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- High Severity Incidents
 - 9th June – Branch Network
 - 14th June – SSK Network 14th June
- Performance Dashboard
- Ingenico stock management
- MoneyGram Problem Management



Severity 1 – Branch Network Incident

Issue Summary

- Commenced Thursday, 9th June 2016 at 13:06
- Layer-Two Network Switch (LNS) failed
- Service designed with 6 LNSs – These are used to connect broadband sessions from Branches to the Fujitsu Data Centres
- Branch connections are load-balanced across the devices
- Branches impacted would reconnect to another LNS
- At 14:20 several hundred broadband sessions were dropped from one of the five remaining LNS routers – this was due to a load balancing activity

Impact

- Majority of Branches experienced between 0 and 10 minutes outage
- Variance depends on whether the Branch router automatically switched over to the backup network, or the Branch rebooted the router
- Approximately 17% of Branches using broadband were impacted
- Monitoring identified 1% of Branches had not reconnected following the initial issue
- Investigation discovered authentication issues and 'stale' sessions (which were stopping Branches from reconnecting)
- All sessions were restored by the Service Teams by 16:10

Root Cause

- LNS failed due to a software crash.
- Device has a history of reliability
- No faults or errors identified
- Device will be tested and checked rigorously before re-introduction to service



Severity 2 – Self Service Kiosk Incident

Issue Summary

- Commenced Wednesday, 15th June 2016 at 10:40
- SSKs not accepting card payments either via reader or contactless device
- Small number of Branches reported the issue

Impact

- Impact included Branches yet to receive contactless upgrade as well as those who had been upgraded
- Kiosks continued to operate in 'cash mode'
- Investigations identified transactions 'timing out'

Resolution Activity

- Investigations by NCR, WorldPay, GlobalPay and Fujitsu
- Network link utilisation threshold identified as exceeding 10 Mbit/s capacity into the NCR Data Centre
- Management Tool Application generating significant inbound traffic from transaction log requests
- Management Tool link terminated to reduce bandwidth load experienced

Root Cause Investigation

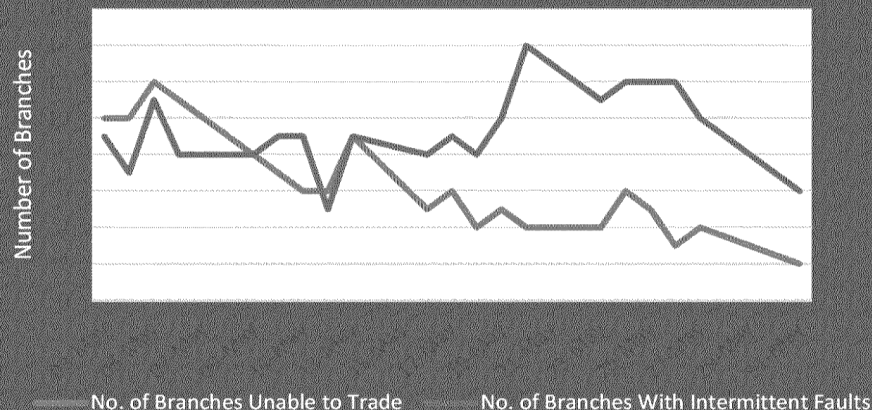
- Investigation by NCR into the Management Tool
- Network link is shared between Horizon Business Service, WorldPay and Maintenance Tool
- Root cause for bandwidth load to be determined however there is likely to be traffic prioritisation criteria applied to protect the capacity required for the live production service
- Tool remains disconnected.

Horizon Business Service is available and open for business

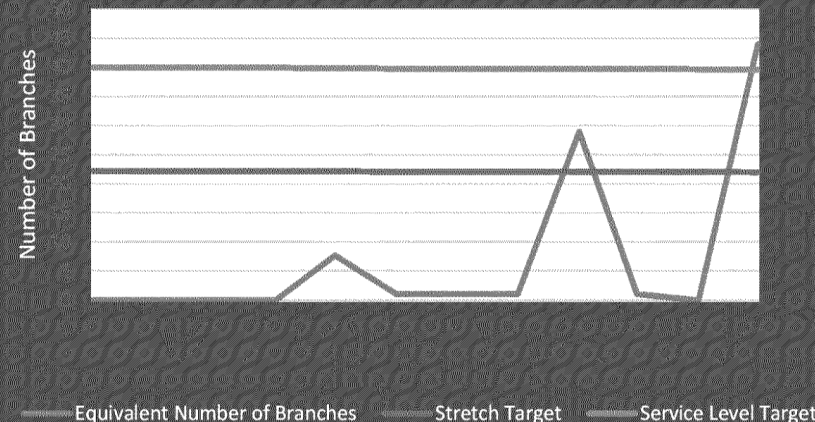


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Q4 March 2016

Branches - Intermittent & Unable to Trade



Equivalent Number of Branches Closed for full month



What happened to service performance ?

