

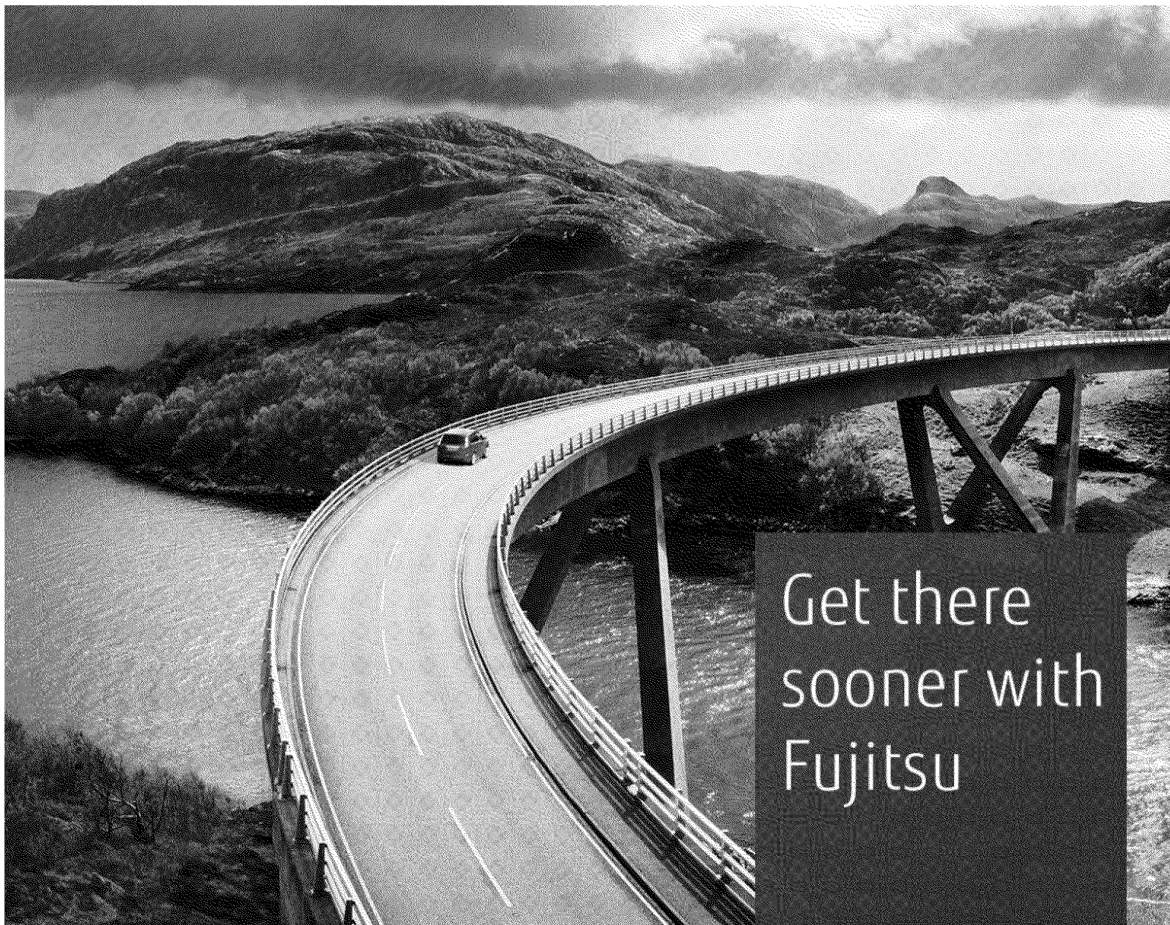


Post Office IT Solutions Framework

Response to ITT

15th June 2012

Part A – Checklist and Requirements Response



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15 June 2012

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INTRODUCTION

This response is set out in accordance with the order indicated in Part A of the POL IT Solutions ITT. The various documents and tables requiring completion under Part B of the ITT have been provided as separate files, as tabulated under the section 'Requirements Documents' herein.

CONTACT INFORMATION

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BIDDER ITT RESPONSE CHECKLIST AND STATEMENT OF ITT COMPLIANCE

Bidders are required to complete the tables below to confirm the number of proposals being submitted within the Tender, and that all required documents have been completed and returned as part of the submission.

The table below should be replicated and filled out and responses provided.

BIDDER NAME:		Fujitsu
Type of Proposal	Bidder Submission Included	Required Documents Completed and Returned
General Documents to be Completed and Returned	N/A	Anti-Collusion and Non-Canvassing Certificates YES Form of Tender Certificate (including confirmation of acceptance of the Contract under the terms of this ITT) YES Data Protection Act Registration Declaration YES (See following table for filenames)
POL Proposal	YES	Requirements Response YES Commercial Response Form YES (See following table for filenames)



REQUIREMENTS DOCUMENTS

Please provide the filenames of each Specification document for which responses have been provided.

No. from ITT	Specification Document Filename
Part B – 2 + 6.2	Part A – Checklist and Requirements Response.doc – <u>this document</u>
Part B – 6.3	Part B - Commercial Response Sheet.doc
Part B – 6	Part C - RAID Table.doc
Part B – 6.5	Requirements Table – <u>this table</u>
Part B – 3 and Part B – 5	Annex 1 – Certificates and Declaration.doc (containing anti-collusion and non-canvassing certificate, and Data Protection declaration)
Part B – 4	Annex 2 - Form of Tender Declaration.doc
Issued on 14 th June 2012	Annex 3 – Declaration of Adherence.doc – <u>to be completed and returned by 29th June 2012 following release of revised Terms and Conditions from POL, and as per the timetable published on the e-sourcing portal on 14th June.</u>



SOLUTION DELIVERY ITT REQUIREMENTS RESPONSE



1.0 Direct Call Off Services: Scoping, Feasibility and Initiation

1.1 POL is a large and complex organisation and you will be required to deliver within this environment engaging at all levels to ensure a successful outcome is achieved. Please explain your proposed engagement model in working with POL in the development of the initiation stage.

Fujitsu's approach to engagement with POL during the key project initiation stage will be based upon the current established processes we have with POL, utilising the existing PMO and project delivery best practices. We have a long, well established relationship with POL and successfully engage at all levels in our organisations.

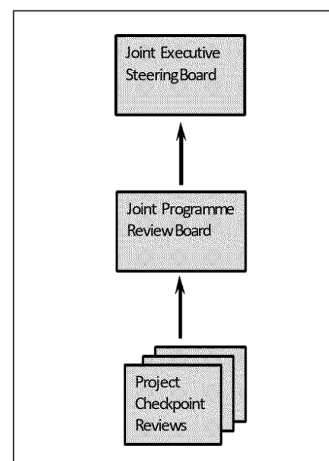
Fujitsu recognises that the initiation stage is very important in ensuring that projects have a solid foundation for progressing through to successful delivery. Key to this is ensuring that the project stakeholders have a shared and agreed view of the project objectives and the plans for achieving them. This includes ensuring that the joint POL and Fujitsu project organisation is in place to support the effective management and governance of the project.

The key aspects to be addressed and baselines to be established jointly during this stage are:

- WHY – Business case or justification (benefits plan);
- WHAT – The scope/solution and the constraints and risks (requirements catalogue, solution blueprint and risk register);
- WHO – The joint delivery organisation;
- HOW – The approach and methods for delivery (quality plan);
- HOW MUCH – What are the key costs (resources/finance plan);
- WHEN – The schedule including dependencies and resources (project plan).

The current established Fujitsu approach is aligned to the POL project delivery framework (PDF) processes and the acceptance gates. The project management and governance model has been built around established levels of engagement between POL and Fujitsu as illustrated. The main formal governance meetings will be:

- Joint Executive Steering Board - Providing a point of contact where the executive teams from POL and Fujitsu review the health of the relationship, KPIs and act as an escalation point;
- Joint Programme Review Board - Aimed at monitoring the progress of and providing clear direction to Fujitsu Programme deliveries. Manage programme level risk and conflict between projects. Facilitating the escalation of issues into POL. Chaired by the POL IT & Change Programme Manager with POL Business Area Representatives and joint Programme/ Project Managers;
- Project Checkpoint Reviews - Detailed weekly project status reviews between the POL and Fujitsu Project Managers monitoring progress against plans and discussing the risks and issues.





These meetings will be supplemented with less formal regular meetings and discussions between the teams.

During the initiation stage, Fujitsu will typically hold detailed joint workshops with POL with project and business experts, and sponsors to address the key aspects referred to above. The outcome of these sessions will be reflected in the Project Initiation Document (PID) and associated documents to form the foundation of the project moving forward into delivery.



1.2 You may be asked to produce a Project Initiation Document [PID] and/ or Programme Definition Document [PDD] document

a) Please describe your approach/ methodology for the production of a Project Initiation Document [PID] for POL, with particular emphasis on developing the business case section. Please provide a case example.

Within our existing Account team for POL, Fujitsu maintains a core practice of experienced project managers used to working with POL. We have established with POL proven and repeatable processes, consistent with those in our wider project management practice. These ensure POL will be able to rapidly progress from the project start-up phase to the project initiation phase.

The key component of this is the Project Initiation Document (PID) which will define the project scope and direction and be used as the basis for the project authorisation, management and finally in assessing its success. The document details all the foreseeable areas of the project, such as goals, scope, risks, controls and budget.

During the start-up phase of a project, Fujitsu will utilise and leverage its existing and established PMO and project best practices to ensure the POL gets swift and accurate information regarding the:

- Purpose of the project;
- Estimated timescales of the project;
- Indicative costs of the project;
- Resources required for the project;
- Initial risks and their mitigation factors of the project.

Although these elements will contribute to the overall PID and management of the project these are important elements particularly to the business case section, which will look at overall costs and benefits/returns and will aid the go/no go decision making process on particular projects and also on subsequent reviews throughout the project.

The PID will contain information that is fundamental to the success of a project. If these areas are not defined clearly from the outset, there is a high probability that the project will fail either in its entirety or specifically in, for example, costs vs. budget, timescales, and consequently the business case will also fail.

The combined Fujitsu/POL PID will cover (at least) the following areas:

- Project Definition and Approach;
- Business Case;
- Project Management Team Structure and Role Descriptions;
- Quality Management, Configuration Management and Risk Management Strategies;
- Communication Management;
- Project Plan and Controls;
- Any customised processes.

Fujitsu's approach therefore is to ensure that the Project Initiation Document (PID) is as comprehensive and accurate as possible to ensure that the proposed project is fully understood and authorised by all stakeholders. The PID will provide an audit trail and serve as a baseline for the ongoing management of the project and also serve as an input to the project closure report and the subsequent Lesson Learned workshop

Case Example



Fujitsu has many examples of PIDs, not least the PID prepared for POL for the successful PIN pad project. In this instance a PID was prepared at the initial stages of the project and agreed with POL. This PID was subsequently used as the baseline for management and control of the project throughout its lifecycle and ultimately in the post project review(s).

This particular PID is a large document (and will breach the response page restriction) and a full copy can be made available to the POL at a later stage if required.

This document was published to POL as Document ID PGM/MGT/PID/1801. Other PIDs can also be made available if required.

b) Please describe your approach/ methodology for the production of a Programme Definition Document [PDD] for POL, with particular emphasis on developing the business case section. Please provide a case example.

A key component of the PID (described above) will be the Project Definition Document (PDD). Fujitsu's approach is to ensure that the PDD is as comprehensive and accurate as possible to ensure that the definition of the proposed project is recorded and understood by all stakeholders. The PDD will also provide an audit trail and serve as a baseline for the ongoing management of the project and also serve as an input to the project closure report and the subsequent Lesson Learned workshop.

The PDD will detail what the project is required to achieve, including (but not limited to) the:

- Project background – Why the project is required, what events have caused the need for the project;
- Project objectives and desired outcomes –Describing the specific outcomes expected of the project following project completion.
- Project scope and exclusions – Detailing the boundaries for the particular project. Specifically detailing what is included and what is not included to avoid any confusion or misunderstandings with stakeholders later in the project;
- Constraints and assumptions – Restrictions or limitations, either external or internal, to the project that have to be factored into the project that are beyond the projects control. This will also include the assumptions that have been made and what bearing they may have a bearing on the project.
- Users and interested parties – PRINCE2 defines users as “those who, after the project is complete will use the products to enable them to gain the intended benefits”. Other interested parties could include suppliers and sponsors.
- Interfaces – Describing what interfaces and interactions the project will have, either internal or external to POL as well as links to other related projects.

The PDD also serves as a critical input to the business case, albeit at a more detailed level, allowing stakeholders to have a full understanding of the scope (and exclusions) of the project, the constraints and assumptions and the desired outcomes and again providing input to the go/no go decision making process on particular projects.

For the business case, we employ an approach that links required outcomes and benefits to business objectives, identifies the steps necessary to deliver the benefits, cost of ownership and then identify how those benefits can be measured.

Case Example

Fujitsu has many examples of PDDs, not least the PDD prepared for POL for the successful PIN pad project. In this instance a PDD was prepared as part of the PID and agreed with POL. This PDD was a



critical element of the PID which was used as the baseline for management and control of the project throughout its lifecycle and ultimately in the post project review(s).

This particular PDD has a number of pages (and will breach the response page restriction). This document was published to POL as Document ID PGM/MGT/PID/1801. Other PIDs can also be made available if required.



1.3 In order for the correct solutions to be delivered into the Post Office there could be a requirement to produce feasibility studies on behalf of the Post Office.

- a) Please explain how you would undertake and produce a feasibility study
- b) Please provide a case example to illustrate

Fujitsu has a structured but flexible approach to all its feasibility study assignments. The actual approach will be dependent upon the complexity and structure of each individual study. However we would expect each study to be based on the following generic structure:

- Identify and document the current situation or issue(s);
- Identify and engage with stakeholders, participants and customers to confirm current and required scenarios;
- Identify tools, techniques and methodologies that will be deployed as part of the study;
- Document the existing technical and business architectures;
- Observe, analyse and document existing approach or process;
- Identify potential solutions including considerations for financial impact, risk, security, strategic direction and objectives, and legal and compliance assessment;
- Identify costs and timescales for potential solutions;
- Recommend an optimal solution based upon agreed requirement, strategic objectives and any constraints or inter-dependencies with other projects or initiatives. This step will also recognise that the optimal solution may be not to proceed with any change;
- Document the technical and business architectures for the optimal solution;
- Where relevant, conduct benchmarking and proof of concept activities;
- Plan and document testing requirements;
- Plan and document high-level considerations for introduction into live service and post-implementation support.

Fujitsu also utilises a number of industry standard and industry leading techniques and methodologies in support of analytical initiatives undertaken. The overall approach is designed to be flexible and can be adjusted in terms of scale and complexity of techniques deployed to suit the requirement as it develops. Our over-arching framework is Macroscopic® which is a methodology and toolset that Fujitsu uses as the foundation of all its consultancy work. It consists of an integrated suite of business and IT methods designed to address four key questions:

- Are we doing the right things?
- Are the things we are doing providing value to the business?
- Are we doing things the right way?
- Are we getting things done?

The knowhow captured in Macroscopic translates into tangible benefits and enables our practitioners to:



- Minimise the risks associated with implementing changes that may result from a feasibility study;
- Ensure a feasibility study provides good strategic alignment and is fit for purpose;
- Ensure the development of a feasibility study takes advantage of the right tools to do the job whilst minimising unnecessary waste (the feasibility development process is Lean through predictability, reuse and higher quality of outcomes);
- Provide users and stakeholders with ongoing access to industry best-practice processes and experience.

Case Example:

Fujitsu was requested by a major high street mobile phone retailer to conduct a pilot study into challenges they were experiencing with point of sale transactions. The results of this study would be used as part of a significant change in their customer interactions across the UK.

Working together with the customer a number of analysts from Fujitsu and the customer organisation identified initial perceptions of the issues by informal stakeholder interviews with the four senior owners of the retail area within the customer organisation. Among the Issues identified were:

- Unacceptably long and complex processes to complete a sales transaction;
- Lack of real-time online processing;
- Slow handset upgrade process;
- Disjointed order and dispatch systems.

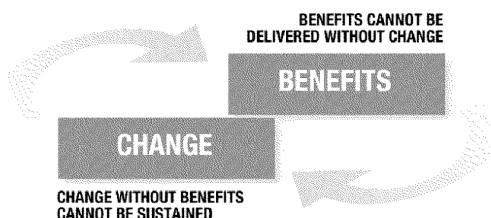
The estimated impact was that the customer was missing up to one third of potential transactions that could take place and was suffering from unnecessarily high costs.

The analysts observed key transactions in a selected customer outlet to ratify their initial findings. Each key process, for example a new handset, top-up, new contract, repair, upgrade, was documented in terms of steps, existing performance factors, customer observations (from POS interviews) and potential quick wins.

At the end of the study the findings were presented with summary conclusions and recommendations for next steps which included ratification of findings with the customer Management Board and a recommendation to conduct benchmarking exercises against key competitors. The customer also used the results and recommendations to formally conduct a wider study across a larger number of stores and transaction types in order to improve their core processes and customer interactions.

Fujitsu remains engaged with the customer and has submitted a proposal for implementing the proposed improvements as part of a wider change programme. Fujitsu will provide delivery activities and also function as a systems integrator for activities that will be carried out by a partner organisation.

Notwithstanding our approach to feasibility studies Fujitsu also recognises that feasibility studies generally lead to change and transformation in the customer business organisation. Change without benefits cannot be sustained and benefits cannot be delivered without change. This philosophy underpins our approach to feasibility studies and particularly our Business Benefits Approach:





Fujitsu's Business Benefits Approach

Our experience in business change and transformation tells us that successful change programmes routinely include key elements which drive them towards successful delivery, and without which change is at risk. These elements combine people, process and technology aspects. Fujitsu will be pleased to discuss this further at the next stage if required.



2.0 Direct Call Off Services: Business Requirements Capture and Analysis

2.1 The ability to capture and translate customer requirements into clear specifications of change for the Post Office can prove challenging.

a) Please describe how you will approach requirements capture and analysis activities that cover both Post Office and its customer base to ensure that both the needs of Post Office and customers are addressed when delivering Solutions.

Establishing Business and Operational requirements is part of Fujitsu's proven and established Requirements Management process that has been successfully used with POL for many years and across many Releases of Horizon functionality.

Using our experienced Business Consultants, Fujitsu regularly engages with POL Stakeholders and Business Analysts to assess, define, refine and baseline requirements and their associated solution response. With many years of practical experience of the POL business and with a solid foundation of well established Horizon business applications, products and services Fujitsu will help POL identify the primary needs and features of new opportunities, products or potential service changes. These will be developed through workshop techniques and expressed as either "use cases" or requirements statements which are then gradually refined as the assessment of solution options progresses.

Initial engagement may often result in a feasibility assessment where outline requirements and solution options are assessed and indicative costs provided to support POL's business case. These will then be matured through further engagement to establish a set of requirements and associated acceptance criteria, which are categorised by priority or importance as necessary.

The requirements management process then typically progresses through a period of iteration whereby the initial requirements baseline is reviewed and refined alongside the emerging solution design to ensure clarity of interpretation and agreement of assumptions, constraints and phasing.

Requirements are recorded in the POL DOORS repository and synchronised with the Fujitsu DOORS system which in turn synchronises with the Quality Centre test management system. This ensures consistency across the requirements lifecycle and provides an audit trail of test and acceptance evidence back to the original requirements.

Managing change is recognised by Fujitsu and POL as a fundamental feature of the process and is achieved via either formal change management processes or via locally agreed 'minor changes' to minimise the impact on the project timescales. In either case a full audit trail is maintained.

b) Please provide an illustrative example showing how you will achieve this for Post Office, which includes, a requirements catalogue and acceptance criteria.

Recent examples of requirement capture carried out between POL and Fujitsu include the complex Post Office Data Gateway file transfer service, channel integration enabling connection into the Horizon data centres from third party POS (at Tesco, for example), new regulation-compliant PIN pads with near-field communication, network routers for branches, the Horizon data centre topology, and products and future strategy. Fujitsu has used the methodology outside POL with these additional customers: The Home Office, Mitchells and Butlers, UKTI, and Fujitsu's own internal IT service and software provision.

A typical example of the contents of a requirements catalogue will include the following information:

- Requirements priority;
- Value proposition;
- Area of the requirement;
- Solution notes;
- Team impacted;



- Outstanding assumptions;
- Dependencies;
- Source of the requirement;
- Date required;
- Sign off Owner..



