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| **Fujitsu Services** | **Service Management Service : Service Description** | **Ref:** | **CS/SER/014** |
| | | **Version:** | **1.0** |
| | **COMMERCIAL IN CONFIDENCE** | **Date:** | **31-Dec-2002** |

**Document Title:** Service Management Service; Service Description

**Document Type:** Service Description

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Customer Service, Pathway, Fujitsu Services

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**Internal Distribution:**

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**Approval Authorities:**

| Name | Position | Signature | Date |
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| Liz Tuddenham | Supplier & Service Performance Manager, Post Office | | |

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# 0.0   Document Control

## 0.1   Document History

| Version No. | Date | Reason for Issue | Associated CP/PinICL |
|---|---|---|---|
| 1.0 | 21 Dec 2002 | Definitive | |
| 1.0a | 23 Dec 2002 | Mason's comments on "Definitive" version | |
| 1.0b | 24 Dec 2002 | Includes comments from Liz Tuddenham. For final approval. | |

## 0.2   Review Details

| Mandatory Review Authority | Name |
|---|---|
| Don Grey | |
| Julian White | |
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| Peter Burden | |
| | |
| | |
| Optional Review / Issued for Information | |
| | |
| | |

( * ) = Reviewers that returned comments

## 0.3   Associated Documents

| Reference | Version | Date | Title | Source |
|---|---|---|---|---|
| CS/SER/016 | 1.0 | 21 Dec 02 | Service Description for the Security Management Service | Fujitsu Services |
| PA/STR/003 | | | Pathway Release Policy' | Fujitsu Services |
| VI/POL/001 | | | General Testing Policy | Fujitsu Services |
| VI/STR/001 | | | Testing and Integration Strategy | Fujitsu Services |
| CS/IFS/008 | | | Interface Agreement for the Problem Management Interface | Fujitsu Services |

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| CS/PRD/081 | | | End to End Customer Complaints Procedure | CS/PRD/081 |
| --- | --- | --- | --- | --- |
| | | | | |
| CS/PRD/058 | 10.0 | 20 Dec 02 | Fujitsu Services (Pathway) Ltd/Post Office Ltd Interface Agreement for Operational Business Change-Reference Data | Fujitsu Services |

**Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.**

## 0.4   Abbreviations/Definitions

Unless the context otherwise requires, the following terms have the following meanings:

| Abbreviation | Definition |
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## 0.5   Changes in this Version

| Version | Changes |
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## 0.6   Changes Expected

| Changes |
| --- |

**Fujitsu Services**     **Service Management Service : Service Description**   **Ref:**      **CS/SER/014**

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## 0.7   Table of Contents

# 1.0 Service Summary

## 1.1 General

1.1.1    The objectives of the Service Management Service are to monitor, manage and maintain the delivery of the Operational Services and to report on the same to the Service Management Forum.  This Service Description details the specific components of key service management activities. The significance of the detailed activities may vary over the life of the agreement. The Service Management Service comprises the following service components;

a)  Service Organisation,

b)  Structure of the Service Review Forum.

c)  Release Introduction

d)  Management of problems and complaints

e)  Measurement and management of customer satisfaction.

# 2.0 Service Principles

## 2.1 General

2.1.1    The following service principles will apply in the provision of this service;

a) Post Office and Fujitsu Services will use all reasonable endeavours to ensure the principle of 'working together' is applied to the management of all Services.

b) Post Office and Fujitsu Services will undertake a joint review to identify opportunities for elimination of duplicated effort and to rationalise processes.

# 3.0 Service Definition

## 3.1 Fujitsu Service Organisation

3.1.1    Fujitsu Services and Post Office shall utilise the governance procedures defined in Schedule 4 to manage the delivery of the Service. Certain key roles to support the Service Management Forum are identified in this document. The specific individuals to fulfil the roles identified in the organisation structure shall be communicated in writing between the Parties to this Agreement from time to time.

