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TITLE: POA IMPROVEMENTS LOG (WIP)

The following is a summary list of improvements that have been made on POA that improve service delivery across several areas and enhance the ways of working with POL. The items are grouped into categories and are not, at this stage, fully described.

HIJ PROGRAMME

- Assigned a named point of contact to help coordinate POL's HIJ improvement initiatives
- Whilst this was being formulated by POL, Fujitsu delivered a POL focussed Postmaster First improvements initiative to jointly address several issues:
    - SME knowledge sessions on POL selected subjects to enhance POL understanding
    - Aligned CBIF with HDR in August 2021 to consolidate views of defects (See HDR below)
    - Offered guidance and teaching sessions on POL reconciliation actions (POL never responded)
    - Supported POL high-level discussions on UAT
    - Reviewed and contributed to POL planning around its test strategy, test policy and regression testing approach (see TESTING)
    - Supported POL in its thinking of its new governance model

-

HORIZON DEFECTS REVIEW (HDR)

- Fujitsu introduced Horizon Known Error Review Forum (HKERF) in late 2018 to provide POL with early visibility of branch impacting defects
    - POL considered ending this in 2019 (Martin Godbold)
    - POL requested transfer of chairmanship to POL in Q1 2021 with a new name HDR – started February 2021. Fujitsu agreed
    - The HDR meeting scope includes Fujitsu defects and defects from other parties so Fujitsu does not attend the whole meeting and the minutes POL issue do not differentiate between the Fujitsu defects and others and Fujitsu have declined to accept the minutes from POL ever since
    - May/June 2021 the ToR for HDR was updated and the interaction formalised
    - POL did not seek to 'sign off' the ToR instead assuming its acceptance – which was reasonable but not formal
    - In November 2021 Fujitsu proposed a new format for the HDR minutes that would allow Fujitsu to sign off on them. This included a recommendation that the weekly meeting started with an agreement of the minutes – POL action awaited
    - In January 2022 Fujitsu amended the ToR to reflect all recent changes to ways of working (v2.3) and proposed to POL that this version is formally signed off – POL action awaited
- In 2018, Fujitsu introduced internal weekly review of any new Knowledge Base Articles that could potentially refer to defects to ensure a Peak/Incident was in place if needed and POL notification of the Peak was provided where branch impacting. This fed into the HKERF.
    - This evolved to be more system driven in May/June 2021
        - Now Peak/Incident tag driven

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- ▪ Advised all staff of the criteria
- ▪ This is a cultural shift in how POA considers postmaster implications
- Fujitsu proposed and introduced a target dataset for defect notification to POL and implemented it in November 2011 after receiving POL acceptance
  - o This saw many new attributes captured and shared: release dates; release numbers; screenshots; description of workarounds; and many fields describing the defect to help POL understand and prepare postmaster comms
- HDR reporting has included all Deferred Defects (approved at a release closure meeting with POL) and major project defects (Specifically PBS) which are also discussed in project steering groups. This was to ensure POL's defect team had a complete view of all HDR defects regardless of source

LIVE DEFECT MANAGEMENT

- Continuous improvement focus – not a new activity
- Agreed definition of Live Defect and branch impacting with POL
- Fujitsu now provides a weekly report on all branch impacting defects to POL weekly as well as attending the POL weekly meeting to review progress
- Shored up the internal Live Defect Management processes to enable process analysis and reporting – making several changes within teams to improve efficiency
  - o October 2021 - Introduced checklists for support staff and stack owners to drive rigour into the Live Defect management of tickets in the systems
  - o October 2021 – introduced monthly management overview of progress of Live Defects to increase leadership awareness and involvement
  - o November 2021 - Resurrected the standard assignment and use of maintenance releases to ensure all defects have a route to live as quickly as possible
  - o November 2021 - Introduced weekly formal checks and reports from the MAC team (was previously more manual and ad hoc) to prompt people to keep the systems updated – many fields are manual with automated anomaly checks not being available so regular checks were introduced to improve quality
  - o January 2022 – extended the use of Demand Planning to show ALL releases to which defects had been assigned
- December 2021 – Fujitsu provided POL with a complete view of all Live Defects and their stage in the process and invited POL to decide how they would use the report if it was made regular. January 2022 POL responded with a format for the report but not what they intended to do with it. Discussions ongoing
- Added features to the TfSNow and Peak toolsets to enable better management of Live Defects & HDR Defects to enable greater visibility for POL
- Ran workshops with all support, development, test and release management teams to embed improved processes
- Changed model for Live Defect delivery to include option for a rapid deployment option. Although highly manual we now convene sessions to consider rapid deployment and have offered at least 2 to POL in September 2021 (not taken up)

