SPM Briefing

May 2024

Business Context

POST OFFICE

What is Horizon?

POL's core trading platform that processes ca.7m transactions daily and £66bn of value annually. Built in the late 1990s and still operated by Fujitsu, it allows Branches to serve customers, it provides Branch accounting and cash management functionality, it acts as the foundation for most other back-office processes, and it serves as the communication tool between POL and its network

Original version of the terminal

Upgraded version of the terminal

On-screen interface

Post Office Products Overview

Mails and parcels (43% of income)

•Sending letters or returning parcels is as important ever, particularly with the rapid rise of online shopping.
•We're continuing to adapt to evolving customer needs e.g. launching 'Click & Collect' services across out network with new partner carriers like DPD and Amazon.

Cash and banking (28% of income)

•Through our Banking Framework agreement, customers of major banks and building societies can use Post Office to withdraw cash, deposit cash and cheques, and obtain balances – making us an essential alternative to high street banks.

Bill Payments (3% of income)

•We provide bill payment services across all Post Office branches and Payzone outlets, with a combined offering of 24,000 outlets across the UK – covering everything from utilities through to transport and ticketing. This is a key footfall driver.

Transaction Financial Services (7% of income)

•We offer a variety of Travel Money & Money Transfer products to our customers

Government services (3% of income)

•Accessing benefits, Passports, DVLA services, UK Visas and Immigration residency permits

…And many more services to make everyday life easier - From building a digital identity online with our EasyID app, to affordable travel insurance or foreign currency and other financial products such as savings, loans and insurance.

'What' we need to deliver for Postmasters

Post Office Network Overview

Branch Format	End July 2024	Typical Location	Typical Size
Main	3,259	High St, rural, urban and Suburban	Large
Local	4,188	Rural, urban and suburban	Small & medium
Directly Managed Branch	113	City centre, large town centres	Large
Traditional	1,772	Rural	Small & medium
Outreach	1,824	Remote rural	Very small
Drop & Collect	616	Mixed but mainly urban	Small, Mails only
Total	11,772	(11,156 exc D&C which do not use Horizon)	

Government Access Criteria >>	Total Population within 3 miles	Total Population within 1 mile	Deprived Urban Population within 1 mile	Urban Population within 1 mile	Rural Population within 3 miles	Postcode Districts less than 95% Population within 6 miles
Target	99%	90%	99%	95%	95%	0

- Branch numbers exclude BFPOs (c.20 overseas) which do operate the same IT system, and Banking Hubs

'Where' we need to deliver for Postmasters

The Scope of Horizon and NBIT

Transaction processing and customer service
Around 170 products & services supported by around 400 stock items

At any time, Branch cash management averages £342m across the branch network. All cash & stock is owned by POL and not the Postmaster.

What does our current strategic platform offer?

Communications, training and help

Enterprise integration e.g. client settlements

c.**11,200** branches nationwide

with >**50,000** users

relying on more than **80,000** bits of kit

including **25,000** counters

to complete **7 million** transactions each day

totalling **£66 billion** every year

SPM Background

POST OFFICE

The Case For Change

Horizon has been **in place for over three decades** and it has **not kept pace with technology** or POL's **business needs**. Main challenges:

Postmaster Impact	Core processes are outdated and cause inefficiency / friction / errors in Branch operations. Modernising is mostly impossible as processes are embedded deep in Horizon's architecture
Commercial Impact	Modifying existing products or adding new ones takes considerable time and is costly (e.g. PUDO). This severely impairs POL's ability to develop and launch new commercial partnerships.
Modernising the Branch Network	Horizon is 'one-size-fits-all' meaning format innovation or integration with Strategic Partners is not possible (e.g. Drop & Collect, the first version of NBIT, would not have been possible with Horizon)
'Run' and 'Change' Costs	Very costly to run (ca. £45m p.a. in FY24/25, likely approaching ca.£65m-£70m in FY27/28) and change, given it is a dated system and the dependence on Fujitsu. NBIT is expected to be less costly to run
End of Life	Datacentre infrastructure in Belfast is past its end of life and will consume significant investment to keep operating until we can exit from Horizon. In-branch hardware is also at end of life and needs replacement
Fujitsu	Currently only Fujitsu can operate Horizon and they have been actively seeking to exit, with their Board blocking temporary extensions. Alternative operating structures are higher cost and higher risk