- Overall service performance remains stable however the 9th May service incident materially impacted our customers and branches
- 0.4% of network availability was lost in May equating to 40 branches being closed for the month
- Intermittent branch performance is improving

What was done to improve it ?

- The IM team proactively investigate the intermittent issues.
- The team contact the Customer directly to inform them that it is being looked at and what actions the team will be taking.
- Daily monitoring of the SLA thresholds to ensure tickets which fall into this category are managed accordingly

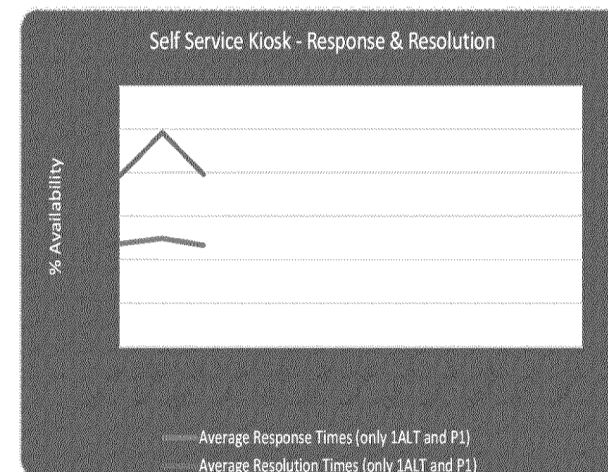
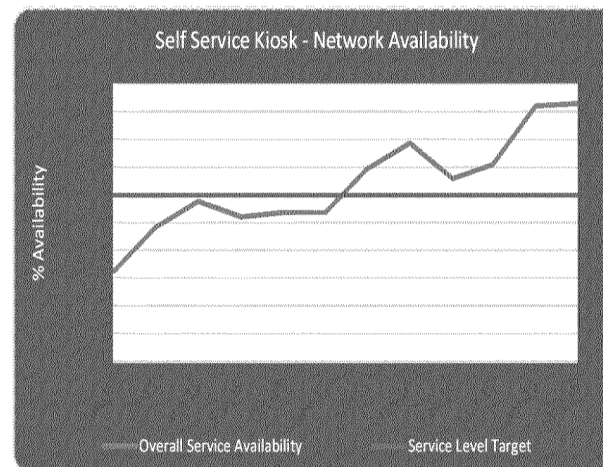
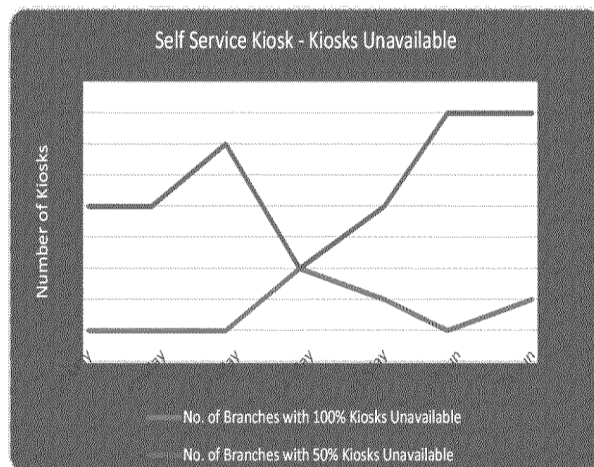
What is service performance doing now ?

- Service Availability and incident management performance has improved in June
- A business continuity plan is to be reviewed with the Rob Houghton 23rd June. This is to test the failover of the primary and secondary servers and demonstrate the resilience in the overall Horizon Service

Self Service Kiosks working time isn't lost due to IT disruption



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What happened to service performance ?

- Overall NCR system performance is very stable.
- Overall Kiosk Service Availability continues to exceed 98% target, 99.7% in May 2016.
- Average Response and Resolution Times were 4.7 and 7.9 hours respectively in May 2016.
- This compares favorably with our original 6 hour restoration SLA when taking all other service improvements into consideration

What was done to improve it ?