2.2 Please explain how you will document and track business requirements throughout the project lifecycle, to ensure full traceability and that all requirements are linked to the objectives, scope and deliver against planned business benefits.

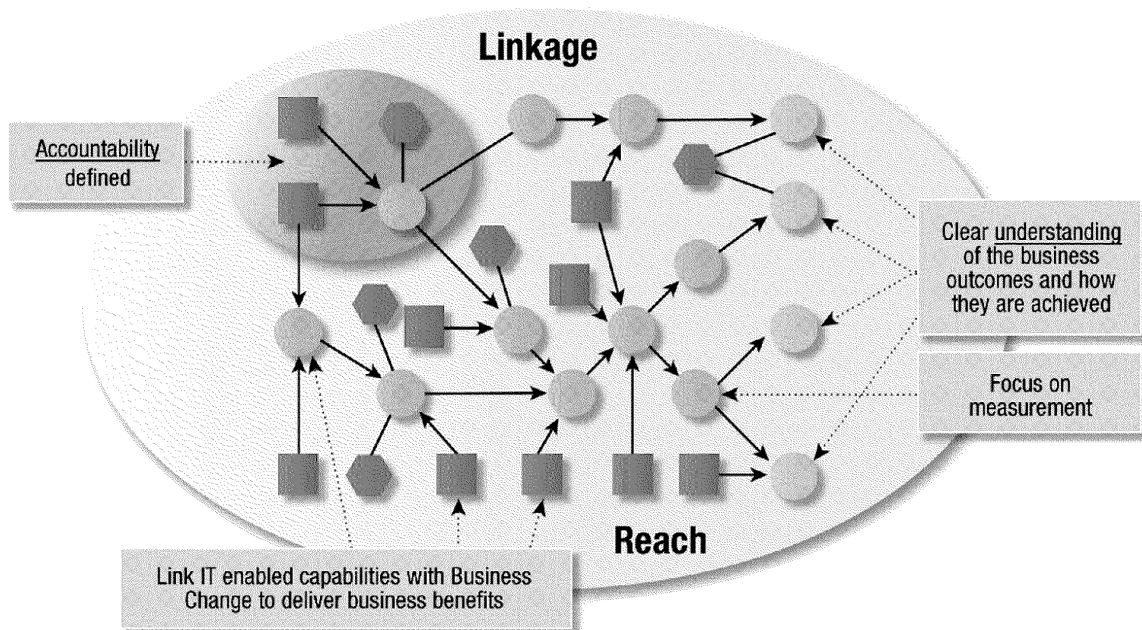
a) Please describe examples of the value add tools and techniques that you will use to undertake business analysis.

Fujitsu's Benefit Realisation approach is a systematic means of enabling POL to identify and manage the delivery of benefit from its investments. It is designed to address the issues of identifying, tracking and delivering benefits and can be deployed at any stage of the investment lifecycle. By complementing conventional project management tools and techniques that are already in place at POL, it greatly increases the likelihood that valuable business outcomes will be delivered.

The processes, tools and techniques that underpin Fujitsu's Benefits Realisation approach engage a wide range of stakeholders in an active process. There are three fundamentals that must be applied if benefits realisation is to be successfully embedded in programmes designed to bring about change:

- Identification - of the appropriate business outcomes and benefits, aligned with business objectives;
- Accountability - for delivery of the outcomes (intermediate and final) that are necessary steps on the journey to full realisation of benefits;
- Measurement - to ensure that desired business outcomes are achievable and measured; and to provide evidence that they have been realised (or not).

Fujitsu uses its LINK IT process to provide accountability and focus to business change and benefits realisation and this process is illustrated below:





There are three other tools that Fujitsu uses for benefits realisation and tracking. These are:

- DOORS from Telelogic - Which is a requirements managing tools and provides full traceability through the design stage to test to end state;
- The Hoshin Process - Which is a methodology and toolset that is a simple approach to align long term business objectives with short term (project based) initiatives. This approach will help POL rank a list of planned projects in the context of its long term goals;
- The House of Quality - borrowed from a manufacturing approach. Essentially it uses four houses of quality and each house has "demanded quality" (aka. "customer requirements" or 'the whats') and the "quality characteristics" (aka. "functional requirements" or "hows"). The intersection between each requirement is allocated a correlation score and this allows the most important 'what's' and 'hows' to be quickly determined.

b) Please provide an example that illustrates your capability in the application of no more than two of these tools.

Fujitsu has used the DOORS process and toolset extensively within its large defence sector for many years. We can provide examples on request but these are subject to approval and security clearances. For this response, we are instead able to provide examples of where we have employed the LINK IT process.

UK Environment Agency - we ensured the benefits of their Flood Warning Investment Strategy could be identified, measured, monitored and realised. This meant that desired business outcome of making flood warning a more effective process was the focus, rather than the technology.

"In fact, benefits realisation is now embedded in our culture, which means more people get better warnings, faster, reducing flood damage to UK plc and loss of life."

Doug Whitfield, NFFS Benefits and Project Manager, Environment Agency

Highland Council - Fujitsu provided benefits management leadership and support to projects, programmes and people development. As a result, the Council was able to develop clear, holistic and inclusive business cases whilst increasing their own internal skills. This allowed them to maximise business benefits from investments and develop their own capability to articulate, handle and drive improvements with minimal medium-term external support.

Newcastle City Council - Fujitsu used its benefits realisation approach and tools to work closely with the Council to apply a 'Value Assurance' methodology. Building on Fujitsu's core set of best practices and international standards this ensures effective governance. It also helped to identify structure, monitor, and measure and ultimately realise the benefits of a project through the appropriate application of IT. By recognising the relationships and interdependencies of people, processes and systems and how they impact on service delivery, Fujitsu's approach also identifies and exploits opportunities for business process improvement and re-engineering. This means staff have the necessary skills and technologies to support new ways of working.



2.3 Please demonstrate the professional capability of your analysis team quoting relevant qualifications e.g. Information Systems Examinations Board [ISEB] Business Analysis .

ISEB Business Analysis is an over-arching description for a range of capabilities and certifications from Foundation through to a Business Analysis Diploma. Our staff possess a broad range of skills, experience and accreditation in key disciplines and technology areas required to design, implement and support our managed services. In particular the following qualifications and certifications are relevant to analytical roles:

ISEB Business Analysis certifications

Fujitsu staff have enjoyed a long relationship with the British Computer Society/ Chartered Institute for IT. The following table summarises employees who have certification(s) in the area of Business Analysis:

Foundation	Business Analysis	5
Practitioner	Business Analysis Practice	4
	Modelling Business Processes	1

ISEB related disciplines certifications

We believe the following disciplines also contribute significantly to the role of an analyst during the development of feasibility studies and related consulting activities:

Foundation	Software Testing	112
Intermediate	Software Testing	26
Practitioner	Software Testing	11
Advanced	Business Strategies Management	2
	Information Security Management	15
	IT Architecture	3
ITIL v3	Continual Service Improvement	3
	IT Operational Support & Analysis	4
	Release, Control and Validation	4
	Service Design	10

Complementary analytical certifications from other bodies

ISTQB	Advanced Analyst	2
	Advanced Test Manager	2
	Foundation in Software Testing	7
ISACA	Information Security Manager (CISM)	9
	Information Systems Auditor (CISA)	5
OGC/MSP	Managing Successful Programmes Practitioner	172
	Managing Successful Programmes Advanced Practitioner	27

Fujitsu can provide details of our professional capabilities in other areas of IT Solutions Delivery if required by POL at a later stage.



3.0 Delivery: Solution Design, Build and Configuration

3.1 Please explain the differences in your approach in delivering the following

- a) A bespoke/ specialist technical solution to a client that required a degree of customisation to meet a unique set of requirements.
- b) A commercial off the shelf [COTS] product integrated it into an existing business' IT infrastructure.

Fujitsu undertakes an appropriate combination of bespoke application development and application package configuration to provide the necessary applications and application services to meet our client's requirements. These are integrated into the client's existing business ICT landscape to deliver complete solutions for them.

We acknowledge that no single approach to software development can meet the needs of every project. To support these needs, whilst retaining the benefits of a proven approach, Fujitsu employs a methodology framework that brings together the most appropriate tools and proven practices that best fit the needs of the project. Our methodology framework is called Apt. Apt provides a set of Application Lifecycle Management (ALM) tools that feature: Process automation, Traceability, Reporting and analytics to synchronise development activities, Integrates practitioner tooling into a fully connected multi-disciplinary environment, Test Driven Development, and Continuous Integration.

We use Apt across the full range of solution types, from bespoke 'ground-up' developments, through legacy modernisation projects, to the configuration and deployment of commercial off the shelf (COTS) products. Apt provides the backbone methodology for common disciplines and practices. Apt also acts as an integration framework into which specific solution methods and practices can be plugged – for example in an SAP solution the Accelerated SAP (ASAP) method will be employed for the core design and implementation of the SAP components and Apt will provide the context framework for the full lifecycle development and for the non-SAP elements that are needed to deliver the full end-to-end solution.

The key differences between our delivery approaches for bespoke and COTS solutions are described below. The comparison is based on the lifecycle stages after the build/buy decision has been made (so, for example, a COTS package has been selected because of its functional match to business requirements). The COTS approach is illustrated using our methodology for SAP implementation, but the principles apply to all our COTS deliveries (although the names for the stages may be different)

(a) Bespoke/ specialist technical solution to a client that required a degree of customisation to meet a unique set of requirements:

The key to successful bespoke development is turning a complex set of requirements into manageable deliveries that have a clear relationship to business imperatives.

The Fujitsu Apt method is a modern agile approach that lends itself very well to development of tailored and bespoke solutions across a wide range of delivery technologies. This method breaks the delivery into subsets or modules with a focus on value to the business. Apt encourages iterative development with frequent demonstration of results to stakeholders. Our approach comprises:

- Requirements management - For bespoke developments we make extensive use of business and system use-cases. As well as communication and agreement with the client, the use-cases are the basis of subsequent development activities hence the amount of effort put into their development is greater than for a COTS delivery. As the development progresses, the traceability to the use-cases is maintained and, throughout the lifetime of the solution, business change impact can be assessed through the relationship of use-cases to the deployed solution;
- Business Design - Under Apt we take a component-based approach to design. The method allows cost-effective component buy / reuse / build decisions to be taken within each module. For



example, a business requirement could be met by accessing a commercially provided web service, integrated into the solution design;

- Technical and Integration Design - The biggest difference between bespoke and COTS solution design is concerned with the amount and level at which the design activity takes place. Bespoke design requires:
 - Service-based design at the level of sub-components, components, and component groups;
 - A considerable amount of internal process-to-process interface design.

The management of design for complex bespoke solutions can be a considerable undertaking in its own rights. Apt provides us with the tools to manage complex designs throughout the solution life cycle.

- Implementation - Implementation of a bespoke solution typically requires levels of additional technical integration testing and performance testing beyond that required for a COTS solution. This requires the provision of additional test environments that can be dedicated to system integration testing and proving the performance of the system under stress.

Apt has a very strong emphasis on testing, in particular test-driven development and continuous integration.

b) A commercial off the shelf [COTS] product integrated it into an existing business' IT infrastructure

Successful COTS implementation is built on getting the most out of the standard product and minimising and isolating any customisation work. Over the solution lifetime one of the main benefits of a COTS solution is the ability to take advantage of new product features that are incorporated into new releases. Customisation immediately becomes an obstacle to upgrading unless it can be carefully isolated.

Fujitsu has proven expertise in SAP, Oracle, and Salesforce implementation. Our success is based on our expert in-depth understanding of the product offerings and their roadmap futures. Our approach comprises:

- Requirements management - One of the key differences with a package solution is the ability to utilise the software during the early stages of the project to prototype requirements. Also, requirements can be crystallised through reference site visits to existing users of the software.

Business use-cases are an important tool to describe the business environment in which the solution must operate. However the use of more detailed use-case diagrams is usually limited to those aspects of the solution that will not be covered by the COTS component.

- Business Design - The core package functionality is a 'given'. Therefore the emphasis for business design is to agree with the client how the package will be configured to deliver the business requirements.

In a SAP project this is known as the 'Business Blueprint' stage. The Business Blueprint covers

- How the business processes are to be implemented in the package
- Which elements of the solution can be delivered by configuring standard functionality and which elements of the solution require an element of development
- The business interfaces into and out of the solution
 - How the organisation structure and key business reference data are to be represented in the package
 - The required user roles and authentications



- Technical and Integration Design - The focus of technical and integration design is to provide the right platform for hosting the software and to design the interface architecture (online and batch) for inputs and outputs. The technical solution must also address how the COTS package will be supported by the vendor or their agent, adding third party security access requirements to the design.

There is typically a wealth of information and best practice information available from the COTS provider and from previous implementations of the solution, so the technical design can be done by matching the non-functional requirements to benchmark performance data and reference architecture configurations.

- Implementation - In the case of SAP and a number of other COTS vendors the supplier will carry out inspections of the system pre and post go-live as part of the implementation process. In the SAP case this is called the SAP early watch diagnosis service and is a pre-requisite for ongoing support by the vendor.



3.2 Please explain how you would use your experience and industry knowledge to assist Post Office in the delivery of innovative and best-of-breed solutions that represent optimum value.

Fujitsu has a broad knowledge and experience base to help drive innovation and sustainable solutions into all aspects of Post Office's business. As a global business we serve every market somewhere in the world. We source and supply products for all our customers and either manufacture products ourselves or draw on our significant partnerships with major suppliers as well as seek innovation through our small/ medium enterprise program. We are able to bring that knowledge to support POL's diverse product offerings and business.

Fujitsu also has a long history of innovative research and development with 1,500 people employed in our research and development laboratories. This investment has delivered products ranging from the world's most powerful super computer, servers and storage, smart phones and tablets through to software solutions for automatic business process discovery. Often these developments have led to industry awards such as the recent SAP Pinnacle Award as Technology Innovator of the year due to one of our servers breaking the Virtualisation world record and our inclusion in the Gartner top quartile value governance methodology.

By working in partnership with our customers we are able to design solutions that deliver business benefit, for example with Auchan, the global retail chain, to reduce queuing by 40% through innovative EPOS and check out services including self service kiosks and separating scanning from payment. In financial services our customers have met the regulatory need for mobile recording by using the service we provide with Natterbox, a small independent technology company with whom we have partnered. Companies have improved their reporting and business intelligence using SAP HANA, a new hardware platform we have developed in partnership with SAP. POL has recently ordered a CRM solution we are delivering as a hybrid cloud solution meeting UK data protection rules while still getting the value for money benefits of the cloud.

POL has already benefitted from our approach to delivering innovative solutions, i.e., the current Horizon Next Generation EPOS system has its own rapid deployment development language enabling POL to deliver complex products to market in short timescales without incurring unnecessary development costs.

However it is not just being able to produce industry leading knowledge and products but understanding how these products can be integrated and exploited to achieve lasting business benefits that really count. As with all customers we would expect to work closely with Post Office and set up a joint project team. The team would define both the business and technical requirements and map these to the business vision and roadmap. Fujitsu uses a process called "results chain" to ensure the business outcome and benefits from a particular project are achieved (as described in our response to Question 2.2).

Fujitsu's professional sourcing capability combined with the knowledge in the existing Post Office Account team will enable us to reach out through Fujitsu's own organisation as well as our supplier and partner base to source solutions that meet POL's requirements at a price point that represents best value. The joint project team would be involved in overseeing this process and signing off on key stages such as prototypes, production samples etc., as well as overseeing any rollout program to ensure disruption to normal business and the number of revisits are kept to a minimum. For larger programmes a joint Governance board would be in place to oversee the process. This was used recently in the procurement of the unique PIN pads that Fujitsu has sourced for POL that deliver ATM as well as EPOS functionality.



3.3 Describe how you would ensure that all solution configurations are robust and scalable.

Fujitsu's credentials for developing robust and scaleable solutions are based on our engineering methods and processes, our engineering experience, our re-use of proven designs and our access to subject matter experts (SMEs) within Fujitsu, within key suppliers, for example Oracle, SAP, Microsoft, and within specialised companies around the world.

Methods and Processes

The Architecture Development Methodology (ADM) is the Fujitsu standard approach to the development of Solution, Enterprise and Offering architectures. ADM is aligned to The Open Group Architecture Framework (TOGAF™) version 9 (as described in our responses to questions 4.1 and 4.2 below) and includes:

- Reference architectures;
- Proven architecture principles;
- Engineering and technical master policies for design of solutions.

These reference architectures, principles, and policies are intended for application to enterprise scale and process/mission critical systems. The principles and policies cover important common activities for delivering robust and scalable solutions. There are also guidelines and reference architectures for specific solution and technology types, for example:

- Process control systems;
- Web and E-Commerce;
- High security/High integrity systems.

Engineering experience:

As the world's third largest IT services provider Fujitsu has considerable engineering experience with designing and delivering very large scale, highly scaleable, highly available, and highly resilient solutions.

For over a decade Fujitsu has been creating the building blocks for cloud computing, investing over \$2 billion in creating a global cloud capability with cloud data centres, clouds for sensor-based computing, cloud interoperability and cloud security. Fujitsu has created some of the world's largest and most advanced cloud environments for both commercial and government organisations.

Fujitsu has extensive experience in delivering enterprise solutions to POL, including the Horizon Online™ system. This is a high scale, highly available, and highly resilient system that processed over 2 billion counter transactions in 2011 including 17.3 million transactions on the peak day.

Re-use of proven designs – Fujitsu TRIOLE

Fujitsu TRIOLE is our method for creating industrialised IT solution and service designs, making them more efficient, more reliable, quicker to implement and easier to manage. Our TRIOLE designs have well known and understood performance characteristics and are a very important resource for creating reliable, robust, and scaleable solutions based on the principles of re-use thereby reducing costs and risks during the design and implementation stage.

Access to Subject Matter Experts (SMEs):

We also have access to performance specialists within Fujitsu and within our strategic partners including Oracle, SAP and Microsoft giving us access to vital resources and sources of engineering excellence that we can call upon for guidance and peer design reviews. We also have a good understanding of product roadmap developments that are critical to planning solutions that span releases of component solutions during their lifetime. We also have close partnership relationships with specialised solution providers, for example imaging and biometric scanning.

We therefore have the capability to care about the whole IT stack, its implementation, and its operation.



4.0 Delivery: Solution Architecture

4.1 Please explain how you would integrate and adhere to Post Office's architectural principles for solution designs.

Integration of customer architecture principles

The Architecture Development Methodology (ADM) is the Fujitsu standard approach to the development of Solution, Enterprise and Offering architectures. ADM is aligned to The Open Group Architecture Framework (TOGAF™) version 9, and includes a set of proven Fujitsu architecture principles as well as engineering and technical master policies for design of solutions.

When integrating customer architecture principles into the solution design, our first step is to work with the customers architect team to compare the customer's architecture principles with Fujitsu best practice and identify any principles that are not already incorporated into, or aligned with, the ADM framework.

Where additional or mis-aligned policies are identified, these are discussed to ensure there is a clear understanding of the intention of the policy and whether, or not, it is relevant and significant for the solution design to be delivered

The next step is to document the agreed combined set of best practice and customer architecture principles that will be employed for the solution design. The key principles are documented within an Architecture Overview Document (AOD), a standard deliverable from the ADM, as:

- Principles set by the customer;
- Fujitsu additional principles.

The full principles are further documented in a dedicated document for the solution, Solution Architecture Principles.

Adherence to customer architecture principles

The Fujitsu solution owner plays an important role in the integration of Post Office principles into the solution design and, during the development phase of the solution, ensuring that the solution design and build teams all adhere to the agreed architecture principles.

The solution owner is the author of the Architecture Overview Document and Full Principles Document.

Dependent upon on the scale of the solution the solution owner may establish a Design Authority/Approval Board (DAB) that will approve solution designs and change proposal designs. Adherence to the agreed architecture principles will be a key criteria in the DAB review. On smaller scale solutions the DAB role will usually be carried out by the solution owner.

All DAB decisions are minuted to leave a clear audit trail.

Integration and adherence to Post Office Architecture principles

In the case of Post Office, because of our position as one of Post Offices main IS/IT suppliers, the Fujitsu architecture team has a very good understanding of POL architecture principles and we have developed a very close working relationship with POL architecture and programme management community.

Our solution design and development teams therefore are very experienced at working to these principles and policies, delivering robust and scalable solutions for Post Office and our architecture principles and engineering policies are strongly aligned with delivery of solutions into POL business and technical environment.



4.2 Please demonstrate your level of competence and capability to operate within the 'The Open Group Architecture Framework' [TOGAF].