Programme
Vision

Replace Horizon with a robust, resilient and fit-for-purpose platform that…

Improves the efficiency and usability of Horizon processes wherever possible;

Better meets the needs of Postmasters and strategic partners;

Has a lower cost to operate;

Is cheaper, quicker and easier to change;

Provides the platform that will enable Post Office's future retail transformation.

Scope
Principles

- All products sold and serviced on Horizon will be replicated on NBIT to avoid impact to Postmaster remuneration.

- The product scope baseline is 1 April 2024 – Horizon changes after this date will be considered as a Change Request.

- Products offered to customers at the counter (NBIT) or on a separate mobile platform.

- Where delivery costs of products outweigh their economic value, these will be reviewed by the GE.

- Development sequence of products based on live branch transaction volumes and the % complete of development.

- NBIT will be rolled out to POL's entire branch network.

What Are Our Key Delivery Principles

Designed with Postmasters, for Postmasters: Postmaster-facing products will be designed and tested with Postmasters, drawing on the extensive feedback already provided

Incremental development: incremental technology development and rollout as opposed to "Big Bang"

Dual run for Post Office, one system for Postmasters: The new system will run live in parallel with Horizon for a short period of time to de-risk the transition.

Business continuity and minimal disruption to Postmasters : SPMP will ensure a smooth transition during migration away from Horizon. It will aim to migrate a branch with minimal disruption to ongoing business activity with access to training before and during migration.

Programme Sets to work

Drop and Collect

First version of NBIT is live in 263 locations with real-time integrations with RMG and POL's enterprise financial systems

Release 1

Launched into 2 DMBs Aldwych (London) and St John's (Leeds) in October 2022 – offering RMG & Parcelforce Pick Up and Drop Off with a selection of pre-paid Mails journeys, as well as some back-office functionality.

Release 2

Expanding capability to enable core mails journeys

Released only to Aldwych DMB Dual running NBIT and Horizon in pilot branches to expedite deployment of Release 2.1

Release 2.1

Expanding capability to enable core mails journeys

Released only to Aldwych DMB Dual running NBIT and Horizon in pilot branches to expedite deployment of Release 2.1

| Mar 21 | Oct 21 | Sep 22 | Mar 23 | Sep 23 | Nov 23 | Feb 24 | Mar 24 | Apr 24 |

RTP Reformed with SPMP

Split of Programme into SPM & RTP

Decision taken in 2022 to split Business Change, Training and Retail Network Deployment capabilities into a separate programme called the Retail Transformation Programme.

RTP stood up in 2023

Programme Draw-Down / Slow-Down

Directed in Aug 23 and rapidly executed in Sep 23, the SPMP reduced monthly run rate by ~66% and ~50% total headcount

This decision also forced a commensurate reduction in scope planned for delivery

Programme Diagnostic Review & Reset

Accenture-led Diagnostic outputted 31 recommendations for improvement of the SPMP

This triggered a full programme reorg / reset running from Nov 23 – Mar 24

Horizon Replacement Full Business Case Resubmission

Initiated in Dec 23, a full restatement of the Horizon Replacement Portfolio (within which SPM now sits)

