



shaping tomorrow with you

Communicating the Changes POA Improvements

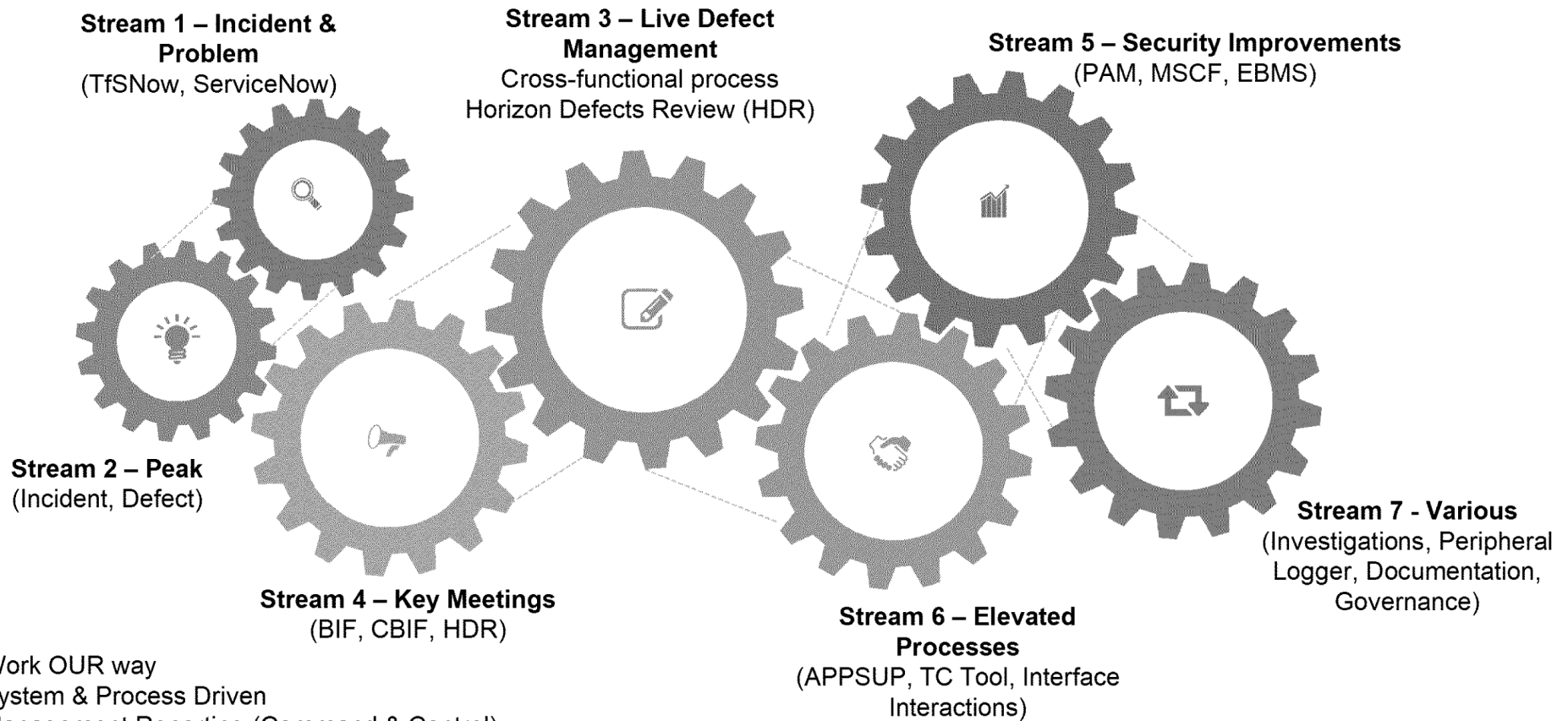
Steve Browell

Updated 21.09.2021

Updates from 17.08.2021:

- Inclusion of picture to show HDR oversight of the Live Incident management (slide 10)
- Clarification of which Peak updates are visible or not with bonded Incidents (slide 21)