Capability and competence

As a former Silver member of the The Open Group, Fujitsu actively participates in the development of TOGAF, including the Architecture Development Method (ADM). Fujitsu has over 20 TOGAF accredited architects in the UK who act as subject matter experts (SMEs) to the wider architecture community.

Fujitsu's approach to Enterprise Architecture is aligned to The Open Group Architecture Framework (TOGAF™) version 9 and incorporates Archimate® Version 1.0, the Open Group Technical Standard defining a flexible modelling language for Enterprise Architecture.

The Fujitsu ADM builds upon TOGAF and is used in Fujitsu to drive standardisation, consistency and good practice in the development of architectures across Fujitsu. The processes within ADM cover the development of business, application and technology architectures according to well defined requirements established early on in the process and managed throughout. The ADM also ensures governance models for implementation and architecture management are defined and their establishment planned.

Through the ADM, Fujitsu aims to:

- Ensure architects consider all parts of architecture development to enforce completeness;
- Ensure architectures are correctly and fully documented as they are developed, thereby improving efficiency and reducing confusion during implementation stages;
- Align architecture development with specific external standards;
- Ensure architectures are aligned real business requirements and can be traced through the development process;
- Improve governance of implementation and architecture changes;
- Create one main reference point thereby improving communication of an architecture and reducing workload.

Our level of competence and capability can be cited by our work in Her Majesty's Revenue and Customs.

The Government drive to reduce cost without sacrificing service has led us to work closely with our customers to innovate in ways to achieve this. For HMRC, where we act as the owner of the Infrastructure, aggregating other suppliers services within this scope, we addressed the 'more for less' challenge by taking a radical approach to the underlying technical server infrastructure and hosting component.

We took an architecture-led approach, applying the TOGAF-based ADM, to model the as-is and to-be architecture and to build a benefits-led transformation roadmap for services to meet the value challenge. The result was an innovative programme to replace the server platforms currently hosted in data centres originally built by the customer but now maintained by Fujitsu with new equipment focussed upon virtualised services hosted in our modern Tier III Gold Standard data centres.

Key outputs from the architecture development work for HMRC include:

- A future ICT strategy for the delivery of desktop and infrastructure services;
- Principles and policies for technical delivery;
- Standards and templates for application throughout the development lifecycle;
- System and service architectures – as-is and target architecture models used to guide the scope and shape of technical and service enhancements;



- Technology roadmap – future planning for upgrade, retirement or replacement of software and hardware based on vendor lifecycles and business needs.

4.3 Please demonstrate how you would design a solution to ensure performance against pre-defined KPIs and SLAs, include detail on:

a) the factors you will consider when designing the solution and how these differ from your usual approach to solution design.

With the increasing adoption of commodity computing models including cloud computing and software-as-a-service, the service characteristics of the platforms are a 'given' and the onus is on the customer to decide whether, or not, the service on offer will meet the businesses requirements. Fujitsu speculates that the reasons in the future for customers requiring bespoke/custom solutions will become limited to critical business requirements where the required service performance cannot be met through commodity options.

Fujitsu's disciplines for engineering a solution to meet tightly defined KPI's and SLA's will apply to both customer bespoke services and also to the creation of new commodity computing services. The factors we consider in design include a wide range of business factors that will drive technical design and service design and include (but are not limited to) the following:

- Business requirements for the solution/service: understanding the market in which the solution must operate and the true business impact of unavailability, data loss, data corruption, security breaches;
- Understanding the business continuity requirements including Return To Operation (RTO) and Recovery Point Objective (RPO) for the solution;
- Understanding how service availability and service performance will be measured, for example what is measured, and over what time period, and the exceptional situations in which performance measurement against SLA's will be suspended;
- Understanding the service penalties and liquidated damages regime for the service;
- Understanding how the solution may need to adapt to business change and growth in the future including the business vision in terms of growth, globalisation, and competitor direction;
- Understanding the benchmark performance expected of the solution starting with total cost of ownership and the value that the business puts on having a robust and reliable solution;
- Understanding the constraints on how the solution can be supported, for example hours of operation, availability of emergency maintenance slots, change freezes;
- What design limits can be agreed for the solution, for example total throughput and peak throughput;
- Security requirements including customer accreditation requirements (including PCI compliance), permissible levels of sharing of resources, what levels of security clearance are required and what elements of support may be provided by offshore resources.

When the business and service requirements are fully understood the technical design can proceed, taking into account:



- Architecture and Operations best practice, principles, and policy from Fujitsu Architecture Development Method
- The engineering characteristics of services and components to be employed in the solution including;
 - Performance prediction models;
 - Resilience and failover modes;
 - Availability statistics, and time to fix statistics.
- The service performance characteristics of any standard service components that will be deployed in the solution;
- The tools available to measure service availability, performance, and to report against KPI's.

b) any additional steps involved in the design process to validate your assumptions and ensure that your design principles will achieve a solution that is fit for purpose and exceeds the pre-defined target operational state

There are several key areas where additional effort and techniques are employed when the cost of getting it wrong (to the client and to Fujitsu) are potentially high.

- System availability design based on component analysis;
- Throughput modelling;
- Early integration performance test (prototype);
- Highly formalised service design, including design for business continuity;
- End-to-end design walkthrough.

These are described in more detail below:

System Availability Design (for systems with high availability requirements) - This step models the system availability by looking at the network of connected/interdependent hardware and software modules that combine to deliver the critical services. The method requires information on mean time between failure and mean time to recover for the key modules – not always the easiest information to obtain (especially for software that is yet to be designed) but can usually be estimated by analogy with similar components. The result gives a scientific basis for decisions on the required resilience model to be employed in the design example for example the number of parallel nodes required to deliver the required availability levels.

Throughput Modelling (for high throughput/high performance solutions) - This involves modelling the throughput characteristics of the hardware, network, middleware, and business software that make up the end-to-end solution to ensure that peak performance can be achieved. Where possible, Fujitsu's solution designs are based on standard components and sub-systems with known operational performance characteristics. Our TRIOLE method is at the heart of our approach to re-use and continuous improvement. Fujitsu invests much effort in creating standard builds that can be re-used to deliver reliable solutions.

Early Integration Performance Test (prototype) - Sometimes modelling calculations are not enough to be fully confident about resilience and throughput, for example it is often critical to understand the amount of communication traffic that will actually be generated between nodes, particularly slower WAN links, and this is where it may be important to create an early prototype. The integration prototype can also be used to examine the actual performance of the solution in a failover situation, for example where one node becomes unavailable.



Highly Formalised Service Design - Where a solution operates in a multi-supplier environment it is vital to underpin the service level agreement with the client by putting in place supporting operating level agreements. The overall service is only as good as the weakest link in the solution chain.

End-to-end Design Walkthrough - Fujitsu carries out formal design walkthroughs for the different dimensions of the solution, for example:

- Technical design against the performance, resilience, availability criteria;
- Service design against the SLA and business KPI criteria;
- Business continuity design walkthrough against business impact assessment criteria.

Formal walkthroughs are an excellent and proven technique for testing the overall solution design and helping ensure that the solution delivers against all client and Fujitsu criteria.

We believe that these additional steps in the design will validate our assumptions and ensure that our design principles are fit for purpose and exceed the pre-defined target operational state.



5.0 Delivery: Product Based Solutions

5.1 Please explain how you would develop and produce product specifications to enable products to be sourced from the market place.

Fujitsu will use a structured, monitored and proven approach to solution design in order to meet POL's specific objectives. Fujitsu's technology portfolio provides a consolidated view of information about products and technologies which have been approved for use within Fujitsu and its key clients, importantly with links out to key information stores and departments.

The Technology Portfolio includes Fujitsu technologies (from FTS/TPG, and elsewhere within the Fujitsu Group of companies); technologies from key supply partners; tools; and niche service providers that maximise Fujitsu's key offerings.

Understanding POL's objectives and requirements therein is key as this forms the fundamental basis for any solution. POL will be engaged to refine and clarify requirements so that the end solution will best meet key objectives. If what is required sits outside of Fujitsu's proven in-house solutions, the most appropriate supplier partners will be engaged to leverage specific expertise from Fujitsu's approved supplier base.

It is recognised that development of a solution will be an iterative process involving POL, Fujitsu, and one or more suppliers where unique or complementary products or services are required.

The team working on the specification will consist of technical experts, project managers, Commercial and Procurement from Fujitsu, plus key suppliers where applicable.

The role of the Procurement team in the process is to:

- Source suppliers, and stringently validate their appropriateness for use.
- Where more information is needed to form potential solutions, conduct the relevant methodologies set against requirements to establish the best options to meet POL's objectives and known requirements.
- Where competition is possible, appropriate tenders will be run to ensure the most cost effective solution, whilst maintaining a fit for purpose proposition.
- Leverage of key cross country supplier relationships and volume to obtain optimum pricing.
- To bring together the technical, project management and commercial aspects in to contract and final specification in order to de-risk the project to protect POL and Fujitsu by:
 - Ensuring there is clarity in what is to be delivered to what standard, at what cost, and by whom (defining which party is responsible for what, including interactions with other suppliers).
 - Defining operating processes and reporting for the project and ongoing contract / supplier management, i.e. acceptance criteria, project reviews, reporting, change control, dispute resolution, SLAs, progress and performance monitoring etc.
 - Negotiation of strong underpinning contract terms (inclusive of any customer required flow-down contract terms) that reinforce delivery of the specification which includes deliverables, timescales and costs and mitigate and manage risks.



Fujitsu will always consider an existing and proven solution that starts with a scope document which is developed by our Sourcing Group and agreed with the business sponsor, requirement owner and technical lead. The scope looks at the requirement starting from a high level geographic and organisational overview, then works down to the POL's particular detailed requirements taking into consideration existing solutions, the Fujitsu knowledge base, previous RFI's and research and links to any design architecture or technical specifications.

The scope also considers expectations, needs and wants, the POL's overall business strategy, milestones required, the critical success factors and the methodology to be used.

Consideration is also given to the make or buy decision within Fujitsu's internal resources and also wider business solutions. Where there is only a single source supplier and the risks associated with this, if there is a case for adopting a partnering approach with a key vendor to the benefit of all parties this process will be undertaken to ensure the best result. The requirement is then considered as below and the responses are then ranked as Business Ideal, or Business Minimum, or Agreed Target which identifies the best approach:

- Fujitsu Strategy
- Preferred Supplier Relationships
- Assurance of supply and logistics
- Quality
- Service levels achieved or expected
- Innovation
- Cost
- Overall risks
- Timescales
- Implementation



5.2 Please demonstrate your capability to run procurements on a regular basis for the sourcing of IT products including Hardware and Software.

Fujitsu, as one of the world's leading IT companies, has developed reliable and efficient systems for the sourcing, provisioning and support of enterprise-standard hardware and software, including its own innovative range of industry-leading products.

Our SupplierConnect service manages procurement activity on a customer's behalf. It covers the entire procurement cycle, including selection, management and measurement of all third party suppliers and, where appropriate, involves the TUPE of staff as part of the service. It will offer POL a professional procurement consultancy with in-depth experience of procurement strategy, governance, category management, cost-down initiatives, supplier management, business process re-engineering and e-procurement, through to operational management. It brings together the various elements of supplier management in a simple, easy-to-manage approach including:

- A defined and managed Premier Supplier Listing;
- Supplier management processes;
- Supplier scorecards, updated every quarter as a minimum;
- Review of all suppliers' corporate responsibilities and business continuity processes, as well as financial and commercial offerings.

Fujitsu's procurement team uses a structured and proven approach to procurement which, through discrete process steps, develops the model and approach to be used to provide the best outcome. This process is applicable to any external supply and the strategy is flexible to allow for any project size or complexity. Fujitsu's procurement team can review and seek to renegotiate existing agreements, engage new suppliers, agree technology and service roadmaps and assess cost implications.

SupplierConnect benefits from our many long-standing, strategic and operational relationships with all Tier 1 volume hardware, service and software suppliers, and with numerous distributors. We work effectively with these suppliers, sharing mutual aims and values for the benefit of customers. Our suppliers, with whom we have extensive commercial, contractual and business development relationships at all levels, include:



Our corporate agreements with many leading software vendors include:

Checkpoint – Premier Partner and Certified Service Provider	Citrix – Gold Partner
McAfee – Authorised Reseller	Novell – Business Expert Reseller, Platinum Systems House
Peregrine (HP) – Global Alliance Partner, Authorised Reseller	Seagate Software – Authorised Reseller
Siebel – Global Solutions Partner	BMC – Elite Reseller



<p>Microsoft – our relationship extends beyond gold partner status, owing to the close relationship which has been developed through the Fujitsu-Microsoft Alliance. This offers a unique level of cooperation between both organisations, since Fujitsu is one of only three major partners with Microsoft in the UK</p>	<p>Oracle – we are a global Oracle Platinum Partner and have over 2,000 SAP professionals worldwide and over 400 in Europe. Fujitsu is one of three IT services companies worldwide that is certified as a Global SAP Services, Technology, and Hosting Partner, and we are a Global SAP-Certified Provider of Cloud Services.</p>
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Our relationships across the marketplace have also allowed us to develop our Independent Software Vendor (ISV) programme, designed to transform traditional on-premise software applications to a cloud based Software as a Service (SaaS) offering (see 17.4 for details on our enterprise-class 'App store').

We have commercial and contractual frameworks in place with most hardware manufacturers and value added resellers and distributors as shown below:

3Com – Authorised Systems Partner	Brother – Accredited Reseller
Dell – Authorised Service Reseller, Alliance Partner	Epson – Accredited Reseller
Hewlett Packard – Gold Partner, Authorised Reseller	Hypertec – Authorised Dealer
IBM – Global Business Partner, EMEA Systems Integration Partner Tier 1	Intel – Networking Reseller
Kingston – Authorised Reseller	Motorola- Platinum Partner
Nokia – Authorised Reseller	Panasonic – Accredited Reseller
Portable add-ons – Authorised Distributor	OKI – Accredited Reseller

The benefits that POL may expect from Fujitsu's procurement experience and relationships across the marketplace include:

- Immediate and significant cost savings - both by optimising prices and by ensuring the right products, licenses and services are supplied with the right levels of service;
- Better risk management – understanding and sharing the risk with suppliers, and the ongoing management of that risk;
- A more responsiveness service - from product and service delivery through to problem escalation and resolution;
- Reduced management overheads - reducing the cost and management burden by outsourcing the procurement operation;
- Economies of scale – achieved by consolidating or rationalising the supplier base;
- Corporate Responsibility - ensuring that requirements are cascaded throughout the supply chain;
- Greater compliance - enabling legislative and regulatory requirements to be met;
- Innovation – leveraging supplier relationships to benefit from more innovative products, services and methodologies;
- Scheduling of product supplier – providing a specialised solution in the forecasting and scheduling of product supply to meet POL's required delivery dates.

Fujitsu employed its procurement team when it was engaged by POL in 2011 to procure 30,000 Pin Entry devices to upgrade the existing branch counter estate. The requirement had a considerable number of technical issues to be evaluated, bespoke DDA design requirements, the requirement to reuse existing installed counter components, connect to existing supplier power supplies, add device capability and ensure that it was future proofed for Post Office business planning. The Fujitsu process ensured that the best market competitive offer was obtained by using their template RFP and structured evaluation approach. The



device selected met every requirement and the equipment was delivered in time to meet testing, accreditation and 2012 planned rollout.



5.3 Please explain how you would provide the logistics, delivery and distribution of products to any UK location, as required by the Post Office.

Fujitsu recognises the potential diverse delivery requirements of POL, particularly in terms of POL's widespread geography, and the need for quick and efficient deliveries. Fujitsu will work closely with POL to ensure that service options are tailored to meet required both in terms of timing and geographic location. Fujitsu's service options are always designed to meet specific customer requirements.

Logistics and Storage

In terms of logistics, our Technical Integration Centre (TIC) is one of the largest IT logistics facilities in the UK, and can provide a range of collection and delivery options for POL. Based in Warrington, Cheshire, it is a purpose built facility, opened in January 1997, which provides safe and secure storage for customer assets. The Technical Integration Centre meets the Ministry of Defence (MOD) List X standard, ensuring processes that have been developed by Fujitsu comply with a List X approach.

There are in excess of 10,000 pallet spaces, and 4,500 racks for small parts, various decks, and a carousel, will enable POL to have specific storage location in the centre, if desired. The TIC operates a two-tier live storage and operating facility. It operates on a 24-hour, Monday to Friday basis, but with the capacity to operate 24 hours, 7 days a week, if and when required. Fujitsu therefore has the necessary logistics in place to support any project POL may choose to run, and to different timescales.

Transport

Fujitsu will arrange and administer all transport services using our approved third party carrier partners. Deliveries to the UK mainland can be made on a next day basis, if POL requires this. Our standard delivery and collection times are during business hours Monday to Friday. If and when required, we can also manage deliveries and/or collections outside of normal working hours. This may include weekends and/or Bank Holidays. Fujitsu can also deliver to POL locations based in the Highlands and the Isles. In this case, next day cannot be guaranteed due to ferry crossing times, particularly during out of season and/or during adverse weather conditions.

For project-based high volumes, managed deliveries are typically delivered as part of a deployment project. The project manager will, on behalf of POL, agree a specific delivery schedule with our transport services management team.

Additional services can also be provided. An example might include delivery to a desk and unboxing of equipment. If necessary, we can also arrange with the carrier to remove all packaging for recycling. We can collect waste equipment with approved carriers as part of our recycle services for redundant equipment.

Should POL require moves of existing IT equipment, including moves from desk to desk, and relocation from site to site, Fujitsu will be able to provide this. Our specialist carriers can provide equipment to move large items such as racks and storage equipment. For these larger scale operations, Fujitsu will recommend that site surveys are carried out as part of the planning to ensure no unforeseen issues of delays are incurred.

In terms of security, Fujitsu provides a fully secure delivery and collection service using dedicated, unmarked vehicles, using personnel with security clearance. Secure delivery comprises one or two dedicated personnel with a dedicated vehicle driving point-to-point. This will ensure that the security of POL's deliveries is maximised



5.4 Please explain how you would integrate, configure and install products in accordance with business requirements.

Fujitsu will establish a Project Management and Co-ordination Team (PMO) who will be responsible for managing the integration, configuration, delivery and installation of products in accordance with POL business and operational requirements. This team will be scalable and can be flexed in order to meet demand.

Fujitsu's own configuration services manage the pre-delivery configuration requirements for IT and Networking infrastructures. Our services cover all aspects associated with configuration activities from technical builds, through to physical re-packaging requirements. These services can also be performed to Government and military security standards within our ListX configuration facility and our expertise extends past traditional IT equipment to include for example, non-standard products such as kiosks, POS and vending machines.

Configuration of products is primarily handled by the Fujitsu's Configuration Centre at our main warehousing facilities in Warrington and is integrated into our standard warehouse operations enabling the fast and efficient supply of products to customers. As much pre-configuration work as possible, including testing, on hardware and software will be done at our Configuration Centre. This reduces the amount of work that is required to be completed on individual sites and filters out "dead on arrival" (DOA) instances and early life failures thus minimising the adverse impact on installations.

Specifically, Fujitsu's configuration service begins with the testing of a customer specific system build. This build can then be packaged, ready for volume imaging as required by either the customer's SLA or project schedule. Our service model is proven, yet flexible enough to take into account any POL specific requirements. Fujitsu is able to deliver a service tailored to each project or requirement and will configure equipment according to role, department or even individual needs.

If necessary data communications links, communications equipment and build servers may be installed in the Configuration Centre to support the software installation and test processes and Fujitsu will work with POL to understand exact requirements. It may also be necessary to modify bench layouts and power and data circuits within the Configuration Centre dependent upon security, hardware and communications requirements.

In terms of resources requirements will be forecast to ensure that the correct number of appropriately skilled engineers is available to meet POL demands. Fujitsu will also ensure that our configuration (and installation) engineers are fully trained on our configuration (and installation) procedures before being allocated to POL projects.

Overall our Configuration Centre is a semi-production environment which has been designed to deliver scalable configuration services, enabling customers to benefit from our economies of scale. However, unlike an original equipment manufacturer (OEM), Fujitsu has no minimum or maximum order thresholds and our processes ensure that the latest approved build version(s) is always deployed.

The Project Management and Co-ordination Team will liaise with POL to plan the delivery and installation work and develop operational procedures which take into account POL's business and operational requirements, dependencies and constraints. A Fujitsu Project Engineer will be assigned to work with POL to develop the procedures for hardware and software configuration and testing, installation and final testing. All procedures will be documented, signed-off by Fujitsu and POL and be managed under version control.