Currently under review with DBT / HMT

Strategic Platform Modernisation Programme POAP – May '24

Key L0/L1 Milestone ◆   Rollout/Decom ★

Pillars

IRRELEVANT

Programme Milestones

- Business Case Approval
- 5 DMBs Dual Running Pilot
- 1st Ind Dual Running pilot
- 1st SP Dual Running Pilot
- R2.1
- R2.2a
- Capability map
- R2.2b Online Banking Live
- Pilot roll out
- Mass Rollout Begins
- Pre-Waves Complete (50 Branches)
- 50 Dual Running Pilot Branches Complete
- Waves 1 Complete - MVB (1200 Branches)
- Capabilities incrementally released
- Waves 2 Complete – Full functionality (4500 Branches)
- Waves 3 Complete (6900 Branches)
- Waves 4 Complete (9540 Branches)
- Waves 5 Complete (9540 Branches)
- Rollout Complete
- Horizon Decom Complete – IRRELEVANT

Technical Delivery

- 3rd Line Support
- 1 2 3 4 5 6 7 8 9 10 11 12 13 14
- Delivery increments
- Contingency
- MVB Build Complete
- Full Build Complete

Business Enablement

IRRELEVANT

Business Engagements & Readiness

- Business Change Process
- Design and Deliver Pilot Training
- Training Partner Procured – IRRELEVANT
- Design and Build Training Content
- Business Change Implementation
- Training Transition to BAU
- Closure Activities
- Training Partner Deliver Training
- DMB, Postmaster, Strategic Partner Engagements

Assurance

- Assurance Universe Complete
- Business reqs final report
- Defect and risk mgmt final report
- Security account final report
- Transaction integrity final report
- Retail readiness final report
- Assurance checkpoint
- Ongoing Assurance activities
- Assurance checkpoint
- Closure Activities
- Assurance Transition to BAU

Ops. Support

- Hypercare Support
- IT Ops Strategy Complete
- E2E support model complete
- Operational Readiness Complete
- Simplify Ops Complete
- Process Build & Transform Complete
- Service Transition Complete
- BAU Support
- Device Deployment Complete
- Ops. Support Transition to BAU
- Closure Activities

Challenges We Have Recently Faced

Programmatic

- The **POHIT Inquiry** and enhanced reputational exposure related to a Horizon replacement system means a higher assurance threshold compared to previous estimates
- **Surrounding POL Governance and Change Processes** have been challenging to navigate.
- **Conceptual Mismatch** of Waterfall thinking and Methodology (Above) and Agile Tech Delivery (Below)
- **Systems and Tooling Maturity** specifically enabling the use of data and intelligence for MI and reporting

Technology

- **Release 2** was significantly more challenging to deploy than originally anticipated, this had an impact on the confidence of the programme and the business stakeholders:
  - **Scale of observed defects** – historically we had not been as good at 'building' as we needed to be to hit the original timeline
  - **Previously unknown functionality** that needs to be rebuilt without requirements and business knowledge inside the organisation
- **Tech Delivery Platform (SDLC and CI/CD)** has historically been sub-optimal in a number of areas. This has contributed to the quality of engineering issues experienced in Release 2 and also constrains the programme's ability to build and deploy in the agile manner required for high velocity / high quality systems development

Enabling

- **3rd Party Dependency and Enablement** – Even in the current state of the system development (PUDO & Mails only scope / capability) it is highly interconnected / integrated with 3rd Party Commercial Partner Systems. The current example being the Royal Mail Group (RMG). Live Testing, Integration and defect resolution is highly dependent on integrated system partners, some of whom are not configured for the maturity and agility required to keep pace with the requests of the programme. This is likely to persist in terms of scale as we progress to deploying banking framework scope and systems
- **Assurance** – A significant body of work has had to be undertaken to build an 'Assurance Universe' that is configured and fit-for-purpose to provide correct and sufficient oversight of a programme of this complexity, scale and specificity. This has been achieved, but now needs to be implemented