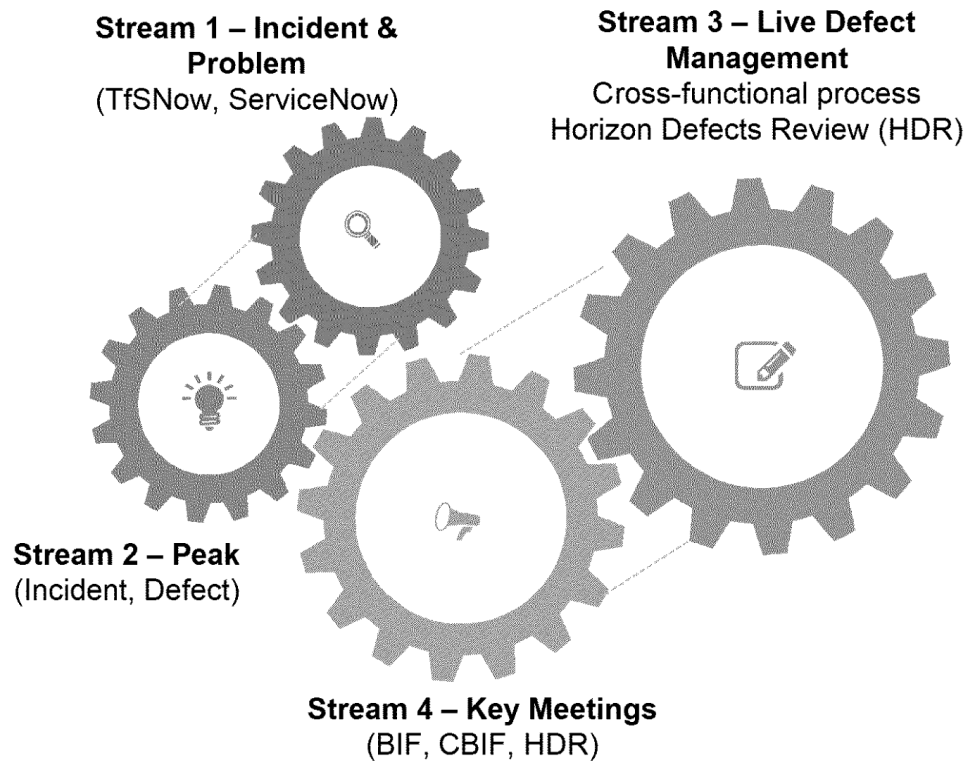
Operational Improvements – Update



- Work OUR way
- System & Process Driven
- Management Reporting (Command & Control)

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Streams 1-4

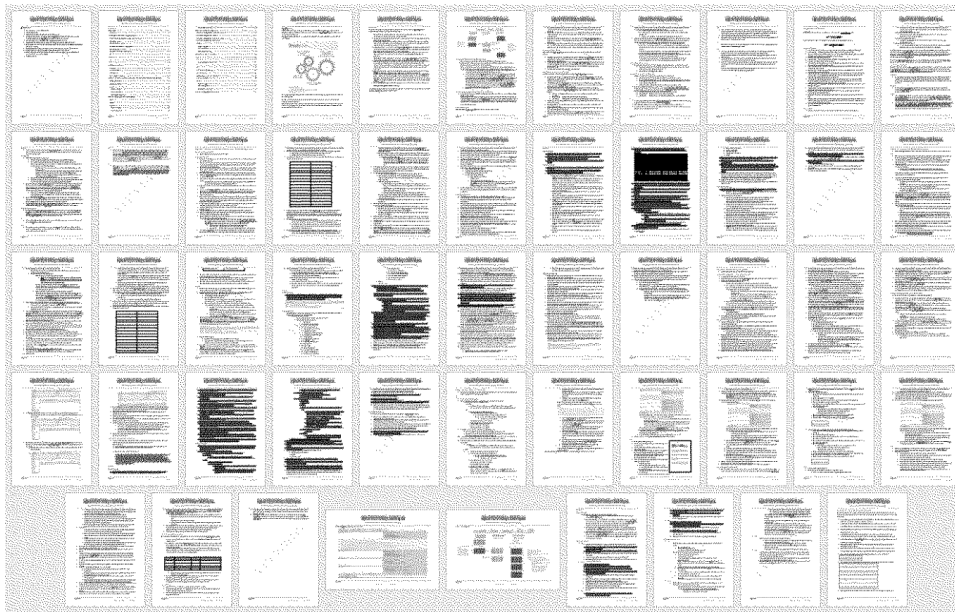


- Work OUR way
- System & Process Driven
- Management Reporting (Command & Control)

POA Improvements document



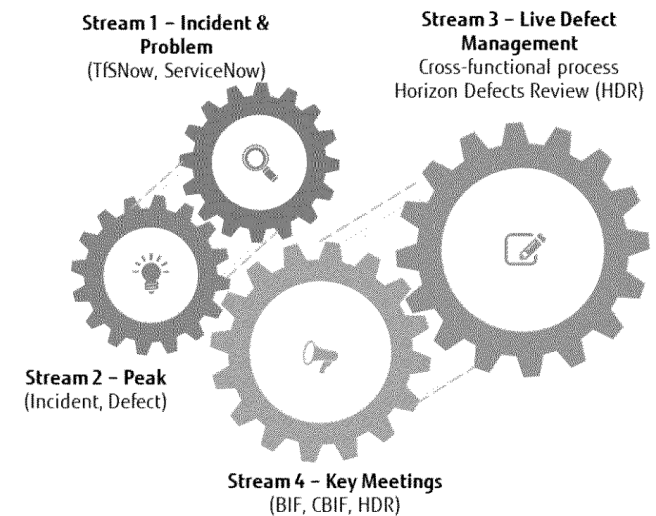
- Latest version “POA Improvements List - v1.1 - Streams 1-4 - 23.07.2021”
- This will become a Live Defect Management document along with parts embedded into your own local process document



Emphasis



- Process agreement and consistency – working our way, working better
- Use of TfSNow and Peak systems – using the tools
- Data reliability – to enable tracking and validation
- Enhanced management reporting – command and control
- Identify areas for improvement – making us better
- Confidence in POL reporting – we know it's right