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- Defined a role for a Defect/Quality Manager and identified an internal candidate to transition from 1st January 2022
- Introduced monthly review and report to POL of any Incidents closed where POL could consider process improvements or enhancement requests to improved error repellence
    - [WIP SB – February 2022]

PRIVILEGED ACCOUNT IMPROVEMENTS

- Reviewed assignments of user accounts with elevated privileges and rationalised it from 56 to 34 in Q2 2021
- Introduced additional weekly reporting for POL on PAM account status – May 2021. This is also now part of the monthly SecOps report to POL
- Enhanced the monthly PAM verification processes to record more evidence of actions taken – updates applied to SVM/SDM/PRO/0012
- From November 2021 the monthly SecOps report included activity related to the releases of "breakglass" accounts by POA SecOps – mentioned in RTQSR0003429 and offered by Fujitsu
    - From 24 January 2022 Fujitsu SecOps is now reporting this weekly
- From November 2021 the monthly SecOps report included activity related to failed remote connections to the Horizon SSNs – mentioned in RTQSR0003429 and offered by Fujitsu
- Introduced additional monthly reporting in H2 2020 of numerous types of physical and user account privileged usage in the monthly SecOps report to give POL greater visibility – Fujitsu initiated
- Q4 2021 Fujitsu commissioned its ECS team to do a review of PAM accounts and activity. This concluded in December 2021 and a remediation plan is being discussed and commissioned to address the findings in Q1/Q2 2022
- WIP (CP2831) – Fujitsu changed all non-BRDB default privileges for SSC support staff to be read only with validating logging when rights escalated to WRITE to perform approved changes (e.g. contractual tasks such as reconciliation and OBC, or other POL pre-approved system fixes)

ENQUIRY SUPPORT

- Introduced a simple enquiry mailbox for POL and its legal representatives and assigned a multi-skilled team to be available to review and actions (PO.Enquiries@ and the channels we proposed prior to this)
- Offered to work with POL to check it is using all of the Horizon content it has access to to best support an inquiry from a postmaster. Interactions ongoing with POL actions frequently being the cause of the delays/lack of pace
- Supported POL's Investigations team to identify a series of new requirements to improve their processes (CWO0474)

APPSUP

- Removed the default privilege APPSUP on BRDB under MSC 043J0451867 on 18.10.2016 at 18:00 and made it an on-demand controlled allocation of temporary rights
- APPSUP is not used to correct branch balance discrepancies or to amend financial transactions. Corrections relating to branch balance discrepancies are performed by POL using the POL

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Transaction Correction Process. APPSUP is used for non-balance impacting actions (such as stock unit associations, emergency branch opening, or monthly tidying of despatch reports). Some APPSUP actions can indirectly lead to a balance impact (such as deleting a corrupt recovery message that is causing a logon loop). Where an action being taken by Fujitsu using APPSUP could lead to a balance impact, it is POL that decide if any balance discrepancy correction is required with the branch and it is POL that take any corrective action required.

- o *Note: APPSUP can be used to correct branch balance discrepancies and to amend financial transactions but a decision was made, but not documented or dated, that Fujitsu would NOT use the privilege to do this. A note is being added to any current work instructions and KBAs to ensure it is clearly stated that we do not use APPSUP for that purpose and that that has been the case for many years*

- Implemented a new jointly defined and agreed process for APPSUP usage in May 2021 (Horizon Data Change process) that ensures a new POL approval process can be integrated and evidence of action taken provided

FUJITSU SYSTEMS

- 13 May 2021 (CWO0425) – Fujitsu fully decommissioned the Transaction Correction Tool with POL involvement throughout. Done under Release 21.51
- R72.10 (CP2774 WIP) – Fujitsu fully decommissioned the misleadingly named Fujitsu Keylogger which was partially implemented to help Computacenter resolve issues with hardware peripherals

RISK MANAGEMENT

- Continued process improvements to the account risk management processes to ensure greater alignment and clearer action tracking across all areas
- Enhanced risk management with POL - expanding it to cover all domains
- Fujitsu leads the joint POL owned account monthly risk management review call – driving POL to take actions required