- Service levels were improved in December 2015.
- The scope of a Priority 1 incident has been extended to include any VIP site with a SSK down & 50% or more unavailable in any site (previously only branch with SINGLE kiosk being unavailable)
- Post Office now has equal access to the NCR multi-client leveraged engineer field team and therefore fix times are improved.

What is service performance doing now ?

- Service levels are much improved and low volume kiosk outages.
- For new P1 category, a single device restoration within 24 hours is improved from 91.7% to 92.2% however the scope is significantly broader.
- Branches with 50% kiosks unavailable is slightly increased in April which is being picked up with NCR (see Trend Analysis on slide 7)



Trend analysis of branches with 50% of SSKs unavailable

Revisit Program				Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16		
Customer	SSK/Site	SCMQ Target	SCMQ PRE PM																SCMQ POST PM	Action
Post Office	SSK67 New Malden	1.75	6.00					5	1	1	1								3.00	Ongoing
Post Office	SSK70 Broadway	1.75	5.00					4	1	1	0								2.00	Ongoing
Post Office	SSK71 City of London	1.75	4.00						4	0	1								1.00	Ongoing
Post Office	SSK67 South Shields	1.75	6.00						4	0	0								0.00	Ongoing
Post Office	SSK67 Camden	1.75	10.00							7	0								0.00	Ongoing
Post Office	SSK68 Raynes Park	1.75	6.00							4	0								0.00	Ongoing
Post Office	SSK68 Harborne	1.75	4.00							4	1								1.00	Ongoing
Post Office	SSK68 Windsor	1.75	4.00							4	0								0.00	Ongoing
Post Office	SSK67 Kingsland	1.75	8.00								6									
Post Office	SSK67 Maidstone	1.75	5.00								4									
Post Office	SSK70 Croydon	1.75	4.00								4									
Post Office	SSK69 Houndsditch	1.75	4.00								4									

wn	Branches						
	Darley Street	Worthing	Kettering	Dundee	Peterborough	Trowbridge	Paddington Q
	Basildon						
	Maidenhead	Camberley					
	Maidenhead	Rotherham					
	Shepherds Bush	South Woodford	Bolton	Leighton Buzzard	Dorking		
	Rotherham	Camberley	New Street	Crouch End	Poplar	Southall	Sheffield
	Harpden	Bexhill on Sea	Petersfield	Redditch			
	Manchester MS	Harlow	Tower Ramparts	Barnstaple			
	Bolton						
	Rotherham	Grantham	Hastings	Chesterfield			
	Grantham	Frederick St	Battersea	Dunfermline			
	Dunfermline	Raynes Park	Darley St	St Johns Wood	Mount Pleasant	Kingsland High Street	
	Raynes Park	Eccleston St					
	Aberdeen	South Woodford	Camberley	Chesterfield			
	Manchester MS	Cirencester	Haywards Heath	Leighton Buzzard	Battersea		
	Manchester MS	Leighton Buzzard	Dunraven Place	Wigan	Southall	Bognor Regis	Trowbridge

- Preventative Maintenance (PM) calls have been created as part of individual SSK monitoring of branches with 'regular' device faults
- If an SSK generates 4 or more calls per calendar month, it will have a PM call raised for an engineer to attend and then the performance will be monitored for the following 12 weeks.
- If the Service Calls Measured per Quarter (SCMQ) is <1.75 per month target, it will be closed.
- If this remains above the threshold a further month of monitoring will occur before deciding whether to schedule another visit. The tracker is shown below up to and including May's results.



Trend analysis of branches with 50% of SSKs unavailable

AREA OF FAILURE: Field only

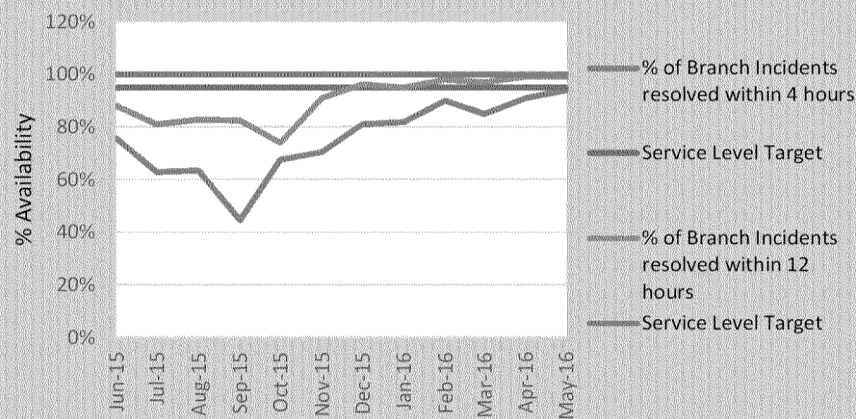
Month						
	2016/01	2016/02	2016/03	2016/04	2016/05	
Top Areas of Failure						
PRINTER-RECEIPT	51	49	51	66	40	
SOFTWARE	62	49	68	104	95	
COIN ACCEPT/RECYCL	19	21	13	27	16	
CORE ELECTRONICS	19	19	24	20	37	
DISPLAY/TOUCH	9	6	4	6	9	
SCANNER/SCAN-SCALE	3	7		5	5	
RECYCLER/GBNA/GBRU	5	9	8	10	8	
CABINETRY	9	11	18	10	6	
PAYMENT TERMINAL	1	5	8	7	5	
NOTE ACCEPTOR	7	7	6	11	4	

