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Post Office / Fujitsu

Executive Steering Board

For the period: July 2016

Version 1.0

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Agenda

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- Executive Summary
- Performance Dashboards
- Topics for discussion
  - Innovation
  - Horizon Outage
  - EPOS Integration
  - EUC Scope
  - Back Office Transition
  - Time sheeting and Invoicing
- Supporting Materials
  - Delivery profile
  - Outstanding PO/Debt Report
  - Customer Satisfaction/CSAT
  - Operational Performance
  - Change Request Status
  - High level Risks

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Executive Summary

- **Highlights**
  - All SLAs met for July, with the exception of Reconciliation Service
  - Innovation Session for Connected Home presentation held on 21st July for Insurance and Telecoms Teams
  - Journey to cloud proposition reviewed with Chris Broe
  - Working with Deloittes on the Chairman's report to show all the controls are in place within Horizon to support the prosecution service and KPMG on POLSAP/ Credence reporting reconciliation.
  - Working above and beyond to ensure end-to-end service delivered
    - Handforth branch: deep dive investigation into recovery request
    - Supported POL's ISAG being audited
    - Change process engagement
  - HORice access widened to Service Management. Atos access and large screens being investigated
  - SMS messaging made available to Atos' Service Management
  - 3 further EPOS integration proof of concept demonstrations scheduled for w/c 8/8
- **Lowlights**
  - Reconciliation Service SLA failed for one week in July - 91% for month - due to new employee taking longer to complete process. Additional training sessions and knowledge transfer aranged. No impact to POL's business
- **Issues**
  - Bad Debt, missing POs and working at risk issues improved now £902k, £555k and several CTs signed. But further work required.
  - Several expiring services now being extended. Need to review these as a group to manage impact.
  - A number of service descriptions await sign off see appendix – still no updates received from POL
  - Reference Data Open Loop risk remains
  - ISAE3402: lack of ownership and therefore progression within POL following departure of Andy Jones

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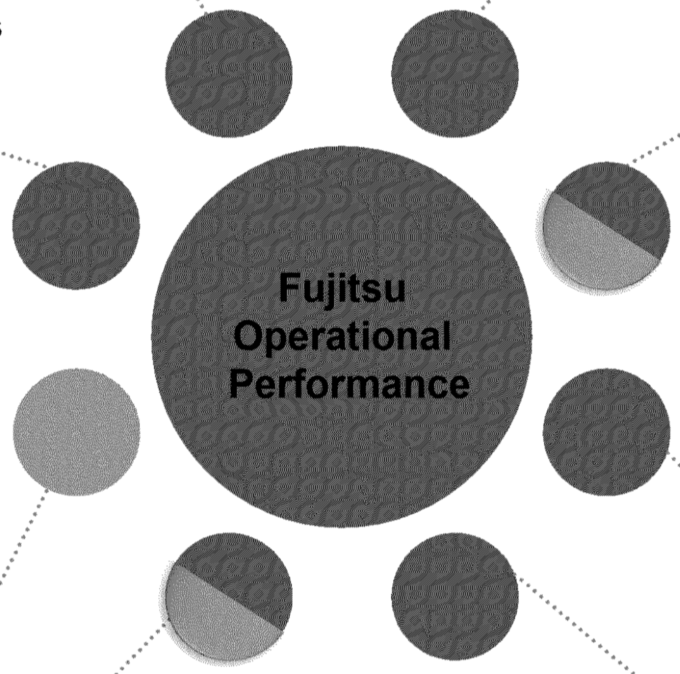
Performance Dashboard



1. Service
- All SLAs achieved for July with one exception:
- Reconciliation Service SLA failed - 91% for July.
  - Training and knowledge transfer being increased
- Above & Beyond
  - Handforth branch recovery investigations
  - Supported POL's ISAG being audited

2. Innovation
- Hotel Sierra being used as basis for EPOS Integration option
- 3 days of EPOS Integration demos with Market Place arranged for w/c 8/8
- Drop and Go Fast Cash challenge proposal – implemented in new scripts
- Connected Home presentation to Insurance and Telecoms Teams on 21st July
- Mails Team and Fujitsu Strategy Meeting 1st July – well received

3. Horizon Change
- 36 CTs & 2 CCNs Awaiting Approval/ in approval cycle
- 30 Overdue (see appendix)
- HDCR progressing well, new plan established
- BAP 2a SV&I progressing on track
- BAP 2c and Pin Agnostic being scheduled – will not hit change-freeze without HDCR being delayed
- Global-Pay build complete, SV&I underway
- Design study for Business Release 1 now limited to 2 projects not original 7

4. Commercial activity
- Time-sheeting close to being agreed
- Issues with purchase orders/payment
- Legal updates to Agreement initiated, as per CCN1600
- Contract being updated to remove historical data.
- Back Office Call Off CT being used to promptly call off changes

5. Horizon SLA Performance
- Branch and Counter availability 100%
- OBC SLT 100% for period

6. Towers Transition Position
- BO - Exit planning Activity in progress
- NW - transition activity limited to expiration of the Satellite Service
- EUC – ATP agreed to progress BIP planning
- BNS and HNGX Extension Solutions CT approval outstanding

7. Mediation
- Responding to Chairman's report (now supporting Torte Litigation Defence) with Deloittes, almost complete

8. Horizon Customer Satisfaction Performance
- 2016 Q1 CSAT and QRT interviews to be scheduled to now take place in August
- VoC In-depth Interviews complete and Action Plan created for review with Post Office

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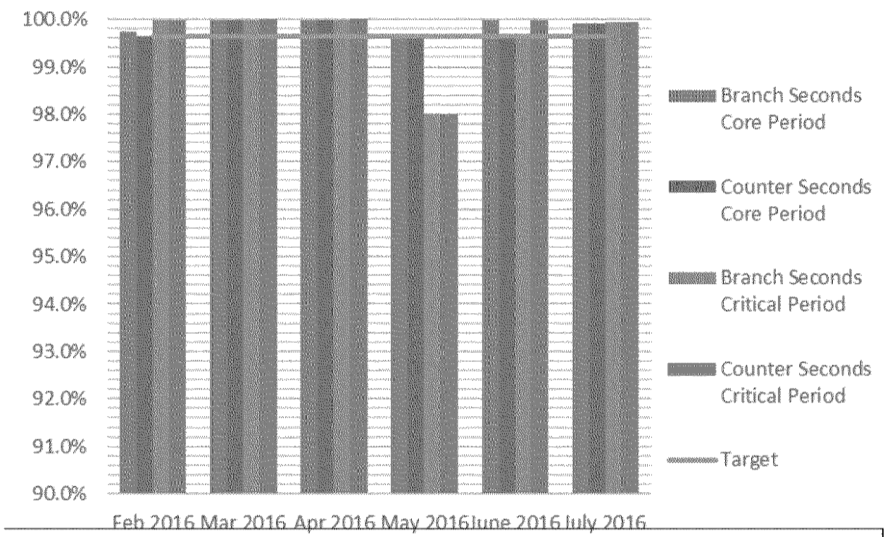
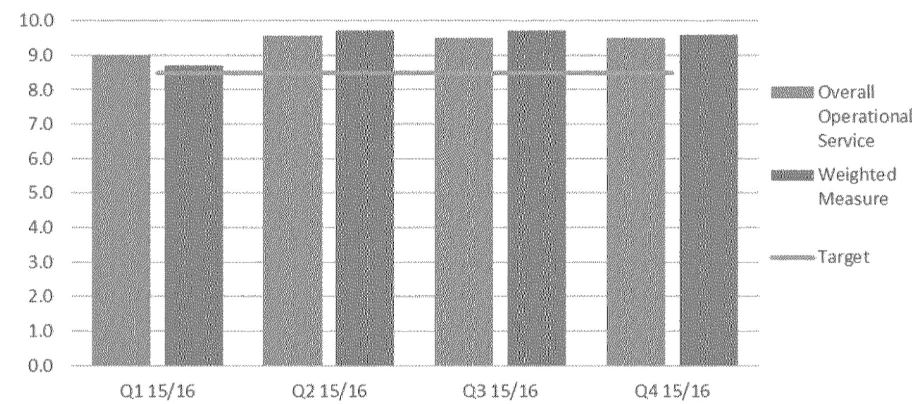
Service Performance

