

**From:** Kendra Dickinson [REDACTED]  
**To:** "Parmenter, Claire" [REDACTED]  
**Cc:** "Parsons, Andrew" [REDACTED]  
**Subject:** RE: URGENT REQUEST PLEASE - Horizon Factfile Outline [DD-4A-LIVE.FID20472253]  
**Date:** Fri, 27 Dec 2013 09:25:51 +0000

**Importance:** Normal

**Inline-Images:** image001.jpg; image010.gif; image013.gif; image014.gif; image015.gif; image016.jpg; image017.jpg; image018.jpg; image019.jpg; image020.jpg; image021.jpg; image022.png; image023.png; image024.png; image025.png; image026.png; image027.png; image028.png

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Claire

Please see below answers to your questions. Happy to discuss further as I am available for a call at 1p.m.

- Year NBSC opened - 15th December 1999
- Purpose of NBSC – to help & support branches with transactions and navigation of the Horizon system
- Number of staff currently employed – 70 ( this covers front line taking calls, second line support and admin roles).
- Opening time currently – 06:00 – 23:00 Monday to Saturday and 07:00 – 17:00 Sunday and Bank Holidays.
- Volume of calls: Average daily – 1700

Average weekly – 11,000

Annually ( using 2012-2013 data) – 600k

- Issues – NBSC support branches with any help they need to manage transactions through Horizon, including navigation. They also support weekly branch trading and are the main point of contact for all branches into the Business. NBSC use a knowledgebase which provides the answers to all queries and where this can't be achieved, the second line support will liaise with product teams within POL to source the answer.

Yds

Kendra

Kendra Dickinson | NBSC Relationship Manager. Customer Experience Team



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**From:** Parmenter, Claire [GRO]  
**Sent:** 23 December 2013 16:45  
**To:** Kendra Dickinson  
**Cc:** Parsons, Andrew  
**Subject:** FW: URGENT REQUEST PLEASE - Horizon Factfile Outline [DD-4A-LIVE.FID20472253]

Kendra,

Further to Angela's email below we would initially like the following questions addressed:

3SC

- When established – date and year

Why was it established? What is the purpose of NSBC?

How many staff are employed to answer calls for NSBC? What are the opening times of NSBC?

- Volume of calls

On average how many calls are received per day, month and year?

- Range of issues

What type of issues do NSBC deal with? What action can NSBC take? What does NSBC do if it cannot resolve an issue?

If it would be easier to discuss during a conference call please let me know when you are available.

Kind regards

Claire

**Claire Parmenter**  
Solicitor  
for and on behalf of Bond Dickinson LLP

*Bond Dickinson*

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## Season's Greetings from all of us at Bond Dickinson

This year instead of sending cards we have made a donation to our chosen charity, The Prince's Trust, in support of the excellent work it does to help change young lives.

We look forward to working with you in 2014

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**From:** Angela Van-Den-Bogerd **GRO**  
**Sent:** 20 December 2013 16:36  
**To:** Sue Richardson; Rod Ismay; Kendra Dickinson; Sophie Bialaszewski; Gayle A Peacock  
**Cc:** Parmenter, Claire  
**Subject:** URGENT REQUEST PLEASE - Horizon Factfile Outline

All,

As part of the Mediation Scheme we need to put information we will need for that process in one place. The outline below is what we believe at this point is what we require. Therefore as the business owner and/or business expert for elements of this factfile I am requesting your help in compiling this information. Claire Parmenter from Bond Dickerson is overseeing this piece of work so would you please provide the information requested and send to Claire. I appreciate that we are fast approaching Christmas but would you please give this your urgent attention and let Claire know when you expect to be able to provide this information to her.

Thanks for your help. If you have any queries please let me know.

Angela

**Angela Van Den Bogerd** | Head of Partnerships



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**From:** Rodric Williams  
**Sent:** 20 December 2013 10:42  
**To:** Parsons, Andrew; Parmenter, Claire (GRO); Angela Van-Den-Bogerd  
**Cc:** Sophie Bialaszewski; Belinda Crowe  
**Subject:** Horizon Factfile Outline

All – here is my starter for ten for the “Horizon Factfile” outline

**Horizon – Sophie Bialaszewski with assistance from Ruth Barker (We have previously used most of this information in press releases and other communications. For any gaps I suggest contacting Dave Hulbert)**

date of commissioning

date of migration to Horizon Online

number of transactions (per day, month, year)

number of users

- currently
- since Horizon Online
- total since Horizon installed

auditing (who and how often)

data storage and retrieval processes

**Training – Sue Richardson (Training content owner), Gayle Peacock and Anne Allaker (Business Improvement Programme)**

what we now do

what we have done in the past / how our training has evolved

**Support – Kendra Dickerson, NBSC Relationship Manager**

NBSC

- When established
- Volume of calls
- Range of issues

Field – **Gayle Peacock**

- what we now do
- what we have done in the past / how field support has changed

Online (eg screen prompts)

**Branch Settlement – Rod Ismay**

how and when

transaction corrections

- how many
- how often
- value (mean, median, mode, range)
- how resolved

**Second Sight “Thematic Issues” Andy Parsons to establish what info we already have and to indicate the gaps we need to close**

Transactions or Transaction Corrections not entered by the Sub-postmaster or staff

Transaction anomalies associated with:

- CASH or STOCK Remittances;
- Pensions and Allowances
- telecommunication or power failures
- ATMs
- Scratch Cards
- MVL
- Foreign Currency

- Bank / GIRO / Cheques
- Stamps, Postage Labels, Phone Cards or Premium Bonds

Hardware issues e.g. printer problems, PIN pads, touch screens and PayStation

Failure to follow correct procedures or mis-advised by POL HelpLine

Training and Support issues including HelpLine and Audit

Limitations in the Transaction Audit Trail available to Subpostmasters

Process issues at the end of each Trading Period

The contract between the Post Office and Subpostmasters

The lack of an outreach investigations function

**Possible Reasons for Balancing Errors – Gayle Peacock / Angela Van Den Bogerd**

Connectivity

Failure to follow process (eg cheque handling)

Miskeying

Cash handling

Staff actions

Others????

Rodric Williams I Litigation Lawyer



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