- Software failures are the key root cause of failures.
- This is being looked at in detail including any complexities caused by the Contactless deployment e.g. approval difficulties when the device goes off-line.
- These are not linked to the recent SSK incident.

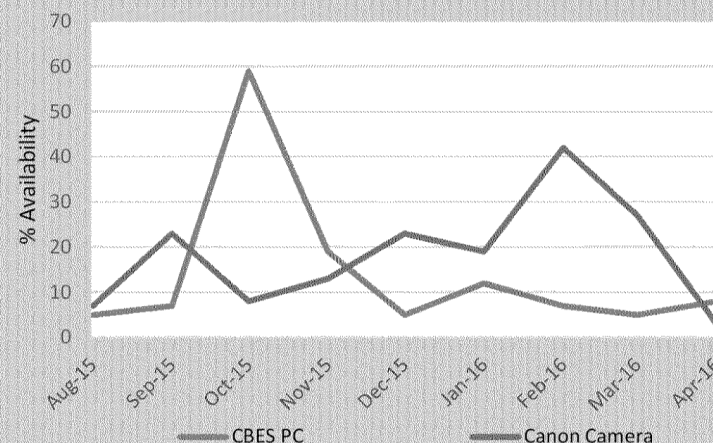
AEI terminal working time isn't lost due to IT disruption

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AEI - Device Restoration Resolution



AEI - Key IT Component Failures



What happened to service performance ?

- Overall 3M Cogent system performance is very stable.
- 94% device incidents were resolved within the 6 hour target.
- However the 6 and 10 hour targets of 95% and 100% respectively remain unachievable.

What was done to improve it ?

- Student Surge planning includes
- New AEI Desktop PC is tested
- Pilot commences July 1st with 13 devices in branch
- The new device is to be rolled out to prioritised UKVI sites between during August and September prior to Student Surge in October 2016

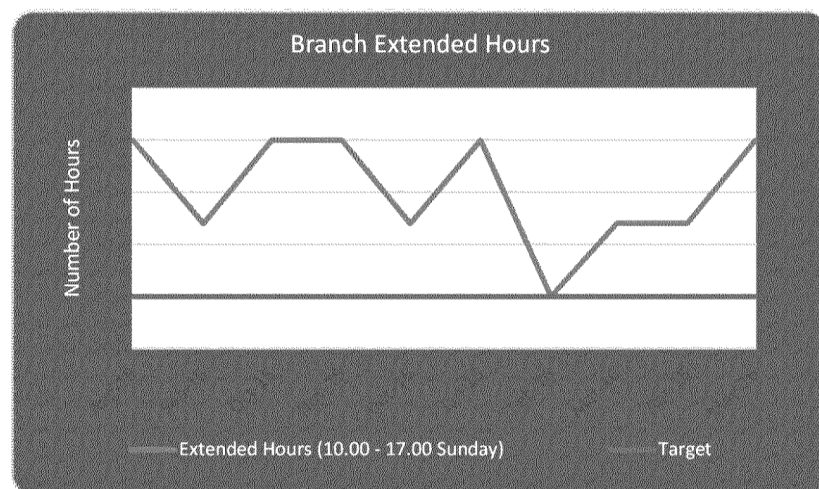
What is service performance doing now ?

- 3M Cogent Right First Time has significantly improved in Q3 2015-16. This is due to the improved competency and quality of the new 3rd party technical support desk (Kelway picked up the service in July 2015). This has seen an improvement in March
- 6 hour restoration SLA is much improved over the last 6 months

Horizon Business Service is not compromised by IT maintenance on a Sunday



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What happened to service performance ?