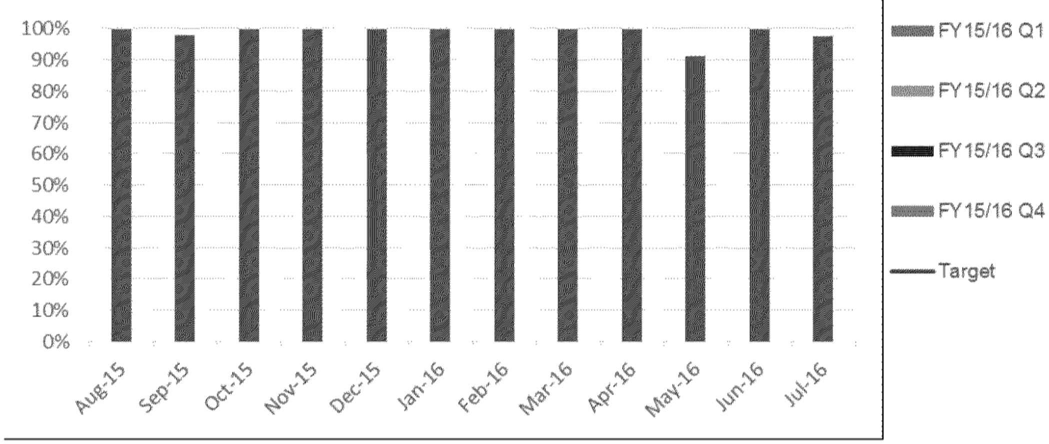
Branch and Counter Availability SLT



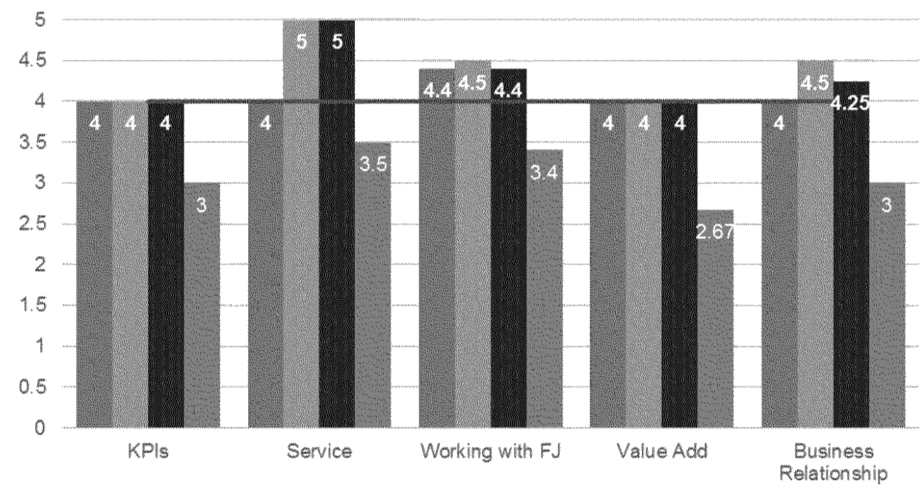
CSAT Scores



SLA Performance



Average Customer Feedback per Category



- One SLA missed in July for Reconciliation Service
- CSAT score of 9.6 confirmed for Q4, overall 9.4 for 2015-16. Q1 to be rescheduled

Major Projects and Programme Performance

Project	Activity	Baseline Date	RAG	Comment
Horizon Data Centre Refresh R14 (Hardware & Network) R15 (Infrastructure Services) R16 (Key Application Services) R17 (Remaining Appl'ns)	Design/ Build/ Deploy	May'17	➡	New Programme plan established V3.0 with changes as a result of PO prioritisation of Pin Agnostic and other business change projects R15.10 SV&I Completed with LST started 01/08. Final preparations complete for Banking DMZ migration scheduled for 7-8/8. Data Centre Power Upgrade activities back on track following dealys (PO Change Freeze).
Horizon Anywhere	R13.05	tbc (Apr 16)	↗	Deployment of HNGA (R13.05) completed successfully on the weekend of July 23rd and Model Office testing has commenced. CT2062 (A further year licence & hosting for HNGA) is still waiting PO signature.
Barcoding All Parcels (BAP)	Phase 2A Phase 2C	Sep 16 Jan 17	➡	Phase 2a (SSK) SV&I cycle 3 on schedule to complete this week. No defects currently outstanding. Atos end to end testing underway and on schedule. Formal commercial cover for Phase 2c expected during the week ending Friday July 29th but at the time of writing has still not been received
Global Pay	Test	Aug-16	➡	SV&I test execution for cycle 2 (the final cycle) completed on schedule on Friday July 22nd. There are NO outstanding defects.
Travel Money Card (TMC)	Design/ Build	Oct-16	➡	Dev to Dev testing successfully completed 22/07/2016, Next phases of testing under discussion due to possible Post Office required live date changes
Test Rigs Refresh	Closedown	Jun-16	➡	Project in closedown, final closure depends on certification of destruction of old kit (31/7)
Branch Network Refresh	Deploy	Aug-16	↘	Final migration (Vodafone) scheduled for 9/8, following delays issue with migration 20/6 (Problem at Vodafone end).
Tower Transitions EUC BIP/ Networks Back Office	Transition	tbc	➡	EUC Branch Infrastructure –still awaiting plans of when this will be delivered and what is then required in terms of HNGA testing and deployment. CT2117 for study on the Branch Network extension & HNGx co-existence (issued 10/6) still awaiting approval despite risk to the ongoing service post Mar'17. Discussions have taken place and ATP updated for the provision of support to their planning, now awaiting approval.

