Horizon Issues Remediation Programme

POST OFFICE

Third Party Support – High level activities

10th November 2021

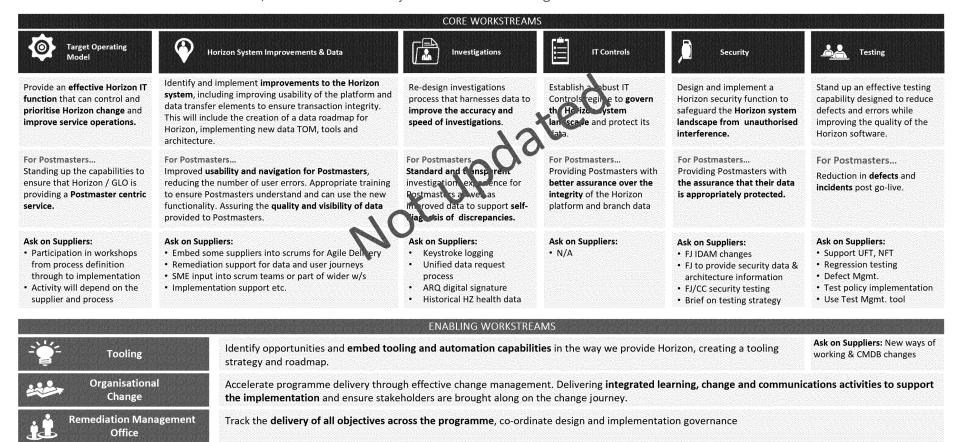*Latest updates in Final Column. Dated updates and bold Black (POL), bold Blue (Fujitsu)*

Objectives

1. Re-cap the scope of the Horizon Improvements Programme and answer any questions

2. Provide a high-level view of the POL requirements for Fujitsu support per workstream including timeline and current contractual status

3. Agree next steps to develop detailed requirements, agree the scope of work and move into implementation

Standing up a 24-month programme to deliver lasting change

9 workstreams have been established, each with a clear objective to deliver change for the Postmaster.

CORE WORKSTREAMS

Target Operating Model	Horizon System Improvements & Data	Investigations	IT Controls	Security	Testing
Provide an **effective Horizon IT function** that can control and **prioritise Horizon change** and **improve service operations.**	Identify and implement **improvements to the Horizon system**, including improving usability of the platform and data transfer elements to ensure transaction integrity. This will include the creation of a data roadmap for Horizon, implementing new data TOM, tools and architecture.	Re-design investigations process that harnesses data to **improve the accuracy and speed of investigations**.	Establish a robust IT Controls regime to **govern the Horizon system landscape** and protect its data.	Design and implement a Horizon security function to safeguard the **Horizon system landscape from unauthorised interference.**	Stand up an effective testing capability designed to reduce defects and errors while improving the quality of the Horizon software.
For Postmasters... Standing up the capabilities to ensure that Horizon / GLO is providing a **Postmaster centric service.**	**For Postmasters...** Improved **usability and navigation for Postmasters**, reducing the number of user errors. Appropriate training to ensure Postmasters understand and can use the new functionality. Assuring the **quality and visibility of data** provided to Postmasters.	**For Postmasters...** **Standard and transparent** investigation experience for Postmasters as well as improved data to support **self-diagnosis of discrepancies.**	**For Postmasters...** Providing Postmasters with **better assurance over the integrity** of the Horizon platform and branch data	**For Postmasters...** Providing Postmasters with **the assurance that their data is appropriately protected.**	**For Postmasters...** Reduction in **defects** and **incidents** post go-live.
Ask on Suppliers: • Participation in workshops from process definition through to implementation • Activity will depend on the supplier and process	**Ask on Suppliers:** • Embed some suppliers into scrums for Agile Delivery • Remediation support for data and user journeys • SME input into scrum teams or part of wider w/s • Implementation support etc.	**Ask on Suppliers:** • Keystroke logging • Unified data request process • ARQ digital signature • Historical HZ health data	**Ask on Suppliers:** • N/A	**Ask on Suppliers:** • FJ IDAM changes • FJ to provide security data & architecture information • FJ/CC security testing • Brief on testing strategy	**Ask on Suppliers:** • Support UFT, NFT • Regression testing • Defect Mgmt. • Test policy implementation • Use Test Mgmt. tool