- Post Office has extended trading hours into Sunday which impacts Fujitsu's contractual obligation to perform critical IT maintenance.

What was done to improve it ?

- We have requested that Fujitsu avoid maintenance windows during Sunday trading hours (target 25 hours per month). They have exceeded this over each of last 6 months (actual 36.8 hours)

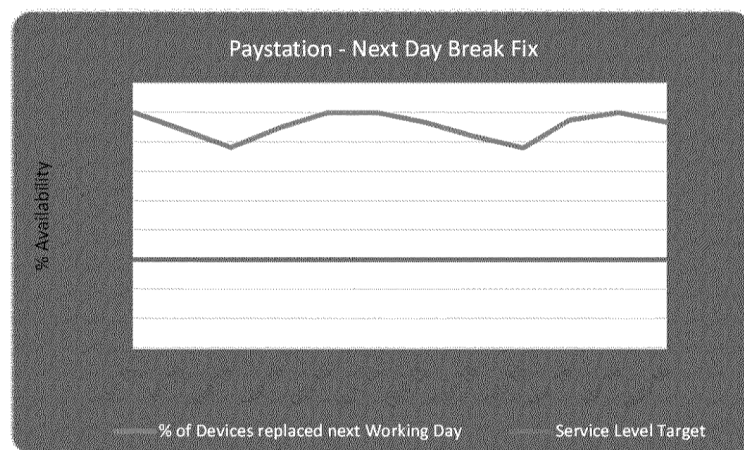
What is service performance doing now ?

- Fujitsu continue to deliver an extended hours service whilst managing their forward schedule of change (security patches, IT maintenance releases, strategic business)

Stock levels of Ingenico Paystation terminals are not compromising our business



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Measure 13 - Paystation Stock Management												
Month	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
Opening Stock	64	74	109	86	21	79	74	41	42	0	0	1
New Orders	54	54	51	68	49	41	34	64	80	67	0	100
Stock Added	64	24	28	3	51	36	1	66	37	67	1	151
Closing Stock	74	44	86	21	79	74	41	43	0	0	1	52

What happened to service performance ?

- Paystation performance is stable with stock unit availability being much improved
- Demand Supply process is embedded with Network providing Ingenico with early visibility to ensure no backlog scenario redevelops
- 249 break fixes were completed in May

What was done to improve it ?

- Property Projects have had 214 confirmed as to be returned to Chesterfield
- These are being returned to Ingenico and a healthy surplus of stock has been developed.
- Monthly stock on hand volumes being 'micro managed' by Network and IT teams

What is service performance doing now ?

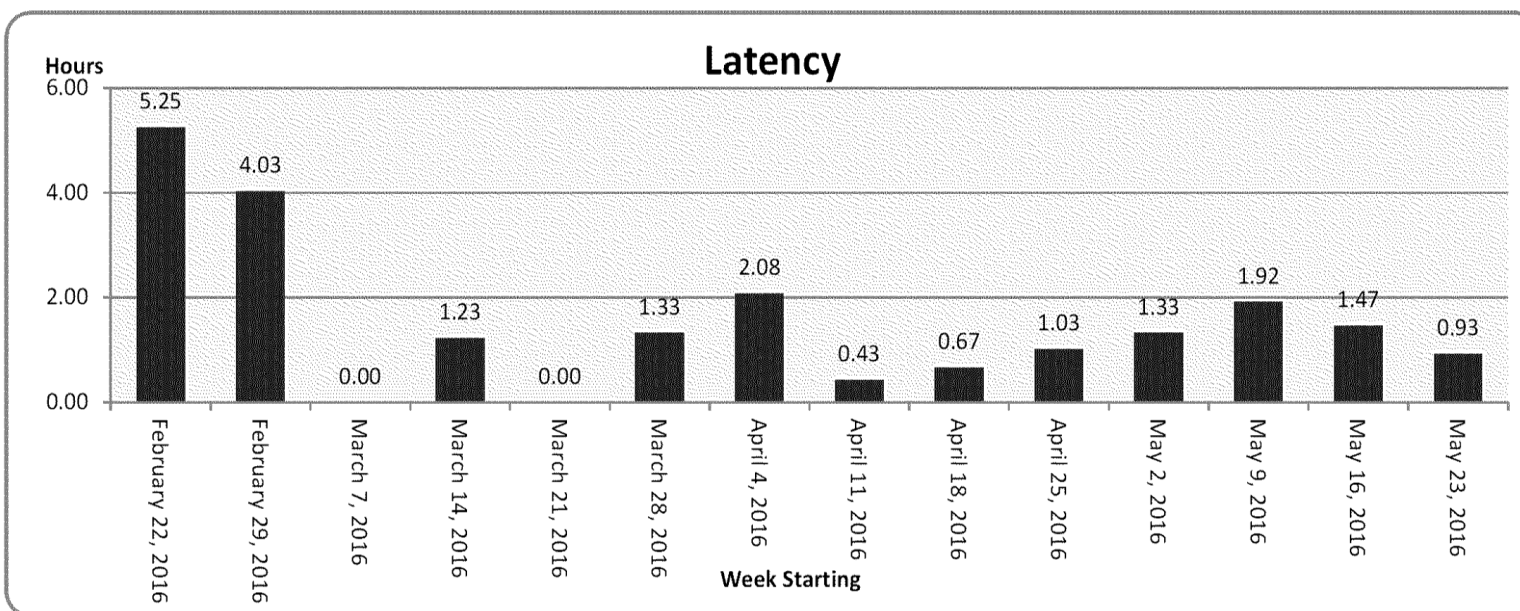
- Next Day break fix is 99% against a 95% target **however branch failures still need to be flagged to IT to pick up with Ingenico**