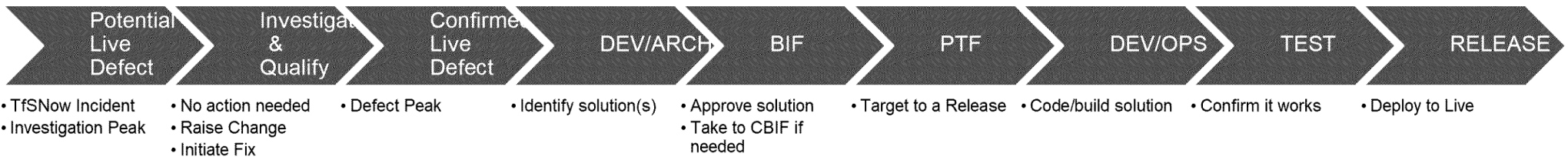


Path of a Live Incident



■ Belfast HNG-X Focus

NOTE – we are looking to amend our ways of using Peak/TfSNow as evolution as revolution is impractical for us right now



Live Defect definition

■ Live Defect

- Is present on a LIVE system
- Is, or appears to be, inconsistent with the agreed design or service specification
- Is, therefore, a fault that is likely to need fixing

■ There may be a workaround, but the underlying issue still meets the criteria above

TfSNow – add the LiveAffectingDefect CI
Peak – add the ##LiveAffectingDefect Collection

HDR Defect definition

■ The Horizon Defects Review (HDR) scope will be those Live Defects that also have at least 1 of the following attributes (HDR Defects):

- Affects, or has the potential to affect, branch financial outcomes (add the “HDR-Fin” Collection)
- Affects, or has the potential to affect, the way a postmaster is required to use the system (User Interface, Report, Function) (add the “HDR-Exp” Collection)
- Affects, or has the potential to affect, the experience of a Post Office customer or client (add the “HDR-Exp” Collection)

TfSNow – add the relevant HDR-* CI
Peak – add the relevant HDR-*
Collection

- There may be a workaround, but the underlying issue still meets the criteria above
- The HDR Defect may be under investigation and is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential HDR Defect)



Live Defect & HDR Defect definition

■ Live Defect

- Is present on a LIVE system
- Is, or appears to be, inconsistent with the agreed design or service specification
- Is, therefore, a fault that is likely to need fixing

TfSNow – add the LiveAffectingDefect CI
Peak – add the ##LiveAffectingDefect Collection

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- Affects, or has the potential to affect, branch financial outcomes (add the “HDR-Fin” Collection)
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TfSNow – add the relevant HDR-* CI
Peak – add the relevant HDR-* Collection

■ There may be a workaround, but the underlying issue still meets the criteria above

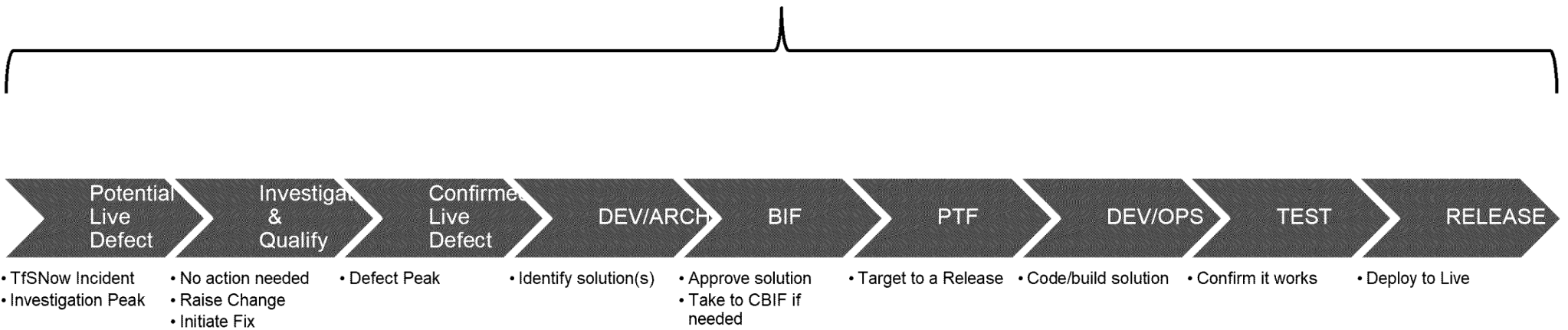
■ The HDR Defect may be under investigation and is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential HDR Defect)

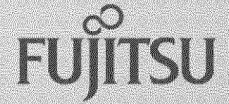
HDR Live Defect reporting



- HDR – tracks the whole lifecycle of HDR Defects

HDR





New terms

- **Horizon Defect Review (HDR)** – a weekly meeting with POL to review HDR Defects. POL need to know the HDR Defects and their status. They share this with postmasters. This is a very important meeting that sees Fujitsu and POL aligned on the HDR Defects
- **Investigation Peak** – is an Incident that is being investigated where the cause and required action are not yet confirmed. A linked TfSNow Incident may well exist – and MUST exist if POL need to be aware. The Peak Call Type should be “L” if this is a Live Incident
- **Defect Peak** – is a Peak that is not linked to a TfSNow Incident and that describes the confirmed Live Defect that will be progressed through the SDLC (BIF, PTF, Dev, Test, Release) to live deployment
- **Potential Live Defect (Peak)** – is a Live Defect that we are still looking into. There will likely be an investigation Peak open and probably a TfSNow Investigation Incident too. The Peak Call Type should be “L”
- **Confirmed Live Defect (Peak)** – is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A defect Peak will exist with Call Type “#”
- **KBA** – Knowledge Base Article. The term KEL is no longer to be used