3.1.2    The key roles and responsibilities within the Fujitsu Services organisation specific to the delivery of the Operational Services are detailed below. One person may

perform more than one of these roles, and one role may be performed by different people in relation to different Applications or Services.

3.1.3   The Customer Service Director shall have responsibility for all aspects of delivery of the Services. He shall be responsible for building a strategic relationship with the Head of Network Support within Post Office with an emphasis on the requirements of the Operational Services. The Customer Service Director shall attend the meetings of the Service Management Forum.

3.1.4   The Infrastructure Service Manager shall have responsibility for delivery of the support services to Branches, management information and the reporting of Service Levels as defined in Schedule 15. The Infrastructure Service Manager shall attend the Service Review Forum.   The Infrastructure Service Manager shall specifically be responsible for

3.1.5   provision of monthly service reports as described below;

   a)  maintenance of Service Levels for Branch Services;

   b)  management of Service Improvement Plans in collaboration with the Post Office;

   c)  the Technical Service Desk

   d)  liaison with Post Office Supplier & Service Performance Manager in respect of the overall performance of services.

3.1.6   The Operations and Support Manager shall be responsible for the delivery of services associated with data delivery and support. The Operations and Support Manager shall attend the Service Review Forum as required. The Operations and Support Manager shall be specifically responsible for

   a)  all aspects of data centre operations including availability management, network management, systems management and technical interfaces with Post Office Clients and other domains;

   b)  maintenance and management of Business Continuity plans;

   **c)**  achievement of data delivery and availability Service Levels.

3.1.7   The Fujitsu Services Security Manager shall be responsible for the Security Management Service. The Fujitsu Services Security Manager shall attend the Service Management Forum as required. The Fujitsu Services Security Manager shall be specifically responsible for ;

   a)  Co-operating with the Post Office Information Security Manager in the development of Post Office's network banking automation security policy and all operational security matters as may be agreed from time to time, including all aspects of secure material handling procedures.

   b)  All service components as detailed in the CCD entitled "Service Description for the Security Management Service" (CS/SER/016)

3.1.8   The Fujitsu Services Service Introduction Manager shall be responsible for planning and managing the implementation of all Releases in accordance with overall strategy agreed in the Demand Planning Forum (as described in Schedule 4). The Services Introduction Manager shall attend the Service Management Forum as required. The Service Introduction Manager is responsible for the management of the Release introduction element of, the Service Management Service and shall be specifically responsible for;

   a)  Planning and managing the implementation phase of all Releases as defined in the CCD entitled 'Pathway Release Strategy' (PA/STR/003).

   b)  Keeping the Post Office informed of the content and progress all Releases.

## 3.2   Post Office Organisation

3.2.1   The roles and responsibilities of Post Office specific to the Service Management Services are detailed below.  One person may perform more than one of these roles, and one role may be performed by different people in relation to different Applications.

3.2.2   The Post Office Head of Network Support is the individual responsible for the business that the Services support.  The Head of Network Support shall attend the meetings of the Service Management Forum.

3.2.3   The Post Office Supplier & Service Performance Manager shall be responsible for the liaison with Fujitsu Services in respect of the overall performance of services. The Post Office Supplier & Service Performance Manager shall provide a point of contact with Fujitsu Services and shall specifically be responsible for:

   a)  monitoring delivered Service Levels;

   b)  receipt and analysis of Fujitsu Services' monthly service Reports

   c)  briefing the Post Office Head of Network Support in advance of the Service Management Forum meetings

   d)  briefing the Post Office attendees  of the Service Management Forum in advance of the meetings;

   e)  facilitating joint quality initiatives with Fujitsu Services;

   e)  representing (including at Service Management Forum meetings) and providing an interface with Post Office's third party suppliers (including, without limitation, the suppliers involved in providing End to End Banking), and Banks.

3.2.4    The Post Office Service Operations Manager shall be responsible for liaison with Fujitsu Services in respect of issues and problems occurring in the live estate.

