

Delivery Assurance  
Weekly Update 1 Apr 2010  
Post Office Ltd – HNGX  
Gavin Bounds

**Deliverables:**

Milestone	Deliverable	Date due	Forecast date	Owner	Acceptance criteria
HNGX_L2_1023	Branch Router Pilot Commence	23/11/9	01/12/09	Geoff Butts	RAB approval to proceed into Pilot. STARTED 01/12/09.
HNGX_L2_756	Weekend D – migration of the Audit service to Ireland	30/11/09	04/12/09	Geoff Butts	Acceptance into Service of the Audit service in Ireland 11
HNGX_L2_1025	Branch Router roll out commence	14/12/09	14/12/09	Geoff Butts	Pilot sign off as meeting criteria to move into deployment
HNGX_L2_1028	Counter Model Office Commence	17/12/09	17/12/09	Geoff Butts	RAB approval to proceed into Model Office
HNGX_L2_1029	Counter Pilot Commence	04/01/10	13/01/10	Geoff Butts	Completion of exit criteria from Model Office
HNGX_L2_1035	Weekend A – migration of the POL FS service to Ireland	17/01/10	05/03/10	Geoff Butts	Acceptance into Service of the POL FS service in Ireland 11. Completed on schedule.
HNGX_L2_1030	Counter Roll Out Commence	25/02/10	12/04/10	Geoff Butts	This date will slip due to High Volume being suspended on 26/03/10 as a result of live issues. The revised date will be confirmed as soon as possible once High Volume Pilot resumes.
HNGX_L2_719	Branch Router Roll Out Complete	13/04/10	13/04/10	Geoff Butts	100% of branch routers installed (excluding 53 branches requiring satellite comms, which will be implemented in May 2010).
HNGX_L2_760	Counter Roll Out Complete	30/04/10	11/06/10	Geoff Butts	96% of branches migrated to HNGX. 11/06/10 date will slip following

				delays to pilot and start of rollout. Higher beat rates will be tested early in rollout to allow time to be saved.
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### **Commentary:**

There are now 622 HNG-X branches trading on HNG-X, including 8 Model Offices. The High Volume pilot was suspended on 26/03/10 due to issues with live service which have impacted on the HNG-X branches:-

- Branch database hanging incidents occurred 26/03/10, 27/03/10, 29/03/10 – affecting HNG-X estate.
- Datacentre power supply issue overnight on 30/03/10.
- On 01/04/10, there was a problem with the processing of banking and debit card transactions on Horizon, and a limited impact on some HNG-X branches.

As a result of these issues, the HNG-X Service has been put on Red Alert.

Intensive monitoring of HNG-X has continued since last weekend, and an Oracle Patch Set is being tested that is known to address the Oracle error messages seen in live when the Branch database hangs. Subject to completion of testing, this will be implemented into live, together with a number of other fixes on 04/04/10.

The start of the full HNG-X rollout will be delayed from 12/04/10.

9,958 branches (87%) of the Post Office branches have now had a Branch Router installed.

### **Next Actions:**

Complete Testing of Oracle Patch Set, to implement by Sunday 04/04/10 latest.  
Continue to monitor live service with all technical teams to pick up any component failures as quickly as possible.  
Telecons planned with Customer over the weekend to monitor progress.

### **Action/Support Required:**

Support currently provided through an Amber Alert Reference: 1053

## ANNEX A – Top ten risks from Risk Pro

Client Ref	Project	Owner	Description	Caused by	Containment Strategy	Impact Description
HNG-xR0003	HNG-x R1 Development	Wright Roger	The Development requires more time for incident clearance than planned causing delay to go live (POL owner KT)	<b>Cause:</b> Compressed testing timescales, incident clearance / software stability not achieved	<b>Containment:</b> Micro Manage delivery teams Model expected workload to forecast effort required Weekly Reporting to POL Ongoing Manage Incident backlog into available release slots 31/7 - Additional release 14.16 introduced. Additional triage measures introduced to limit the number of fixes to be incorporated pre live. Maintenance release introduced to include highly desirable fixes required prior to rollout. 15/9 Prob% increased. Although, application specific must have peaks fixes have reduced to a manageable level assisted by replan. 30/9 - Current Peak load manageable, albeit higher than desired. 29/10 - Post Weekend B/C PEAKs to support Model Office high. Manageable but stretching teams - contingency used to extend a number of key staff 24/11 - Peaks remain high (see above) 12/1/10 - Resolving peaks as they arise and keeping on top of them. Do not anticipate any impact to small volume pilot 8/2/10 - Closed. New issue raised.	<b>Impact:</b> Exit criteria not achieved from test cycles
HNG-xR0006	HNG-x Migration	Butts Geoff	We may not be compliant from a Security perspective before we go into pilot (POL owner TG/Ian Trundell)	<b>Cause:</b> Processes not in place to support IS27001 compliance	<b>Containment:</b> Detailed plan produced; Weekly review of progress against plan, Close engagement with Security ops team, Close engagement with delivery projects to ensure compliance to policy Next Steps = Ongoing 09/03 Internal IS27001 audit completed and recommendations incorporated into the remedial action plan, Plan progressing to plan, Additional Pen Test, plans and respond to audit 23/06 - ISO27001 audit observations & rectifications progressing well. Risk Management deficiencies escalated to account level and corrective action anticipated early July 31/7 - Corrective action plan for Risk Management deficiencies in place and are being agreed with POL. 30/9 - IS027001 observations should be closed by 9 Oct 09. Evidence of risk management process to be in place by mid Oct 09 29/10 - IS27001 Risk Management process and supporting toolset approved by POL. Target 18/12 to demonstrate that process is fully operational and managed 24/11 no change 12/01 - ISO27001 compliance due end of Jan 10. <b>8/2/2010 - Closed. Latest date for achieving ISO27001 compliance estimated as end of Feb 2010. New Risk opened.</b>	<b>Impact:</b> Acceptance Gateway 3 will not be achieved