ARQ

- Digitised the delivery of ARQ responses. This is underway under CWO0426 but has been extremely delayed by POL procuring, installing and configuring the required desktop PGP software

AUDIT ARCHIVE

- Provided POL with a full list of data available to them in the Audit Archive - to support POL's postmaster investigation processes
  - o [WIP SB – "What is in the Audit Archive?" – need to allocate someone to write this all up]
- Enhanced the ARQ query process to align it to the contents of the Audit Archive by using a menu system on the request form to make it much easier for POL to request Audit Archive data
  - o [WIP SB – dependent on the item above]

HEADCOUNT & CAPACITY

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- Added 35 heads in October 2020 to better support POL in its change aspirations predominantly to build capacity to deliver the PBS and BEX critical strategic projects as well as recruited specialists to aid the transition to a hybrid delivery model
- ASM was introduced in 2018 to enable POL to prioritise the utilisation of 4th line resource on project work over lower priority BAU work.
    - o 61 potential projects were then identified for consideration by POL (extract thumbnail shown below)

ID	Maturity of Idea	Problem Statement (as succinct as possible)	Benefit to POL (as succinct as possible)	Study / Implementation Required	ASM / Wrap Usage	Other suppliers involved ? (e.g. ATOS)	Size ESTIMATE (T-Shirt) S <50md/M/ >200md L – total project delivery
ASM-1	Green	Current JRE used on HNG-A and other components is soon going out of support.	Ability to continue to get security and patch updates for the JRE.	Study	100% Wrap (POL Comment) would be primarily ASM and has been	No	S
ASM-2	Green	PODG protocols out-of-date - Options Study	Easier/less issues when connecting to 3rd parties.	Study	100% ASM & Wrap (more work to confirm)	No	S
ASM-3	Green	PODG protocols out-of-date - Implementation (Requires ASM-2)	Easier/less issues when connecting to 3rd parties.	Implementation (Requires ASM-2)	90% ASM & Wrap, 10% other (more work to refine)	No	L
ASM-4	Green	Re-engineer JBoss Services - Implementation	Easier to create shared component functionality, reduction of licensing costs. More in line with the current architectural direction.	Implementation - Re-engineer the services in JBoss to be like cloud services.	90% ASM & Wrap, 10% other (more work to refine)	No	M
ASM-5	Green	Implementation of new Operational Business Change processes in Estate Managament - Implementation Requires replacement EMDB/MTA (CT2613/CP2235)	Give the Post Office themselves the ability to order and monitor changes to the Estate's Branches and Branch equipment (or continue via the MAC team)	Implementation - To replace the existing BCMS / OBC process with a new BCMS Database and Web front end / Mobile App?	75% ASM & Wrap, 10% other (more work to refine)	ATOS, POL	M

- Increased the scope of funded resource provided by Fujitsu to cover £1.2m pa (£90k per month of testing, PM and Architecture resource from circa April 2020)
    - o Identified potential options to improve the service such as a mechanism for the counter to check in to see if it is the latest version, thereby enabling shorter lead time for releases

TRANSACTION CORRECTION TOOL

- Decommissioned the Transaction Correction Tool in May 2021 under formal project with POL involvement and sign-off

HORIZON AUDIT

- Delivered 6 detailed reports on Fujitsu ways of working to assure POL of the current Fujitsu working practices on:
    - o SDLC
    - o Testing & QA
    - o BED Management
    - o Remote Access
    - o Robustness
    - o Detailed update on the 29 BEDs
- Follow up questions were sent by POL and Fujitsu responded to all of those formally too
- Each report contained a number of recommendations which POL have not sought to discuss or overtly action
- Fujitsu was assured it would receive formal feedback on these reports but this has never been shared by POL