Additionally a Stock and Warehouse Management System will be set up to manage POL products. This will include the creation of part numbers and logical stock locations so that POL's stock can be identified, accessed and stock levels managed and reported.

Fujitsu also has an established portfolio of transport providers who offer the full range of services required in terms of product size and weight, delivery times and geographical coverage. Services include Same Day Couriers, Overnight Couriers, dedicated point-to-point collections and deliveries, specialist movers for large items, for example ATMs and Certified Waste Carriers. Fujitsu will work with POL to select the most appropriate transport services for both one-off installations and projects.



Fujitsu takes a flexible and collaborative approach to planning and scheduling deliveries and installations. Consequently where we are delivering and installing hardware as part of a larger project, it is essential that we understand and appreciate the overall plan, constraints and dependencies in order to integrate our activities with those of the POL as efficiently as possible. This will be achieved by working closely with POL, and if necessary their partners and/or suppliers, to plan and schedule deliveries and installations. In order to avoid any "failed deliveries" and/or aborted visits, Fujitsu will work with the POL project/site contact to monitor progress and check that the site is ready for the delivery and subsequent installation.

Fujitsu will also consult with POL to identify any constraints which affect physical deliveries. These can (but not limited to) include:

- POL's (local) procedures for accepting deliveries;
- The availability of site contacts;
- Vehicle dimensions, weight and manoeuvrability in relation to site;
- Parking/loading restrictions;
- Evening and weekend delivery restrictions;
- Physical site access, for example local restrictions, provision of additional resource and manual handling equipment to move large items;
- The availability of storage space on site.

Wherever possible, our engineers will take the items to be installed with them. This will remove the need for a separate delivery and storing the items on site.

Any other constraints identified as part of the planning process will also be taken into account when scheduling and organising deliveries and if necessary we can call the (POL) site contact at a pre-agreed time ahead of the delivery and installation to advise or remind them of the date and time that the activities will be taking place.

Fujitsu is also familiar with working on secure sites and will adhere to POL's processes and procedures. Fujitsu will also ensure that where necessary our personnel will:

- Have the relevant security clearance and are able to demonstrate this when on site;
- Wear the relevant security passes at all times when on site;
- Provide names and vehicle registration details as and when required;
- Take into account notice periods for gaining entry into secure sites when planning and scheduling work.

If necessary we can also provide and distribute notices for display in locations which advise when work will be taking place in order to set expectations with POL's staff and their customers and allow them to avoid those times.

It is recognised that POL will have specific business and operational requirements and that these may vary from site to site. Fujitsu will work closely with POL to understand the specific business and operational requirements to ensure minimum risk and minimum disruption is caused by deliveries and installation activities and we will also work with the POL to schedule work that avoids, for example peak trading periods and change freezes. Fujitsu will take into account any peak operational times during the day. If necessary activities can be undertaken out-of-hours during the week, at weekends and Bank Holidays.



6.0 Direct Call Off Services: Testing

6.1 Please explain how you will work with Post Office to define a test strategy, including detail on how you would identify elements for automation, explaining why the manual elements are not suited to automated testing and how you would plan your testing to deliver both manual and automated elements. Please include an example of a documented test strategy and plan to support your response

The test approach covers, either directly or indirectly, all the test verification and validation activities required through the software development life cycle, starting from the initial involvement of test analysis in the requirements stage through to testing activities up to acceptance and deployment to production.

The first key deliverable in the test lifecycle is the Test Strategy, which shall be jointly defined between POL and Fujitsu. The Test Strategy objectives will be identified via workshops attended by appropriately skilled resource from both teams. The expected output from the workshops will be an overarching strategy for testing across the programme and will define a common understanding of the terminology, scope, standards, processes, and progression of testing. This is a good example of collaborative working and indeed how the Joint Test Team works on the Post Office Account today.

Central to the test approach is to drive all aspects of the work based on achieving the test objectives in an efficient and effective fashion. To achieve these objectives a combination of manual and automated testing will be used. Test automation facilitates a cohesive approach through the test lifecycle and brings many benefits:

- Once created, automated tests can be run over and over again at no additional cost
- Automation reduces the time to run repetitive tests from days to hours. A time savings that translates directly into cost savings
- Improve accuracy as automated tests perform the same steps and record detailed results precisely every time
- Automation can improve test coverage by increasing the depth and scope of tests. Large numbers of different and complex test cases can be run during each test run providing coverage that is impossible with manual tests.

These and other benefits can be realised with the introduction of an automated framework. The objective of the Automation Framework will be to arrange for as much testing to be automated to aide repeatability, identify specific areas of regression, improve execution timescales avoid unnecessary levels of human error and ultimately improve product quality.

This is familiar ground for the Post Office Account Joint Test Team. A bespoke test automation framework was recently developed and deployed in the test environments. The framework was developed based on a set of requirements from the Joint Test Team and is now an explicit part of the Account Test Approach. Test Automation compliments the manual testing that is performed for each project, as an example the Core Regression test pack that covers all component parts of the solution is fully automated. When a change is introduced to the test environments the appropriate test scripts are selected and a test pack is created for execution through each test cycle. The test objective being to prove that the change has not had a negative impact on existing functionality. Elapsed time to execute and resource effort are both improved and as a result resources can use their time to generate both manual and automated tests to exercise the change being introduced.

As already identified, some tests are well-suited for automation; indeed some cannot be performed manually in a meaningful way. Conversely, other tests are more effective when done manually, or can only be done in this way.

One-off tests, where the costs to execute are high, is an indicator that a test should be done manually. Another is the need for human judgment to assess the correctness of the result or intervention to keep the test running. Accordingly the following are a good fit for manual testing:



- Installation & setup, operation & maintenance or tests where the tests involve loading media such as CD's or tapes, changing hardware, or other manual input from the tester
- Configuration and compatibility tests that require configuration of systems and networks, software and hardware installations, again all requiring human intervention
- Usability, human judgment is needed to check for problems with the user interface and workflows
- Error handling, resilience and recovery, here errors need to be forced perhaps powering off a server, so again requiring the tester to remain engaged throughout the test
- Documentation and help. checking documentation such as support guides, requires tester input.

Currently the Post Office Account Joint Test Team performs a mix of manual and automated tests. Where a quantifiable benefit can be seen, tests are considered for automation. The existing Test Strategy is building on the recently introduced automation framework and expanding its use into other test teams, such as Live System Test and Web Service Client Take-on, ideal candidates since both require the same tests to be repeated. For example, maintenance tests for Security patch across multiple platforms requires the same tests to be run on multiple platforms, with the introduction of automation framework, both the time and precision can be improved.



6.2 Please explain how you would define, organise and implement a Risk Based Testing Strategy.

The cost of assurance and test activities is offset by the level of risk associated with the product or service under test: the higher the cost of defects, the more it is worth spending on validation and verification. A balance of cost and quality is required.

To create this balance the Supplier has a standard approach to testing, the objectives of which are:

- Measuring product quality against agreed acceptance criteria;
- Attempting to identify defects in products;
- Providing information to help management and the team make risk based decisions;
- Providing information about risk levels associated with products; and
- Providing information about whether IT systems are fit for purpose.

These objectives are not achieved by exhaustive testing of all the artefacts.

The Test Strategy applies an appropriate level and type of assurance activity to address defined risks. The objectives of the strategy are achieved by risk-based static testing, which is carried out by reviews and assurance of products, and risk-based dynamic testing, which is carried out by executing tests.

Validation and verification activities shall be prioritised against the risks, with the highest risks being addressed earliest and most thoroughly by choice of techniques and coverage for the product/service under test. New and changed functionality shall be assessed for the risks associated with the change to the product as a whole.

Risk Based Testing is a continual process and will involve test specialists from both Supplier and Client organisations from project inception to project Acceptance. The following are examples of the criteria applied when determining risk:

- Risk to the customer's business, impact if a business function fails for example during Christmas retail operation;
- Risks to and from technology and technical activities;
- Risks to the accuracy, suitability and functionality of the systems;
- Risks to the performance of the systems to the business delivery (response times, throughput, stress, volume, limits);
- Risks to the usability of the products (accessibility, learn-ability, task effectiveness and efficiency);
- Risks to the security of the business, both Client and Supplier (confidentiality, integrity, availability of data);
- Risks to the operation of the delivered solution (availability, reliability, recoverability, resilience, fail over etc);
- Risks to the supportability of the products (maintainability, stability, intrinsic quality, testability, interoperability, installation and de-installation);
- Risks to and from project management and process and
- Commercial risks.

The above are all criteria that are applied for projects in the existing Post Office Account Test Approach. The method that is most commonly used is for testing to be prioritised based on a risk assessment of the



business impact and technical likelihood of failure of the area under test. This assessment is consistently applied across artefacts within each Project and where feasible, is derived from weightings applied to project requirements. Reporting and metrics incorporate the risk assessment and the severities of any resulting defects are determined by the risk assessment.



6.3 Please explain how you will provide Post Office with testing services that include, but are not limited to, unit, functional, non-functional, system and user acceptance test phases. Explain how you will ensure that Post Office are able to perform witness testing on some or all of the activities undertaken and how you would manage the testing phases, including defect management and resolution processes, any tools used to manage both manual and automated testing and documentation that will be provided to Post Office, e.g. test exit reports. Support your answer with examples where possible.

As described above in answer to questions 6.1 & 6.2, Fujitsu has a standardised testing approach that is risk based, ensuring identification and assessment of product and service risks (business and technical), enabling prioritisation of tests and ensuring the most important, highest risk, areas are tested as early as possible. The testing approach will cover functional and non-functional requirements across all test life cycle phases, so, unit, system and integration testing, operational testing, user assurance testing and regression as a discrete test type through each test phase. Each "product" will be assessed on its requirements, and, based on this assessment, appropriate test stages will be planned. For example, a "light touch" for infrastructure based changes, to full assurance for functional changes and business process change that will enhance the user experience.

Fujitsu already has an established working relationship with POL as previously highlighted; a Joint Testing Team is in place. Testing Services for the Account are provided by staff from both Supplier and Client teams and we see no reason why this working relationship should not continue for any other programmes of work.

Under the existing POL contract the agreed Test Strategy has matured over many years. A Test Plan is defined for each project and draws on the principles from the Test Strategy:

- Joint Working;
- Collaboration;
- Risk Based Testing;
- Consistent Test Management and Automation Tooling;
- Adherence to gateway criteria such as test stage entry criteria;
- Progressive, incremental development, testing and acceptance.

To deliver each Test Plan, there is an abundance of experience in the Joint Test Team effectively combining business knowledge and testing skills. The combined skills and experience between POL and Fujitsu staff provide a well balanced team across the various roles in testing - POL staff providing business input and a conduit to the various POL and external project stakeholders, and Fujitsu staff providing technical expertise and coordination across the various teams within the wider Fujitsu organisation.

Test processes are governed by organisational engineering and test policies, based on industry good practise, and managed within a controlled Business Management System (BMS) at the organisational level.

Process improvements are identified during project test activities and controlled via periodic updates to the BMS, in consultation and cooperation with all other life cycle processes and disciplines to ensure process integration.

Effective test management, planning and control provide visibility of plans, schedules, dependencies, risks and issues. The existing Programme Governance Framework facilitates joint forums across all delivery teams. Test governance is a key example of how we work seamlessly within the Joint Test Team. The test governance forum meets on a weekly basis and its purpose is to provide direction for all testing activities. The attendees are from both the Supplier and Client organisations. Each meeting discusses all current Projects, Live Service Maintenance and future projects. Risks and Issues are a key part of the meeting where those that are test affecting can be discussed and understood. This forum provides an effective and formal interface to Post Office test governance as well as providing the teams with time to discuss how they can better deliver test services in a collaborative way.



As part of test governance, test metrics on progress (planned, executed, passed, failed tests), along with defect status reports, which inform on the test coverage and status are collated and reported daily to the respective organisation project teams. This facilitates an informed judgement on product and service quality and progress through the life cycle stages and ultimately into deployment.

Responsibility for all test collateral is shared. All test documentation produced is subject to internal test review by the Joint Test Team and the Senior Test Managers for both organisations share approval authority for all documents produced. This further supports the collaborative and open book approach to test on the Post Office Account.

Test Management Tooling is a shared resource hosted by Fujitsu but managed jointly between POL and Fujitsu teams. The tooling of choice is Hewlett Packard Quality Centre. The modules used are Test Management, Defect Management and Requirements Management. The Post Office Account has bespoke tooling for defect management and there is managed interface between the Test Tooling and the Account Tool. Similarly, there is an interface between the Test Tooling and the Account Requirements Repository which facilitates both requirements coverage reporting and supports the Requirements Acceptance Process. Traceability to requirements, solution designs and product risks are provided from test cases to ensure coverage is visible and managed.

Witness testing is not currently undertaken on the account as we have the Joint Test Team and work together within the bounds of the Account Test Strategy, Test Governance and Test Process and Procedures. We have hosted Business Assurance where project teams have attended a demonstration of the software to support their activities in relation to a product being introduced to the live estate, for example production of user guides and training material. Depending on the objective of the test witnessing, for example to gain assurance that the Test Strategy and Test Processes are being adhered to, this should be discussed and agreed at the workshops for creation of the Test Strategy for the programme of work.

It is essential to the success of any project to have collaborative working as this enables clear communication and coordination of work streams, and effective communication with stakeholders (Project Managers, Architects, Designers, Developers, Support staff and Client representatives), to ensure plans, deliverables, progress, risk and issues are proactively managed throughout, in close liaison with the Client teams.

The combination of a mature Test Strategy, robust test procedures and processes and a Joint Test Team working collaboratively with stakeholders results in an effective and efficient delivery of test services.



6.4 Please explain your approach to quality in a testing environment.

Quality is intrinsic to software testing, improving the quality of the product through to quality assurance of the test process. The Supplier delivers test services to meet quality criteria but for the purpose of quality in the test environment this response will focus on the quality processes that govern the test execution phases.

It is recognised that before deliverables enter into test they must be of sufficient quality and functional stability. Fujitsu will agree with POL a set of acceptance criteria which all parties responsible for the delivery of products shall meet. This will be done before the product enters into the test phases which form the test life cycle.

These acceptance criteria will form part of the entry criteria for each phase of testing and will be documented and agreed in the Test Plan(s). The agreed acceptance criteria will include the provision of satisfactory evidence of completion of all work products, including but not limited to:

- Design documentation;
- Technical documentation;
- Unit tests;
- System tests;
- Integration tests;
- Operational and User Acceptance test;
- Regression tests;
- Test documentation;
- Help and User Guide documentation and
- Verification and validation activities.

Entry into each test phase (or test cycle within a test phase) will be subject to a Test Readiness Review where an assessment against a pre-defined and agreed set of criteria is performed. Similarly, testing within each test phase will not be considered complete until the testing is adequately reported and a resolution path for all outstanding issues is understood.

Test processes are governed by organisational engineering and test policies, based on industry good practise, and managed within a controlled Business Management System (BMS) at the organisational level.

All test artefacts are version controlled, and configuration management disciplines applied to ensure currency and control.

For the test execution phases there are a number of controls put in place to ensure quality of the testing in order to meet test objectives. These controls are facilitated by the use of both tooling and governance. The controls are:

Defect Management - ensuring test issues are raised and managed. The existing Joint Test Team uses HP Quality Centre for the recording and management of all defects raised through the test life cycle up to and including pre deployment test. The Defect Management process identifies the roles and responsibilities and the process has representation from both Fujitsu and POL Teams. When a defect is raised it is subject to a Quality Filtering Process to review and confirm the correct priority from a test progression perspective but also the severity from a business perspective. Fixes for defects will be installed between test cycles ready for retesting. During test execution there are times when a defect may be subject to deferral. On the Post Office Account today joint forums are established to discuss and agree defects and whether deferment is appropriate. Defects agreed for deferral are included in the formal acceptance process and remain in the defect management system for later correction.



Test Environment Management is facilitated in a number of ways. Firstly all test environments are closely controlled. They are prepared in compliance with environment specifications, and configured in accordance with the Test Plans for each test phase. Environment baselines are strictly controlled using the configuration management toolset and all defect corrections are delivered under the control of this regime so the code-set status for any test is always known and recorded. No informal code delivery or configuration is permitted. For all deployments, both hardware and software, to the test environment, Health Checks are performed to confirm that the test environment is ready for test execution to commence. These include

- Verification of code delivery against release note
- Confirmation that all platforms and services are running
- Confirmation that all databases are functioning
- Confirmation that File Shares are established, directory structures and file permissions applied
- Localisation of configurations based on the test environment capability

Test Metrics on progress (planned, executed, passed, failed tests), along with defect status reports, will inform on the status, enabling an informed judgement on product and service quality and progress through the life cycle stages and ultimately into deployment. Test metrics are collected and published throughout the test life cycle and includes:

- deliverables completed against plan;
- test coverage achieved;
- defects raised, closed, and outstanding; and
- any defect trends.

There are regular test meetings attended by both POL and Fujitsu teams to discuss the testing progress and agree the daily reporting information to be published. A Test Report is produced on completion of each test phase. This details the planned test coverage successfully achieved, the defects involved and their status and a risk assessment relating to coverage not achieved and defects that remain outstanding. Progression from one Test Stage to the next will be governed by formal readiness reviews, assessing the specified Entry/Exit Criteria and acting as Quality Gates. On success the Test Reports are subject to formal review by Supplier and Client project teams as well as approval by the POL and Fujitsu Test Managers.

Process improvements are identified during project test activities and recorded so that periodic updates to test collateral, procedures and processes can be made in readiness for future test activities. Process improvements are also subject to Project level reviews in consultation and cooperation with other life cycle processes and disciplines to ensure process integration.

Internal process maturity is measured, and the intention is to progress external accreditation by BSI / ISO29119 or TMMi, as an independent assessment of maturity of processes.



6.5 Please demonstrate your level of competence of your test resources in respect to Information Systems Examinations Board [ISEB] and International Software Testing Qualifications Board [ISTQB] training standards.

Fujitsu's test community extends to more than 300 professional testers, 95% of which have achieved the ISEB / ISTQB Foundation testing qualification, The remaining 5% are undergoing training to receive this accreditation. The existing Joint Test Team, Fujitsu's resources are all hold formal qualifications from either ISEB or ISTQB.

Approximately 40% of the community have achieved higher level ISEB / ISTQB accreditation, whether ISEB Intermediate, ISEB Practitioner (prior to ISTQB), or more latterly IQSTB Advanced / Test Management.

To complement these formal qualifications and support the development of Fujitsu's test resources each individual has a Personal Development Plan. With support from a line management structure within the test community, learning and development needs are identified and appropriate training arranged.

Within the Post Office Account Joint Test Team the delivery of quality test services is achieved with the combination of each individual's skills and working and leveraging from each other, skills, knowledge and experience both business and technical. Part of the philosophy of the team is to use the collective experience which ultimately brings about the collaboration within the team..



7.0 Delivery: Implementation

7.1 Please provide a case example of a multi channel implementation plan covering both business and system related activities and explain how you would adapt this accordingly for an organisation such as Post Office.

By means of illustration, Fujitsu is providing a narrative of our recent highly successful JD Williams implementation project (http://www.nbrown.co.uk/jd_williams), which is shortlisted for the 2012 Retail Technology Awards in category "Multichannel Integration of the Year".

Background

In a marketplace of intense competition, consumer choice and pressured margins, more retailers have been leaving the high street than joining it. JD Williams is an exception to the rule: notwithstanding their mature online and catalogue shopping presence with brands such as Figleaves, SimplyBe, and Jacamo, in 2011 the company decided to venture onto the high street. This was to seek out an opportunity for business growth, and to further increase recognition and penetration of its best performing online and catalogue brands. Two pilot stores were planned, and Fujitsu was awarded the business to design the in-store technology roadmap, to select and integrate leading edge technologies, and deploy, implement, service, and support the stores.

The key challenge was to ensure that the transition to face-to-face retailing enhanced the core proposition, and provided a range of seamless channel choices for customers. The objective of opening pilot stores on the high street was to increase the number of channels to market, which would provide an additional customer recruitment opportunity, and increase the volume of sales of key product lines. The catalogue and online shopping experience appeals to customers seeking a comfortable, non-threatening experience, free from direct and overt sales approaches. Bringing this experience to a store and adding to it means that both technology and human interaction must be of the highest quality and seamless.