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Transition Status

Tower	Exec Summary of position

Front Office	• No active transition activity is now required
	• Horizon contract extended
	• Base assumptions in Trinity –
	  • HNGX counter application retired by March 17 and superseded by HNGA
	  • BNS solution provided by new network provider from March 17
	  • Test rig service contract obligation to extend beyond March 17

Back Office	• POL are planning to Exit POLSAP Apps before Hosting – Hosting extension past 31st March 17 • Exit note for Application States 5th Oct 16 transfer date • Credence/MDM Hosting being extended, 6 months current estimate with Option to terminate early • Fujitsu working closely with Back Office on POLSAP and Credence migrations to develop creative solutions for the tight schedule • Service continuity remains a concern due to challenging schedules
Network Tower	• Post Office have not determined the timing, scope or nature of network transition and Fujitsu is not currently in Exit • Post Office have requested an extension of the BNS, CMT and OBC services past March 17 • Authorisation to start the HNGX study is imminent, but the more critical BNS study remains outstanding. This is a pre-requisite for the extensions noted above past March 17
EUC	• POL have decided to return to Computacenter for Branch Counter Refresh solution as of 1 July 17 • ATP now signed and reengagement underway initially to revalidate the requirements • Planning reengagement underway but significant dependencies remain with other suppliers before a plan can be fully developed
Horizon Anywhere	• Works left unfinished as a consequence of the hold on CT1944 will now need to be progressed

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Issues and Risks

- Transition
  - **Major Risk**: POL transition plans complete BIP roll-out in October 2017. Fujitsu HNGX counter and BNS services end in March 17. No solution has yet been agreed to address this gap. Action required now to maintain Branch service
  - A number of extensions POLSAP hosting , Credence Extension, HNGX and potentially networks will drive extension or replacement of legacy components and impact needs to be reviewed and agreed holistically. (In the Power down of the DR site a considerable number of components failed on startup, 9 disks, several blades and routers due to age.)
- Commercial, Quality & Compliance
  - Outstanding Purchase Orders value of £555k plus 2nd quarter cover for CT1848
  - Unpaid invoices unresolved at £902km (June £868k, May £693k, April £682k)
  - Patching continues to be deployed to Live service within target (90 days) of availability from 3rd Parties
- Outstanding CTs and CCNs
  - EUC ATP not progressed
  - 11 CTs where work done but commercials not signed totalling £379k. Includes CT2062b HNGA Hardware Support Continuation, CT2104a for support to POL Remediation Activity and Bluecoat appliances are now technically unlicensed from a support perspective
- Service
  - Portable Appliance Testing of Devices in Branch (last performed in 2011) Rom submitted as requested.
  - Reference Data open loop and historic items. Compounded with move of team on basis Horizon ending In progress fortnightly meetings with Atos and POL
  - Branch Network expires March 2017
  - Forward schedule of change now completely full to end of year
  - Service Descriptions need sign off
- End to End model
  - Now that transition has commenced with EUC tower and SI/Service Desk in place, Fujitsu are no longer responsible for end to end model. Governance/ review is required. Example – pin pads being moved in branches, decommissioned PCs (counters) still on network, security model etc

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Outstanding Service Descriptions

- **Awaiting Approval:**
  - **SVM/SDM/SD/0006 v5.0** for CCN1423 (expiration of the Engineering Service)
    - issued for review on 26-Oct-2015
- **Awaiting Review:**
  - **SVM/SDM/SD/0003 v5.4** Data Centre Operations Service
    - issued for review June 2014
  - **SVM/SDM/SD/0005 v6.2** Application Support Service
    - Waiting for acceptance of FJ response since 14-Oct-2014
  - **SVM/SDM/SD/0011 v6.3 Branch** Network Service
    - issued for review 11-Dec-2015
  - **SVM/SDM/SD/0007 v4.4** Service Management Service
    - issued for review 17-Dec-2015
  - **SVM/SDM/SD/0012 v6.2** Central Network Service
    - issued for review 17-Dec-2015
  - **SVM/SDM/SD/0013 v3.1** Reference Data Management Service
    - issued for review 17-Jul-2015
  - **SVM/SDM/SD/0019 v3.6** CMT Service
    - issued for review on 12-Jan-2016
  - **SVM/SDM/SD/0018 v3.1** MESSAGE BROADCAST SERVICE: SERVICE DESCRIPTION
    - issued for review 09-Feb-2016

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Overdue CTs Awaiting Approval – work completed

CTs where POL/ Fujitsu agreed to work but CT remains unsigned and now work completed/ service being consumed

Reference	Title	Price	Approval status	
CT1939	ThinkMoney Security Certificate Expiration	£9,000.00	Submitted 07/10/15 - POL (Atos) sign due 16/11/15	
CT2033	Mails Tariff Change 2016 – Enhanced Ref Data Service	£19,187.11	Submitted 23/02/16 - POL (Atos) sign due 15/03/16	Received
CT2047	EUC – RMG Separation multiple change	£0.00	Submitted 15/03/16 - POL (Atos) sign due 10/05/16	
CT2095	Transtrack transformation adhoc support- Continuation of CT1968	£8,140.85	Submitted 16/05/16 - POL (Atos) sign due 07/06/16	
CT2062b	Horizon Anywhere – Hardware Support Continuation	£228,840.59	Submitted 02/06/16 - POL (Atos) sign due 23/06/16	Informed signed
CT2112	POLSAP Processes Deep Dive to Support KPMG Revenue Reconciliation Project – Consultancy - Continuation	£18,084.90	Submitted 07/06/16 - POL (Atos) sign due 28/06/16	

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Events for 2016 - Innovation and Insight

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Title	Description	Invitees
Hybrid IT CIO roundtables	**21st September** - the next **Hybrid IT CIO roundtable,** hosted by *cio.co.uk* is to be held in London in partnership with *NetApp* & *Brocade*.	Rob Houghton
OSS Digital Bootcamp	**21st & 22nd September** - we host 30-50 retailers in our Baker Street Office for a Digital Bootcamp.	TBA
Executive Discussion Evening	**5th October** - The next ***Fujitsu* Executive Discussion Evening *'Jobs for the 'bots? Digital innovation & the work/life revolution'***. Our topic will cover advanced digital technologies such as IoT, robotics & AI – stimulating a debate about the pros & cons for our professional & personal lives	Rob Houghton Kevin Gilliland Nick Kennett Chris Broe (Paul Vennells)
Women in Technology	**18th October** - The next Women in Technology event is being planned. Please nominate any female executives with an IT remit who you think may value this forum.	TBA
Whitehall Industry Group (WIG)	**3rd November** - Annual Diversity and Inclusion Conference will take place on Thursday 08:00 – 17:00. **15th November** - Graduate Roundtable 08:00 – 09:30 with Nick White, Fujitsu's Graduate Programme Manager.	TBA
Fujitsu Forum (Munich)	**16th & 17th November** – ***Human Centric Innovation: Driving Digital Transformation***. Focusing on advanced technologies and solutions, it represents the ideal platform for the exchange of ideas and knowledge among top management as well as IT-experts in a compact framework of conference presentations, expert talks and exhibitions over the course of just two days.	Rob Houghton Sharon Gilkes Martin George

Regular Insight

I-CIO newsletter – sent monthly to POL execs and IT Seniors
Fujitsu Scientific & Technical Journal - to introduce the FUJITSU Group's research and development activities, cutting-edge technologies, products, and solution services

Digital Inside Out: Latest research report that examines how Britain is becoming a digital nation. Looking into the digital habits of consumers, employees and CXOs and pitching the different sectors against each other to see who does it best.