MoneyGram end to end transaction processing is working effectively

MoneyGram Network Domain performance



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What happened to service performance ?

- Overall 3M Cogent system performance is very stable.
- 85% device incidents were resolved within the 6 hour target.
- However the 6 and 10 hour targets of 95% and 100% respectively remain unachievable.

What was done to improve it ?

- Increased training and improved speed to competency of new Kelway technical support desk agents
- Improved spare stock availability

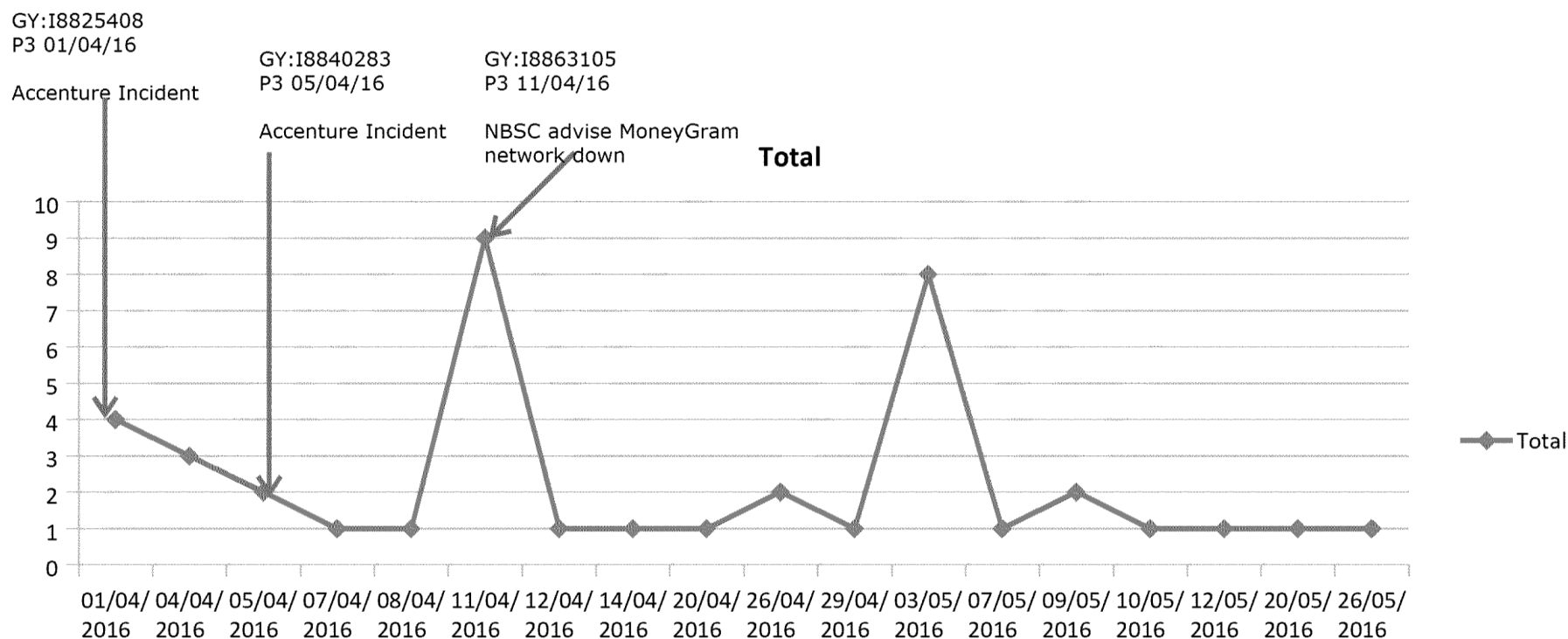
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- 6 hour restoration SLA is much improved over the last 6 months