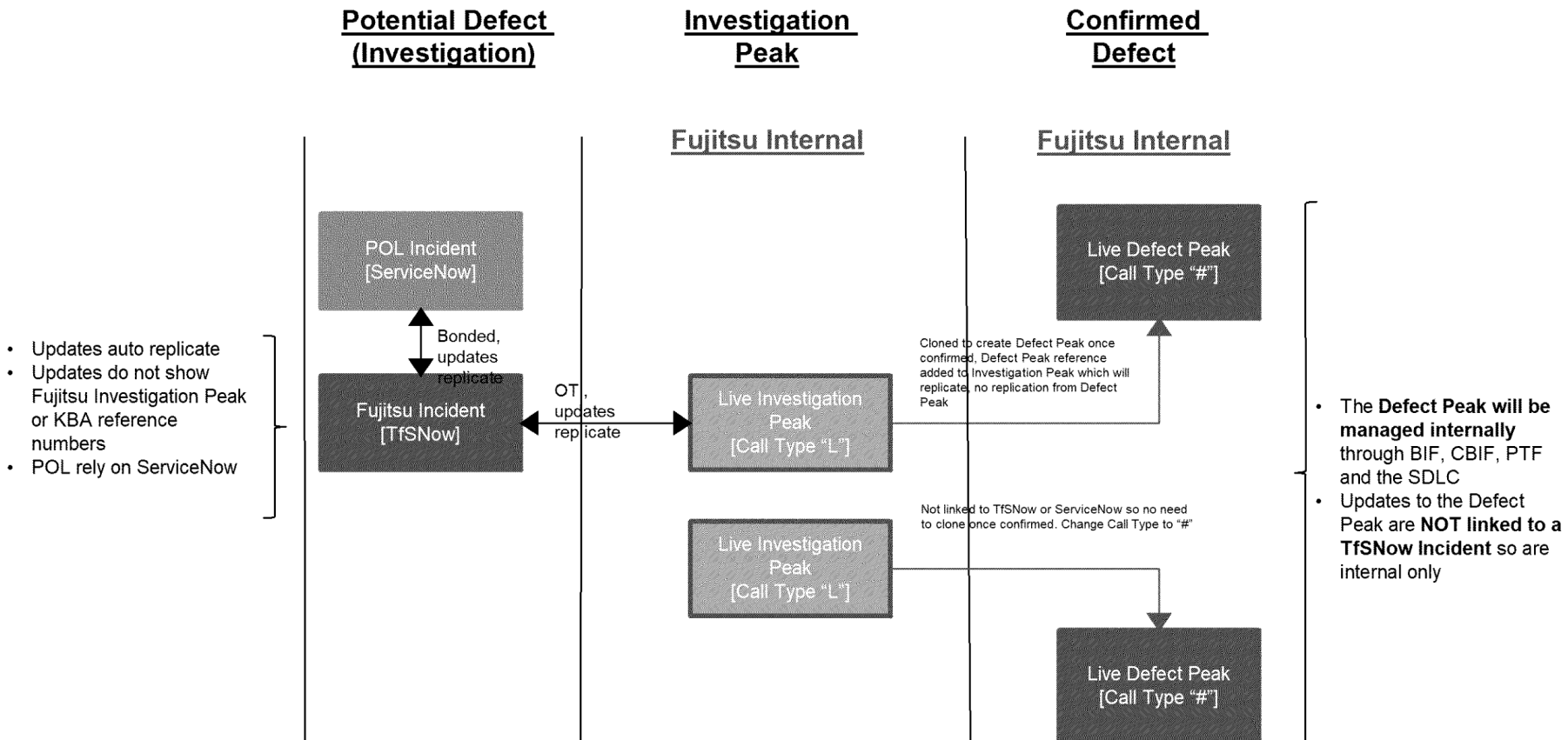


New terms

- **Live Defect** – is a logged Incident that is present on the Live system that is, or appears to be, inconsistent with the agreed design or service specification
- **HDR Defect** – Live Defects that affect, or have the potential to affect, branch operations (financial, experience, or end customer)
- **Horizon Defect Review (HDR)** – a weekly meeting with POL to review HDR Defects. POL need to know the HDR Defects and their status. They share this with postmasters. This is a very important meeting that sees Fujitsu and POL aligned on the HDR Defects
- **Investigation Peak** – is an Incident that is being investigated where the cause and required action are not yet confirmed. A linked TfSNow Incident may well exist – and MUST exist if POL need to be aware. The Peak Call Type should be “L” if this is a Live Defect
- **Defect Peak** – is a Peak that is not linked to a TfSNow Incident and that describes the confirmed Live Defect that will be progressed through the SDLC (BIF, PTF, Dev, Test, Release) to live deployment
- **Investigation Incident (TfSNow)** – is an Incident that is being investigated where the cause and required action are not yet confirmed. The Incident MUST be bonded if POL need to be aware
- **Defect Incident (TfSNow)** – is a TfSNow Incident that describes the confirmed Live Defect that will be progressed by a Resolver Group that does not use Peak (e.g. Networks, Security, Unix)
- **Potential Live Defect (Peak)** – is a Live Defect that we are still looking into. There will likely be an investigation Peak open and probably a TfSNow Investigation Incident too. The Peak Call Type should be “L”
- **Confirmed Live Defect (Peak)** – is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A defect Peak will exist with Call Type “#”
- **Potential Live Defect (TfSNow)** – is a Live Defect that we are still looking into that is logged as a TfSNow Investigation Incident. The State will be “Acknowledged, Work in Progress, or Researching”
- **Confirmed Live Defect (TfSNow)** – is a Live Defect where the cause and required action to fix are known. The investigation has concluded. A TfSNow Defect Incident will exist with the State field set to “Fix in Progress”
- **OTI** – is the interface between Peak and TfSNow that allows Incidents to be transferred between the systems and updates to Incidents to replicate