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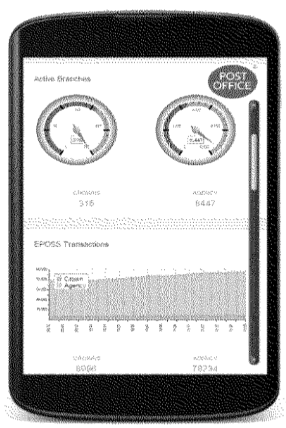
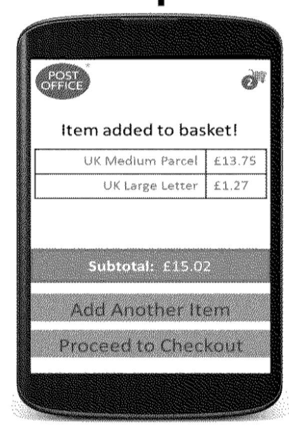
Innovation

- Insurance Demonstration
  - Overview of Fujitsu view of the Connected Home and the evolution of Hyper Connected Environments
  - Connected services and the use of monitoring in health and use potentials in the home care area
- EPOS Integration final Proof of Concept demonstration to a number of POL team w/c 8/8
- EPOS Integration customer solution proposal & ROM has been issued to POL for review
- Activ8 innovation demonstrated to Mails Team with Options being discussed for Drop & Go





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Working in Partnership (1)

- Commendations:
  - Rhys Jones (Fraud Analyst of POL) thanked John Simpkins for "prompt and extensive reply" when "declaration data from the two sources don't seem to match"
- Above & Beyond
  - Handforth branch deep dive investigation into recovery request
  - Supported POL's ISAG being audited
  - Change Process
- Supporting the definition of the requirements and solution options/ approach for BTTP – Release 1 (Trinity 2) through various workshops
- Establishing plans in reasonable timeframes for the delivery of BAP Phase 2a & Global Pay – where we have had to be creative in finding ways to shorten the normal lifecycle and take on delays in other streams on the basis that we seek to absorb those delays
- Support to the PO planning for the EUC Branch Infrastructure & Back Office, including getting experienced and skilled resources in quickly to support reviews of options
- Production of proposals for the provision of activity reporting to support invoices in addition to the status and finance reporting provided on projects
- Continuing to progress delivery of projects based on CT approval but without supporting Purchase Orders
- Facilitated and participated in POLs Business Change Review Workshops to reduce overall Business Change timescale

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Working in Partnership (2)

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Tracking Fujitsu's effort in working above and beyond our contractual obligations to maintain the end-to-end service

Time Spent (Hours)	Description	
2	Handforth branch – deep dive recovery request investigation	
2	Attended POL ISAG's security audit	
	Horice 6 licences provided for POL support staff	
Previous Support	**Description of investments/ Support**	**Value**
May	EPOS proof of concept	IRRELEVANT
	EUC Provocations	
	Network Sales Awards sponsorship	
	Children in Need Gala Dinner	
	NFSP Conference	
	HR SAP Missing Atos Ref Data	
	POLSAP Sub Files	
June	NCR bandwidth limitations	
	MoneyGram timeouts due to latency issues	

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EPOS Integration

- PoC showing MarketPlace integration to HBS and Hotel Sierra has been developed and is being demonstrated to POL w/c 08/08
- 3-Way Workshop with the Retail Data Partnership (POL's preferred supplier) to take place 10/08 with aim of agreeing a further PoC
- Conversations with Ingenico progress on underpinning payment service

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Back Office Transition

- Working in new structure with other suppliers
- Call-off CT now in place and functioning well. Positive attitudes from Post Office and Fujitsu making this work
- Fujitsu leading on POLSAP Apps project – target date 5th Oct
  - Splitting Apps Management and Hosting discussions underway
  - Working with Post Office and Atos we have isolated Back Office from Network issues in Huthwaite and Verizon/Fujitsu links
  - Link to allow Accenture access to POLSAP have been setup
- Challenges remain around providing a supportable service and provision of a capability to obfuscate sensitive data being sent to Credence from Horizon

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Customer Advocacy

Fujitsu was proud to sponsor this year's Network Sales Awards for Post Office

Fujitsu pleased to sponsor POL's Children in Need Gala Dinner

- Facilitated workstream at Business Change Review Workshop at Triton Square on 12th July

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shaping tomorrow with you

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Appendix

- Supporting Material

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PO High Level - Plans 2017 (Illustrative)

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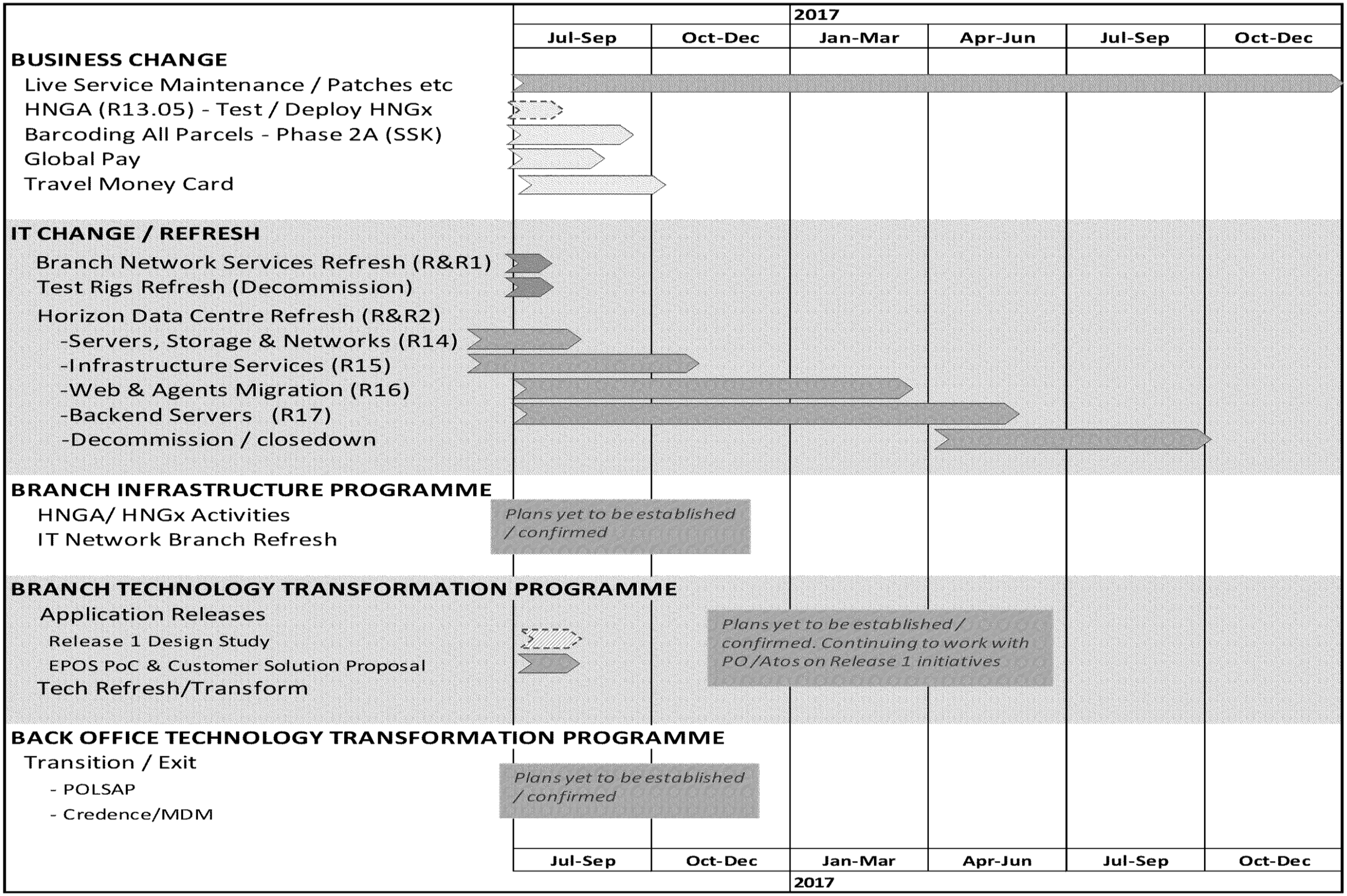