PROJECTS & CHANGE

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- Identified the need for a POL Demand Planning forum and setup the governance with POL and inputs to enable this to progress and mature
- Fujitsu had to take on a more active leadership of Demand Planning to apply more rigour and help POL better manage workload and change
  - Fujitsu project workload tracking improved to enable better feed into Demand Planning
  - This includes validating if work by Fujitsu is in fact the right option, challenging the purpose and whether IT is the right route or whether business process amendment may be more suitable
  - Fujitsu initiated review of all open work items to identify any that would affect the BEX delivery dates that POL are keen to achieve
  - Fujitsu provides a POAP to help POL understand the overall demand landscape
- More focussed project weekly reporting set up, highlighting risks and dependencies for POL to manage and monthly finance forecasting provided to POL PMs
- PCI Change Request meeting set up to track key changes / additions / new requirements to support PCI initiative
- Fujitsu offered considerable additional support to POL to help it manage its 3rd parties – to try and reduce the frequency of plan changes needed due to POL 3rd party issues
- Projects to support Postmasters:
  - Rename Settle centrally (CWO0415)
  - Design study for access to Branch Hub from Horizon (CWO0424)
  - Branch Printer Cost Reduction – Error Code Mapping and Economy Print (CWO0348)
  - Making test hardware more representative (CWO0224)
  - Horizon Help screen FIX #2 (CWO0479)- in flight
  - Clear back office print queue from Horizon (CWO0490) – still in impacting stage
  - Discrepancy investigations (CWO0466) – progress stopped by POL and project withdrawn
  - Cash management (Glory machines)
  - Payment Banking Service to reduce the dependency on Horizon and instead utilise industry solutions i.e. Ingenico
- Trained & accredited POL and project teams in SAFE agile methodology to help ensure DDS ways of working are optimised to enable delivery. Funded external coaches full time to assist the entire delivery mechanism from POL product managers/owners to scrum team engineers

GOVERNANCE/COMPLIANCE

- A Weekly Priority Meeting was requested by Fujitsu and introduced in April 2019 to enable POL to clearly its priorities – face to face – so Fujitsu could be clear on the context and ask questions to avoid any confusion from emails, meetings, and other ad-hoc discussions
  - Additionally this helps POL stakeholders to be aware of the breadth of activities that Fujitsu are undertaking.

TESTING

TITLE: POA IMPROVEMENTS LOG (WIP)

- Fujitsu assisted POL to confirm that all 62 issues comprising the 29 BEDs cited in the Horizon Issues were closed. This was successful
- With the appointment of a new POL Head of Test we have introduced a more collaborative approach to testing. Each release now has a joint test team POL/Fujitsu/Any appropriate 3rd party to discuss/agree scope of activities for the changes under test.
    - Good examples of this were the 29 BED testing, PRE-PAID MI and Computacenter Data Centre migration where we worked closely with POL Test / Accenture / KPMG / CC to complete these activities
- We have contributed to the Post Office Test Strategy, Test Policy and Regression testing approach to help shape testing process at all levels
- We made many recommendations in the TESTING & QA REPORT as part of the Horizon Audit

MONITORING

- The following HORIce graphs were introduce (following Incident reviews). They are used to assess impact/observe symptoms of ongoing live issues and are used by Service Management
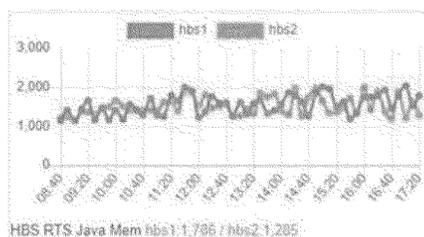- These are visible to POL on its HORIce dashboard

Figure 1: This is looking at the BMX metrics for Java heap memory in the HBS (kiosk) servers. If the Java cannot free used memory quickly enough it leads to issues
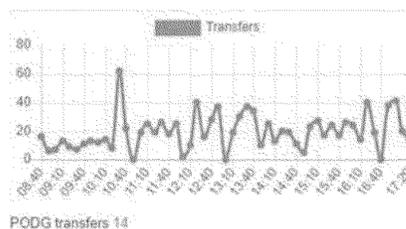

Figure 2: This is looking at the PODG transfer logs (via a HTTP interface) to detail the number of completed file transfers
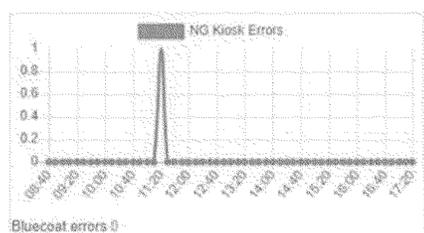

Figure 3: This is looking at Tivoli events harvested from the BlueCoat-ProxySG, it is looking for a specific error text 'Scheme was not delimited' that can affect kiosks

REPORTING

- Horizon Defect weekly reporting
- February 2022 (WIP) - Monthly Horizon ALL Defects reporting
- See MONITORING section as the additional events monitored are presented as HORIce reports
- Fujitsu provides a POAP to help POL understand the overall demand landscape – this is used at the Demand Planning forum