Current Status
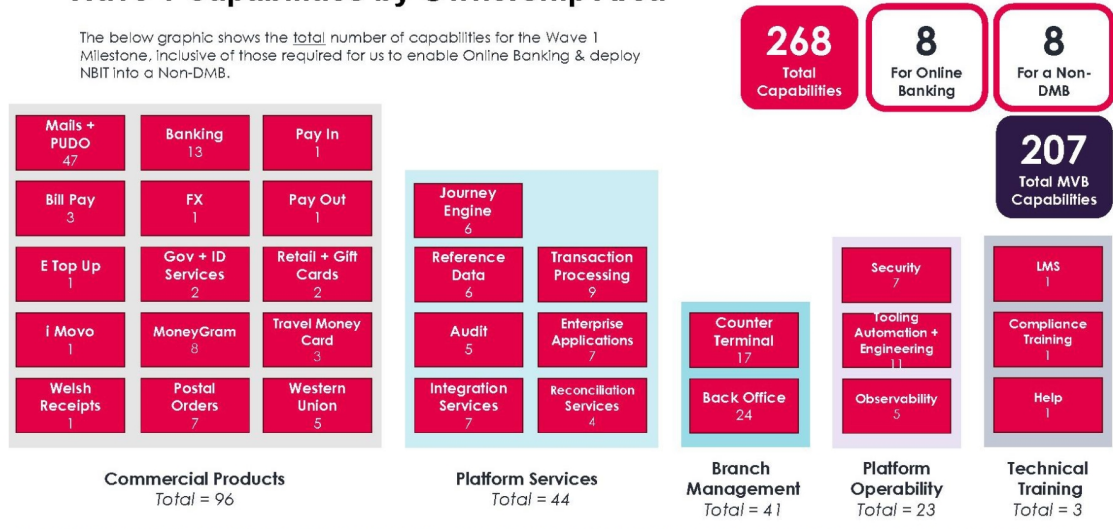
What Does NBIT Hardware Look Like?

NBIT kit supplied to all Postmasters includes:

- POS Touchscreen Terminal
- Range of options for installation set up – pole mounted/plate mounted
- Thermal Receipt Printer
- Small, lightweight can be pole mounted or free-standing
- Thermal Blank Label Printer
- Can be pole mounted or free-standing
- Thermal Monarch's Head Label Printer
- Can be pole mounted or free-standing
- Handheld/stand mounted scanner
- Standard QWERTY keyboard & mouse
- XAC AT150 – Payzone and hosts our D&C* app

Wave 1 Capabilities by Ownership Area

The below graphic shows the total number of capabilities for the Wave 1 Milestone, inclusive of those required for us to enable Online Banking & deploy NBIT into a Non-DMB.

| **268** Total Capabilities | **8** For Online Banking | **8** For a Non-DMB |

207 Total MVB Capabilities

Commercial Products

Mails + PUDO 47	Banking 13	Pay In 1
Bill Pay 3	FX 1	Pay Out 1
E Top Up 1	Gov + ID Services 2	Retail + Gift Cards 2
i Movo 1	MoneyGram 8	Travel Money Card 3
Welsh Receipts 1	Postal Orders 7	Western Union 5

Commercial Products
Total = 96

Platform Services

Journey Engine 6	
Reference Data 6	Transaction Processing 9
Audit 5	Enterprise Applications 7
Integration Services 7	Reconciliation Services 4

Platform Services
Total = 44

Branch Management

| Counter Terminal 17 |
| Back Office 24 |

Branch Management
Total = 41

Platform Operability

| Security 7 |
| Tooling Automation + Engineering 11 |
| Observability 5 |

Platform Operability
Total = 23

Technical Training

| LMS 1 |
| Compliance Training 1 |
| Help 1 |

Technical Training
Total = 3

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What types of Testing do we do on NBIT?

01 Testing in Engineering Squads

Defects may manifest from errors in code in a specific component or issues with component integration during very early development. **Our Engineering Squads test their code as they develop it** ("Unit Testing") and our **Quality Engineers in each Squad execute early functional and non-functional testing** on the area of the NBIT solution they are building.

02 Release Functional Testing

Once our Squads have completed development and testing of their components and the solution is fully integrated, **our End-to End and Business Verification test teams execute functional testing of NBIT**. Our teams are made up of skilled Testing professionals and experienced BSC and Branch Reconciliation staff. Testing is conducted both on simulators and real NBIT branch hardware. **Testing encompasses customer and colleague business scenario testing** as well as **end-to-end POL Finance and Reconciliation testing**.