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Commercial: Outstanding Purchase Orders

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- 34 outstanding POs
  - Value of £ IRRELEVANT outstanding plus Q2 cover for CT1848

Date issue identified	PO Number	CT or CCN Ref	Purchase Order Amount Required	Purchase Order Amount Received	PO Outstanding Amount	CT approval date
04/08/2015	6500002725 + 6500010163	CT1728/CT1771				28/05/2015
04/08/2015	6500005333	CT1826/CT1881				30/04/2015
04/08/2015	6500003019	CT1859, CT1727 and CT1683				16/06/2015
04/08/2015	6500002960	CT1625				29/01/2015
04/08/2015		CT1847				14/07/2015
10/11/2015	6500007566	CT1905 + SVI Ref Data				28/10/2015
10/11/2015	6500006888	CT1889 + SVI Ref Data				20/11/2015
20/11/2015	6500009679	CT1921				20/11/2015
07/12/2015	6500008865	CT1938		IRRELEVANT		25/11/2015
04/08/2015	6500008860	CT1848				27/07/2015
08/12/2015	6500010418	CT1815				18/11/2015
22/12/2015		Ref Data deliveries requested for SV&I – 5				n/a
22/12/2015		Ref Data deliveries requested				n/a
07/12/2015	6500006446	CT1936 (£15k) + Receipt Templates				05/11/2015

Date issue identified	PO Number	CT or CCN Ref	Purchase Order Amount Required	Purchase Order Amount Received	PO Outstanding Amount	CT approval date
15/02/2016	6500007789	CT1897 + SVI				27/08/2015
15/02/2016	6500008290	CT1928 + SVI				28/10/2015
11/03/2016	6500008004	CT1915 + SVI				22/09/2015
03/02/2016	6500002817	CT1838				29/05/2015
05/04/2016		CT1899				17/03/2016
28/04/2016		CT1531				
28/04/2016		CT1913				
28/04/2016		CT1800				
05/04/2016	6500001495	CT1429/1493/1513/1695		IRRELEVANT		
10/05/2016		CT2025				03/05/2016
13/05/2016		CT2020				10/05/2016
17/05/2016		CT2039				13/04/2016
17/05/2016		CT2053				21/04/2016
17/05/2016		CT2055				22/04/2016
17/05/2016		CT2061				15/04/2016
17/05/2016		CT2065				12/05/2016
17/05/2016		CT2087				13/05/2016
18/05/2016	6500004318	CT1787				
18/05/2016		CT1810				
23/05/2016		CT2077				19/05/2016

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Commercial: Debt Report Jul16 (£)

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Current	0 - 30 days	31-60 days	60 - 90 days	3 months	4 months	5 months	6-8 months	9-11 months
IRRELEVANT								

8074887	16-Jul-2016
8074895	16-Jul-2016
8074897	16-Jul-2016
8074899	16-Jul-2016
8074911	16-Jul-2016
8074915	16-Jul-2016
8074917	16-Jul-2016
8074920	16-Jul-2016
8074927	16-Jul-2016
8074930	16-Jul-2016
8074942	16-Jul-2016
8074944	16-Jul-2016
8074946	16-Jul-2016
8074948	16-Jul-2016
8074950	16-Jul-2016
8074952	16-Jul-2016
8074956	16-Jul-2016
8075072	22-Jul-2016
8075087	23-Jul-2016
230199	28-Jul-2016
230201	28-Jul-2016
230267	29-Jul-2016
8075275	30-Jun-2016
8075256	30-Jul-2016
8075258	30-Jul-2016
8075263	30-Jul-2016
8075264	30-Jul-2016
8075266	30-Jul-2016
8075268	30-Jul-2016
8075270	30-Jul-2016
8075272	30-Jul-2016
8075274	30-Jul-2016
8075277	30-Jul-2016
8075279	30-Jul-2016
8075281	30-Jul-2016
8075282	30-Jul-2016
8075283	30-Jul-2016
8075284	30-Jul-2016
8075285	30-Jul-2016
8075286	30-Jul-2016
8075287	30-Jul-2016
8075289	30-Jul-2016
8075293	30-Jul-2016

IRRELEVANT

8069605	25-Nov-2015
8070365	26-Dec-2015
8070962	21-Jan-2016
221284	13-Jan-2016
221286	13-Jan-2016
221288	13-Jan-2016
222890	25-Feb-2016
8071492	26-Feb-2016
8071508	26-Feb-2016
8071513	26-Feb-2016
8071516	26-Feb-2016
8071930	18-Mar-2016
8071932	18-Mar-2016
8071936	18-Mar-2016
225491	15-Apr-2016
8072762	17-Apr-2016
8072784	17-Apr-2016
8072786	17-Apr-2016
8072801	17-Apr-2016
8072809	17-Apr-2016
8073893	28-May-2016
8073896	28-May-2016
8073915	28-May-2016
8073920	28-May-2016
8073929	28-May-2016
227720	29-May-2016
8074470	25-Jun-2016

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IRRELEVANT

IRRELEVANT

Total Overdue

Total Overdue > 30 days

Total Overdue > 30 Days Tracke

Jun-16

May-16

Apr-16

Mar-16

IRRELEVANT

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Customer Satisfaction - Scorecard