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HNG-xR0008	HNG-x R1 Development	Richardson Debbie DB	During Post Live VOL testing, the solution does not operate in accordance with the required performance targets (i.e. Transactions per second BAL/OSR) (POL owner IT)	<b>Cause:</b> Complex transaction system, with multiple application layers	<p><b>Containment:</b> Extensive performance modelling and testing prior to delivery to test</p> <p>Next Step = Monitor through testing</p> <p>JW comment - We are now in testing - so should either kill this off, or re-word around risk that we are not going to exit with required performance</p> <p>7/7 Performance tests have been positive Incidents raised dealt with to date. However extended tests into the VOL cycle means this risk will persist until after migration and VOL execution</p> <p>31/7 - Horizon performance tested positive, residual risk around HNG-x performance to be validated during Vol Testing.</p> <p>30/9 - No Change to Risk</p> <p>29/10 - No change</p> <p>24/11 Replan of Pilot has resulted in cycle 2 VOL testing completing at the end of large volume pilot. Therefore an early decision will be needed during cycle 2 to give approval for start of large VOL pilot.</p> <p>12/01 - No change</p> <p>8/2/2010 - Volume test started 1/2/2010. Cycle 1 estimated completion is 17/2.</p> <p>1/3/10 - Proven that system can handle a high level of CAPO transactions (design limit reached for 1 Hour with no problem) Scope of cycle one has been completed. Some issues found in Pilot need to resolved before rollout</p> <p><b>Containment:</b></p> <p>Completion of test cycles,</p> <p>Continuous review of technical approach</p> <p>War room during pilot</p> <p>09/03 - SV&amp;I test reports showing positive results</p> <p>23/06 - Risk may reduced following RV Mig cycle 3 (completes 23/09)</p> <p>01/07 JW - Comment above is less relevant than positive results out of other testing strands, notably V+I and SV+I and acceptance through the RABs. The containment is about ensuring residual risks at go live are understood, with mitigations/ work-around in place at that stage</p> <p>2/9 - Pilot is reduced by 3 calendar weeks to accommodate replan and not impact rollout end date. This reduces time fix must have defects prior to counter rollout.</p> <p>30/9 - CP to change migration schedule being impacted and to be released for formal impacting within FJS 30 Sep 09. PO reluctant to release rollout schedule, need Branch Router details required by mid Oct 09</p> <p>29/10 - CP rejected. POL have released schedule. However, will be impacted due to Post Weekend B/C planning</p> <p>24/11 - Post w/e BC planning has resulted in revised pilot and rollout schedule. Revised plan already impacted by delays in branch router pilot and putting revised schedule at risk.</p> <p>12/01 - No change</p> <p>8/2/2010 - All 12 Low Volume Pilot branches trading successfully. Next tranche of external branches successfully migrated 4/2. Further 10 planned 11/2.</p> <p>1/3/10 Key issue impacting on live estate (of 152 branches) is screen pauses and loss of connection to DC. Several causes identified including, incorrect VPX Server Cache setting (should be 25k actual value 272), possible linkage to branch router config level, Further fixes to address other causes are included</p>	<b>Impact:</b> Development rework impacting with extension of rollout time scale
HNG-xR0018	HNG-x Migration	Butts Geoff	HNG-X Rollout fails in Pilot leading to Pilot/Rollout stop (POL owner WR)	<b>Cause:</b> significant defects are found during pilot,	<p><b>Containment:</b></p> <p>Completion of test cycles,</p> <p>Continuous review of technical approach</p> <p>War room during pilot</p> <p>09/03 - SV&amp;I test reports showing positive results</p> <p>23/06 - Risk may reduced following RV Mig cycle 3 (completes 23/09)</p> <p>01/07 JW - Comment above is less relevant than positive results out of other testing strands, notably V+I and SV+I and acceptance through the RABs. The containment is about ensuring residual risks at go live are understood, with mitigations/ work-around in place at that stage</p> <p>2/9 - Pilot is reduced by 3 calendar weeks to accommodate replan and not impact rollout end date. This reduces time fix must have defects prior to counter rollout.</p> <p>30/9 - CP to change migration schedule being impacted and to be released for formal impacting within FJS 30 Sep 09. PO reluctant to release rollout schedule, need Branch Router details required by mid Oct 09</p> <p>29/10 - CP rejected. POL have released schedule. However, will be impacted due to Post Weekend B/C planning</p> <p>24/11 - Post w/e BC planning has resulted in revised pilot and rollout schedule. Revised plan already impacted by delays in branch router pilot and putting revised schedule at risk.</p> <p>12/01 - No change</p> <p>8/2/2010 - All 12 Low Volume Pilot branches trading successfully. Next tranche of external branches successfully migrated 4/2. Further 10 planned 11/2.</p> <p>1/3/10 Key issue impacting on live estate (of 152 branches) is screen pauses and loss of connection to DC. Several causes identified including, incorrect VPX Server Cache setting (should be 25k actual value 272), possible linkage to branch router config level, Further fixes to address other causes are included</p>	<b>Impact:</b> Software rollout is stopped, customer dissatisfaction

