
From: Rob Houghton [mailto: [redacted] GRO]
Sent: Tue 02/05/2017 10:30:05 AM (UTC)
To: McInnes, Tim - UKGI [mailto: [redacted] GRO]
Cc: Parker, Nick - UKGI [mailto: [redacted] GRO]; Callard, Richard - UKGI [mailto: [redacted] GRO]; Martin Edwards [mailto: [redacted] GRO]; Alisdair Cameron [mailto: [redacted] GRO]
Subject: RE: Horizon Outage

I don't know – quick response would be; a) its a combination of actually low amount of transactions at 11AM on a Sunday (I could find out how many actual transactions but I'm trying to get the team focused on root cause currently so I'd rather wait) b) Postmasters waiting before calling as Horizon being out is unusual so they may wait to see if it comes back.

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From: McInnes, Tim - UKGI [mailto: [redacted] GRO]
Sent: 02 May 2017 11:02
To: Rob Houghton
Cc: Parker, Nick - UKGI; Callard, Richard - UKGI; Martin Edwards; Alisdair Cameron
Subject: RE: Horizon Outage

Rob,

This is great and of course thanks for your time on the phone earlier also.

It all makes sense (within reason, given my IT knowledge!) but if we have any questions I'll come back to you.

One quick query though. If >5,000 branches were supposed to be open and the system went down, why do you think only 177 calls went in to the NBSC / Atos IT Service desk (I would have thought many more would contact support if their systems weren't working)?

Thanks,

Tim

From: Rob Houghton [mailto: [redacted] GRO]
Sent: 02 May 2017 09:58
To: McInnes, Tim - UKGI [mailto: [redacted] GRO]
Cc: Parker, Nick - UKGI [mailto: [redacted] GRO]; Callard, Richard - UKGI [mailto: [redacted] GRO]; Martin Edwards [mailto: [redacted] GRO]; Alisdair Cameron [mailto: [redacted] GRO]
Subject: RE: Horizon Outage

Context: The issue started at approx. 11:40 Sunday and was resolved approximately 55 minutes later. The business impact was that all 5107 Branches that were due to be trading at the time of the outage lost service. This resulted in around 120 calls to the NBSC and around 57 calls queuing on the Atos IT service desk.

Three areas that support the need for investment:

- Predictive capability – need for funding to build the **Operational Command Centre** and **Security Operations Centre** (as an aside – we had an interesting “Hack” attempt from Prague as well on Friday – will give separate details on that if you like); this would enable us to predict failure events rather than react to events that occur – moving into a predictive zone is key for retail and online businesses
- Ageing Infrastructure and Software – root cause is not yet known but we are way outside of our risk appetite on both the software (supporting old Horizon) and infrastructure on which Horizon runs – the **Horizon Data Centre Refresh, Thin Client** and **Cloud migration** activities were core funding asks

- Resilience – the system and software should FAIL OVER to a secondary system anytime failure occurs so you can run continuous service. Downtime of an hour in the online world is a lifetime. The Cloud Migration and Operational Command Centre both support this ambition.

Hope this helps as per conversation – hastily put together so shout if not useful?

Rob

From: McInnes, Tim - UKGI [mailto:] **GRO**
Sent: 02 May 2017 09:33
To: Rob Houghton
Cc: Parker, Nick - UKGI; Callard, Richard - UKGI
Subject: Horizon Outage

Rob,

Conscious you're probably snowed but when you have / someone on your team has a moment it would be really useful to get a few bullet points (or a 5 minute conversation) to understand a bit more about the Horizon outage on Sunday. As I'm sure you're aware we are still having a number of conversations within Government about POL funding and where we can add colour to some of the points we are making (e.g. need for IT investment) it's really useful.

Thanks,

Tim

Tim McInnes | Assistant Director
UK Government Investments
1 Victoria Street | London | SW1H 0ET

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