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	Q1 14-15	Q2 14-15	Q3 14-15	Q4 14-15	Q1 15-16	Q2 15-16	Q3 15-16	Q4 15-16
CMT	8.3	7.9	7.3	7	8	9	10	10
OBC	10	10	10	10	9	10	10	10
Capacity	9	9	9	9	10	10	10	10
Release & Change	8.3	7.7	8	8	9	9	9	9
IT Security					5	7	7	8
Availability/Customer	9	9.7	9	10	9	10	10	10
IT Service Continuity	9	9	9	9	9	10	9	9
Problem	10	10	10	10	10	10	10	9
Online – POLSAP	9	9	9	10	10	10	10	10
Online - Salesforce	9	9	9	10	10	10	10	10
Online – Credence/MDM	8.3	7.7	9	9	10	10	10	10
Overall Operational Service	8.8	8.8	8.8	9.2	9.0	9.5	9.5	9.5
Weighted Measure	8.8	8.9	8.8	9.1	8.7	9.7	9.6	9.6

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Service Delivery Dashboard SLA Performance

	July 2016 performance	
Service	**Green**	**Amber**
Branch Network Services	6	0
Central Network Services	7	0
Data Centre Operations	25	1
Reconciliation Service	2	0
Service Management	3	0
OBC	2	0
Total SLTs	**45**	**1**

Total SLTs Jun-16	**46**	**0**
Total SLTs May-16	**42**	**4**

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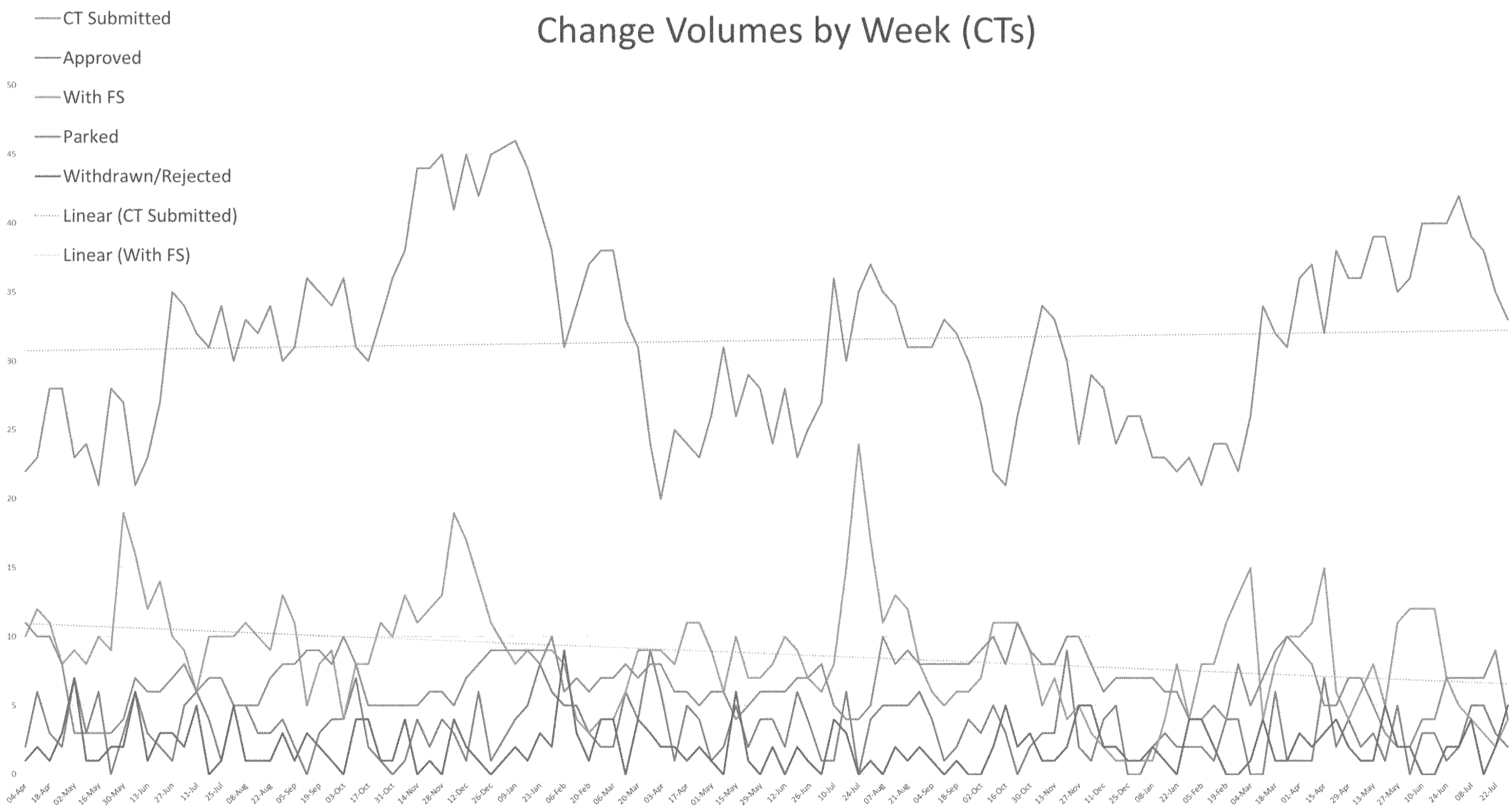
Weekly Business Change Status



CTs Awaiting Approval @ 01/08

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Summary

38 (-8) CTs Awaiting Approval/ in approval cycle
31 (-3) Overdue

CT1939	ThinkMoney Security Certificate Expiration
CT1994	Automated Payment Client Take On (AP CTO) Monthly Limit - Consultancy
CCN1509	Ongoing support charges for additional traffic utilising CDPA
CT1999	Creation of approver role in POLSAP for vendor bank changes
CT2013	Hammersmith and Fulham Council – Removal of Service due to contract exit – Consultancy
CT2023	Horizon to POLSAP File Transfer to Support Revenue Reconciliation Audit
CT2033	Mails Tariff Change 2016 – Enhanced Ref Data Service
CT2056	Change to Bank Holiday Delivery Schedule (Bank Of Ireland)
CT2070	New over the Counter Rod Fishing Licence Services for March 2017 – Feasibility Study
CT2047	EUC – RMG Separation multiple change
CT2054	PPI (Postage Paid Impression) Acceptance Through Horizon Phase 2 - Consultancy
CT2066	Banking Services Consultancy
CT2082	Barcoding – Support Model for Royal Mail Pre-Advice Data Service - Consultancy
CT2076	Mails Release 5
CCN1606	Verizon Interconnect On-going Charges
CT2095	Transtrack transformation adhoc support-Continuation of CT1968
CT2096	Change to Horizon to Credence Interface