Not updated

ENABLING WORKSTREAMS

Tooling	Identify opportunities and **embed tooling and automation capabilities** in the way we provide Horizon, creating a tooling strategy and roadmap.	**Ask on Suppliers:** New ways of working & CMDB changes
Organisational Change	Accelerate programme delivery through effective change management. Delivering **integrated learning, change and communications activities to support the implementation** and ensure stakeholders are brought along on the change journey.	
Remediation Management Office	Track the **delivery of all objectives across the programme**, co-ordinate design and implementation governance	

RTQs for HIJ – as of 10th November 2021

HI Program Stream	Supplier	RTQSR #	Submitted Date	Submitted By	Work Order Reference	Status	Description	Cost
Investigations	Fujitsu	RTQSR0003238		Dean Bessell/Paul Kingham	CWO0426	In Flight	ARQ and data logging improvements - Changes to the ARQ process	£ 11,458.00
Testing	Fujitsu	RTQSR0003218		Harshwardhan Soman	CWO0418	On Hold	CWO0418: Remote Access to Test Environment	£ 11,140.00
Horizon System Improvements and Data	Fujitsu	POREQ0005282/ RTQSR0003336		Sally Rush	CWO0459	In Flight	1 named resource for 0.5 FTE for a Horizon Counter UI SME to support the UX the scrum team over 3 sprints (6 weeks)	£40,000.00
Investigations	Fujitsu	POREQ0005303/ RTQSR0003358	14/07/21	Sally Rush	CWO0466	On Hold	Discrepancy Investigations – Design Study Follow On	£ 98,206.00
Investigations	Fujitsu	POREQ0005304/ RTQSR0003359	14/07/21	Sally Rush	CWO0467	On Hold	Implementation of the Discrepancy Investigations Design Study	
Investigations	Fujitsu	POREQ0005313/ RTQSR0003375	16/07/21	Dean Bessell	CWO0474	In Flight	Key Logging Solution	£ 32,102.00
Horizon System Improvements and Data	Fujitsu	POREQ0005336/ RTQSR0003389	05/08/21	Kevin O'Connor	CWO0479	In Flight	Horizon Help Screen Fix #2	£ 54,483.50
Testing	Fujitsu	POREQ0005362	19/08/21	Harshwardhan Soman/Sarah Birch	CWO0487	In Flight	We require home test kits for the test team to allow them to execute from home. There are limitations on the number of people allowed in the test room at FD due to COVID restrictions.	£ 9,117.00
Investigations	Fujitsu	POREQ0005383/ RTQSR0003437	27/08/21	Sally Rush	CWO0491	On Hold	Discrepancy Investigations – MS Dynamics	
Horizon System Improvements and Data	Fujitsu	RTQSR0003447	07/09/21	Kevin O'Connor		Awaiting Supplier Response	Impact assessment for CW00424 (Design Study for Access to Branch Hub from Horizon)	
Horizon System Improvements and Data	Fujitsu	RTQSR00003266		Sally Rush	CWO0433	In Flight	MoneyGram Cancellation – Design Documentation	£ 15,103.00
Security	Fujitsu	POREQ0005375/ RTQSR0003429	31/08/2021	Paul Kingham	PPT Slides	In Flight	PAM Enhanced Reporting	
Horizon System Improvements and Data	Fujitsu	POREQ0005411/ RTQSR0003488	16/09/2021	Kevin O'Connor	CWO0507	In Flight	Finish Branch HUB design for Pilot	£ 20,238.00
Horizon System Improvements and Data	Fujitsu	RTQSR0003234		Sally Rush	CWO0424	In Flight		£ 14,433.00
Security	Fujitsu	POREQ0005426/ RTQSR0003480	30/09/2021	Julian Higgs	CWO0502	Awaiting Supplier Response	Fujitsu support required for Horizon Penetration Testing.	
Horizon System Improvements and Data	Fujitsu	RTQSR0003421	27/10/2021	Kevin O'Connor	CWO0489	Awaiting PO Approval	Support deployments and testing of AppDynamics countertop deployments	£ 16,588.00
Horizon System Improvements and Data	Fujitsu	N/A		Marion Chave-Jones	CWO0518	Awaiting Approval/PO	Implement App Dynamics in SV&I, LST and Production on DGEv2, BMXv2	£ 43,376.00