Incident – Peak – Defect



Potential Defect (Investigation)

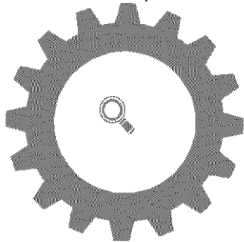


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Stream 1 – Incident & Problem (TfSNow) – 1/2



Stream 1 – Incident & Problem (TfSNow, ServiceNow)



- Work OUR way
- System & Process Driven
- Management Reporting (Command & Control)

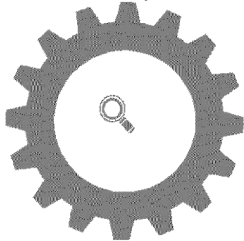
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- Any Incident that POL need to be notified of, or be aware of, must be logged in TfSNow and bonded. Raising a Peak only is not correct
- We do not reference KBAs, Peaks or internal content in TfSNow bonded Incidents. The TfSNow Incident must contain all relevant content and be a comprehensive self-contained reference to the status of an Incident. The only Peak reference that should be added is for defect Peaks (if applicable)
- The Summary field needs to be well worded and understandable by most readers as it will be used in reports for management and POL and will affect the description fed to POL and into our own Peak system
- We should not using separate emails to share progress that is not embedded into the Incident updates
- Less qualified individuals may read Incident content so it must be well worded and should use language that is understandable to most readers
- Anyone should be able to quickly determine the current status and the next action on an Incident so as to be in no doubt that the

Stream 1 – Incident & Problem (TfSNow) – 2/2



Stream 1 – Incident & Problem (TfSNow, ServiceNow)



- Category/Sub-category must not be changed on bonded Incidents or it will break the replication link
- We should use the relevant open and close categories when handling Incidents – applying additional caution with bonded Incidents to use the mutually agreed settings
- The LiveAffectingDefect CI is needed for Live Defects
- **The HDR* CIs are needed for special category Incidents and this will be set by Fujitsu management – and will trigger a new Fujitsu MAC alerting process**
- **The State field is important as it is now used to report status**
- When an Incident is placed into Suspend as no further Fujitsu action is applicable then the text of “Please be aware that the incident will automatically be closed after 10 days if no response is received from you.” Is to be added. After 10 days, these Incidents should be closed
- We need any local Work Instructions or process documents updating to reflect these changes

- Work OUR way
- System & Process Driven
- Management Reporting (Command & Control)

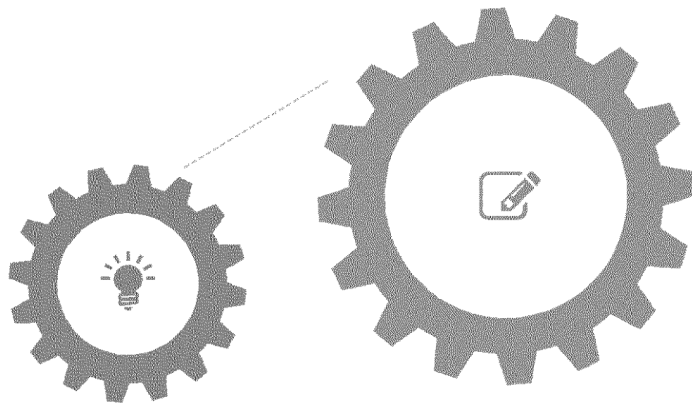
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Stream 2 – Peak – Support & Release Management

Stream 3 – Live Defect Management

Stream 3 – Live Defect Management

Cross-functional process
Horizon Defects Review (HDR)



Stream 2 – Peak
(Incident, Defect)

- Work OUR way
- System & Process Driven
- Management Reporting (Command & Control)

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New fields in Peak

- **POL Problem reference** – using the prefix “POLPRB-“ so it is obvious and also searchable. Most likely only required when the Peak is declared to be a HDR Defect (see screenshot later in the document)
- **Fujitsu Problem reference** – using the prefix “FJPRB-“ so it is obvious and also searchable. Most likely to be updated by the Fujitsu Problem Manager to ensure the link is clear (see screenshot later in the document)
- **Workaround** – to state “Yes/No” state if an accepted workaround has been implemented. If the field is blank or contains “No” then no workaround has been identified (see screenshot later in the document)
- **Release Mgt tab** – Initial and Completed dates and text box - We need to know the stage we are at in the fixing process, the date it initially entered the stage and when the stage was completed and the notes from the meetings at which it was discussed (see screenshot later in the document)