The technology selected to underpin the experience therefore needed to support delivery of the 'experience,' and recognise customers with accounts, giving them the option to pay from their online account or in store. The solution was chosen as a Fujitsu implementation of Enactor POS.

JD Williams set ambitious targets. There was a window of only six months to open the first store to the public. Fujitsu has the people, processes, and technology to adapt project plans to meet the needs and culture at POL, as well as those of specific projects in order to meet desired business outcomes. This particular project required an innovative and rapid development path, which Fujitsu has delivered successfully.

Further details of this project are provided in our answer to 7.2 below.



7.2 Please explain how you would undertake a pilot as part of the implementation. Provide an illustrative example of a pilot, illustrating how the success of the pilot influences the remaining implementation plan.

As highlighted under 7.1 above, Fujitsu has recently provided a successful implementation project for JD Williams, which has been shortlisted for the 2012 Retail Technology Awards in category "Multichannel Integration of the Year". The timescales defined by JD Williams meant that a full technology overhaul was not realistic. The technology supporting the retail environment had to mirror what was currently available in other channels. JD Williams had already embarked on an SOA approach to systems integration which enabled agile coupling together of existing functionality with new in-store capability. Fujitsu therefore recommended Enactor POS owing to its out-of-the-box capability, providing an extremely fast deployment capability, coupled with its SOA-based process development tools for rapid integration and future change.

It was decided that a vanilla configuration of the software would be deployed, but the flexibility of the software meant that the implementation team had to be strict as to which areas would be implemented in Phase 1 in order to meet the timescale. It was essential to deliver true integration to the JD Williams Customer Account functionality from day one, but with a view that functionality could be changed in the future without wholesale re-design. This approach was made possible by the flexibility to change and extend processes in later phases as opportunities to enhance the offering to the customer were identified.

In integrating the online and store-based environments it was important that the "feel" of the online experience was transposed into the high street. Using high quality digital media presentations, building on existing "online digital assets" and the provision of in-store kiosks linking customers with their online accounts provided part of this integrated experience.

In addition, a new hands-on experience was made available, in the form of the "Magic Mirror", recently shown at the 2012 Retail Week awards show. This allows customers to see themselves in the clothes they have selected and then share the images on line with friends via social media (facebook, Twitter, email) integration. In the next release of the software, this will be a virtual experience, using kinetics gestures to pull apparel from a virtual shelf at head office, and see how they appear on the shopper.

Fujitsu delivered the technology, including both hardware and software, together with associated business processes, into the new pilot stores. By doing so, we helped JD Williams achieve the integration required in a very short time. Working alongside some of the UK's most talented store designers, the implementation teams were able to deliver the fully integrated environment on time. The Fujitsu solution provided a full multi-channel customer experience, rather than a traditional retail store environment. The experience gained from opening these pilot stores has further helped inform the business case.

Business & Customer Benefits achieved by integration

The benefits are measured not only in the light of the performance of the Stores themselves but also the impact they have on brand performance in the other channels. Early indications from customer feedback and new customer recruitment are encouraging and show good indications that the stores will be a valued component of the JD Williams' multichannel strategy. Immediately on opening, the first 2 pilot stores (of 7 planned), JD Williams won an award for the most innovative store format from Planet Retail.

The SOA nature of the systems architecture means that the company can offer a hugely agile response to change and new opportunities. Bringing this together with a responsive and targeted delivery of Digital Media and Kiosk processes, enables the business to flex and change in line with customer demand. Enactor's ability to allow the business to manage promotions and business processes such as coupons and gift cards without recourse to expensive system management means that a very rapid and real response to market demands can be achieved.

In addition, offering customers additional facilities such as the option to pay their online account balances in-store, created an enhanced and integrated experience. It was a successful and rapid deployment.

The JD Williams team, working with Fujitsu and its partners, was able to deploy the first stores in record time. This was not only due to the strong input of the business, but also to the investments made by the JD Williams IT team in establishing a SOA environment – enabling new capabilities to be added really quickly.



This allowed account integration on day one, which was essential for offering a true multichannel experience.

Sales or Customer Loyalty improvements

The highly integrated nature of the Pilot Simply Be stores brings a number of improvements to both customers and the business. These include:

For the customer:

- Store staff provide a comfortable environment in which customers can understand the correct fitting of their clothes and footwear.
- A range of payment choices; customers can decide to pay either from their online account or in store.
- Customers can pay off balances on online accounts while in store.
- The ability to see and touch the merchandise increases the likelihood of buying, and if the correct sizes are not in stock, a well tried home delivery process can ensure a very timely delivery of the right apparel in the right size.
- Familiar processes, which are common to online and in-store purchasing, gives customers a feeling of security which means that they are confident to buy.

For the business:

- Store staff can be confident that customers have the credit available to buy because the processes mirror those used online.
- The Magic Mirror involves customers and their peers more closely, using social media to both increase brand recognition and turn shoppers into advocates

This movement of an online Customer experience to an in store customer journey has increased the loyalty of targeted customers. They now can use the in store style consultants who deliver the online experience with a personal touch, reinforcing the style offering.

As the bricks and mortar pilots become more mature, the Enactor software will allow specific loyalty operations above and beyond those normally available in stores. Clientele operations will allow greater personalisation through "follow up" capabilities either by the assistant who served the customer or a central call centre.



7.3 Please explain how you would work with other Third Party suppliers, for example a service integrator to ensure implementation of the final solution is completed. Provide an illustrative example of successful transition to another supplier.

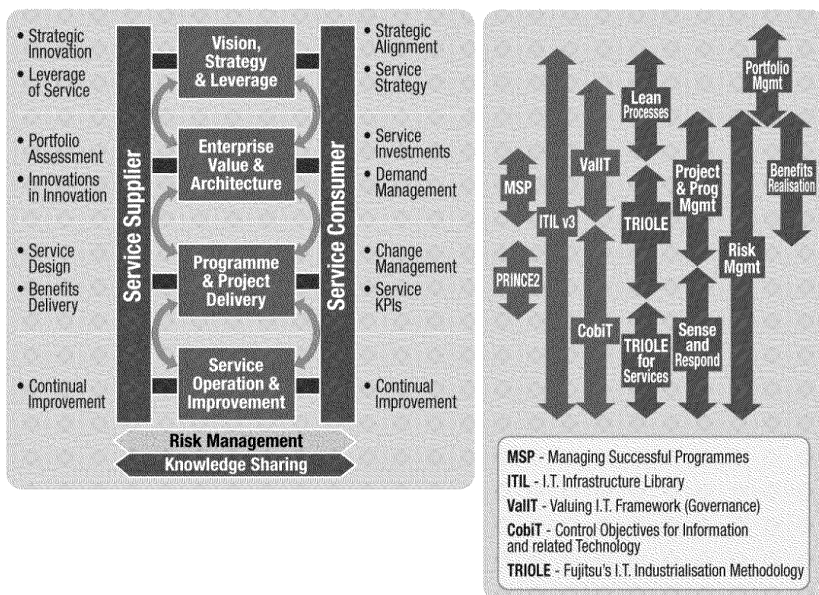
Fujitsu has an excellent record of working collaboratively with other service providers for the benefit of our customers. We have partnered with other leading providers such as EDS, IBM, Accenture, Cap Gemini, and Logica, in both prime and subcontractor roles.

Fujitsu has frequently carried out the complex role of Prime Contractor/Systems Integrator leading on to subsequent service delivery. The role covers overall programme and project management for projects which involve the installation and integration of hardware and software, into both green-field and pre-existing system environments, which have been supplied by several manufacturers, usually in conjunction with services which are performed by other third parties. Our project management methodology specifically addresses the unique requirements, which arise in the management of third parties, and in successfully carrying out the Prime Contractor/Systems Integrator role.

To ensure Fujitsu can bring the best end-to-end integrated solutions, seamless support and outstanding value, Fujitsu maintains global alliance partnerships with all Tier 1 vendors. Fujitsu holds the highest levels of accreditations with EMC, NetApps, CA, Microsoft, CISCO, Oracle, Vmware, Symantec, HP and CA. Fujitsu is the largest global partner of several of the companies listed (please also see our answer to 5.2) and sits on many partner development councils, with joint engineering and R&D agreements. Our model is designed to align and to motivate the right corporate and operational behaviours. We employ shared and open governance frameworks designed to ensure successful delivery of end to end operations in both single and multi-vendor environments.

Fujitsu recognises that successful transition requires strong customer and supplier relationships based on trust: In recognising the importance of good governance to the success of Fujitsu and our customers, we have built a comprehensive best practice governance model.

Fujitsu's Governance Model



Examples of where we work collaboratively with other third party suppliers include:

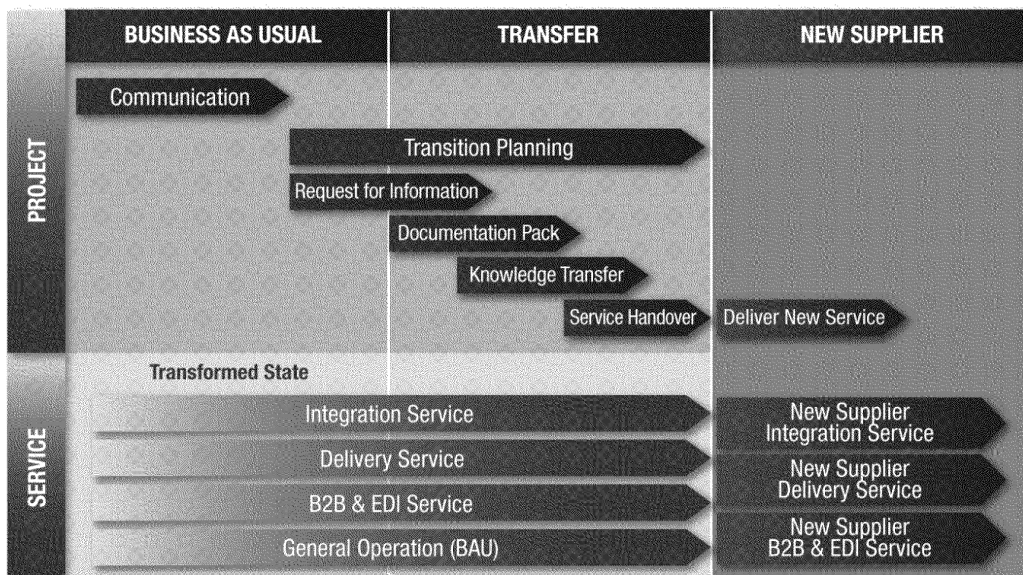


- Fujitsu merged its contract with HMCE into the Aspire contract, delivering value to HMRC through the establishment of a single contractual arrangement for the provision of ICT services to help achieve HMRC’s overall objective rather than protecting our prime contractor position
- At DVLA as a result of the continuous development of services, there is a complex mixture of legacy mainframes and web-based applications. The technical capability to develop, maintain and support these is provided by a joint IBM/Fujitsu Development Maintenance and Support Organisation (DMSO), where responsibilities are jointly discussed and agreed. One particular feature of this is the close working relationship and trust between Fujitsu and IBM, with a “best person for the role” policy, ensuring DVLA receives optimal service.

We have a proven engagement approach used at LloydsTSB, Ford, HMRC, MoD, DVLA, Home Office and other customers that is designed to ensure close interworking with our customers and their providers.

Fujitsu interfaces to customers, suppliers and partners existing service management framework using its Service Design and Build Methodology (SDBM) to ensure that all parties involved in the delivery of service work together seamlessly and effectively.

For a Transition to another supplier Fujitsu uses SDBM to build a Service Transfer Exit Plan. A High level customer example is shown in the diagram below.



The Service Transfer Exit Plan is designed to:

- Maintain continuity of Services and Service Levels during the period of transfer of the Services away from Fujitsu
- Provide POL and the replacement supplier with such reasonable information and assistance as is required to facilitate the overall Transition Plan.



Fujitsu will appoint a manager to act as a Transition Manager to manage and control the overall transition and who will have the authority to act as the Single Point of Contact (SPOC) for engagement with POL and the new supplier.

An Extensive Transition to ATOS of high complexity, highly critical business applications for a government customer has recently been successfully completed using this methodology without impacting on the service to the end customer.



8.0 Direct Call Off Services: Release Management

8.1 Please describe your Release Management Approach and provide an illustrative example of a Release Strategy.

Fujitsu's approach to Release Management aligns with ITIL standards and is to focus on the activities of managing releases and their distribution into the live estate and to ensure all releases are properly assessed, deployed and reviewed in a controlled manner from request to closure.

We do this by taking a holistic view of a change, or changes, to the IT service and to ensure that all aspects of a release, both technical and non-technical, are considered together. This includes:

- Planning and overseeing the successful roll-out of new and changed software and associated hardware documentation;
- Liaison with our change management and configuration management functions to agree the exact content and roll-out plan for the release;
- Ensuring that all items being rolled out or changed are secure and traceable via the CMDB;
- Ensure that back-out arrangements are in place in the event of a failing release.
- Managing the customer's and users' expectations of releases and roll-outs

Release Management in the Post Office Account acts as a gateway to allow a new release of software and/or hardware to be deployed onto the live estate. The process ensures that a number of formal checks and validations are completed before the decision to deploy is made in order to protect the live environment.

A Release comprises a set of mainly related underlying changes that are to be implemented at the same time to deliver specific business requirements. The process to plan a release starts at the earliest opportunity, for example at the project PID, although detailed work and the raising of the actual Managed Service Change (MSC) will not happen until later.

As an illustrative example, there are three main types of release on POL HNG-X environments::

Major Releases – these are managed by Post Office Account Programme Team and will normally deliver significant new functionality, scheduled with understanding of the requirements of POL. There are three or four major releases during a year. A Major Release may contain one or more of the following types of change:

- Change(s) to business functionality requested by the customer (including a new service)
- Infrastructure changes (including major changes)
- Non-critical fault fixes
- Service level improvements.

Emergency fixes – these are applied direct to the live estate to resolve operational issues.

Maintenance Releases – these usually do not add significant new features or content, and are applied to address minor problems or security issues. These are applied frequently and there may be twenty or thirty between each Major Release. A Maintenance Release may contain one or more small changes implemented between Major Releases:

- Service improvements



- Non-critical fault fixes
- Security patch management

Fujitsu recognises that the need to protect the live environment at all times remains paramount.



8.2 Please demonstrate your ability to create a Release Control and Distribution process, aligned with ITIL standards.

Fujitsu already has release, control and distribution process standards aligned with ITIL in many of its existing customer accounts, including the Post Office Account. We have an extensive Manage Release process embedded in our Business Management System.

For example, the main forums that plan and control releases on the Post Office Account are the Release Governance Board and the Release Planning Meeting. These are described below.

Release Governance Board

The Release Governance Board is held fortnightly. It will discuss forthcoming major releases, expected deployment dates, and review current releases and deployment plans.

Release Planning Meeting

The Release Planning Meeting is held twice weekly. It will include representatives from all teams engaged in the release management process, from development, integration, test, release management and service management, and will cover:

- The overall schedule of maintenance releases;
- Changes to the existing release plan;
- The inclusion of business change proposals into maintenance slots at the appropriate stages;
- A review of forthcoming Releases including:
 - Confirm development and Integration deliveries are on target;
 - Confirm fixes are targeted at the correct release for the deployment group that will take the fix;
 - Confirm fixes are progressing through the process as expected;
 - Highlight anomalies to the attendees for resolution;
 - Check that releases are on target to hit their test and deployment dates;
- Review release plans;
- Discuss business change proposals;
- Flag any changes to dates of maintenance releases;
- Addition of new maintenance releases;
- Review platforms associated with a deployment group;
- Review frequency with which each deployment group is scheduled;
- Changes to the platform hardware instance list and their possible impact;

Our release control and distribution processes for our other accounts are similar to the above Post Office processes and although each is tailored to individual customer requirements they all align with ITIL standards.



8.3 Please explain how you will monitor the release management process and collate information from this monitoring to provide MI for key stakeholders on both the release process and operational run.

A release policy document will be produced jointly by Fujitsu and POL to clarify the roles and responsibilities of release management for POL projects to ensure that there is no ambiguity in, for example, roles and responsibilities, timing and scale.

The deployment of new releases will be closely coordinated with the POL and the acceptance criteria for the all releases will be agreed and defined on a joint basis.

To ensure effective and auditable monitoring of the process a master managed service change (MSC) will be raised to cover the release in its entirety and sub-changes raised for the testing and deployment phases. Authorisation from the Change Advisory Board (CAB) for release into the live estate is only given after testing, including user acceptance testing where necessary, has been successfully concluded.

Fujitsu will agree the release KPIs with the POL prior to any release. The actual KPIs agreed will be dependent upon the type of release, for example Major, Emergency, Maintenance, Delta, Package. However, suggested KPIs can be (but not limited to):

- Number of incidents caused by a release
- Number of remediated (backed out) releases
- Number of problems reported by the Service Desk and fixed

At all stages Fujitsu will ensure that POL, or other key stakeholders, is kept fully aware of the developments and progress of release packages, whatever the size/type. At the conclusion of the release process POL will be provided with a report on the success, or otherwise, of the release process



9.0 Direct Call Off Services: Service Integration and Management

9.1 Please explain how you will support the network of over 11,500 branches and where you envisage adapting your service model to support solutions across the entire network.

Fujitsu already provides services to POL's extensive network of branches and will continue to do so. Specifically we have been providing the Horizon, and then Horizon Online™, EPOS solution that has successfully been supporting up to 18,000 Post Office branches during the past 10 years, and more recently, the complete estate of 29,938 counters spanning 11,373 branches.

Additionally we already provide and support the branch hardware, the applications and networks used in branches to serve customers, as well as transactions carried out by other devices in branches. We also maintain the data centres supporting these applications and transactions

There are currently over 300 people providing service to POL on a daily basis, including, but not limited to, Account Management, Service Delivery, Service Desk, Release Management, Reference Data, Security, Business Support, Change Management, Capacity Management, Software Support, System Monitoring and Sourcing and Supply Chain.

Fujitsu has been working very closely with Post Office to create an innovative branch experience, ranging from flexible touch-screen counters to trialling self service kiosks, so customers benefit from multiple channels and greater payment options that Fujitsu can provide. For example, to cater for the needs of small rural communities, Fujitsu supports a network of fully equipped Post Office vans and unique mobile counters and trolley-based terminals to ensure customers can still be part of the community. A satellite connection also ensures that customers in even the most remote of places can be served.

We believe that our existing service model fully supports the existing POL environment and we do not envisage any major adaptations to our service model to support additional solutions across the network. In fact we will plan to exploit our existing POL skills and experience to meet the requirements of additional projects.

However it remains part of our culture to seek "continuous improvement" and not to be complacent in our service delivery and we will work with POL on specific projects to ensure that the existing model is indeed fit for purpose. Where it is agreed that adaptations may be necessary we will discuss and agree these with POL on a project by project basis. Impeccable service delivery remains paramount in our ambitions to meet the POL delivery requirements.



9.2 Please explain how you will design the support model for a solution and calculate the total cost of ownership of the solution (including costs to establish the support model and the operational life).

As modern businesses have become increasingly dependent upon their IT infrastructures, it has become increasingly important that IT projects are designed and delivered in a way that minimises the impact to the business and delivers the benefits promised.

One of the ways in which this can be achieved is by the application of a proven and consistent approach to these projects which delivers best practice from previous projects and ensures that the teams involved in delivering these projects are agreed on the way forward.

Fujitsu's Infrastructure Design and Build Methodology (IDBM) builds on Fujitsu's experience of successful infrastructure projects going back more than 40 years, from small projects through to some of the world's largest IT projects.