3.2.5    The Post Office Information Security Manager shall be responsible (but may nominate a representative to act on his behalf) for:

a) establishing Post Office's network banking automation security policy as specified in paragraph 7.3.1 of Schedule 2 (Policies and Standards)

b) agreeing the Fujitsu Services' revised security policy as specified in paragraph 7.3.2 of Schedule 2 (Policies and Standards);

c) from time to time communicating to the Fujitsu Services' Information Security Manager the identity of the persons authorised to receive sensitive security-related material (including cryptographic key components) on behalf of Post Office;

d) receiving from the Fujitsu Services' Information Security Manager the identity of the persons authorised to receive such security-related material on behalf of Fujitsu Services;

e) liasing with the Fujitsu Services' Information Security Manager in the manner described in the CCD entitled *"Security Incident Management"* paragraph 7.4.2 of Schedule 2 (Policies and Standards);

f) liasing with the Fujitsu Services' Information Security Manager and security representatives of other parties involved in the End to End Banking on such security-related matters as shall be agreed from time to time.

## 3.3    Structure of Service Management Forum

3.3.1    The Post Office Head of Network Support and Fujitsu Service Customer Service Director shall meet every month (or otherwise agreed by both parties) to review performance against Service Level Targets and issues and problems escalated to the Service Management Forum.

3.3.2    Other staff from Fujitsu Services and Post Office may attend this forum at the request of Fujitsu Services or Post Office to resolve or input to particular matters on the agenda.

3.3.3    A typical agenda for such a meeting may include, without limitation;

a)          approval of minutes from previous meetings.

b)          review of the Service Review Book

c)          highlights of the previous period's statistics, concentrating on failures to meet Service targets, including major issues and problems escalated to the Service Management Forum, and any service trends.

d)       Review of input from joint operational forums. These forums will deal with operational matters for specific operational areas (eg Reference Data, help-desks). The requirement for specific forums will be agreed between Post Office and Fujitsu Services.

e)       explanation of unresolved issues and problems and, in particular, any matters still outstanding.

f)       review of ongoing actions, such as fault correction, agreed changes and any Post Office related work.

g)       change management progress report

h)       suggestions for service improvements

i)       advance notification of major changes and new work and review of the impact these may have on live operations

j)       capacity management issues and changes

k)       any implementation requirements arising from new projects or services

l)       review of customer satisfaction scorecards and improvement plans.

# 3.4   Release Introduction.

3.4.1    Release Introduction will be carried out in accordance with the CCD entitled 'Pathway Release Policy' (PA/STR/003).  The CCD will contain the following information;

a) Release Definition and classification

b) Roles, responsibilities and authorisation levels of the various review boards as documented within Schedule 4.

c) Change Control Procedures

d) Emergency procedures

e) Release scheduling

f) Release authorisation

g) Provision of management information

3.4.2    Release Principles

Post Office require that Fujitsu Services shall undertake the delivery of the Services to meet demanding business requirements. Failure to meet contracted performance targets will incur performance penalties. In order to deliver Services which meet the contracted requirements and performance levels at an economic price it is essential that Fujitsu Services is empowered to manage all aspects of Service delivery and this must include the control of new Releases. Fujitsu Services recognises that Post

Office has a legitimate interest in the business functions that are provided by the Service and needs to be assured that the quality of the delivered systems meets the contracted requirements. The processes, tests and quality reviews which are required will be open to Post Office and Fujitsu Services will particularly seek active participation in tests of business functionality and the Human Computer Interface. It is recommended that Fujitsu Services take complete responsibility for the management of Releases in line with the contractual commitments requested by Post Office.

### 3.4.3     Release Contents

Fujitsu Services recommends that the content of a Release should require the agreement of Post Office with respect to the introduction of new Services or the deletion of existing  Services or changes to existing Services which affect the essential business functions of Post Office. All such changes to Services should be initiated through the Change Control Procedure.

