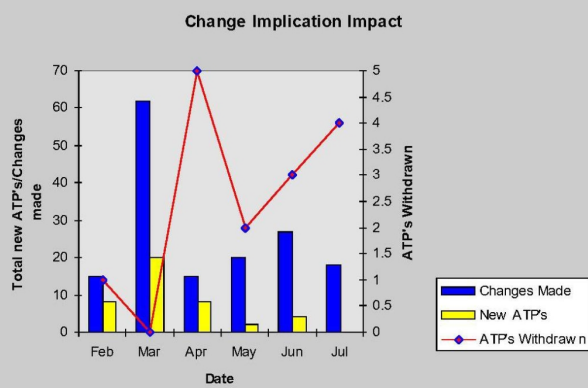
- 4 ATP's were withdrawn in July

- 18 Changes had to be implemented during July.

- No new ATP's were implemented.

Business Service Management   Service Reporting

Changes Implemented	Reasons	Method of Communication
Girobank PDR's	All Horizon offices now despatch printed versions of the forms	Letter to offices
Bureau de Change	New Table 10G product to allow On Demand Bureau outlets to send currency out by courier to Pre Order Bureau outlets	Counter News
TVL - Under 75's pre-registration	New product	Counter News
8 Ticket and Travel schemes	Various new, changed and withdrawn schemes	Letter to offices
1 Homecare scheme	New product	Letter to offices
2 Meals on Wheels scheme	New product	Letter to offices
Lloyds Personal Banking	Expansion into Scotland	Counter News
Self Adhesive Stamp Sheets	New Screen	Counter News
British Gas Trading Ltd	Removal of existing Table 10G product.	Counter News
BT Payment Card Applications	New Table 10 G product	Counter News

No ATPs were implemented during the period

ATPs Withdrawn (during the period)

Product	ATP no.	Reasons
Sheffield CC Homecare	30	Product now available on the Horizon system
Eastern Scottish Omnibus	32	Product now available on the Horizon system
Scottish Midland Bluebird	33	Product now available on the Horizon system
Barclays Personal Banking	34	Product now available on the Horizon system

Business Service Management   Service Reporting

Emergency Cascades Implemented (during the period)

Product	EC no.	Notice	Reasons	Cost	Comments
New Icons	30/2000	1 day	Icons are required for CSR+ implementation	10389 x 45p £4675.05 in total	The cost will be met by ICL Pathway
Stagecoach Manchester	not allocated	1 day	Promotional vouchers	Met by IAM	Cascade of existing procedures to helplines

Business Service Management   Service Reporting

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.

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