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Fujitsu (1a of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 10.11.2021
IT TOM	• Heavy involvement in: HZ availability mgmt., HZ Capacity mgmt., HZ Service continuity mgmt. , HZ change mgmt. ,HZ event mgmt. , HZ operational supplier mgmt. , HZ investigations support • Medium involvement: HZ Design coordination, HZ service catalogue mgmt., HZ data governance, HZ transition planning & support, HZ service asset & config mgmt., HZ service validation & testing, HZ request fulfilment, HZ access mgmt., HZ security operations, transaction remediation	• Not raised yet • Not raised yet	• TBC	• Light involvement in other activities too, but minimal expected changes required • Medium involvement - input into reviews / discussions of updated processes. Requires change to process that impacts the supplier • Heavy involvement - involved from start of activity, involved in workshops and sessions from process definition through to implementation	• High-level discussion with Martin Godbold 05.08.2021. No action for Fujitsu at this time. • 08/09 Action: Dionne to propose amendments to the Governance Schedule. • 15/09 Action: Dionne to propose amendments to the Governance Schedule. • 21/09 Action: Dionne to propose amendments to the Governance Schedule. O/S • 22/09 - No action for Fujitsu at this time. • **05/10 – O/S action with Dionne.** • **05/11 – O/S action with Dionne (Q: Is the ISMF ToR finalised?)**

Fujitsu (1b of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 10.11.2021

Tooling	• Adopt new ways of working:
	  • Change Mgmt. & process improvements
	  • CMDB changes
		• Not raised yet	• Before November 2021	• N/A	• 08/09: Process amendments to be proposed by POL. E.g. CMDB data. DH to arrange a call with FJ and POL
					• 15/09 DH to arrange meeting to understand the ask
					• 21/09 Meeting held 20th Sept – good discussion and understanding of what POL are trying to achieve but FJ CI's are not the route to achieve it.
					• 22/09 - No action for Fujitsu at this time.
					• **06/10 – No action for Fujitsu**
					• **11/10 – Potential ask to make changes to FJ CMDB in order to align with POL proposed changes.**

	• Service Transition & Design		• Phase 2 Options Paper	• Deliverables in Phase 3 (22/23 FY)	• **10/11 – No action for Fujitsu**

Fujitsu (1c of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 10.11.2021

Investigations	• Complete ARQ digital signature
	• Provision of Keystroke Logging data
	• Development of unified data request process
	• Process for supplying historical Horizon "health data"
	• Unified Access Process
		• RTQSR0003238/ CWO0426 under review.
		• On hold
		• In progress - Improvement Plan – actions w. Steve Browell
		• In progress - Improvement Plan - – actions w. Steve Browell
		• Repurposing existing Horice Licenses
			• June 2021 (Digital Signature)
			• July – August 2021 (Keystroke logging)
			• July 2021 (Unified process)
			• July – September 2021 (Health data)
			