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Problem Management – MoneyGram Trend Analysis 01/04/2016 – 31/05/2016

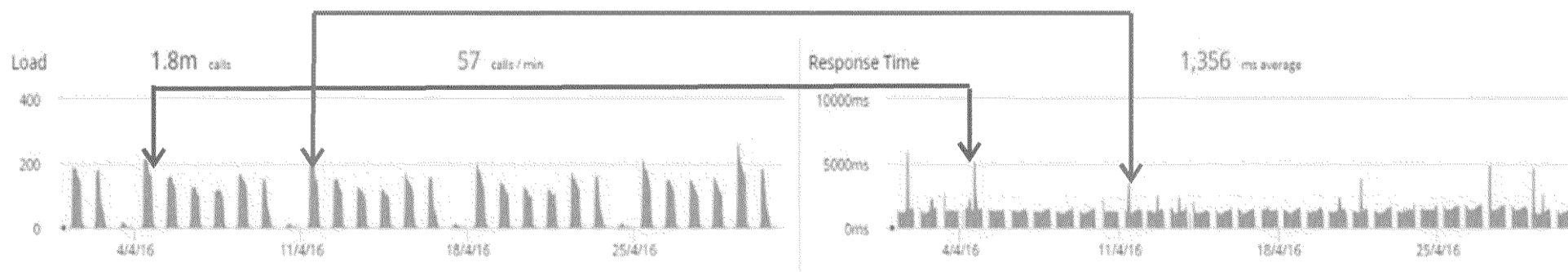


Graph represents total number of Incidents raised within the Atos SDM12 Toolset by Date. The graph also highlights incidents of significance.



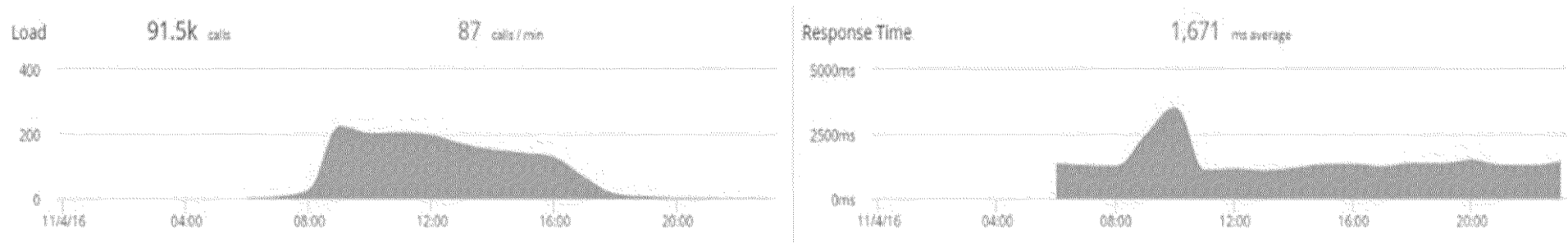
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Business IT Performance
Q4 March 2016

Problem Management – MoneyGram Trend Analysis 01/04/2016 – 31/05/2016



The above monitoring on this slide has been provided by Accenture and covers from 01/04/2016 to 30/04/2016. Both Load and Response time are measured.

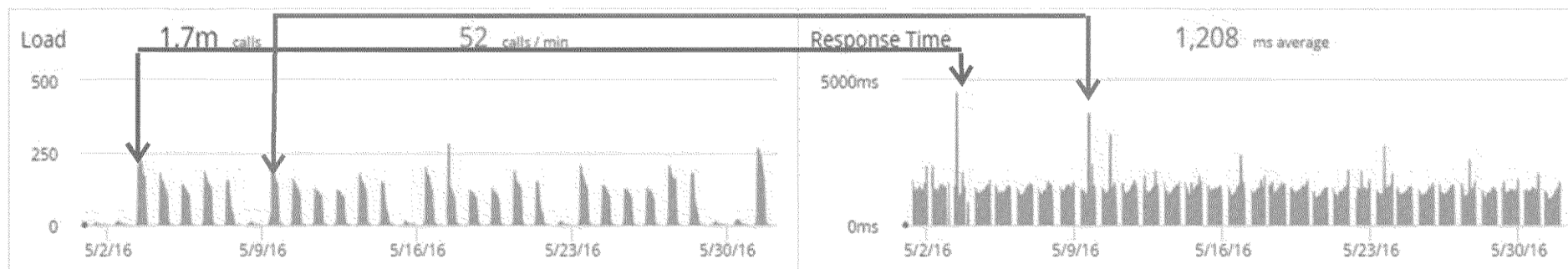
The below graphs provide a closer view of the response time spike on the 11/04/2015 and an increase in calls to the Atos Service Desk.