03 Release Non-Functional Testing

Our Release Non-Functional Test team also conduct testing of the fully integrated solution. Their testing is focused on things like **Performance Testing** – how responsive the solution is for colleagues and customers, **Operational Acceptance Testing** – how the solution can be operated, monitored and maintained once live, and **Security Testing** to make sure the solution meets POL's security standards.

04 User Acceptance Testing

In User Acceptance Testing, **the NBIT programme works with Branch Managers and Postmasters from the wider POL business to test** that the solution meets requirements and that they can deliver on their responsibilities to their customers and the business using the solution.

05 Live Testing in a Controlled Environment

Despite thorough testing and quality assurance measures, some defects may go undetected until the software is used in real-world scenarios. Our **teams carry out a scope of Live Testing** (on the live network but not in branch) once the software is deployed to production **to make sure key business process and integrations to our third-party partners work as expected**.

Delivery Roadmap

Branch roll-out Wave Plan

E2E service readiness testing	Wave 1	Wave 2	Wave 3	Wave 4
• Will be carried out on 50 Locals that don't offer Travel Money On Demand or Government Services.	• Completes migration for the remaining Locals that don't offer Travel Money On Demand or Government Services.	• Migrates all other Locals and a majority of Local Plus and Legacy branches. • Peak mails period is entered into during Wave 2, therefore top mails Local Plus and Legacy branches are not scheduled until Wave 3. • A small number of Locals are top mails branches and will therefore be scheduled at the beginning of Wave 2 prior to mails peak.	• Migrates all core branches and their associated outreach services along with the remaining Local Plus and Legacy branches • Mains and DMBs will begin to migrate towards the end of wave3, these are predominantly top bureau branches to ensure that they avoid the peak travel period during Wave 4.	• Will migrate branches with SSKs, Bank Hubs and the remaining DMBs and Mains branches. • None of these will be top bureau branches as peak travel period takes place during Wave 4.

Branch roll-out Wave Plan as of April 24

	RX	E2E deployment readiness	Wave 1	Wave 2	Wave 3	Wave 4	Wave 5
Timeline		IRRELEVANT					
Objective		Test on deployment ready branches	Scale up to max capacity	Sustain max capacity	Operate at max capacity	Operate at max capacity	Contingency
Run rate		1-5 a week	2 – 60 a day	60 a day	60 a day	60 a day	rescheduling/ mop up
c. Branches		50	1,150	3,300	2,400	2,640	10%
Total branches		50	1,200	4,500	6,900	9,540	
Day 0 weeks		17	10	11	10	9	5
Wave-length		29	22	23	22	21	17
Local							
Local Plus							
Legacy							
Core							
Main							
DMB							
Bank Hub							

wave characteristic

Branch type

*Excludes BFPO's, they will migrate with their own lifecycle and schedule

Migration activities

Pre Day0 branch readiness	• Cash and stock path clearing activities complete – policy/approach for discrepancies tba • Training assessment passed • Remediation activities complete
Immediately prior to cut over	• Cash and Stock count complete • No further transactions on Horizon
Deployment team arrive at branch on Day0	• Deployment team bring the pre staged, configured and patched NBiT kit with them • Access to the branch is gained in line with the pre-arranged local deployment plan
Horizon is removed and NBiT installed	• Carried out according to the Day0 installation strategy, which specifies the terminal switch out sequence • Opportunity to roll back to Horizon in the event of installation issues
System start-up	• Cash drawer creation, users set up, manual input of starting cash and stock from final Horizon count • Check cash and stock count matches final Horizon count, NBiT initialised with zero discrepancies
Confirmation that devices are operational	• Devices are registered in the Device Management System • First time log on to all devices complete
Go/no go meeting	• PM/BM provides sign off to confirm successful deployment of NBiT and readiness to move into Hypercare • A remediation action plan to be jointly agreed if minor issues require a return visit
Retail Operations Centre informed	• Retail Operations Centre update MDM and branch is moved into hypercare • On site support provided on Day0 until Postmaster/Branch Manager is comfortable
Customer survey completed	• Feedback on deployment sent into the ROC for continuous learning throughout

POST OFFICE

Good morning and thank you all for joining us.

