



Minutes of Joint Tactical & Strategic Meeting  
held at Fujitsu BRA01 on 14/3/2012  
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## 1 Attendees (alphabetical order)

Steve Bansal	Fujitsu
Graham Bevan	Post Office Ltd
James Brett	Post Office Ltd
Andrew Corbett	Post Office Ltd
Andrew Jacques	Post Office Ltd
Tim Jones	Fujitsu
Alex Kemp	Fujitsu
Adam Parker	Fujitsu
Steve Parker	Fujitsu
Peter Thompson	Fujitsu
Ian Trundell	Post Office Ltd
Graham Welsh	Fujitsu



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## 2 Agenda

### Agenda

- **Introductions**
- **Background**
  - 4 major Incidents – RCA – common theme all had an impact to POCA
- **Review scope of tactical strategy**
- **Factors/considerations**
- Cost v risk paradigm & tactical versus strategic
- Would additional footprint/segmentation /improve availability cost v benefit
  - EOSL – bath tub scenario /risk to service could possibly increase age of kit
  - Review upgrades recommended by 3<sup>rd</sup> parties that need to happen between now and end of current contract
- New Business and service offering and impacts on Horizon™
  - Channel Integration
  - BMS
  - Network Transformation/extended hours
  - FOOG
  - GWS
  - Sales-force
- What can be done interim to benefit business functionality and reduce service incidents.

### Outputs

- Produce a list of recommendations activities
- Weekly Report on progress
- Tactical plan with timelines
- Identify any recommendations to be included into Strategic Strategy



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### 3 Meeting Objectives

TACTICAL REVIEW
<p>Key goal: identify changes that should be made to how we operate Horizon Online, how the current system is monitored, and where changes should be made to the key architecture components to reduce the risk of system outages</p>
<p>Areas to cover:</p> <ul style="list-style-type: none"><li>Identification and review of all critical components that impact the delivery of an acceptable Horizon service – where would changes to components reduce the risk of system outage</li><li>Operational review covering change management, preventative maintenance, resilience and failover testing, how critical components are monitored, whether our monitoring is correctly aligned to business services</li><li>Review application development and maintenance (including reference data and system configuration data) to identify improvements in how availability, resilience, and system integrity is engineered and tested</li></ul>
<p>Approach includes:</p> <p>Independent input from Fujitsu service tower SME's Review of major incidents in terms of 'reasons for unavailability' and general principles that can be applied across other domains Mapping critical business transactions to the dependent components (hardware, software, services) Review of operational and application development and maintenance practises</p>



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## 4 Discussion Point 1 (Critical Components)

Identification and review of all critical components that impact the delivery of an acceptable Horizon service – where would changes to components reduce the risk of system outage?

Ref	Action	Tactical /Strategic	Owner	Start/Duration
A	SRRC (Service Resilience and Redundancy Catalogue) documents will be updated. These cover platform, storage and central network.	T	Adam Parker (Jason Clark & Mark Jarosz)	W/C 19/3 6 weeks
B	SRRC documents will be update to cover branch network.	T	Adam Parker (Andy Hemingway)	W/C 19/3 3 weeks
C	Once the SRRC's are updated they will be group reviewed to identify any potential solution changes – considering any new learnings from recent incidents.  Joint action. Need to agree participants and set a first meeting.	T/S	Tim Jones & Ian Trundell	W/C 30/5 1 week
D	SRRC documents will be update to cover Reference Data and LST environments	T	Adam Parker (Jason Clark & Mark Jarosz)	W/C 30/5 4 weeks
E	Can the SRRC documents be better leveraged in both organisations?	T	Tony Jamasb & Adam Parker	W/C 30/5 1 day
F	Perform an audit of Network Design by Fujitsu Subject Matter Experts and Cisco.	T/S	Alex Kemp (Vince Cochrane) & Cisco	On-going Cisco RCA activity for Ace Module Incident
G	Perform an audit of Storage Area Network by Fujitsu Subject Matter Expert and EMC	T	Alex Kemp & EMC	W/C 26/3 5 days
H	Blade-frame Configuration audit by Fujitsu Subject Matter Expert from Product Group.	T	Alex Kemp (Cleeve Strachan)	W/C 19/3 1 day
I	Consider moving to an active/active data centre configuration – review, cost benefits against service incidents	S	Amit Apte & Ian Trundell	TBC
J	Consider availability options further of N+X resilience.	S	Amit Apte & Ian Trundell	TBC



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## 5 Discussion Point 2 (Process, Testing & Monitoring)

Operational review covering change management, preventative maintenance, resilience and failover testing, how critical components are monitored, whether our monitoring is correctly aligned to business services.

### 5.1 Change Management

Horizon Online™ and associated systems have >3,600 reference data, >1,800 operational changes (MSCs) and >1,400 server release notes per annum.