			• No action for FJ
				• Access to keystroke logging data is the subject of ongoing discussions between POL and Fujitsu and may be removed from scope
				• Details of scope and format of Horizon health data is under discussion
					• Discrepancy Investigations – Design Study Follow On, CWO0466
					• Implementation of the Discrepancy Investigations Design Study CWO0467
					• ARQ Digitisation, RTQSR0003238, CWO0426.
					   • 08/09 Awaiting POL installing software
					   • **06/10 Awaiting POL installing software**
					   • **10/10 Approvals to install agreed – installation progressing**
					• Key Logging Solution CWO0474. Response sent to POL 23.08.2021
					   • 08.09.2021 POL raising the PO but initial meeting will be charged to the Architecture call off PO.
					   • 08/09 Awaiting kick off meeting dates from Dean Bessell
					   • 15/09 Kick off meeting proposed but Fujitsu will need to change to next week
					   • 22/09 Kick off meeting scheduled for 14:00 24/09
					   • **06/10 – 2 discussion held. Specific use case being identified by DB to focus requirements**
					• Investigations data sets, POREQ0005335/RTQSR0003388, CWO0478. Response sent 20.08.2021
					   • 08.09.2021 – ongoing discussions.
					   • 08/09 Awaiting information from Dean Bessell
					   • 15/09 Some info shared and checked, awaiting further information from DB
					   • 22/09 Further info shared with POL. Awaiting further information from DB
					   • **06/10 – further info shared by POL. Simpler view needed by Fujitsu. DB collating**
					   • **10/11 – Files with DB for analysis (parallel conversations with CC arranged)**
					• 08.09.2021 – New Discrepancy Investigations – MS Dynamics POREQ0005383.
					   • 21/09: On Hold.
					• 21/09 NEW POREQ0005411 to complete Branch Hub design work.
					   • 22/09 Not yet received by Fujitsu
					   • **05/10 Pending RTQ review**
					   • **06/10 – Response being generated by Fujitsu**
					   • 10/11 – CWO597 Active Project

Fujitsu (1d of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 22.09.2021

IT Controls					• Dean Bessell has stated that an initial set of Controls will be shared with Fujitsu for impacting soon. Initial discussion was held 21.06.2021. No action for Fujitsu at this time
					• Target submission of Controls – Sept 21
					   • 08/09 Awaiting next update from Dean Bessell/Hazel Freeman
					   • 15/09 Awaiting next update from DB/HF
					   • 22/09 Awaiting next update from DB/HF
					   • **06/10 Awaiting next update from DB/HF**
					   • **10/11 Supplier Assurance will be required 6 monthly. Awaiting details from DB.**

Fujitsu (2a of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 22.09.2021

Horizon System Improvements and Data	• Confirm CBA (Counter Business Application) dependencies
	• Development capability to make changes to CBA (part of scrum team)
	• Testing capability to test changes to CBA (part of scrum team)
	• Release capability to support releasing changes to CBA (part of workstream)
	• Counter architecture SME available to scrum teams (FT and part of workstream)
	• Data centre architect SME (available as required, not part of workstream)
	• Creation of an Horizon Improvement Backlog
	• Monitoring Solution
	• Reference Data Tool
		• Not raised yet
		
		• Not raised yet
		
		• Not raised yet
		
		• Not raised yet
		
		• We have a call off pot in place (CWO0369) for architectural support but it was not crafted for the level of involvement we are now seeking.
		
		• Not raised yet
		• No input from FJ required
			• Now and end Sept
			
			• July 2021
			
			• July 2021
			
			• July / August 2021
			
			• June 2021
			
			• June /July 2021
			
			• Pre-peak
				• Highly likely but we won't know until we complete detailed work
				
				• App Dynamics design & implement
				• Due Diligence underway
					• Resource for pipe clean activity being provided under CWO0369
					• Unclear what POREQ0005282/RTQSR0003336, CWO0459 will become (perhaps the work after the pipe clean)
					• 08.09.21 CWO0479: Horizon Help Screen Fix #2
					  • 08/09 Aware of CWO0479 which was sent to POL 31.08.2021
					  • 15/09 Awaiting POL decision
					  • 21/09 POL progression - Awaiting approval of PO
					  • 22/09 – Fujitsu standing by…
					  • **05/10 – Active Project**
					• RTQSR0003447 Impact assessment for CW00424 (Design Study for Access to Branch Hub from Horizon)
					  • 08/09 CWO0424 is a BH project
					  • 15/09 In flight and Dan W updating SO
					  • 22/09 – Active project
					  • 10/11: RTQSR0003447 design now agreed….impact assessment begun & response awaited
					• 21/09 NEW: CWO0433 MoneyGram Cancellation – Design Documentation
					  • 22/09 – Active project