For the reasons which are set out above Fujitsu Services should retain clear responsibility for all other changes to Release Contents. Such changes may be justified for many reasons but including for example: contract compliance, quality, technical strategy and cost control.

### 3.4.4     Release Distribution Timing

There shall be only two circumstances when Post Office should determine the timing of the distribution of new Releases. One is when a new Client is connected to the Service for the first time, and the other is where a major new service is being introduced which Post Office needs to manage (e.g. NBS). In all other circumstances the control of the distribution of Releases should be at the discretion of Fujitsu Services.

### 3.4.5     Release Activation Timing

Fujitsu Services recommends that the timing of Release activation should require the agreement of Post Office with respect to the introduction of new Services or the deletion of existing Services or changes to existing Services which affect the essential business functions of Post Office. This includes the release of Reference Data as detailed in the CCD entitled 'Fujitsu Services (Pathway) Ltd/Post Office Ltd Interface Agreement for Operational Business Change-Reference Data' (CS/PRD/058). All such changes to the Services should be initiated through the Change Control Procedure and it is anticipated that any particular favourable or unfavourable times for the activation of Releases will be declared in the change request.

Fujitsu Services believes that in all other circumstances the responsibility for the timing of the activation of new Releases should be at the discretion of Fujitsu Services.

3.4.6 Release Testing

Fujitsu Services will provide evidence that each Release has been tested so that it is shown to meet the Service requirements and Service Levels. Post Office will be invited to participate in those tests associated with proving business functionality and Human Computer Interface aspects of new Releases. Other evidence will be provided in the form of written test reports and invitations to attend quality review meetings. Evidence of testing for major Releases of new software and functionality will be provided at the levels of:

Unit Tests

System Test

Representative combinations of hardware and software.

The release testing strategy above is too heavy for testing minor Releases of software or for Reference Data and appropriate procedures will be defined for different classes of Release.

Such testing shall be carried out in accordance with the CCDs "General Testing Policy" (VI/POL/001) and "Testing and Integration Strategy" (VI/STR/001).

3.4.7 Preparation for Release

Fujitsu Services will complete the testing of major new Releases in three steps prior to full distribution of major new Releases. These are:

- A Test conducted in a simulated branch and operated by real and representative Post Office users.

- A test of implementation and live operation in a limited number of Branches for a limited period before general distribution.

- A test of reversion to the previous Release.

The release testing strategy above is too heavy for testing minor Releases of software or for Reference Data and appropriate procedures will be defined by Fujitsu Services for different classes of Release.

Fujitsu Services shall provide proof of sufficient and satisfactory preparation for the implementation of a Release. This shall include testing the implementation, reversion, regression from the Release, and the support of any testing by Post Office.

3.4.8 Release Planning

In respect of each Release Fujitsu Services shall provide a release plan, for agreement by the parties prior to the Release, documenting how the parties intend the Release be deployed in Branches and assessing the risk to and impact on the Services. The release plan shall include details of the matters referred to in paragraph 3.4.9 of this schedule together with details of agreed timescales or periods (if any) during which the Fujitsu Services may revert to the previous Release. The parties acknowledge that during deployment of most Releases, there is

a point beyond which it is impractical to revert to the previous Release and, accordingly, the release plan will also document the parties' agreement on the stage at which this point will arise (if at all).

### 3.4.9    Release Approval

The following shall be approved by Post Office before any Release, this approval not being unreasonably withheld:

a)    the contents of any Release;

b)    the upgrade path for any Release;

c)    the timing of the distribution of any Release;

d)    the timing of the activation of any Release.

### 3.4.10    No Disruption to Users and the Working Environment

Releases of software and and/or Reference Data will be distributed across the network and therefore will require minimal user involvement and no significant disruption to Users or to the working environment.

### 3.4.11    No Corruption to Post Office Data

The data within software and/or Reference Data is protected at source by a CRC check key which is applied by the Riposte system. Following distribution of the Release, the CRC is checked to ensure that no corruption of the data has taken place. The Release of software and/or Reference Data will not cause any corruption to data held on behalf of Post Office.