Today we wanted to get you all together to show you how we have responded to your feedback and looked at how we can improve the way we work together as ONE TEAM

We are all working on what is one of the biggest technology transformation projects in the UK right now

So, it is vital that we have all the building blocks in place to give us the best foundations to build from as we head towards rollout of the new system

But why make changes now?

Well, we have listened and responded to your feedback from the Excel Away days and we have used this to reshape how we work.

We are doing this now as it is the right time, the right time for us to simplify our work so we can increase the quality and the speed of the good work we are doing and put ourselves in the best position to succeed.

NBIT Hypercare – Calls and Incidents

Calls Logged by Hypercare

Pie chart segments labelled IRRELEVANT: 5, 8, 10, 24, 38

Calls Resolved at FPOC v Incidents Raised

Bar chart (categories labelled IRRELEVANT) with axis 0 5 10 15 20 25 30 35 40

■ Resolved by Hypercare ■ Incidents Raised
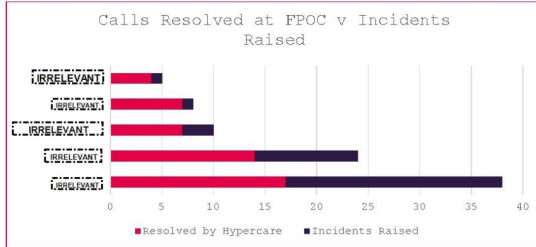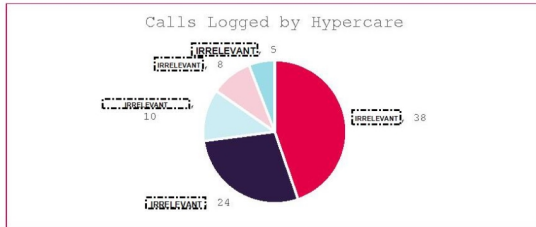
Service Operations - Knowledge and Information

Example of Calls and Incidents

IRRELEVANT
- 4 x Performance – delay moving through balancing screens and cash ladder – Incident raised – Resolved via patch release
- 4 x Terminal froze on 'White Screen' - Incident raised – Resolved via patch release
- 3 x Post Mail Item
  - Cannot use '-' in address – Not supported in R2.1 – On backlog to fix
  - Postcode not recognized – Incident raised – No issue found – Being monitored
  - "Identical items" prepopulating with previous data – Working as designed – Added to Backlog as improvement
  - Tracked 48 Return QR Code not recognized – Barcode Prefix not supported on NBIT – Resolved via patch release

IRRELEVANT
- 2 x Post Mail items
  - "Identical items" prepopulating with previous data – as per

IRRELEVANT
- Incorrect display of products on pick screen – Incident raised – No customer/POL/RMG detriment possible – Known Error created – to be fixed in later release
- White Screen moving from Front Office to Back Office – Incident created – Resolved via Patch Release

IRRELEVANT
- Branch Set-up Issues – FAD Code not configured
  - Unable to accept cash from CViT
  - No Mails products available
  - Receipts show "undefined" as address,
  - Resolved via Hotfix to add FAD code

IRRELEVANT
  - Receipt Printer uncommanded lid opening – Replacement sent overnight

IRRELEVANT
  - Terminal crash - Java script error when scanning bar code
  - Incident raised – Issue fixed in R2.2 – Known Error raised for R2.1 – Advice provided to branches.