Fujitsu (2b of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 22.09.2021

Testing	• Test Policy implementation
	• Defect Management
	• Regression Testing
	• UAT Support
	• NFT Support
	• Use Test Mgmt. tool
		• Not yet raised
		• Not yet raised
		• Not yet raised
		• Not yet raised
		• Not yet raised
		• Not yet raised
		• Request for remote access RTQ is raised (RTQSR0003218/CWO0418)
			• July 2021 (for all items)	• Fujitsu will have to buy into, and be part of the uplift of testing across the Horizon landscape. This will require their support and involvement in test delivery.	• Test Policy 1.12 shared and feedback provided to POL. No action for Fujitsu at this time.
					• CWO0418. RTQ placed on hold 19.08.2021 by Rohit Gogna 'until further notice'.
					• NEW: POREQ0005362 for Home Testing kits
					   • 22/09 – Fujitsu response CWO0487 sent last week
					   • **05/10 Requisition raised – awaiting approval.**
					
					• **10/11 – Discussion re Supplier Quality Gate – adoption of Industry Best Practice. No action for FJ.**

Fujitsu (3 of 3)

Workstream(s)	Activities	RTQ or Call off submitted?	Indicative timelines	Comments / assumptions	Updated 22.09.2021

Security	**Heavy involvement:**
	• All Idam deliverables
	• HZ security test report
	Medium involvement:
	• HZ SecOps process
	• HZ 'as-is' assessment
	• Threat / risk based security assessment
	• Hz security testing strategy and governance framework
		• **Not raised yet** for IDAM-driven by Improvement Plan & regular sessions w. Steve Browell.
		• Initial discussion on pen testing has taken place and Network Topology expected by 18/06 from Steve Browell. POL with support from Fujitsu will conduct testing in areas it deems most critical. This may also require Fujitsu support for any mitigations that are implemented.
			• June – November 2021	Heavy involvement:
				• Where Idam controls on the FJ side need changes (per the Idam strategy) or where tooling is recommended, and this interfaces with FJ.
				• We may need to seek permission to run security testing on, through their systems.
				Medium involvement:
				• may need to provide alternate metrics or need to fulfil tasks to facilitate the running of the process.
				• We will need to understand what the security architecture is as it pertains to Hz, and what security controls are in place.
				• We will need to get a feel for security control effectiveness, if the controls is FJ owned. If FJ have been involved in previous security incidents, would be useful to gain information on these.
				• Need to brief suppliers on our proposed approach and ensure access to systems is available when needed, or the process for requesting access is agreed and documented. Need in principle agreement from suppliers that they subscribe to the approach
					• Very conceptual discussion on PAM tooling/activity visibility held 12.08.2021. Awaiting feedback from Dean Bessell. No action for Fujitsu at this time
					  • 08/09 RTQSR0003429(CWO0493) PAM Enhanced Reporting received 31.08.2021. Response due back to POL 21.09.2021
					  • 15/09 Response nearing completion
					  • 21/09 – Please confirm when this is expected please.
					  • 22/09 – Response sent 21/09. Rejected with supporting comments
					  • **05/10 – Agreed set of actions on 28/09**
					  • **06/10 – Fujitsu actions being progressed**
					
					• POL Pentest/Red Team under discussion in POL following initial discussion with Fujitsu.
					  • 08/09 Follow up meeting held 02.09.2021 and second meeting booked for 08.09.2021 for POL to update Fujitsu
					  • 15/09 RTQ received and initial joint discussion planned for 17.09
					  • 21/09: POREQ0005405
					  • 22/09 Final discussions held 21/09. POL to reword and resubmit
					  • **05/10 – Resubmitted requirements on 30/09**
					  • **06/10 – Response being generated by Fujitsu against RTQSR0003480**
					  • **10/11 – Awaiting submission (due this week)**
					
					• 21/09 RTQs submitted to other suppliers to explore fall back options for pen tests.
					  • 22/09 - No action for Fujitsu