Updated RELEASE MGT tab



DETAILS	REFERENCES	PRODUCTS	EVIDENCE	IMPACT	COLLECTIONS	TARGET RELEASE	RELEASE MGT
<p>Index 41203 Last Editor: John Simpkins DateTime 2021-07-21 16:30:16</p>							
<p>Business Impact Forum (BIF)</p> <div> <div> <p>Test BIF progress</p> <p>1</p> <p>2</p> <p>3</p> </div> <div> <p>Enter the current BIF status. Include items such as:</p> <ol style="list-style-type: none"> 1. Date - Date of the last review 2. Status - BIF status following the last action 3. Action - Person/Department with any actions to progress if Deferred. 4. Reject Reason - Reasons if rejected. </div> </div>							
<p>BIF Questions:</p> <div> <p>The fix can be done in more than one way and POL would need to guide Fujitsu on choosing the preferred option.</p> <p>The fix may change the functionality of the system and consequently POL will be required to provide appropriate communication, and potentially training, to the subpostmasters.</p> <p>The fix may need to be done in conjunction with changes performed by some of POL's other suppliers and POL will need to manage and synchronise that activity.</p> <p>The fix may need to be done concurrently with a separate future planned change, due to the two fixes being logically related, and POL would need to confirm their willingness to accept any potential delays in deploying the fix.</p> <p>The fix may relate to active discussions between Fujitsu and POL on a specific and separate topic and hence should be discussed within that context (Fujitsu management discretion).</p> <p>Fujitsu does not believe a fix is a sensible option and seeks POL's agreement to record the circumstances in a KB only.</p> </div>							
<p>Customer Business Impact Forum (CBIF)</p> <div> <div> <p>Test CBIF progress</p> <p>1</p> <p>2</p> <p>3</p> <p>4</p> </div> <div> <p>Enter the current CBIF status. Include items such as:</p> <ol style="list-style-type: none"> 1. Date - Date of the last review 2. Status - CBIF status following the last action 3. Action - Person/Department with any actions to progress if Deferred. 4. Reject Reason - Reasons if customer rejected. </div> </div>							
<p>Peak Targeting Forum (PTF)</p> <div> <div> <p>Test PTF progress</p> <p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> </div> <div> <p>Enter the current PTF status. Include items such as:</p> <ol style="list-style-type: none"> 1. Date - Date of the last review 2. Status - Targeted Release 3. Action - Person/Department with any actions to progress if Deferred. </div> </div>							
<p>Release Management Forum (RMF)</p> <div> <div> <p>Test RMF update</p> </div> <div> <p>Enter the current status from the Release Management Forum. Include items such as:</p> <ol style="list-style-type: none"> 1. Date - Date of the last review 2. Action - Person/Department with any actions to progress the Defect if Deferred 3. Review - Date to review actions </div> </div>							
<p>To BIF</p> <p>To Customer BIF</p> <p>To PTF</p>		<p>Initial Dates (DD/MM/YYYY)</p> <p> </p> <p> </p> <p> </p>		<p>Completed Dates (DD/MM/YYYY)</p> <p> </p> <p> </p> <p> </p>		<p> </p> <p> </p> <p> </p>	

Points to note for Peak users – 2



New field values in Peak

- **Call Type** – must be set to “#” Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type “L” Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection
- **Collection ##LiveAffectingDefect** (formerly ##LiveAffectingSoftwareFault). This Collection must be set when the Peak meets the criteria for a Live Defect at the earliest possible opportunity. It is likely that Call Type “L” will frequently carry this ##tag but it will not always be the case so needs selectively applying
- **Collections of “HDR-Fin” or “HDR-Exp”** for HDR Defects
- **Target Release** – the values of “Requested For” and “Released at” will cease to be used

Peak In

DETAILS	REFERENCES	PRODUCTS	EVIDENCE	IMPACT
Call Reference	PC0295241			
Release	Reported In -- HNG-X Rel. Ind			
Call Type	O -- Operational (SSC)			
Contact	# -- Defect Identified			
Impact	A -- Administrative use C -- Cloned call E -- Enhancement Request F -- Document Review/Design Walkthrough G -- GDC Testing Incidents/Defects I -- Internal Development Incidents/Defects K -- Primark L -- Live Incidents M -- Problem Management O -- Operational (SSC) P -- Product Incidents/Defects R -- Release Notice Forum S -- System Testing Incidents/Defects T -- Technical query U -- Security Testing Incidents/Defects V -- Vulnerability			
Summary	Date:16-Jun-2021 10:00 CALL: PC0295241 - oper Details entered are Summary: testing Call Type: L Call Priority: D Target Release: HNG- Routed to: EDSC - U Date:16-Jun-2021 10:00 [Start of Response] testing dev HD [End of Response] Response code to ca Date:16-Jun-2021 10:00 The Call record has Date:16-Jun-2021 10:00 Development Cost updated: new cost is 2 (Man Days) [Start of Response] test 1 [End of Response] Response code to call type L as Category 40 -- Pending -- Incident Under Investigation Date:16-Jun-2021 10:51:08 User: John Simokins			

Add Incident to Collection

##LiveAffectingDefect -- Software fault that affects the Live service [Public] Add to Collection

##LiveAffectingDefect -- Software fault that affects the Live service [Public]

BIT 00 14 16 -- MUST HAVE Interferer Must Have PEAKS for 00 14 16 -- (Public)

Add Incident to Collection

HDR-Exp -- Horizon Defect Review - SPM Experience [Public] Add to Collection

HDR-Exp -- Horizon Defect Review - SPM Experience [Public]

HDR-Fin -- Horizon Defect Review - Financial Impact [Public]