Governance, Risks and Finances

Horizon Replacement Costs

Nominal Costs	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	Total Lifetime Costs	Total Costs FY24/25 -end
Horizon Extension	–	–	£4m	£8m	£28m	£43m	£24m	£8m	£6m	£14m	£135m	£123m
SPMP					IRRELEVANT							
SDES					IRRELEVANT							
Total IRRELEVANT					IRRELEVANT							
					IRRELEVANT							
Total					IRRELEVANT							£964m

1. Total lifetime costs - £1,152m IRRELEVANT
2. Total lifetime costs
3. Total remaining costs   IRRELEVANT
4. Total lifetime SPMP costs -
5. Total remaining SPMP costs   IRRELEVANT

*The IPA Report cites lifetime costs of IRRELEVANT This is based on the original business case submitted to DBT. However, economic and finance colleagues at DBT felt that the optimism bias rates applied were too low at IRRELEVANT which was cited to the DBT Investment Committee. We therefore increased them on the back of recommendations from the DBT Investment Committee. The underlying forecasts have not changed.
Horizon Extension includes activities to maintain and invest in Horizon while New Branch IT (NBIT) is developed and deployed
Strategic Platform Modernisation Programme (SPMP) – the programme to deliver NBIT
SDES – includes workstreams for Second Device, Self-Service Kiosks, and Identity and Access Management

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SPMP Costs by Category

SPMP Costs	24/25	25/26	26/27	27/28	28/29	TOTAL
Drop and Collect						
NBIT Platform						
NBIT Product Journey Tech Delivery						
NBIT Product Journey Design						
NBIT Branch Management						
NBIT Integration						
NBIT Enterprise App						
NBIT Architecture						
Tech Team Management						
Identity and Access Management						
Data & Reporting						
Development Total						
Hardware						
Deployment and Connectivity						
Training Planning and Content Development						
Network Preparedness						
Deployment Total						
Business Change Management						
Postmaster Engagement and Communications						
Service and Support						
Assurance and Testing						
Procurement & Sourcing						
SPMP Programme + BTU Resources						
iVAT & SPO Levy						
Other Costs Total						

IRRELEVANT

➡ Total remaining Development costs - IRRELEVANT

➡ Total remaining Deployment costs - IRRELEVANT

➡ Total remaining Programme Costs - IRRELEVANT

➡ Total remaining SPMP costs - IRRELEVANT

IRRELEVANT

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Governance Model

Assurance and Risk Committee (ARC)

POL Board

Risk and Compliance Committee (RCC)

POL GE

Board Investment Committee

Group Assurance

SPM GE Sub Committee Steerco

Information | Direction
Escalated Recommendations | Key Decisions Sign off

SPM Programme Board

Technical Design Authority

Business Design Authority

Design Options

Information | Direction | Escalation | Sign off

Programme Pillar Working Groups

| Assurance | Business Enablement | Tech Delivery | Business Engagement & Readiness | Ops Support | Program |

Enablers

| Procurement | Finance |
| Legal Commercial | HR |

Steering Committee – Fortnightly, GE Sub Committee (deputy CEO, CTO, CFO, CRO), SPM Programme Director, Strategy Director, HR Directors (Legal as required)

| 2 weekly Cadence | Status and Progress Check | Escalation and Decision making | Finance | Inform GE, ARC, IADG |
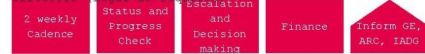
SPM Program Board – Fortnightly, (alternate cadence with GE STEERCO), SPM Programme Director, SPM LT, PMO, Finance, Procurement, HR, Legal and Commercial. WS Leads adhoc as required.

| 2 weekly Cadence | Review Prog L1 Plan | Program status and overview | 'Pillar' status and progress checks | Escalation and Decision making | Inform Steerco |

Workstream Meetings – Weekly

| 2 weekly Cadence | Review L2 Plan | Escalation and Decision making | Inform programme RAID | Inform PDB |
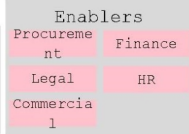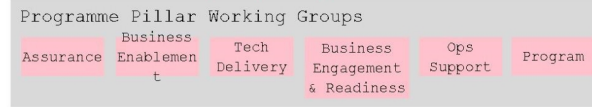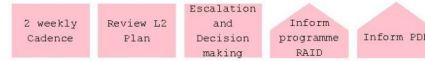
Our Assurance Universe