Ref	Action	Tactical /Strategic	Owner	Start/Duration
K	Review change processes and procedures (across both organisations) considering any new information from recent incidents and the overall robustness of the process.  Scope covers both OBC Ref Data, Operational Change and Release Notes.	T & S	Graham Welsh, Mark Gordon & Andy Corbett (Post Office Refdata)	Ongoing building initially on the areas identified.  Commenced until 17th April
L	Review of the use of model office (despite limitations) in future testing activities to minimise the risk of service impacts	T	Andrew Jacques (Post Office) & Graham Welsh (Fujitsu)	Awaiting agreement on options to improve validation & verification.
M	Publish the findings of the recent Fujitsu Subject Matter Expert audit of the release management process and actions arising from the audit	T	Graham Welsh	By 29 <sup>th</sup> March
N	Make improvements to the information supplied as part of the change request to cover the desired business solution, criticality of the service and impact of service unavailability to the business.	T	Ian Trundle & Graham Welsh	TBD
O	Review the impact of extended hours and other new business offerings on maintenance and change windows.	S	Graham Welsh, Alex Kemp and POL Release	Initial assessment and report to be contained within the Extended Hours Study target Completion 29 <sup>th</sup> March.
P	Review opportunities to reduce the time to regress Reference Data changes.	T/S	Graham Welsh (Steve Parker)	TBC



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			& Andy Corbett	
Q	Review opportunities to reduce the time to gain approval from PO Duty Manager.	T	Mark Gordon and Andy Jacques	TBC

## 5.2 Preventative Maintenance.

Horizon Online has a Maintenance Release Manager who delivers regular preventative maintenance releases. In addition the Fujitsu shared environments and services include their own maintenance plans.

Ref	Action	Tactical /Strategic	Owner	Start/Duration
R	Post Office to provide Fujitsu with their key activities for the 18 month Forward Schedule of Change.	T	Andy Jacques & Graham Welsh	W/C 19/3 2 weeks
S	It is recognised that current and future Post Office business needs will require higher systems availability. In turn this will need to have an agreed approach to Testing and Validation that balances Costs against Risk. To that end there will be a need for a joint review of the testing approaches deployed today with an objective of arriving at recommendations for test strategy revision to fit new business requirements and priorities.	S	Amit Apte (Graham Welsh and Pete Thompson) & Ian Trundell	TBD
T	Create a summary view of End of Service Life Road-maps.	S	Alex Kemp (Jason Clark and Mark Jarosz)	W/C 19/3 3 weeks



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### 5.3 Resilience & Failover Testing

At the start of each year Fujitsu and Post Office review and agree a plan for resilience and failover testing of Horizon Online. During 2011 there were 28 operational exercises where live systems were tested. All observations are recorded and tracked to conclusion in the end of year report.

One of the limitations of this approach is that it is not possible to simulate all the operational failure modes that could occur within a sub system. However the test plans are optimised to maximise the scope of the testing.

Ref	Action	Tactical /Strategic	Owner	Start/Duration
U	Although the 2012 test plan has been joint reviewed and approved there will be a further review of the test plan after the SRRC review cycle has completed. This will take into consideration any new information from recent incidents.	T	Adam Parker/Tony Jamasb	May 2012
V	Increase POL awareness /understand what level of resilience and DR agreed to and document limitations.  Information needs to be cascaded to POL Exec and strategic Business Users and client relationship managers within the Post Office.	T	Adam Parker, Alex Kemp & Tony Jamasb	May 2012 initial then quarterly.
W	Provide a report to POL detailing the number of times that the resilience in place across the service has been initiated without causing any service impacts over the last 6 months.	T	Adam Parker	W/C 2/4 4 weeks



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## 5.4 Monitoring

The configuration of event monitoring systems is under continual improvement by Fujitsu's enterprise management team to reflect new information from recent incidents. Fujitsu have developed extremely detailed transaction monitoring to determine the occurrence and business impact of failures.

However recent incidents have shown the main challenge to be pinpointing the exact source of the failure in a timely manner when there has been a subtle fault for which the vendor supplied equipment does not generate alerts.

Ref	Action	Tactical /Strategic	Owner	Start/Duration
X	Review monitoring design Des/sym/hld/0014 and identify opportunities to further improve the current toolsets.	T	Saheed Salawu (John Bradley)	W/C 26/3 4 Weeks
Y	Note: Can counter messaging to BAL carry more intelligence to help monitoring and diagnosis through the life of a service incident?	S	Graham Welsh	This is an identified initiative of the Extended Hours Study
Z	Can a view of transaction stats used by Fujitsu teams be shared with Post Office (possible change of start of day checks by both parties)	T	Graham Welsh (Steve Parker) & Andrew Jacques	Already On-going Project Work

## 6 Discussion Point 3 (Application)

Review application development and maintenance (including reference data and system configuration data) to identify improvements in how availability, resilience, and system integrity is engineered and tested

Ref	Action	Tactical /Strategic	Owner	Start/Duration
AA	Assess the viability of using the SRRC documentation structure for applications.	T/S	G Welsh / Tim Jones to discuss with Ian Trundell and Peter Stanley.	W/C 26/3 4 weeks
AB	Review steps to minimise impact on TWS changes on/from other platforms (CFD, Credence MDM and POLSAP).	T/S	G Welsh and POL Release	w/c 19 <sup>th</sup> March / 20 <sup>th</sup> May



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## 7 Next Steps

- All parties to review actions and agree owners and estimated timelines to complete tasks
- Pete Thompson to schedule meeting in W/C 19/3 to agree planned activities
- “Firm up” the timelines of activities and associated plan
- Production of a report for Exec Briefing
- Feedback to Pete Thompson by close of play Monday 19/3