Fujitsu IDBM defines a three stage approach to infrastructure projects:

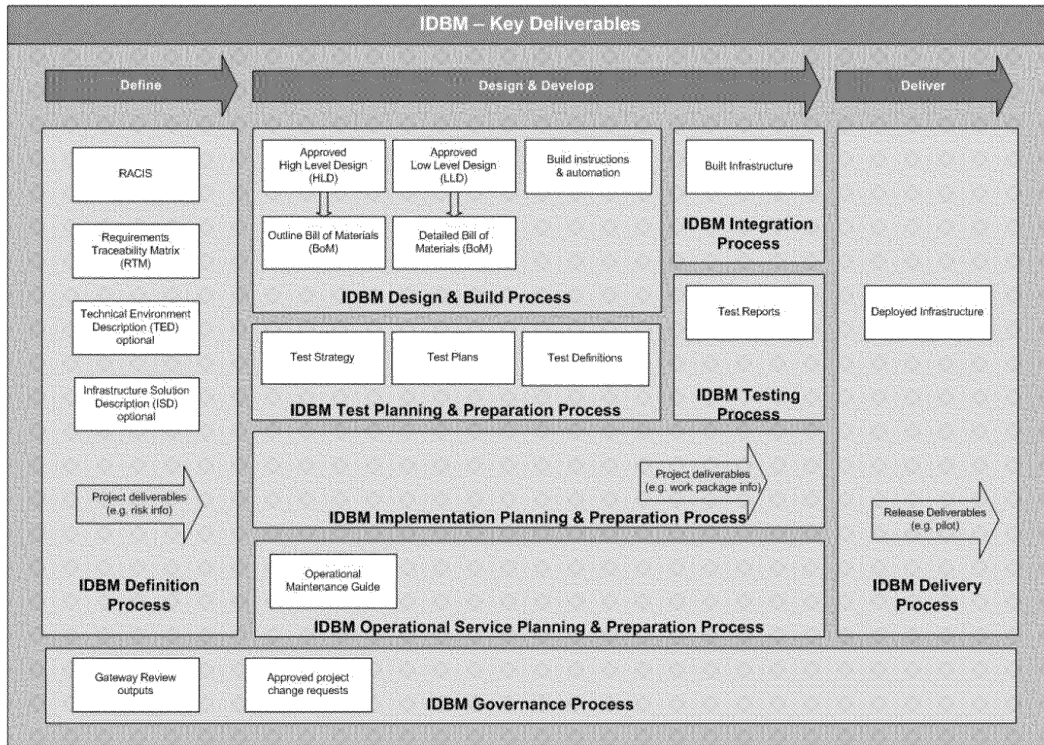
- DEFINE – which maps out the infrastructure requirements, the current environment and the overall shape of the target solution
- DESIGN and DEVELOP – which carries out the detailed designs needed for infrastructure solutions, the integration of the components making up the solution, preparation for implementation, preparation for operational running and testing. Verification and validation is an ongoing activity throughout this stage
- DELIVER – this describes the deployment of the solution within the live environment, including any initial pilot, full deployment and ongoing exploitation and support.

In addition, the high level processes identify some of the parallel activities taking place involving senior managers, project management, service management and end-users.

This methodology outlines best practices and outputs for each stage, as well as the gateway criteria for moving between stages and a number of principles have guided the development of the methodology:

- Re-use - to build on the best of what already exists in both design and best practice; minimising risk by using tried and tested methods and improving time to deliver
- Flexibility - to be applicable to a wide range of types of projects
- Scalability - to be applicable from the smallest to the largest customers and projects
- Lightweight – to provide a standard approach, language and a set of tools and templates but without the need for large amounts of training
- Evolution - to be able to incorporate tools and best practices as they are developed in the future
- Comprehensive – to cover the end-to-end process required to provide a solution from original requirements through design and build to ongoing support.

This is a tried and trusted methodology currently being used by Fujitsu and we would propose using this methodology in its development of the POL projects. The diagram below illustrates the key deliverables in this approach which will ensure that the POL has a full support model for all solutions/projects being delivered by Fujitsu.



IDBM Key Deliverables

Fujitsu also has a standard framework for evaluating all costs, direct and indirect, incurred throughout the lifecycle of a solution, including; procurement, operations, licensing, maintenance and product end of life management.

An example of Fujitsu's capability is the ability to use known data against hardware products of various types to determine Mean Time Between Failures (MTBF) of a given product. This drives the incident volume which can be used to extrapolate the support costs which at the minimum include Service Desk, Engineering, Logistics and Repair.

For new products Fujitsu would look not only at the cost of the product but also at the broader design of the Service to be wrapped around a product and account for service introduction and training required to implement and support. This would cover not only the support teams but also the users.

Also where possible the under pinning contract support teams would seek to leverage any warranty manufacturers or repairers or service team to minimise any costs associated with early life failures or repeat visits. In addition to this, Fujitsu would look to understand the root causes for failure and seek to eliminate them in order to reduce the long-term cost of ownership.

Fujitsu has many robust and proven cost models to calculate the total cost of ownership, including set-up, transition, transformation, training and on-going service delivery over the term of the contract and we will be happy to share these with POL if required



9.3 Please explain how you will work with POL and/or its Third Party suppliers to define operational service requirements, including processes to track and report service levels, manage and resolve incidents, manage scheduled maintenance and any additional maintenance required to resolve issues with a solution.

Establishing business and operational requirements is part of an established requirements management process that has been successfully used with POL for many years and across many releases of Horizon and SAP total solution and service functionality as well as for many of our other customers

Using experienced Business Consultants, Fujitsu regularly engages with POL stakeholders, including third parties, and business analysts to assess, define, refine and baseline requirements and their associated solution response. With many years of practical experience of the POL business and with a solid foundation of well established Horizon and SAP business applications, products and services Fujitsu already helps POL identify the primary needs and features of new opportunities, products or potential service changes.

Fujitsu's award winning Horizon Service Desk currently provides full end to end incident management to Post Office branches across the country. We use a Fujitsu-developed Service Management toolset named TRIOLE for Services (TfS), which is based on ISO/IEC 20000 and ITIL v3 standards and frameworks and incorporates Fujitsu's Sense and Respond and Lean methodologies, to carry out incident, problem and request management. The tool is used globally throughout Fujitsu to gain maximum efficiency and deliver improved IT performance benefits from cross tower knowledge consolidation and all accounts' instances are fully segregated from each other to comply with ISO 27001.

The Post Office Account derives performance information for a number of its Service Level Agreements (SLAs) from TRIOLE data, primarily those relating to engineering and network targets.

Due to the complexity of SLAs, such as 'incident completed within 4 (service) hours of ticket transfer to engineering' combined with complex Post Office opening hours, for example 'branch open two hours per day Monday-Wednesday', the account has developed an in-house reporting system which takes a data feed from TRIOLE and filters out agreed exceptions in order to provide detailed, accurate information. This information is then used to manage service performance across various services, for example by increasing the number of engineers covering an area or arranging a preventative maintenance visit to a branch which has recently raised a disproportionate number of issues.

We believe that the existing arrangements provide POL with a satisfactory operational service and have the necessary processes to track and report service levels, manage and resolve incidents, manage scheduled maintenance and any additional maintenance required to resolve a solution, including working with Third Parties or other stakeholders.

For future projects Fujitsu would intend to build upon the existing services, including the Horizon Service Desk, to ensure that current standards are maintained or bettered.



9.4 Please explain how you will work with POL and its Third Party suppliers to transition a solution into service demonstrating that you understand some of the potential issues that may arise as part of the transition to BAU.

Fujitsu already works with the POL and has successfully transitioned many projects into service. We have done this by using our tried and tested Fujitsu transition methodology and this coupled with our and extensive experience of transition, including POL transitions, enables us to respond to the unique aspects of POL's business.

Our approach will be to manage transition through three discrete phases:

Phase 1 - Initiate

We will work with POL to finalise the objectives, scope and plans for individual transition projects as well as setting up, and agreed with POL, the project specific governance and controls, in line with the programme governance and controls set up during mobilisation.

Phase 2 - Validate

If applicable, Fujitsu will work with POL to understand the detail of how the in-scope or solution services are currently being delivered and then, utilising that understanding, further refine the activities we will conduct during the execute phase to transition the services. We will also validate the TUPE information, an activity not to be underestimated, and commence activities to transfer, if applicable, any in-scope employees from any incumbent suppliers. The validate phase will require a considerable amount of interaction with the POL and, if any, incumbents. We will also be requesting, again if applicable, access to existing processes, procedures, work instructions as well as some of the existing employees.

Phase 3 - Execute

This phase is about implementing the transition of the 'in-scope' or solution services based on the information identified and documented in the Validate phase. There will also be a requirement for Fujitsu to spend time with employees from any incumbent suppliers. To minimise impact on any existing service delivery significant emphasis will be put on scheduling time with these employees around their day-to-day activities and where possible utilising non-invasive methods, such as shadowing, for knowledge capture.

Post service commencement there will be a stabilisation period, the length of which will be agreed with the POL, that is utilised to complete any activities outstanding from transition. It will also be used to monitor the service delivery, by way of the "business as usual" service reviews, to ensure that the services are being delivered as expected

Finally, and after the stabilisation period Fujitsu will formally seek approval from the POL to close down the Transition project. This will include holding a 'lessons learned' review with all parties to ensure that lessons are documented and available for future projects.

Fujitsu has successfully completed many transitions each of which has had its own discrete problems and issues, many foreseen but also some unforeseen. We believe that successful transition involves something more than just great project and programme management and that there are a number of key principles critical for real demonstrable success.

- Plan for the risk and interdependencies - All big projects or programmes have a number of risks and interdependencies and the key is to understand these. Transition is in many ways a process of discovery. There is a sizeable requirement to find out the 'as is' state, which in itself can provide surprises – but far better to work out exactly where you stand upfront, rather than for these to surface later with more damaging consequences. Only by getting a true, objective and comprehensive view of the 'as is' service can we plan a realistic path ahead;



- Recognise what can be standardised - The detail of POL transitions will be unique. However, the process itself should not be a matter of re-invention. There are standards and best practices that can and must be followed. From Fujitsu's extensive experience, we have recognised that there are a number of 'components' required within a transition. By documenting these, our best practice framework provides a tried and tested structure to a transition programme. This means a successful transition can be delivered more quickly and cost-effectively. Most importantly, the framework has embedded in it previous experiences and learnings – risks and uncertainties are lowered. This can only be achieved by adopting standard components, and thereby avoid expensive, slow, risky and unnecessary re-invention;
- Focus on what needs to be tailored - By adopting standardised approaches to many of the component parts of a transition process, we focus resource and energy on understanding those little differences and nuances specific to POL. This focus will allow us to appropriately tailor the transition process and focus the outsourcing partner on the areas we need most help with. Ultimately, this will optimise the effectiveness of POL's investment in an outsourcing partner;
- Take a partnership approach - The word partner has been used many times. That is because a transition is far more likely to fail if there is a 'them and us' culture. Contracts are obviously fundamental, but there needs to be a spirit that goes beyond this (from both 'sides') which must involve an attitude and commitment to making the transition a success for both organisations;
- Focus on people first, technology and process second - Despite typically large-scale technology and extensive process design, transition is ultimately about people. If people are not carefully guided through what is potentially a significant change for them, then the project can still be 'seen' internally as disruptive or unsuccessful. This requires a number of aspects: good, clear and transparent communication, commitments that are adhered to, and a genuine desire to ensure employees' day-to-day job roles are actually enhanced by moving to a new employer.
- Be utterly tenacious about governance - Throughout the transition, there must be an agreed framework for all decision-making. This needs to be more than just agreed to – it needs real understanding and commitment. This also ensures all communication is transparent and streamlined – which is an area we see most often let down during even a well run transition. At a basic level, governance also ensures that transition plans and costs are strictly adhered to and any exceptions or risks addressed in a timely manner.

Each transition is unique and will raise different issues and problems. Fujitsu believes that by employing the above principles issues and problems will be minimised.



10.0 Delivery: Manufacturer's Guarantee and Warranty

10.1 Please explain how you will provide a complete after sales service for manufacturer's guarantee and warranty, including provide documents and reports to POL regarding Third Party warranties and support POL in the identification of changes to Third Party warranties.

The key to a successful service is that there is agreement upfront about what faults the manufacturer guarantee or warranty will cover and what happens if there is disagreement about the cause of the fault. Our standard end-to-end process on items with manufacturer warranty is:

- The engineer visiting site checks that the hardware to be replaced is actually faulty to avoid unnecessary replacements and No Fault Found charges from the manufacturer;
- The engineer makes a record of the observed fault and any details required to make a warranty claim. This record is attached to the faulty hardware;
- The faulty hardware is returned to our warranty filter process where we can make a second check that the hardware is faulty and the fault will be covered by the manufacturer's warranty. At this stage we take one of the following actions:
 - Return the item to Good Stock if no fault is found;
 - 'Quick Fix' the item on the bench if allowed and more cost-effective than using the manufacturer warranty;
 - Send the item to the most cost-effective non-warranty repairer if a warranty claim is unlikely to be successful;
 - Send the item to the manufacturer warranty agent if the warranty claim is likely to be successful with all the appropriate paperwork.

For items that are sent to the manufacturer's warranty agent there will almost always be some warranty claim rejections unless an all-inclusive service is purchased. Some faults are not consistently repeatable, customer damage and misuse is not always clearly definable and sometimes items are damaged in transit. The management of these rejections is key to all parties feeling that they have received fair treatment.

The key items to agree are that there will be gray areas on warranty claims, that a disagreement about cause does not stop the part being repaired and available for use and that POL continues to be involved and use their influence as the manufacturer's end-customer to ensure that warranty terms are honoured.

Fujitsu has extensive experience in this area with warranty specialists in multiple areas who deal with all the main desktop, POS and more specialist manufacturers.

Fujitsu has one of the largest field-based maintenance team capabilities within the UK IT services market with approximately 950 engineers operating across the UK. This team completes more than 20,000 hardware fixes per month for over 220 different customers in retail, hospitality, local and central government, telecoms, travel, financial services, manufacturing and utilities industries.

In line with the terms of the specific purchase, Fujitsu will provide POL with the appropriate documentation that details the warranty provided by the manufacturer.

We will also maintain an overall record of all purchases and their associated warranty entitlements. This database of information shall be used to provide management information to POL regarding warranty entitlements and could be used to:

- Compare warranty agreement structures between different purchases to ensure that POL is getting a consistent level of agreements to meet its business demands;



- Bench mark the price of warranty agreements against previous purchases;
- Provide baseline requirements for future purchases to reduce the effort involved in 'standing up' a new agreement;
- Identify when warranty entitlements are ending and allow POL to plan discussions around warranty extensions, estate refreshes or alternative support routes, thus enabling a proactive view for technology and estate road maps.

Fujitsu shall support POL in the identification of changes to third party warranties in the following ways:

- Through our extensive range of channel partners we have the relationships in place to ensure that we are informed when a manufacturer is proposing to amend/change the terms of standard warranty agreements
- Where a purchase specific warranty agreement is put in place Fujitsu shall work with POL to put in place the required commercial and operational relationships required to manage changes to the agreement that are driven by either:
 - A change in POL business drivers or requirements, or
 - By the manufacture.
- Through our extensive experience as a manufacturer provide recommendations to POL on industry best practice for the structure and provision of warranty agreements

Fujitsu shall provide this support and guidance through a combination of Service Management reviews and notifications, as well as targeted consultancy as agreed with POL.



11.0 Direct Call Off Services: Hosting

11.1 Please explain how you will identify options available to POL for hosting a solution, including designing and ensuring that all environments are aligned to POL Architecture, to provide a smooth transition into designated data centres.

Fujitsu has worked with POL to establish a Joint Architecture Board, the purpose of which is to provide and agree governance and direction in architecture and design, to ensure alignment within Post Office IT and Change, and Fujitsu. To also ensure that architecture and designs are progressed in line with architecture and strategy to realise potential synergy reuse and to identify opportunities to achieve strategic objectives.

In the wider Fujitsu business we have extensive experience in migrating IT infrastructures, workloads and services from customer or third party facilities into its data centres and operational control. Such migrations often form part of a broader consolidation or business transformation project.

The migration approach is usually tailored to the specific customer business and technical drivers. These typically include cost, time, resource, business cycles, service resilience design and acceptable downtime windows.

The key transition stages include:

- Audit: Review of current systems and customer business requirements to specify the project scope and services affected;
 - Engage: with relevant technical, service, security and 3rd parties to gather knowledge and establish a cooperative relationship around the transition;
 - Assess: service, technical, business, IT risk, priorities and contingencies;
 - Options: identify transition approach locations and options;
 - Design: relocated solution and service architecture;
 - Plan: Establish a specialist project management team and create a transition project plan including solution, service, people and security components. Significant focus is placed on the protection of customer business functions and on the continuity of service levels, including;
- Agree a joint transition plan, with a shared risk register and acceptance criteria;
 - Consolidate system management functions to establish standardised monitoring and control;
 - Assess use of 'swing kit', and/or the pragmatic use of DR and/or business continuity servers to aid the transition process;
 - Implement Transition;
 - Procure equipment (if required);
 - Transition workloads to lower cost environments;
 - Consolidate workloads on retained environments;
 - Relocate systems at selected data centre(s);
 - Enforce Configuration and Change Management to maintain integrity and control;
 - Take on people, capabilities and management responsibilities as appropriate;
 - Acceptance Test: unit, integration, security, failover, user acceptance testing against agreed criteria;



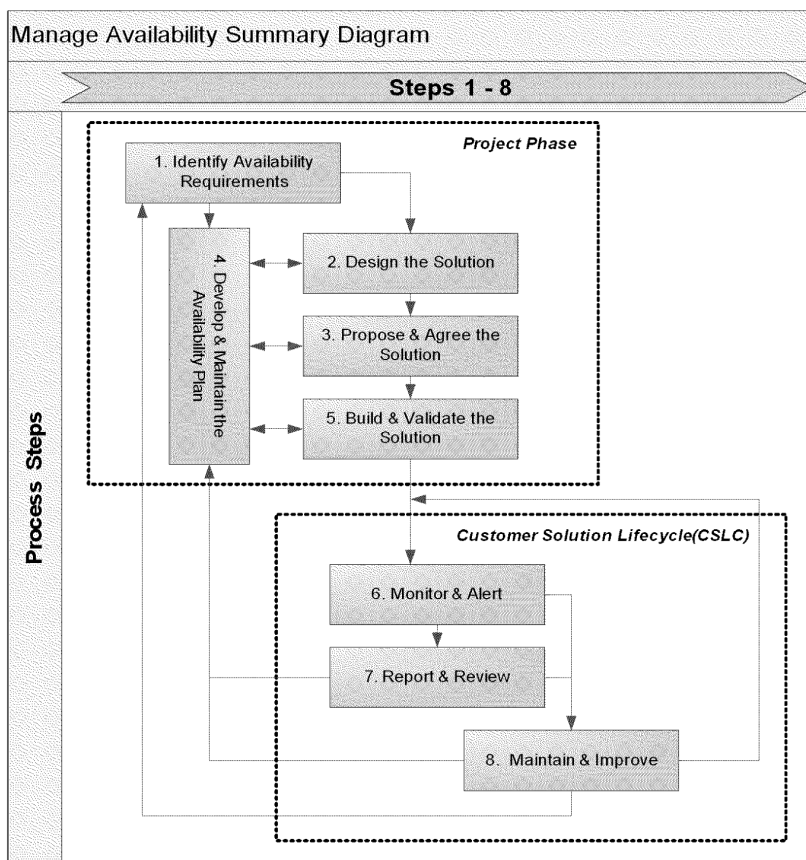
- Post project review and Handover to Fujitsu operational service.

By working with the POL on the above stages and understanding the current environment and the “to be” environment a number of options can be identified and discussed and agreed. These options can be based on cost, time, resource, business cycles, service resilience design and acceptable downtime windows or any combination of these. .



11.2 Please explain how you will ensure that solution availability is monitored and reported regularly against KPIs and defined service levels. Include detail on your processes for identifying and resolving problems with performance.

As an ITIL and ISO/IEC20000-1 conformant supplier, Fujitsu is experienced at deploying, and managing a conformant Availability Management Process for POL. An overview of our availability management process is illustrated below:



Fujitsu's Availability Management Process Overview

Fujitsu's Availability Management Process will be used to ensure that services are available POL as agreed. It does this by assuring the capability of both the IT infrastructure and the supporting organisation to deliver a cost effective and sustained level of availability that enables the business to satisfy its objectives.

The scope of the Availability Management Process covers the design, implementation, measurement, management and improvement of IT service and component availability. The process does not cover those elements covered by our security policy although there are strong links between the two processes. The security elements of availability are covered in the security policies and processes and also in the Post Office Account specified policies and processes.

Availability management commences as soon as the availability requirements for an IT service are agreed with POL and interested parties. It is an ongoing process, finishing only when the IT service is decommissioned or retired.

