From:	Tim Franklin GRO
Sent:	Mon 09/05/2016 9:36:13 PM (UTC)
То:	Paula Vennells GRO
Subject:	Re: Horizon issue
	The important thing is that we responded speedily to the issue at hand. Good luck with the Fed d speak soon.
Regards.	
Tim	
Tim Franklin T: GR E: G	
Sent from m	y iPhone
On 9 May 20	16, at 22:33, Paula Vennells ← GRO > wrote:
I'm di As I'n to sen As alv	thank you for this. sappointed as we are usually better than this. I'm sorry and take full responsibility. In at the Fed conference tomorrow, I've a note to go to colleagues tomorrow am (not helpful and tonight!), to pick up the lessons quickly. Ways, I'm grateful for your correct challenge and the helpful manner in which it is made. Wishes,
Chief	Vennells Executive Office Ltd
T:	GRO GRO
Sent f	from my iPad
On 9	May 2016, at 21:15, Tim Franklin < GRO > wrote:
	Thank you for the further information Alasdair. These sound like good additional prudent steps. Much appreciated.
	Kind regards.
	Tim
	Tim Franklin T: GRO

E: GRO		
Sent from my iPhone		
On 9 May 2016, at 21:08 wrote:	, Alisdair Cameron <	GRO
Thanks Tim. I appi making it	reciate both your point and	l your very gentle way of
We will be quicker	in future.	
will therefore never transaction was in a be offered a recove	will simply not have been r have been recorded or co mid-flow, on recovery of t ery screen. If she or he foll be completed successfully	ompleted. Where a the system, the agent should ows the questions, the
We had a very sma impact was noted.	Ill weekend incident a few	months ago and no agent
team to review the	this incident, I have asked transactions where a reco no issues are left unresolve	very screen was offered and
Does that cover yo	our question?	
Many thanks Al		
Sent from my iPad		
On 9 May 2016 at	20:59 Tim Franklin ⊴	GRO bywrote

Hi Al and thank you for the update. I have deliberately not copied the rest of the board into this note.

Although the update is very helpful, it is very late. I was caught out earlier today when asked a question about the issue by a KPMG partner. I was embarrassed to say that I knew nothing about it and then got my update from the web and media reports. I fully appreciate that there is a lot to do when things like this happen, but please can we ensure that someone in Comms is on point to brief the board swiftly when coverage is as wide as it has been here.

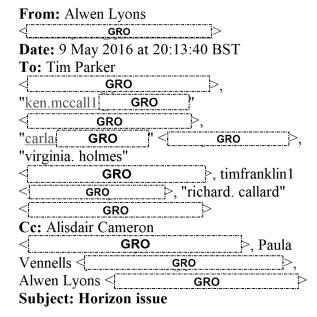
In terms of the issue at hand, there is clearly an opportunity for this to be linked to Sparrow. How confident are we that reconciliation will not be an issue in this case and that SPMs will be able to get proper timely support to ensure that discrepancies are quickly identified and resolved?

Kind regards.

Tim

Sent from my iPad

Begin forwarded message:



Dear All

Please see below a message sent on behalf of Al.

Thanks Alwen

Dear All

We are receiving media coverage over a failure of the Horizon system that caused queues and service disruption across many branches this morning. It will be carried in the newspapers tomorrow.

From 9am today a significant

number of branches were unable to enter transactions on Horizon or had the transactions rejected.

A recovery exercise - re-booting the system - was carried out at 9.45am and branches started to return to service from 10.10am, with full service restored from 10.30am. No further service disruption has been experienced and none is expected.

Horizon has been operating on its primary server for the last year without issue.

We were concerned, earlier in the year, around the robustness and availability of the back-up, secondary server capability supporting Horizon. This has been improved and required testing as part of our business continuity procedures.

Such tests are carried out after significant planning, out of standard hours and with the full awareness of the business.

On Saturday 30th April, Fujitsu moved the Horizon service from the primary to the secondary server. It ran without incident for a full week. On the evening of Saturday 7th May the service was transferred back to the primary server. It ran through Sunday successfully.

However, when transaction volumes increased this morning, the primary server became unstable and required a re-boot. This was successful.

There are a few points to make:

- this is wholly unacceptable
- we do not fully understand the issue that led to a re-boot being required and the priority is to identify and resolve the weakness
- we also have to learn lessons around the volume testing of change, which was demonstrably inadequate in this case
- we will not undertake any further business continuity exercises on Horizon until we are completely confident that this issue has been resolved
- we have escalated the issue and our disappointment with Fujitsu and will be following that up with a formal contractual communication
- we will undertake a careful review to ensure that postmasters are not caught out with incomplete or unbalanced transactions

I will of course keep you informed of any further developments. A formal review of lessons learnt will be carried out by the Group Executive.

Please let me know what other information you need. Many thanks,

Al

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