CT2088	Credence & MDM production data backup request (Updated)
CT2062b	Horizon Anywhere – Hardware Support Continuation
CT2083	EUC Separation - Migrate FTP server from RMG to POL SH
CT2112	POLSAP Processes Deep Dive to Support KPMG Revenue Reconciliation Project – Consultancy - Continuation
CT2113	Additional connections for NCR Hyderabad to Winnersh test SSKs (Updated)
CT2114	Reference Data Management Service – Excess Volume of Changes (1st May to 31st May 2016)
CT2117	Study into extension of Branch Network Service and systems supporting HNG-X counters beyond 31 March 2017
CT2074	Changes of data structure for product Add-Ons on SSK's - Study
CT2104a	Additional further support for Post Office Mediation Process
CT2098	SSK – Ability to disable retail barcode processing
CT2109	New VPN endpoint for British Gas Smart Metering – 2nd VPN
CT2120	POLSAP retest Transtrack XI interfaces and implementation - Continuation of CT1657
CT2097	Barcoding Phase 2c - Development
CT2128	Reference Data Management Service – Excess Volume of Changes (1st June to 30th June 2016)

CT2129	Weight Data Type Implementation (re-visited)
CT2118	Bracknell Verizon network test links – NTCR060 - Study
CT2111	CIO NOC View – Display Equipment Implementation and Support
CT2135	Retail Trial of new supplier – Further Support
CT2138	Data Encapsulation PS12 Prototype on SV&I

Business Change with POL to Approve

As Amber, but past Expiry Date

As Red, but PO Provided

POL00400076

HNG-X Production Risks – July 16 (1)

Risk	Description	Containment/Action Required	Raised with POL	Organisation Owner	Probability	Impact
Ref Data open loop and historic items. Compounded with move of team from FJ to ATOS on basis HNG-X ending.	Incorrectly configured Reference data has been released into HNG-X: three (3) recent incidents in Mar 16.	07.07.16 YS Following update from PT: POL to ensure that ATOS have sufficient understanding and training on Reference Data scripting. 07/07 Fortnightly meetings held with Atos , tracker produced however at this stage despite additional governance from Atos , daily reviews the number is not declining in that there is reference data in the system which is >90 days , Atos continue to review the ref data information focusing on removing old data , previously provided in 2010 -2013 which hasn't been actioned. Further updates at next risk meeting in August 2016 An audit is required to review the current skills and knowledge within the Atos team and review/implement additional controls within both Fujitsu and Atos to mitigate future incidents.	CIO, Service Directors Meeting & SMR	ATOS	H	H
3rd party suppliers end of Service life.	There are a number of Branch Network Services terminating in March 2017 i.e. Vodafone Network, Satellite Services.	14.07.17 YS Following review with PT, AK and SB: PT to discuss with POL the BNS 2 as a means to containing this risk. The containment plan is for POL to commission a branch network service study for Fujitsu to engage with 3rd parties should POL require a further extension of the Branch Network Service Fujitsu have already contacted two key suppliers(Vodafone/BT) to extend beyond March 2017	Programmes & Projects Governance meetings and with the Service Team, SMR	POL / Verizon	H	H
New Counter spare Gold build.	The live Counter VPN keys are due to expire in November 2016. CC are yet to agree the commercial terms for the spare Gold build submitted to them in Aril 2015. Risk is increasing proportionately to time.	05.07.16 C8YS Following review with SB: CC have started the commercial negotiations and have agreed to flash the spares loop by 15th July. From Fujitsu perspective we expect to roll out baselines from 06th July with a key deployment date of 2nd or 9th August, subject to tail management. POL and CC to agree the Commercial Terms. CC to deploy the gold build into the spares loop and have the new build available for rollout.	Service Directors Meeting & SMR	ATOS/CC	H	H
The Service Architecture model is undefined.	There is no owner across the supply chain. This may cause delays to the timely resolution of issues and potentially impact to Service continuity and the Post Office Business Strategy.	07.07.16 YS Following review with GB: This has been raised with POL and the CIO is sponsoring an activity to review the end-to-end model. POL to define the end-to-end model. POL to review resourcing in this area to work alongside Fujitsu and ATOS architects.		POL	H	M
An electrical incident may occur in a branch that could have been avoided by regular Portable Appliance Testing of Devices in Branch.	PAT testing for 2014/15 was cancelled. During the 2011/12 testing it was found that over 100 hardware items in branches had unsafe equipment requiring replacement.	Fujitsu recommend that electrical testing is performed at the frequency recommended by the UK Health and Safety Executive.	Service Directors Meeting & SMR	POL/CC	M	H
Delays, outages, quality compromises, system limitations and/or cost overruns may occur as the new tower procurement may not have included all functional requirements.	Potential risk to the execution of the Post Office business plan.	Management of suppliers, dependencies and contract change. Functional requirement mapping activity and identification of gaps. Systems Qualities approach to ensure technical quality. Rehearsals and pro-active integrated testing.	Service Directors Meeting & SMR	POL	M	H

HNG-X Production Risks – July 16 (2)

Risk	Description	Containment/Action Required	Raised with POL	Organisation Owner	Probability	Impact
Security and/or availability of HNG-X may be impacted as a result of the extended run of legacy H/W and S/W components.	Vendor support of EOSL legacy components is no longer available.	07.07.16 YS Following review with GB: POL now carries the legacy risk. This has been backed off in the commercial agreements for Credence MDM, POLSAP and Trinity. Post Office specific spares of some old components have been retained. Addressed by Horizon Data Centre Refresh Activity.	Service Directors Meeting & SMR	POL/FJS	M	H
POL risk of financial penalties and reputational damage through not adopting PCI V3 compliance.	Necessary process and technical changes have not been commissioned.	Change Request(s) to be raised to meet compliance obligations.	Service Directors Meeting & SMR	POL	M	H
PO Ref Data have developed AP ADC scripts that capture PCI data in non-PCI protected data base fields. And these are being translated into PODG file deliveries and Credence MDM exports.	PODG and Credence MDM have not been designed to be PCI compliant solutions. Should data be included in data files then these platforms will be required to be updated.	07.07.16 YS Following update from PT: POL to ensure that ATOS have sufficient understanding and training on Reference Data scripting. 07/07 Fortnightly meetings held with Atos , tracker produced however at this stage despite additional governance from Atos , daily reviews the number is not declining in that there is reference data in the system which is >90 days , Atos continue to review the ref data information focusing on removing old data , previously provided in 2010 -2013 which hasn't been actioned. Further updates at next risk meeting in August 2016 POL need to ensure 3rd parties remove this data classification within scripts producing data files.	Service Directors Meeting & SMR	POL/ATOS	M	H
Future litigation activities may fail as a consequence of disjoined multi-supplier audit evidence.	Integrity of data to support litigation activities, timestamping across multiple vendors , data capture	Needs a co-ordinated multi-supplier review to assess the quality of sample evidence with experts.	Service Directors Meeting & SMR	POL	L	H
In the event of an extended POLSAP outage there is insufficient compute capacity to process the CFS interface backlog.	This risk is a result of the Post Office request to implement the additional CFS workload without upgrading the old POLSAP servers. CGI design only requires a single MDM server in each data centre (no resilience within each data centre)	07.07.16 YS update: Risk has been communicated to POL and has been minuted in Service Reviews. Pro-active help to POL to understand the risk and capture actions. Needs platform upgrades to ensure data can be processed.	CIO Meetings, Service Directors Meeting & SMR	POL	L	H
In the event of a Credence/MDM server failure there may be insufficient compute capacity to maintain service.	Additionally, this risks is the result of Post Office commissioning CGI to move some of the live workload onto the DR server to avoid the cost of upgrading and improving the resilience of the servers.	Needs platform upgrades to ensure data can be process	CIO Meetings, Service Directors Meeting & SMR	POL	L	H
POL have not procured a Disaster Recovery facility for the Interim Compute solution.	Interim Compute was only intended for Test workloads, however, Fujitsu understand that POL have now deployed live services.	05.07.16 YS Following review with AK: Fujitsu have provided ROM's for options. Fujitsu do offer Cloud Hosting from other Data Centres. Review resilience model required to underpin services.	Service Directors Meeting & SMR	POL	L	H