The aims and objectives of Fujitsu's Availability Management Process are:



- There is a documented manage availability process, a procedure and an availability plan;
- Availability requirements will be identified and agreed with POL and interested parties;
- Fujitsu will document the requirements within the availability plan to reflect the current and future needs of POL and/or interested parties;
- The POL agreed Availability requirements will also include the following criteria:
 - Access rights to services;
 - Service response times;
 - End to end availability of services;
 - Service level agreements;
 - Risks to services and targets;
 - Definition of downtime;
 - Service restoration;
 - Report production;
 - Backing up the service and frequency.
 - Fujitsu will create, implement and maintain the availability plans;
 - Changes required to the plan or new services will be managed and controlled in accordance to Fujitsu's change management process;
 - Fujitsu will assess impact of all changes to the availability plan, in particular performance and the capacity of all services and resources;
 - Fujitsu will ensure the availability plans are tested against the availability requirements and the plans are retested after major changes to the service environment in which POL operates. Actions and results from the test will be recorded and where deficiencies are identified, reviews will be conducted after each test and actions to report on the actions taken;
 - Fujitsu will ensure the agreed POL service availability achievements meet the agreed targets by managing the services and resources related to availability performance;
 - Fujitsu will continually monitor, measure, analyse, report, review service component availability and compare them with the agreed target, where service components are unavailable instigate remedial actions;
 - Fujitsu will ensure proactive measures to improve the availability of services are implemented wherever it is cost-justifiable to POL and/or interested parties;
 - Fujitsu will assist with the diagnosis and resolution of POL availability related Incidents and related Problems
 - Fujitsu will provide advice and guidance to all other areas of the business and IT on all availability-related issues.



With respect to Problem Management, Fujitsu recognises that the management of problems is crucial in order to identify the root cause of multiple Incidents and to pro-actively prevent Incidents occurring. We follow the ITIL approach to the management of problems and within the Fujitsu TRIOLE for Services methodology have developed a proven repeatable solution for its delivery.

Please see our response to question 12.2 for more detail on the Fujitsu Problem Management process.



12.0 Direct Call Off Services: Application Maintenance

12.1 Please explain how you will provide application maintenance services for POL solutions, including how you will work with Third Party suppliers and Sub-contractors to undertake root cause analysis and present options to resolve problems.

Fujitsu currently provides the following application maintenance services which form part of the Application Support Service (Fourth Line) agreement on the current HNG-X contract with POL. This support includes:

- Software configuration management
- Document management
- Development management
- Testing of Application Support Service (Fourth Line) bug fixes prior to release distribution into the live estate, (including management, design, validation and integration)
- The management of updates to Fujitsu Services' third party products including the procurement of third party hardware and software maintenance for the HNG-X service Infrastructure
- The management of Fujitsu's internal hardware and software requirements; and release distribution support

Fujitsu will manage the problem management process across all agreed service desks, suppliers and third parties. Fujitsu will own the definition of the policy, processes and ensure compliance by all parties who are participating in the fulfilment of the process. During transition Fujitsu will establish the appropriate governance stakeholder bodies with the defined POL and supplier representatives and including:

- Review the existing policies, processes, use of toolsets to understand the current capability, map against Fujitsu's standard process and procedure, whilst identifying specific drivers for the process, for example ITIL conformance and the move to a 'lean' approach;
- Define, and agree the proposed process policy, processes, procedures including the 'touch-points' to other key service management processes with POL's suppliers and third parties. Define the governance body and the nominated representatives from all parties actively involved in the problem management process to review potential changes including process improvements;
- Implement a set of designs for:
 - Problem management policy including compliance, monitoring and review, escalation, training and support;
 - Definition of priorities and impacts / urgency, a major Incident;
 - A contacts list for all organisations delivering services and systems who will be impacted by and support the problem management process;
 - Updated processes that define the high-level process, roles and responsibilities;
 - The error management module is part of the problem management process from a formal root cause analysis (RCA) approach.
- Define, design and document a technical solution for problem management toolsets. This will comprise of Fujitsu's TRIOLE for



Services product. The design will incorporate technical interfaces to other required tools such as incident management and reporting. In particular, Problem management will need to be able to analyse trends in Incidents to identify common underpinning root causes.

Once agreed Fujitsu will take responsibility for deployment of the new solution and:

- Deploying the new process, procedures, including briefing of all impacted staff in POL, suppliers, third parties and toolset interfaces for example incident and configuration tools
- Establishing the organisation to manage and operate the problem management capability:
- Fulfilment of the requirements of the communications and training plan;
- Implementing and populating the toolset;
- Managing the agreed escalation process;
- Monitoring process compliance through review and measurement of the process and associated procedures;
- Reviewing potential improvements and / or non-compliances within the process with the stakeholder group.

The objectives for this process will be to ensure:

- All services and SLAs are maintained by use of the standard templates to support POL with OLAs and/or Underpinning Contracts;
- The business and user satisfaction meet the changing business needs reflecting the internal, external agreements whilst ensuring service quality is continually measured, improved and recognising the need for business and user satisfaction;
- The problem resolver groups have the responsibility to accurately diagnose, resolve Incidents, problems within SLA, deal with changes in accordance with the change management process;
- The knowledge manager has the responsibility to manage the knowledge base used by the problem management (and error management) processes. This will include the known error database that can be used by all authorised personnel.

The principles of this process will be to:

- Monitor the process compliance through review, measurement of the process along with the associated procedures including resolution of all problems across the different suppliers and functions
- Ensure that new problems are informed to the Service Desk and from there to agreed parties with the inclusion of Major Problem reviews. Lessons learnt, work-arounds and trends and agreed reports, as a minimum reported monthly
- Review potential improvements and / or non-compliances within the process with the stakeholder groups including any proposed improvements escalated to the Service Improvement Process (SIP), a key success of the service.



Listed below is an example of where Fujitsu has worked with POL and third parties in order to undertake root cause analysis and present options to resolve problems.

Fujitsu – POL - Logica - IBM

Fujitsu maintains the infrastructure and owns the relationship with IBM. Logica are a third party of POL's, and are responsible for maintaining the application.

On this occasion, an issue within the software resulted in the need for joint party working to resolve the issue. This was managed end to end by Fujitsu through the problem management process, with regular updates and weekly meetings with POL to ensure that they were kept fully informed of progress and resolution.

Post Office IT & Change Reference: POL172



12.2 Please explain how you will support POL in identifying the impact of changes when undertaking application maintenance, including detail on the documentation you would expect to provide to POL and how you will work with POL to minimise the risk.

For every application maintenance change affecting live service, a Managed Service Change (MSC) record will be provided to POL describing the change and requesting approval to proceed.

The MSC documentation includes a non technical overview of the change, a justification for the change, details of the platforms affected, the proposed date, time and duration of the change, and the regression path and duration period for regression. The services affected by the change and the timing and extent of any impacts to live service are described as accurately as possible.

We will work with POL by supplying the MSC documentation seven days prior to the change (where possible) in order that POL can provide sufficient notice to any of their customers and suppliers that may be impacted. In addition we will provide an initial assessment of the risk and a recommendation where additional POL testing, for example using Model Office, may be appropriate.

The initial risk assessment may be modified by further assessment by Fujitsu support teams, and in the twice weekly Fujitsu Change Approval Board (CAB). On request, a CAB will be held with POL to allow further discussion of the change and the associated risk and if it can be mitigated further.

In addition to the establish process detailed above, Fujitsu will also review the proposal against the current High Level and Low Level document and other Infrastructure and/or service documentation which may identify previously unidentified risks. When reviewing proposed changes the Fujitsu subject matters experts will also review the latest patches that have been proposed and review their applicability.

Fujitsu succeeds by managing risk throughout its business and the value chain. We proactively anticipate and manage the major risks to our objectives, and those of our customers, to help us deliver impeccable service and to achieve the expected business results. To be successful requires everyone to be risk aware.

The Manage Risk Process, by which a Risk Plan is created and maintained, is mandatory for all bids, projects and services. Risks identified in MSC will be captured in a Risk Plan that is pertinent to the specific application maintenance. The Risk Plan, for each risk, will state:

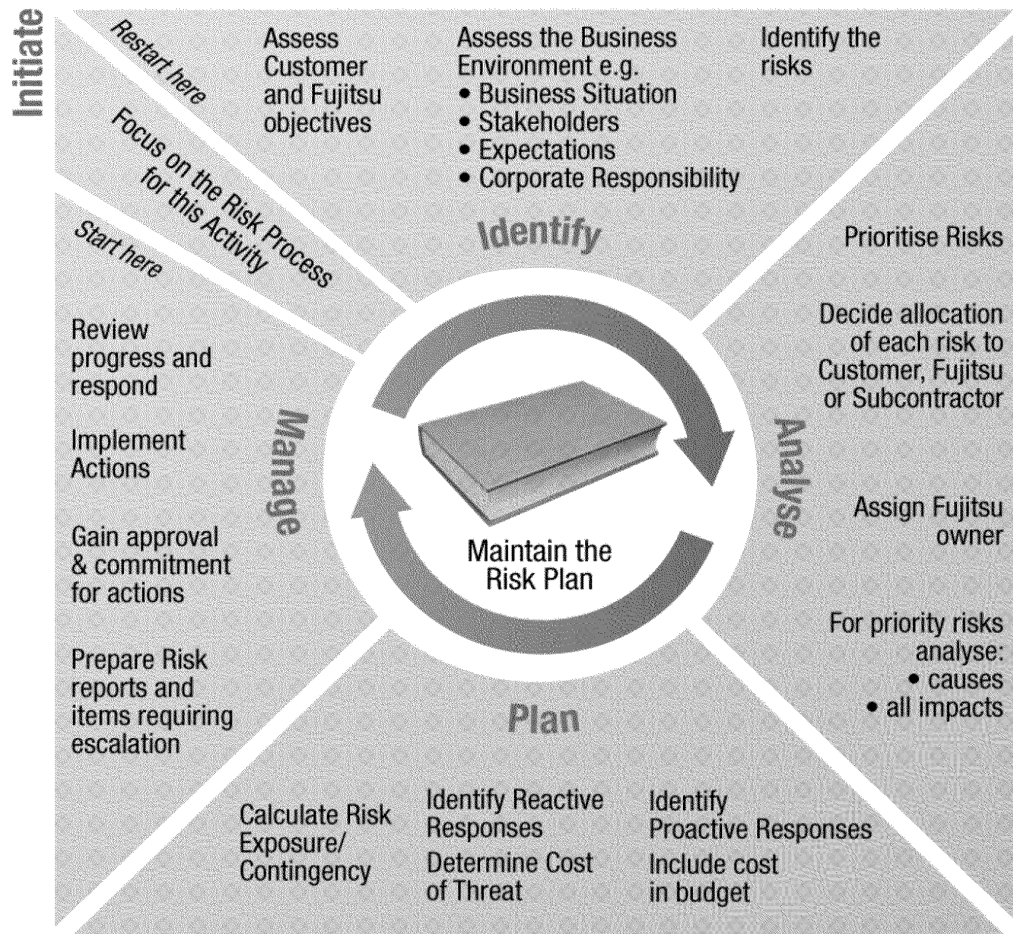
- Description of the risk;
- Owner of the risk;
- Causes – reasons why this risk may occur;
- Containment Actions;
- Detailed Progress;
- Impact of the risk to POL;
- Impact of the risk to Fujitsu;
- Impact of the risk to 3rd parties;
- Fallback Actions;
- Probability;
- Closure Statement.

Fujitsu's Risk Management process is a constituent element of the company's Business Management System (BMS) – an inter-related set of policies, processes and accompanying assets that are managed to maintain conformance with a number of external standards, models and codes of practice, verified by accredited third party registration bodies. These include ISO9001:2000, ISO/IEC20000, ISO/IEC27001, CMMI Maturity level 3.



Fujitsu's approach to Risk Management endorses Commitment 7 of the Intellect IT Supplier Code of Best Practice to 'rigorously identify, analyse and manage risks and seek to agree solutions with the customer that offer the best ownership and risk mitigation strategy' supporting a professional approach to the joint consideration of risk with customers.

Our approach to risk is illustrated below:



Fujitsu's Process to Manage Risk

Our processes in identifying the impact of changes when undertaking application maintenance, including detail on the documentation we will provide to POL and how we will work with POL to minimise the risk are based on existing proven methodologies.



13.0 Direct Call Off Services: Programme/Project Management and PMO

Please explain how you will:

13.1 establish a project and programme management office to control the delivery of projects/programmes on behalf of POL, ensuring that regular progress reports are produced to track:

- expenditure against budget
- progress against milestones
- deliverables and other agreed outputs

Fujitsu proposes the use of the existing programme management office (PMO) within the Fujitsu Post Office Account team to control delivery of in-scope projects. This will provide POL with experienced, low risk, and trusted resources to deliver future projects.

As a result expenditure reports, milestone reports and expected deliverable reports will be produced from within that team and will follow the format, structure and detail of those that are already agreed and produced for existing Post Office-Fujitsu projects.

The reports will be produced by the assigned project manager and will have the input from several sources such as commercial, technical and project delivery. These reports will be produced weekly, monthly or at the end of each project stage dependent upon the needs and priority of the project. In all cases the format of the reports will be agreed with the POL.

Escalation and contact points will be within the PMO team, with resources being pulled in from the wider Fujitsu capability as and when required to provide POL with the assurance that suitable resource(s) will be 'on tap' as required.



13.2 define, agree and embed governance procedures that compliment POL processes and align with POL's existing governance boards

Fujitsu will utilise the existing PRINCE2 and ITIL based governance processes and procedures that are already aligned with POL's governance boards. The Fujitsu approach to project management (Manage Project) is aligned with PRINCE2 and Fujitsu PMs are trained and accredited in PRINCE2. This is to ensure a 'critical mass' of project managers are available so as to allow for a cost-effective, rapid start up, re-use of expertise and experience and also to provide project teams that understand POL's needs and culture

These procedures will ensure the appropriate level of engagement and involvement at all levels within the Fujitsu/POL partnership.

Specifically, regular checkpoints and meetings will be followed according to the schedule below.

Project Meetings	POL and Project Team Meetings
Weekly individual project/ release checkpoint	Weekly individual project checkpoint meeting with POL PM – using extract from weekly slide pack used in the Internal checkpoint
Fortnightly programme level review (Future Releases Board)	Weekly progress update (informal) with POL Senior Management
Monthly Internal Programme Board	Monthly Joint Programme Board
Monthly Finance Reviews	Monthly Resource Meeting with POL (Demand Planning Forum)

In addition Fujitsu generates, for each project, reports and processes that feed into the designated joint programme board.

As with all reports and governance boards these will be agreed/confirmed with POL before any projects are started.



13.3 plan and deploy project teams to deliver transformational change within POL for:

- a) projects with a value of up to £500,000
- b) programmes with a value of up to £10,000,000

Fujitsu will use the same processes for both projects up to £500,000 and up to £10,000,000. This will ensure each project is run with the same degree of quality and accountability regardless of cost. In general terms it is not the value of the project, but it's complexity that will define how many resources, stages, reports and reviews a project will generate and require. Fujitsu utilises a process to tailor the project approach and processes where necessary to the needs of the client and to reflect the scale and complexity of the projects being undertaken, in line with PRINCE2 principles. Tailoring is a key element within Project StartUp (Initiation) and helps to ensure that the correct and reasonable level of management and governance is applied to the task recognising that one size does not fit all.

For example, a large rollout of a single product in a single location may cost £9,000,000, but is actually easier to manage than a smaller multi-tower, multi-region project and so would potentially require fewer project management resources.

It is during the start-up (SU) phase that the requirements of the project will be defined and which steps, if any, may need additional focus. Also the start-up phase will define the resources needed to deliver each stage of the project and these will be requested and supplied as per the existing and proven Fujitsu-POL resource process.

The management of these teams will reside within the Fujitsu PMO and, dependent upon the requirements of the project/programme one or a number of qualified project managers will be established to support the project. These teams will follow Fujitsu's Programme and Project Management PRINCE2 and ITIL methodology through to delivery and final acceptance where the project will be handed over to service delivery.



13.4 manage risks, issues, assumptions and dependencies effectively to minimise any potential impact on delivery and ensure a comprehensive record of how issues are resolved throughout the lifecycle of the project.

Risk management is a key component of Fujitsu's project management process. It follows the overview illustrated (also described in our response to Question 12.2).

Firstly, identification discovers what the potential risks, assumptions, issues and dependencies are. These are usually collated using a risk checklist which includes their categorisation and an estimate of the impact. This is then fed into the subsequent steps and included in the risk register.

The risks, assumptions, issues and dependencies are then evaluated and where appropriate assigned an impact and probability which are entered into the formal Risks, Assumptions, Issues, Dependencies (RAID) log which forms part of the overall risk profile, a measurement of the severity and likelihood of the risk in the project or solution.

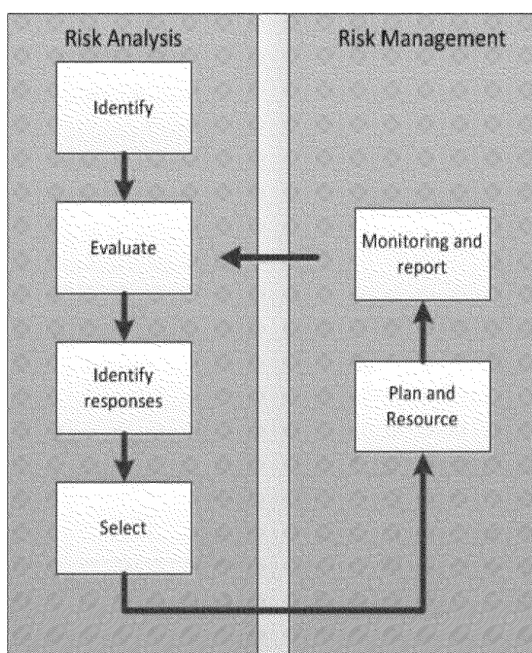
Identifying these risks, assumptions, issues and dependencies at this early stage will allow the project team to develop mitigations to the risks, confirm, or otherwise with the project owner the assumptions and dependencies and resolve the issues, the last being confirmed with the project team as being resolved or, if not, moved to the risk register. As well as risks mitigations, risks are allocated a "probability of the risk occurring" and a contingency value associated with that risk.

Fujitsu believes that risks should be allocated to the party best placed to manage the risk so in some instances risks may be transferred, with their agreement, to another party to manage, for example a sub-contractor, third party or customer.

Once these stages have all been completed and the RAID populated, the risks and dependencies need to be managed and this is performed in the following steps:

- Plan and resourcing - Details what and who is required to mitigate the risk or resolve the dependencies. This is typically tracked from within the overall project plan;
- Verification of the assumptions, or acceptance of them - This will often use, for example subject matter experts, customers resources, third parties, to ensure the assumptions do not affect the project in adverse ways;
- Monitoring and reporting - The continual process of validating the risk/dependency, checking it's progress and then feeding those updates back to the project team via the RAID.

The above process is part of Fujitsu's best practice in identifying and managing risks, assumptions, issues and dependencies. In this way Fujitsu will ensure that risks, assumptions, issues and dependencies are correctly managed to a timely and structured process.





13.5 establish and maintain project change control to effectively govern changes requested throughout the project/programme, including but not limited to, changes to scope, timescales, benefits and budget.

A key role of the project manager and their team is to manage changes as and when they occur within the scope of the project. This change control and configuration management (CM) process details how each proposed change is to be categorised and managed. The types of change this process will manage are:

Request for change (RFC) - Which comes from the POL or end user and is a request to change one of the project baselines in some way. Since all RFC's are a change to what had been originally agreed, it is normally the project board alone who have the authority to agree such changes.

Off Specifications - These detail some aspect that should be provided by the project, but currently is not, or is forecast not to be, provided. This might include products or deliverables that are missing, or a product not meeting its specification or quality criteria.

Once the type of change has been agreed, it will be subject to the below process:

- Whenever a change or issue is raised, it will be categorised and prioritised and then entered in the issue/change register.
- An impact analysis will be carried out, and will normally involve subject matter experts as well as the project manager. Typical topics of impact analysis are:
 - Time
 - Cost
 - Quality
 - Scope
 - Business Case
 - Benefits
 - Risk
- The change or issue should be prioritised, first, by the originator, and secondly, after impact analysis. It is important when carrying out the above impact analysis, that representatives from the project business area, the users of the end products, and those who are supplying resources to the project are fully involved so that a balanced decision can be reached.
- Having understood the full impact of the change or issue, the next step is to consider alternative options and proposing the best actions to take in order to resolve the issue or implement the change. A balanced view is needed and consideration should be given all these options on the projects duration, cost, quality, scope, benefit, and risk performance targets. The advantages gained should be balanced against the impact of implementing the issue or change.
- A decision is now needed on whether, or not, to implement the change or issue. For a request for change, this would normally need escalating to the project board for their decision, whereas an Off-Specification may be decided by the project manager if they have sufficient authority. Alternatively this can be referred to the project board.



During implementation, the project manager will ensure that its status is reported to the project board up to the point when the issue or change has been fully implemented.