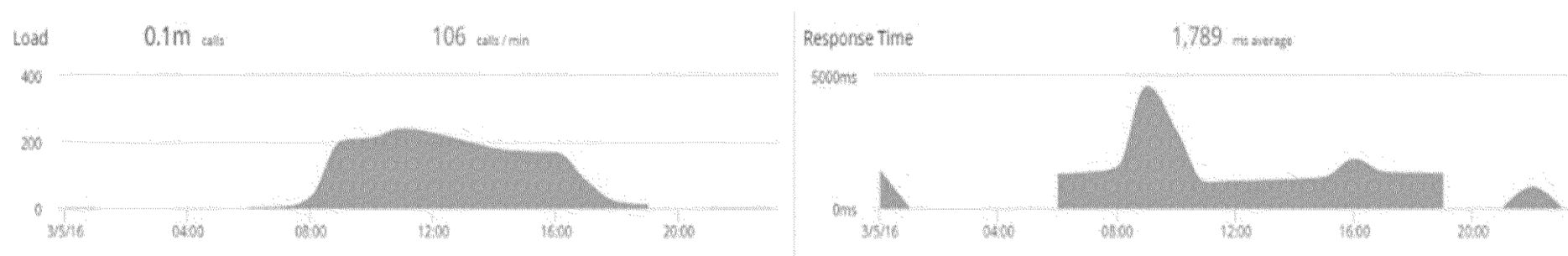
Branch Network
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Problem Management – MoneyGram Trend Analysis 01/04/2016 – 31/05/2016



The above monitoring on this slide has been provided by Accenture and covers from 01/05/2016 to 31/05/2016. Both Load and Response time are measured.

The below graphs provide a closer view of the response time spike on the 03/05/2015 and an increase in calls to the Atos Service Desk.





Volume of Severity 1 & 2 incidents – May 2016

Business Areas		Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Total
Branches	AEI		3						1		4
	DVLA	1									1
	Horizon	2	2		1		1			2	8
	Moneygram		1		3						4
	Paystation	1							1		2
	POCA		1								1
	SSK	1	1								2
	BT-Telephone			1							1
	Lottery			1	1						2
Contact Centres	GlobalPay			1							1
	POLSAP	2									2
	HPBB Services	2	1				2			1	6
	NSBC Services		1								1
Finance Service Centre	Home Phone &			1							1
	Credence/MDM	1	3	2	2	1			1	3	13
	POCA			1						2	3
	PODG - File Transfer	2	1	1					1	1	6
Mails	POLSAP	1			1				1		3
	Local Collect										0
Office	Track & Trace										0
	SharePoint, Internet			2		1			1		4
Post Office	WAVE/Top Up	1	8	6	5	1	1	1	1		24
Supply Chain	POLSAP	2	2	8	2	1					15
	Transtrack	3	6	5	1		2	2	4	4	27
	Internet			1	1						2
	Shared Drive			1					1		2
	Site Network/Power					2	1				3
Website	WCS				1				1		2
	CDP	2	6				2		1	1	12
Grand Total		21	36	31	18	6	9	3	14	14	152

- A total of four (4) Severity 1's and eleven (10) Severity 2's recorded this month. A failure within the Horizon Service on the 9th May resulted in many Branches unable to complete transactions for 2 hours.
- An overrun of the overnight batch process within the Credence system resulted in Users being unable to access the system for 3 hours on the 13th May.
- The Post Office Money website was unavailable to Customers for 4 hours on the 23rd May. Access was still available via the main Post Office website.
- Transtrack experienced multiple failures this month. This was as a result of the age of equipment and application causing outages. The upgrade to the new system successfully went live on the 28th May.
- POCA experienced two issues during the month – one involving the Bank of Ireland and one involving HP. Both were successfully resolved.