POL00400076

HNG-X Production Risks – July 16 (3)

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Risk	Description	Containment/Action Required	Raised with POL	Organisation Owner	Probability	Impact
Incident may occur owing to limitations in the representativeness of the Test Rigs to the live estate.	Test Rigs are not fully scaled versions of live, no volume capacity. There are some minor H/W variations in the equipment used in the Rigs e.g. lower spec servers. Recent major incident highlighted benefit of future volume testing to be considered in the live Service/Testing Strategy.	07.07.16 YS Following update from GB: It has been raised with the Customer. POL decided to maintain the status quo relative to this risk. The majority of the Test Rig environment are built with identical H/W and S/W technologies. The test plans can be optimised and performance can be modelled. Resilience paper produced and distributed further discussion with POL required to agree approach on the Strategy going forward. Options to be reviewed include 3rd party tooling and bespoke transaction 'injection' to emulate Monday peak period transaction volumes.	CIO Meetings, Service Directors Meeting & SMR	FJS	L	H
POL may exhaust component spares for HNG-X counter repairs.	Spares for counters were provisioned to end of March 15 with an additional stockpile of hard disk spares based on anticipated usage to March 16.	Fujitsu recommend an investigation and forecast of spares consumption and availability for the remaining period. POL to review with ATOS/CC the meantime between failure rates MTBF for components supporting the counter. It may be worth removing unused counters to increase spares supply.	Service Directors Meeting & SMR	ATOS/CC	M	M
POL have not procured resilient network components for the Interim Compute solution.	Interim Compute was only intended for Test workloads, however, Fujitsu understand that POL have now deployed live services.	05.07.16 YS Following review with AK: Fujitsu have provided ROM's for options. POL have chosen not to proceed. Change Request(s) to be raised to introduce resilient network component.	Service Directors Meeting & SMR	POL	M	M (Fujitsu do not have full visibility of the configured services)
NT4.0 Functionality	Potential liability resulting from security vulnerabilities and functional issues associated to legacy operating system	Replace base units with latest hardware and operating system upgraded to supported versions	CIO/Service Directors Meeting	POL	L	M
NT 4.0 Time-bound	NT4.0 counter platform hasn't been tested beyond March17	Perform additional functionality tests beyond March 17 to optimal date of 31st March 2023	CIO/Service Directors Meeting	POL	L	H
Banking Key Compromised	Inability to perform card payments.	07.07.16 YS Following update from PT: No occurrence of this risk in live system presently, review in 3 months or should an extraordinary issue arise in live service prior Review /Amend process to deploy new key to 30k pin-pads to reduce impact in branch estate	CIO meeting	FJS	L	H
Branch Database Resilience	Following recent major incidents associated to the branch database , confidence in the ability of the secondary instance to provide service.	Ability to replicate issue in LST ,with further support from Oracle. Once concluded tests completed failover and failback in live service	CIO meeting/Service Directors Meeting	FJS	H	H
SAP Service Support	Maintaining impact of providing support to the existing SAP service through transition/exit to Accenture	Review of interim position with SAP practice	Service Directors	FJS	M	M

Assessment Status

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Date	Type	Assessor	Scope	Non-Conformances	Observations	Link to Reports
January 2015	27K	BV	IT Security Management Security			POA 2014/15 BV Report
February 2015	ISAE 3402	E&Y	Independent Assessment of FJ Horizon Applications			EY ISAE3402 Report
July 2015	BA 9000 and 27001	QaAS	ISO 90001 and new requirements for ISO 27001:2015			QaAS Report
July 2015	PCI Prep Health Checks	PCI SME	PCI DSS Healthchecks pre POA Audit.			Details held in SharePoint site used for POA Audit
August 2015	BV 27001:2013	BV	Fujitsu Reaccreditation to ISO27001			BV Report
September 2015	PCI DSS	Razorthorne PO Ltd QSA	Post Office Reaccreditation to PCI DSS			Report owned by Post Office
October 2015	ISO 22301 RR	QaAS	ISO 22301 Readiness Revew			QaAS Report
October-November 2016	ISAE 3402	Ernst and Young	ISAE 3402 Completed			ISAE3402 report 2015-2016
April 2016	ISO 27001	Bureau Veritas	Audit of Helpdesk functions and staff at Stevenage			
June 2016	ISO 27001/ PCI DSS	Security Governance	Audit Preparation for ecxtenal PCI audit			

POL00400076

Assessment Findings

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POA Corrective Action Status 13-Jul-2016

Type of Finding	BV Open	BV overdue	BV Closed	BV Total	BV Status	Business Assurance Open	Business Assurance Overdue	Business Assurance Not yet Verified	Business Assurance Closed	Business Assurance Total	Business Assurance Status	E&Y Open	E&Y Overdue	E&Y Closed	E&Y Total	E&Y Status	Health Checks Open	Health Checks Overdue	Health Checks Closed	Health Checks Total	Health Checks Status	Total Outstanding (Open + Overdue)
Major Non-Conformance	0	0	0	0	G	0	0	0	0	0	G	0	0	0	0	G	0	0	0	0		0
Non-Conformance	0	0	0	0	G	0	0	0	0	0	G	0	0	0	0	G	0	0	0	0		0
Observation	0	0	0	0	G	0	0	0	2	2	G	1	0	0	1	A	0	0	0	0		1
Good Practice	0	0	0	0	G	0	0	0	0	0	G	0	0	0	0	G	0	0	0	0		0
TOTAL	**0**	**0**	**0**	**0**	G	**0**	**0**	**0**	**2**	**2**	G	**1**	**0**	**0**	**1**	A	**0**	**0**	**0**	**0**		**1**

Status

R	Some Corrective Actions are Overdue
A	Some Corrective Actions are Open but none are Overdue
G	All Corrective Actions are Closed
	Completed by POA, but awaiting Verification
T	Total number of outstanding non-conformances and observations

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