### 3.4.12    Record of Releases

A record of the Release of software and Reference Data which is in use at each Branch will be maintained under configuration control within an asset database which is maintained by Fujitsu Services.

### 3.4.13    Availability in Branches

Fujitsu Services shall be permitted to suspend availability in the Branches of the NBS and/or any of the Applications (other than NBS) or Infrastructure Services outside the Post Office Core Day, at such times and for such periods of time as agreed in advance with Post Office (such agreement not to be unreasonably withheld) in connection with implementation in Branches of each major Release.

## 3.5    Problem and Complaint Management

3.5.1   Fujitsu Services will provide a Duty Manager who be a single point of contact for any operational or service related issues

3.5.2   A dedicated problem manager within Fujitsu Services will have overall responsibility for the integrity of the process, liaison with Post Office and management of individual service managers who manage individual problems. This will be provided in conformance to the CCD entitled "Interface Agreement for the Problem Management Interface". (CS/IFS/008).

For the avoidance of doubt, the following types of problems (with the exception of investigation of equipment and electrical supply health and safety issues) will now be excluded from the scope of Fujitsu Services' problem management activity and Fujitsu Services shall have no obligations relating to the management of such problems;

a)   Investigating and managing the resolution of exceptional volumes of incidents experienced by individual Branches.

b)   Investigating and gathering information on problems across Branches.

c)   Acting as on-site Project manager for complex OBC changes to marshal resources and reduce risk.

d)   Detailed investigation of individual complaints from branches

e)   Investigation of issues where the financial integrity of the Horizon system at an individual Branch has been put in doubt by end-user claims of lost transactions, lost stock or cash account misbalance.

f)   Monitoring of Branches that have recently experienced multiple incidents and problems.

3.5.3   Fujitsu Services will manage a complaint procedure as documented in the working document entitled 'End to End Customer Complaints Procedure' (CS/PRD/081).

## 3.6   Measurement and Management of Satisfaction

3.6.1   Fujitsu Services and Post Office will measure satisfaction at regular intervals by means of the scorecard mechanism.

3.6.2   Fujitsu Services and Post Office will agree the service areas to be measured and the scoring and importance criteria. Where there is a disparity between the Post Office scoring definitions and the Fujitsu Services definitions and no agreement can be reached between the parties then the Post Office scoring definition will be used and a mapping to Fujitsu Services definitions will be agreed.

3.6.3   Where the Parties agree Fujitsu Services will provide an appropriate service improvement plan. Post Office will provide clear guidance, as an input to this plan, actions it would expect Fujitsu Services to complete to attain a target score, such actions to be within the scope of the current service.

3.6.4   Fujitsu Services will report on progress against the service improvement plans

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created under paragraph 3.6.3 above within the Service Review Book.

# 4.0   Service Availability

## 4.1   General

4.1.1   All elements of the Service Management Services are available Monday-Friday 09:00-17:30 excluding Bank Holidays and English public holidays, with the following exceptions;

a) Release Introduction activities such as data centre migration or software distribution will be carried out in accordance with relevant project plans.

b) Duty management is available 24 hours a day, every day of the year.

# 5.0   Service Targets and Limits.

## 5.1   General

5.1.1   There are no service targets associated with this service. Limits associated with software distribution as part of release management are documented in the CCD entitled 'Service Description for Systems Management Service' (CS/SER/008).

# 6.0   Service Dependencies

6.1.1   From time to time, Fujitsu Services and Post Office shall advise each other of the names of the individuals fulfilling the roles defined within this document.

6.1.2   Post Office shall:

a) manage; and

b) liaise with Branches as necessary to enable resolution of,

problems of the types described in sub-paragraphs 3.5.2 (a) to (f) of this document (other than those relating to health and safety issues regarding equipment and electrical supply).