Points to note for Peak users – 3

Renewed importance for Peak fields

- **Call Type** – must be set to “#” Defect Identified when a Live Defect is confirmed. Prior to this Live Defects ought to be Call Type “L” Live Incident but can have other Call Types provided they carry the ##LiveAffectingDefect Collection
- **Summary** – must be written so as to be understandable by most readers. This will need more thought when Peaks are raised. Management should amend this during weekly clean-ups (careful to preserve links where raised in another system)
- **Impact** – tab and free form field to articulate impact, status and next steps so it is easy to understand for anyone. This will be maintained for HDR Peaks weekly. For other Peaks it can be as needed
 - Business impact: [as used currently, mention how many branches are affected if helpful]
 - Status update: [description of current status – succinct]
 - Next action: [next action to be taken and expected date for next update]

Impact text

Business impact: Prev and Cancel buttons are incorrectly made available to the Postmaster during the End-Of-Session script. Resulted in a Bureau Pre Order transaction being duplicated upon next login, causing a branch accounts discrepancy. The discrepancy was raised by the Postmaster to Post Office for investigation. Fujitsu have put monitoring in place which is checked on a weekly basis, and reported to Post Office if any further occurrences are identified. A single instance of the issue has been identified over the last year.

Status update: Fujitsu have put monitoring in place which is checked on a weekly basis. The Defect has been qualified, and Targeted At R71.20

Next action: Awaiting R71.20 counter release.

- **Priority** – which must be validated at all times so it is accurately shown as this will affect reporting and decision making
- **Assigned Team** – must show which team is currently responsible for taking the next action or ensuring action is taken
- **Product Group and Product** - We need to know the part of the system that the Live Defect relates to for reporting and quality

Points to note for Peak users – 4

- When adding Progress to a 'bonded' Peak, the default response option is '– Progress Only' and this does NOT flow back to TfSNow
 - NOTE – but it would be visible if we were asked to provide a copy of the Peak as the PDF feature takes ALL content
- If you select a Response Category then any text you add at the same time WILL flow back to TfSNow if the Peak is 'bonded'
- No References are sent to TfSNow for 'bonded' Peak, so all Documents, Baselines, KBs, and Peak references can be added for Fujitsu only access



HDR reporting – directly from Peak/TfSNow

Call Reference	Summary	Workaround	Fujitsu Update
PC0291532	INC6541788 : Failed Recoveries (AP client data > 4,000 characters) - FULL FIX	Yes	<p>Business impact: Clerk will be unable to transact certain AP products, e.g. National Express, Drop n Go Open Account, MoneyGram, Bureau Pre-Order. The issue has potential to occur due to APADC scripting caused by excessive length of exported AP client data > 4,000 characters.</p> <p>Status update: Testing has been completed successfully.</p> <p>Next action: Awaiting deployment in release 71.10.</p>
PC0294005	INC7712618 : FAD: 159405 St Annes 1594052 -Bureau Pre Order Transaction - node 2	Yes	<p>Business impact: <u>Prey</u> and Cancel buttons are incorrectly made available to the Postmaster during the End-Of-Session script. Resulted in a Bureau Pre Order transaction being duplicated upon next login, causing a branch accounts discrepancy. The discrepancy was raised by the Postmaster to Post Office for investigation. Fujitsu have put monitoring in place which is checked on a weekly basis, and reported to Post Office if any further occurrences are identified. A single instance of the issue has been identified over the last year.</p> <p>Status update: Fujitsu have put monitoring in place which is checked on a weekly basis. The Defect has been qualified, and Targeted At R71.20</p> <p>Next action: Awaiting R71.20 counter release.</p>
PC0295293	INC8217101 : Inactivity logout for End-Of-Session scripts	Yes	<p>Business impact: Inactivity timeout during the End-Of-Session script for a transaction where payment was being made by a cash withdrawal in the basket, resulted in the transaction auto-settling to cash as per Business Rule BRU-327, but outstanding recovery data resulted in a duplicate transaction being written, resulting in a branch accounts discrepancy. Fujitsu have put monitoring in place which is checked on a weekly basis, and reported to Post Office if any further occurrences are identified. A single instance of the issue has been identified over the last year.</p> <p>Status update: Fujitsu have put monitoring in place which is checked on a weekly basis. The options to remediate this defect were discussed with POL 21/07/2021 and Fujitsu will also be sharing a summary paper to help POL.</p> <p>Next action: POL to decide on its preferred course of action.</p>
PR80047806	Help Screen Freezing on the Counters in Branches	No	<p>Weekly problem update for the 19/07 that will be provided to Lorna Owens (POL)</p> <p>Update: 19/07/2021: Matthew Hatch: Awaiting an update from POL with reference to 3 POL actions.</p>