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HNG-xR0020	HNG-x Migration	Butts Geoff	Customer will be unable to meet rollout rate ( i.e. POL overwhelmed by rate of rollout) (POL owner WR)	<b>Cause:</b> not able to keep up with the number of nights and volume of rollout, due to legislation, technical, ref data etc changes by POL	<p>within 01.08 release, these include BAL timeout and premature withdrawal of Credit card to cause screen freeze. The VPX server change is being implemented 1 Mar 10.</p> <p><b>Containment:</b> Robust training approach, Service desks manned to handle peaks, Communication increased</p> <p>09/03 - POL have increased the number of trainers, trainers will be on site when the post offices migration. Focused communication planning is underway. POL reduced rollout rate to 245 per night. TBC.</p> <p>23/06 - POL have confirmed 245 per night, 715 counters</p> <p>26/06: Training materials to be reviewed.</p> <p>15/9 - Additional trainers may be required.</p> <p>30/9 - CP currently being impacted. More pressure expected in Pilot phase</p> <p>29/10 - CP withdrawn</p> <p>24/11 - Revised rollout schedule agreed with POL to protect rollout completion in April 2010. POL looking at additional measures to protect end date including additional branches to be migrated on Fridays.</p> <p>12/1 - Closed now an issue.</p>	<b>Impact:</b> rollout will have to slow down and take longer to complete, may have an impact on decommissioning/W&B lease termination
HNG-xR0059	HNG-x Infrastructure	Cochrane Vince	Following migration of Data Centre critical elements of Horizon fail. (POL Owner WR)	<b>Cause:</b> Critical requirement not met. Insufficient and/or inadequate testing does not pick up issue prior to go live	<p><b>Containment:</b> Revised plan includes additional testing to ensure full coverage and stability of solution</p> <p>23/06: WR to speak to Vince Cochrane.</p> <p>30/6 - FJ to review areas that may benefit from additional validation to mitigate risk. POL to support</p> <p>2/9 - Additional BC weekend planned in RV schedule, which will mitigate this risk.</p> <p>29/10 - Twenty Four/Seven Data Centre support arranged for first three weeks of live operation</p> <p>24/11 - Continue monitoring live service.</p> <p>12/1 - No major issue encountered so far.</p>	<b>Impact:</b> Major service issue
HNG-xR0062	HNG-x Migration	Butts Geoff	Any further delays to the HNGX rollout result in Fujitsu missing the revised exit date from the Wigan and Bootle Datacentres of 31/07/2010. (POL owner WR)	<b>Cause:</b> The current planned rollout completion date of 21/04/10 slips.	<p><b>Containment:</b> Site visits conducted 27/08/09 with Group Property to confirm what decommissioning activities are required. FJ will look to minimise the removal of networks/ routers from the sites. Up to 3 week slippage in the plan can be tolerated without an impact on the exit date.</p> <p>29/10 - No Change</p> <p>24/11 - Decommissioning PM engaged with estate management team. Scoping of decommissioning activities confirmed and can be completed by end of July, even when allowing for a 3 week delay to overall plan.</p> <p>12/1 - Moved start of small volume pilot by 8 days. Still gives enough time to complete by July 10.</p>	<b>Impact:</b> Substantial additional costs for Fujitsu in having to keep additional Datacentres open to run Horizon.
HNG-xR0067	HNG-x Migration	Butts Geoff	RDB Hydra Vol Issues are not resolved sufficiently to support the revised rollout beat rate of 245 per night (POL owner	Cause Performance enhancements are proven not be effective as modelled	<p><b>Containment:</b> Joint working with POL to agree each solution and the impact s and how this will be impacted.</p> <p>29/10 - Plan for performance improvements in place - to be monitored at Management Prayers</p> <p>24/11 First deliveries went live in BC W/E without issues. Final stage to be delivered into SV&amp;I and then into Live by Mid Dec 09.</p> <p>12/1 - Closed - HydraProc solution live and now working as designed.</p>	Impact Prolong Pilot until we get solution or decrease the rollout best rate

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IT/WR)