We have now agreed a broad range of risks which need to be assessed as part of our delivery

This assurance will be delivered through a combination on internal and external expertise

We are currently assessing our risk appetite for:

- Our 1st pilot in an independent branch
- The start of our first wave of branch cutovers
- Our full deployment

No	Pillars	Inherent Risks	P1	P2	P3
1	Governance	22	17	2	3
2	Software Delivery	29	24	4	1
3	Security	24	24	0	0
4	Business Support	81	20	39	22
5	Transaction Integrity	19	7	12	0
6	Retail	48	22	22	4
7	Legal & Regulatory Compliance	27	13	6	8
8	CIU/Speak up	57	57	0	0
9	Data	23	20	3	0
10	Culture	14	11	3	0
11	Finance Integrity	26	26	0	0
12	Procurement	8	0	8	0
13	Contract Management	8	1	7	0
14	Gating & Business Readiness	10	0	1	9
15	Inquiry Thematic	67	67	0	0
16	Common Issue Judgement	42	19	14	9
	Total	505	328	121	56

Assurance Workstream Summary Plan 2023

WORKSTREAM	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov23	Dec 23

1st Line Assurance
- Credera - Transaction Integrity Rel 1
- Mazars - Assurance structure Agreed
- Credera - Transaction Integrity Rel2
- Internal Review- Business Requirement Group Compliance
- EY _ Cost Model Assurance
- Assurance
- EY Cost Assurance
- Jalom - Gating R2
- EY _Test
- Internal Assurance Universe Appearance
- Start of Creation
- Accenture Review completed

2nd Line Assurance
- Compliance checks
- Compliance checks
- Compliance checks
- Group Assurance Director Appointed
- Compliance checks
- Compliance checks
- Compliance
- Ongoing delivery of Assurance into FY24..

3rd Line Assurance
- IS Report
- Audit
- SPMP milestone 1- Counter
- Audit
- Legal, regularity, information and security assurance etc.
- Financial control assurance
- Pilot %
- Other sources of 3rd party assurance
- Monthly ARC papers / Governance Meetings

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Assurance Workstream Summary Plan – 2024 - 2025

Confirmed Dates ● Planned Dates ★

| WORKSTREAM | IRRELEVANT |

Releases & Dependenci

R2.0 · R2.1 · Phase 5 & 6 Hearings · R2.2 · Releas · Releas

Ongoing delivery of Initiatives into [...]

Technology Outputs

Additional Product Development Squad Mobilised · All Existing Product Journeys Upgraded · BIT is compatible with BIN8 and the Network's New PED Devices · International Mails · PUDO for all RM carriers · Full Mail Product Build · Retail, Gift Cards, e-Top Up build commence · Full Banking Product Build · Capability to enable stamp sales

Agile Delivery

1st Line Assurance

Assurance Universe Approach · Sourcing Strategy Approved · IPA · Final Report Issued · Final Report Issued · Final Report Issued · Final Report Issued · Business Case · Platform Security Resilience – Insider Threat · Platform Security Resilience – External Threat · Governance · IIJ/CIJ · Software Delivery Planning & Release Mgt. · Gating & Business Readiness · Vendor Management · Data Privacy · App Software · People & Culture · Enterprise Assets · Incident Response · Postmaster Support · Network Infrastructure · Business & IT · Controls

Ongoing delivery of Assurance into [...]

2nd Line Assurance

SPMP Assurance RFP · Public Digital · SPMP Assurance Vendor · SoW Execution

3rd Line Assurance

Compliance checks · Compliance checks · Compliance checks · Compliance checks · Compliance checks

Audit · Audit · Audit

Legal, regularity, information and security assurance etc. · Financial control assurance · Other sources of 3rd party assurance

Monthly ARC papers / Governance Meetings

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NBIT Demo

POST OFFICE