Points to note for Peak users – 4

Renewed importance for Peak fields

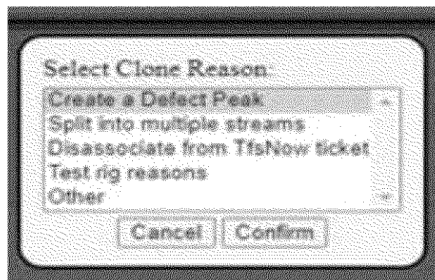
- **Root Cause** – we need to know what type of fix was needed, which when matched to the part of the system affected, gives us further quality data. Some Root Cause options will also lead to Live Defects being qualified out and not reported on. We will exclude the following Root Cause values from Live Defects so these need to be applied with caution:
 - “39 General – User Knowledge” – caused by lack of knowledge with the user
 - “40 General – User” – caused by an action performed by the user which was outside expected use
 - “41 General – in Procedure” – caused by not following defined procedure
- **Response Category** – specific values have been identified to enable clarity and to spot exclusions. Although there are many values for this field, the following have important meanings – mostly is qualifying Live Defects as not defects and hence allowing their exclusion from reporting:
 - “63 -- Final -- Programme approved - No fix required” – for Peaks rejected at CBIF
 - “66 -- Final -- Enhancement Request” – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects but enhancement requests
 - “68 -- Final -- Administrative Response” – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects
 - “95 -- Final – Advice after Investigation” – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects
 - “100 -- Final -- Route call to TfS” – for Peaks tagged with the ##LiveAffectingDefect Collection that were subsequently qualified as not being Live Defects within Peak
 - “120 -- Final -- Cloned to create Defect Peak” – for Peaks that WERE Investigation Peaks and have been cloned to create a defect Peak

Points to note for Peak users – 5

Renewed importance for Peak processes

■ Cloning

- when clones are created you will be asked for a reason and this will be captured in the cloned Peak. Selecting “Create a Defect Peak” will auto set the Call Type on the clone to “#”
- Clones now carry forward many more fields (such as Collections, Reference, Workaround, and Release Mgt meeting fields)



```
Date:11-Aug-2021 09:00:38 User:John Simpkins
CALL PC0250898 opened
Details entered are:-
Summary:test mb problem
Call Type:#
Call Priority:D
Target Release:HNG-X 12.11
Routed to:EDSC - John Simpkins
Date:11-Aug-2021 09:00:38 User:John Simpkins
Clone Reason: Create a Defect Peak
Date:14-Dec-2015 15:52:55 User:_Customer Call_
CALL PC0244669 opened
Details entered are:-
Summary:test mb problem
```

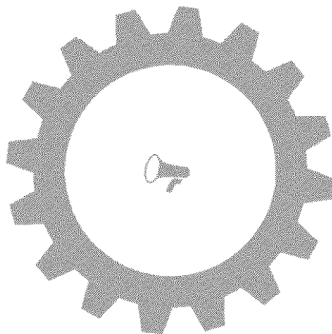

Points to note for Peak users – 5 – No Fault Found

These Peak field values mean No Fault Found and will cause Peaks to be excluded when counts are done of defects and progress on investigations into defects (see SVM/SDM/PRO/0875):

Response Category – 62 -- Final -- No fault in product
Response Category – 63 -- Final -- Programme Approved – No Fix Required
Response Category – 66 -- Final -- Enhancement Request
Response Category – 68 -- Final -- Administrative Response
Response Category – 94 -- Final -- Advice and guidance given
Response Category – 95 -- Final -- Advice after Investigation
Response Category – 96 -- Final -- Insufficient evidence
Response Category – 97 -- Final -- Unspecified insufficient evidence
Response Category – 98 -- Final -- User error
Response Category – 100 -- Final -- Route call to TfS
Response Category – 120 -- Final -- Gone to create Defect Peak
Response Category – 200 -- Final -- Call withdrawn by user

TfSNow may well then show a defect assigned to a different Resolver Group – but it has ceased to be something to track in Peak

Stream 4 – BIF, CBIF, PTF and HDR



Stream 4 – Key Meetings
(BIF, CBIF, HDR)

- BIF now validates field values as part of its review
- BIF has criteria for deciding to pass a Peak to CBIF
- ManDays is no longer a deciding factor for CBIF
- CBIF will use a Proposal form format with POL (like CWO)
- CBIF submissions for POL will be derived from the system
- BIF/CBIF & PTF meeting dates are all recorded within Peak
- BIF/CBIF & PTF updates are all recorded within Peak
- HDR Defect updates are system driven
- The Impact field in Peak is now critical for HDR (Business Impact, Status Update, Next Action)
- Challenging POL's lack of attention to good process

- Work OUR way
- System & Process Driven
- Management Reporting (Command & Control)

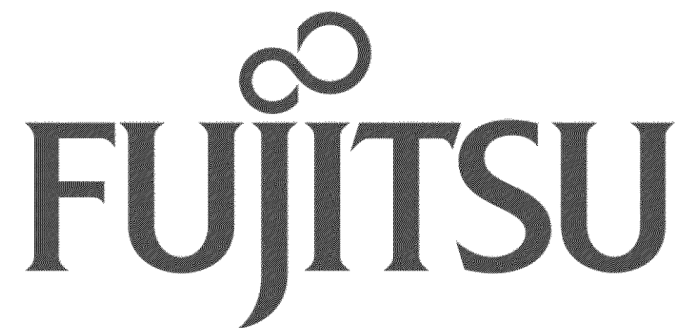
Fujitsu Restricted – Internal Use
Only

The plan from here...

- ✓ Explain the changes
- ✓ Bring data to new standards
- **Embed changes into SOP documentation**
- **Challenge all staff to work to the new ways**

Then...

- Ensure management oversight and reinforcement
- Identify process blocks to speed up the end-to-end process
- Provide new POA management reporting
- Formalise POL reporting from POA systems



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