13.6 manage and work with Third Party suppliers and/or sub-contractors to deliver solutions on behalf of POL defining and maintaining clear lines of responsibility, clear and regular communication across all parties and ensuring delivery against agreed timescales.

Fujitsu has decades of experience in managing third parties on behalf of its customers and ensuring that they deliver what is required, when it is required and to the desired quality. For the POL, management of third parties will be owned and performed by the existing Fujitsu PMO. During the project phase it uses the techniques below to ensure success in delivery.

Firstly Fujitsu will ensure a suitable contract is in place between it, the POL and the third party. This ensures both legal and commercial protection for all parties. This contract typically concentrates on the following clauses.

- Definitions - This ensures all parties agree on the meaning of the various activities and objectives and have a common point of reference;
- Process and procedures - This focuses on what procedures, reporting and governance processes are to be put in place;
- Documentation. This determines the content, format and standards of detail required from the project or agreement
- Witnessing - This outlines the management and checking processes of each stage of the project or delivery;
- Milestones and stages - This will detail each milestone or stage, along with when it is expected to be achieved and what the acceptance criteria is of each milestone or stage.

In addition to the contract Fujitsu expects the third parties to deliver a number of overall reports on a regular basis so that progress against time and budget can be managed and tracked. These reports can include, reports on testing, overall progress reports using a red, amber, green (RAG) dashboard format, Regular updates to the risk register (RAID plan see our response to question 13.4 above) and updates to any other associated documentation.

When these reports are received these will be reviewed by Fujitsu and the third party, with the POL being involved if required in order to provide a go-nogo decision, provide additional detail as to the contents of the reports or agree on any mitigation or exception actions.

At the end of each stage, Fujitsu and if required, the POL will sign off on the third party's deliverable(s) and any milestone payments etc., due to be paid.

The process of report, review, sign off will continue until final acceptance of the project into steady state.

In order to facilitate speedy and a 'light touch, low cost' project delivery method the majority of management of the third parties will be mostly by exception. By ensuring the regular updates and reviews are performed and agreed, issues and risks can be identified and mitigated early before they start to have any significant impact on cost, quality and timescales of delivery.

Fujitsu currently manages several third parties for the POL and the overall process is not expected to change from this proven one and indeed may not need new contracts, tools or processes to be developed. Any changes that are required will be agreed with the POI before implementation.



14.0 Delivery: Project Closure

14.1 Please provide what you consider to be the key elements of project closure and provide a case example of project closure reports and any associated documentation.

There are a number of key elements to project closure. The level of detail and sophistication of each is dependent upon the size and complexity of the project(s). However in all projects the key actions involved project close-out are (also described below):

- Identify lessons learnt;
- Reviewing and documenting the project (including the Project Closure Report);;
- Archive project records;
- Disburse resources.

Identifying Lessons Learnt - These are identified, discussed and recorded in a “Lessons Learnt Workshop”. This workshop can be an informal gathering of the key project people or a large, formal meeting including: the project team, stakeholders (internal and external), executive management, supervisors and operations staff. The output from this workshop will be included in the Post Implementation Review report. The output will also be shared across our professional communities (anonimised if necessary) as part of our continuous improvement culture for future projects. Our response to Question 14.3 describes our lessons learnt process in more detail.

Reviewing and Documenting the Project - There are several elements of project documentation that will be covered, i.e., Project Closure Report, Post Implementation Review Report and project data archiving. The success factors (in terms of outcomes) of the project will already have been defined at the early stages of the planning process and these will be reviewed to determine whether, or not, these have been achieved, and to what degree. There may also be other factors which need to be reviewed, including (but not limited to):

- Did stakeholders view the project outcomes in a positive light?
- Was the project completed on time and to budget?
- Was the project well-managed (from both an internal and external viewpoint)?
- Was there clear direction from the management team on what was required?
- Did team members work well together?

The Project Closure Report is a document which formalises the closure of the project. It will be prepared by the Project Manager and presented to POL or the project sponsor for formal sign-off that the project has indeed been completed to their satisfaction. It will also contain input sought from the entire project team, POL and/or end-users and other stakeholders.

The Project Closure Report also provides confirmation that the project has met the success criteria and specifically a Project Closure Report will include:

- A formal list of completion criteria and confirmation that each criteria has been met;
- A list of outstanding business activities, risks and issues;
- A set of closure actions, for example hand over deliverables/documentation, terminate suppliers, release resources.
- A formal project closure request.



When the project activities have been completed, a Post Implementation Review will be undertaken to measure the success of the project and record lessons learnt for future project (again described in the answer to question 14.3).

Collecting and Archiving Project Data

Following delivery of the Post Implementation Review Report, the project database will be archived. Building a repository of past projects serves as both a reference source and as a training tool for our project managers. Project archives can also be used when estimating future projects and in developing metrics on probable productivity of future teams.

Typically, the following project data is archived:

- Post Implementation Review Report
- Project Plan Project
- Management Control Documents, for example correspondence, relevant meeting notes, status reports, contract files, technical documents.

Disbursing Resources - There are additional smaller tasks that must be completed to physically close the project. These might include, for example completing any outstanding paperwork, filing required reports, briefing anyone who needs to be briefed, clearing project rooms and returning any equipment borrowed or leased.

Typically a closure report will be 5 –15 pages long (and hence inclusion will breach the response page restriction). However an example of a project closure report completed recently for Santander Bank contained reports on the following areas:

1. Project Summary
 - 1.1 Baseline Requirement- A brief description of the scope and requirements
2. Management Review
 - 2.1 Achievement of Objectives – What the success criteria was
 - 2.2 Financial Profile - An overview of and measure against the business case
 - 2.3 Schedule, Planning and Estimates – a report on how the project did against milestones and objectives
 - 2.4 Contractual and Commercial Summary - Any commercial or legal issues encountered
 - 2.5 Customer Relationships - Suggestions and a report on how relations were maintained or improved
 - 2.6 Third Parties – Report on the quality of third party input and deliverables
 - 2.7 Quality - Were the quality objectives achieved.
 - 2.8 General Impact of Change – The overall impact of the
 - 2.9 Issues, Changes and Off-Specs- What was changed from the original scope and specification and why
 - 2.10 Residual Issues and Risks –Any risks or issues that should be carried on after the life of the project
 - 2.11 Agreed Follow-up Actions
 - 2.12 Lessons Learnt- See response 14.3 for an example
3. Technical Review
 - 3.1 Solution – Was the technical solution changed and what was different
 - 3.2 Engineering Model(s) - Any changes to the support model
 - 3.3 Performance - How did the solution perform against specification and design



The full report is available for examination should the POL wish to view at a later stage.



14.2 Please explain how you would define, agree and undertake a post implementation review.

Fujitsu's best practice in post implementation reviews is to hold a Lessons Learnt Review at the end of each stage of the project so that any lessons learnt, good and bad, can be integrated into the next stage if required or incorporated into the plans for the next project.

At the end of each stage the following will be developed and produced by the project manager:

- End Stage report - The project manager will provide the POL and the PMO with a report summing up the final stage costs, information pertaining to the quality of the deliverables and any issues to carry forward into the next stage.
- An updated business case - The project manager will update the business case with new costs, estimates and a report on the levels of risk. This is to ensure the business case is still valid and remains appropriate.
- An updated risk log - The project manager will update the risk log and check if the level of risk is still acceptable and that the mitigations in place are still valid and viable.
- A review of the plan for the next stage - This is a 'go, no-go' review which considers if the next stage should be proceeded with as planned or if an exception plan should be generated. An exception plan is a replacement for the next stage's plan that replaces the out of date one and that corrects the issues outlined in this review.

At the end of each project, the following will be produced by the project manager:

- End of Project report - This report will outline to POL how the project went, and provides information on final costs and benefits already realised;
- Post Project review plan - This sets down who will measure the benefits after the end of the project, how, when and who reports back to the project sponsors. This plan also defines the agenda, contents and scope of this report;
- Lessons learned report - This report details what has worked well, what went wrong and how future projects can benefit from the experience gained. This report is circulated via the project manager to the Fujitsu PMO, POL management and to the appropriate project sponsors;
- Follow on Actions and recommendations - This details what actions are required following the project and could include: Proposals to change the project management process, rationalisation of reporting and project templates. These recommendations will then be discussed and agreed via the Fujitsu PMO and Post Office management.

At this stage the project will be formally closed.



14.3 There will be an emphasis on capturing lessons learned from panel vendors. Please describe your lessons learned process and provide a case example of a lessons learned report.

As an integral part of project closure Fujitsu will always host and run a “Lessons Learned Workshop” which will be facilitated by the existing Fujitsu PMO. The review will include the project sponsor, the project manager and any other attendees that have played a significant part in the project. The output of these reviews will be condensed into a lessons learned document that will be shared across our professional communities.

The lessons learned document will contain information about all the project life-cycle processes but most importantly the “executing and controlling” processes. Process improvements, communication failures/ambiguities/misunderstandings, or any other information that may help improve the performance of next project will be noted here. Typically the lessons learned document will include (but not be limited to) the following:

- How the project management processes were used throughout the project and how successful they were in planning and tracking progress;
- How well the project plan and project schedule reflected the actual work of the project;
- How well the change management process worked and what might have worked better;
- Why corrective actions were taken;
- Causes of performance variances and how they could have been avoided;
- Outcomes of corrective actions;
- Risks response plans that were implemented and whether, or not, they adequately addressed the risk events;
- Unplanned risk events that occurred;
- Mistakes that occurred and how they could have been avoided (no blame should be attached to a person or group, simply the processes used);
- Team dynamics, including what could have helped the team perform more efficiently;
- Anything else that would improve the next project undertaken.

The lessons learned document will be stored in a shared knowledge database with all the other project information. It will also be available to our professional communities for their information as part of our continuous improvement culture. One of the first items the next project should review is a review of the lessons learned document.

The lessons learned document will also feed into a Post Implementation Review Report which documents the history of a project and provides a record of the planned and actual budget and project schedule. It should also contain recommendations for other projects of similar size and scope. The Post Implementation Review Report should (but not be limited to) document the following analyses:

- Project organisation including staffing and skills;
- Schedule effectiveness;
- Successful risk assessment and mitigation techniques;
- Processes used for change control, and quality management;
- Techniques used for project communication;



- Techniques for handling customer expectations;
- Success factors and how they were met;
- Financial data – planned and actual;
- Lessons Learnt (from lessons learnt workshop);
- Recommendations to future project managers.

Again the document will be available to our professional communities as part of our continuous improvement culture.

Typically a Lessons Learnt document can extend to many pages (and hence inclusion will breach the response page restriction). However an example lessons learned overview is illustrated below, A more detailed document is available on request

Ref	Learning Point	Raised by	Changes From Plan	Contributing Factors	Action	Action Owner
	Requirements/Design					
LR-1	Customers SAP requirements not as rigorous as expected; lack of traceability, difficult to do formal acceptance and disputes about faults vs change	J Soap	Operator Self Funded (SAP)		Included Requirements traceability in Blueprint	C Cole
LR-2	Time to establish requirements much longer than expected for some of the changes	J Soap	FOOG - GWS	Major areas of new work which are not driven by a clear business requirement	Ensure adequate allowance is made for Requirements stage and a gateway checkpoint included in the plan before progression to the next stage	C Cole
	Planning					
LP-1	Customer SAP and infrastructure plans were not aligned at start of project	J Soap	Operator Self Funded	During estimating and planning customers SAP and infrastructure was under separate management and communication was not as good as required	Ensure customer resources are assigned from day 1 and impacting and planning is done jointly	C Cole
	Development/Test					
LD-1	Development spending on some SAP aspects were significantly under impacts	J Harrison	FOOG - Data Persistence FOOG - Script from a Script FOOG - Encryption	Risk accounted for in CP Impacts from the degree of perceived uncertainty did not materialise. Was not evident form the Impact how much was 'normal' confidence impacting and how much	A means of quantifying risk/uncertainty as part of impacting should be included in the process.	C Cole



				represented risk.		
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15.0 Direct Call Off Services: Business Change

15.1 Please describe your stakeholder management approach across the end to end project lifecycle and the tools and techniques deployed and provide,

- a) a case example of a stakeholder management strategy
- b) a case example of a stakeholder management plan

Fujitsu has a long history of providing IT solutions comprising hardware, software, network and applications to a wide range of customers in such diverse environments as retail, telcos, travel, banking and government. Our approach combines best-in-breed standards, whether vocational, technical or security-related, with experienced award-winning project and service management teams, to ensure that solutions are designed and delivered in close collaboration with our customers, partners and suppliers.

Specifically Fujitsu has over 60 skilled Business Change and Transformation consultants in the UK. A major area of their expertise is stakeholder management and communications. For POL, Fujitsu will develop a stakeholder management strategy in support of individual project plan(s). The strategy will include aims, objectives and KPIs, as well as setting out principles, house styles, and channels for communication.

The strategy will drive a stakeholder management plan and it will set out activities that will be undertaken in a specific period, with a detailed calendar of activities and interventions. These activities will need to focus around ensuring that stakeholder groups are identified, engaged and communicated to in a way appropriate to them and that meets the governance needs of the project(s).

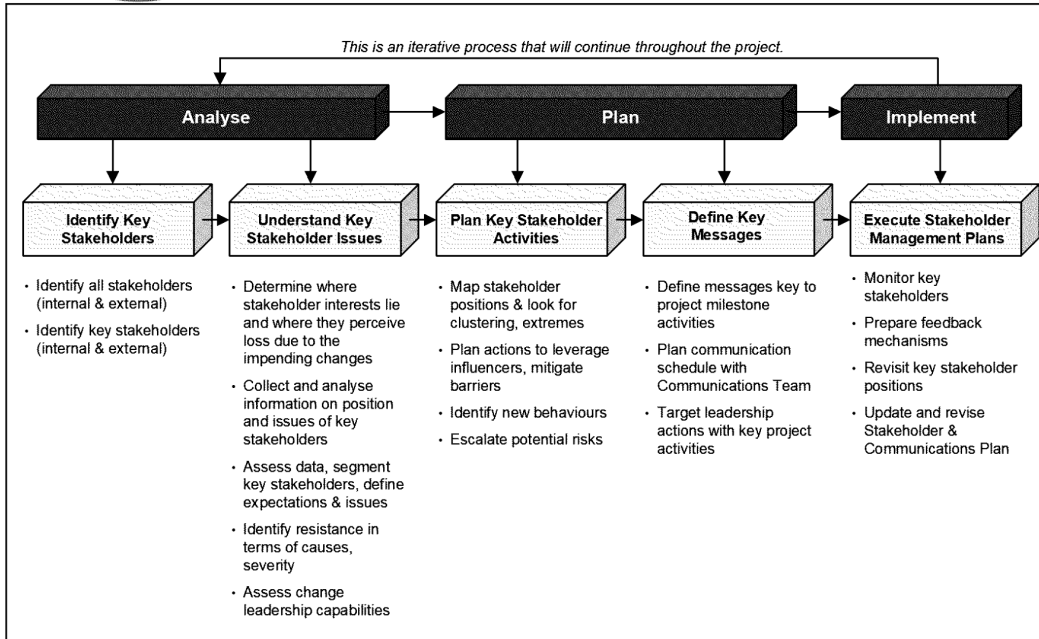
Fujitsu will make use of its own proven Change Management, Engagement and Communication toolkits. These toolkits have a comprehensive range of collateral. However, we anticipate developing and making use of tools for POL that, whilst based on our experience with a range of customers, will be specific to POL and the particular context of the IT Solutions Framework.

Typically, our toolkit would include:

- Stakeholder analysis tools
- Temperature and commitment measures
- Communications Plan templates
- Organisational Readiness Assessment
- Alignment maps
- Event management and facilitation guides
- Awareness surveys.

Engaging effectively with groups of employees throughout a project lifecycle is a continuous process. We will provide tools and templates for Fujitsu and POL to monitor and measure both the effectiveness of the communications and the success of the approach to engagement. Typically, this would be measured based on stakeholder feedback on the relevance, clarity and understanding of communication alongside demonstrable evidence of change adoption and ownership.

As shown in the diagram below, the stakeholder management process is repeated on a regular or event-driven basis throughout the project to build stakeholder support and commitment.



Fujitsu's Stakeholder Management Process

We adopt this style of approach with most of our clients, or alternatively we can adopt their preferred in-house approach, should one be in place. HPC Wales is a good example of where Fujitsu developed a strong stakeholder management plan. HPC Wales has a very complex stakeholder structure due to the network of HPC nodes providing a distributed service to all the colleges and universities in Wales, as well as bureau/outreach services to wider industry throughout Wales. All these potential stakeholders needed to be taken into account when developing the plan to ensure that the project was a successful one.

Fujitsu's approach to tailored stakeholder management is further demonstrated by our work with the Ministry of Defence. We took our toolkit and then implemented stakeholder engagement and communications frameworks appropriate to the customer's organisation. This included a stakeholder engagement and communications strategy and plan, and appropriate communication channels and activities such as workshops, briefings, web portal creation, newsletters, presentations and promotional events. We also ensured feedback loops and evaluation of engagement effectiveness through surveys, interviews and questionnaires.

Fujitsu's commitment to working with each client in order to tailor a plan appropriate to their business, while continually evaluating and tuning from real-life experiences, ensures that our process is responsive and effective



15.2 Please describe your approach to communicating project related messages to a diverse audience such as exists within POL outlining how you would tailor the style/format to ensure key messages are disseminated effectively and any feedback mechanisms you would employ

In order to share key messages with our customers, Fujitsu takes an open and honest approach to communication. Our long-term service and project relationships, including that with Post Office, ensure a common understanding of the current project status, future objectives, and possible developments for our client. In order to communicate messages effectively, we define and document requirements jointly, hold joint programme boards to agree acceptance gateways and share risk and issue plans. Throughout the life of a project boards and updates are held with the frequency and audience justified by the scope/size of the project, with key messages tailored to the respective audiences to ensure the fullest possible understanding of the project status.

Over the past 16 years, Fujitsu's relationship with POL has been strengthened by consistent, comprehensive communication about the status of the various projects and services. We communicate openly with the various diverse teams, such as the Chesterfield cash teams, the Dearne Service Management teams, and the London project management community, as well as with other stakeholders such as the National Federation of SubPostmasters. Communication is tailored to the recipient to ensure the best possible understanding of the message, such as the level of detail and technical descriptions of issues or successes.

Our proven and tested methods of communication with Post Office should promote confidence in Fujitsu's systems.

Fujitsu will specifically seek to identify communications channels for specific stakeholders that will be required, based upon an assessment of their effectiveness. Typically we would expect to use channels and media such as newsletters, direct mail (where appropriate), posters, emails, DVDs and team meetings to cascade information. Whatever the channel or media, this will be agreed with the appropriate stakeholder(s) before being introduced.

The engagement of POL managers and their staff can be tested for the most appropriate mode of communications but we recognise that this may change over time as individuals and teams move from awareness of a project, to an understanding of, and then support for the project, to their involvement and commitment. Additionally the mode of communication may change as the project progresses, for example from early stage communication to (say) management to later stage communication to (say) end users



15.3 Please describe your training approach and associated channels/tools that will ensure that the training your project requires are effectively deployed to a geographically diverse user base. Please include the method you would employ to measure both the deployment and effectiveness of the training

Fujitsu has experience of training end users in a wide range of environments, from banking to government to hospitality, with a variety of training methods such as DVD-based walkthroughs, individual trainer-client sessions and train-the-trainer. Within the Post Office Account a number of projects and services have been delivered to end users with appropriate training from various different sources, for example the Epson Counter Printer rollout (2005) with installation engineers training individual Post Masters; the Horizon Online (HNGx) application rollout where Post Office's Horizon Online trainers attending individual branches; and the Self Fix proof of concept project, where engineers spent two hours at each office to train Post Masters.

Throughout these projects the effectiveness of the delivery method was tracked to measure the effectiveness, through sign-off sheets, customer satisfaction surveys and analysis of the incidents logged by the sites involved. Deployment tracking by scheduling teams is a vital, essential part of any project to ensure accurate analysis of the benefits gained or issues uncovered by new functionality or equipment, and especially to ensure that the whole estate is reached; this is particularly important with POL estate, due to the size and geographic dispersal of Post Offices and accessibility issues, such as the availability of ferries or air transport to islands.



16.0 Direct Call Off Services: Quality Assurance

16.1 Please describe your project Quality Assurance approach.

Fujitsu's Post Office Account team manages both Fujitsu's and POL's Quality and Compliance needs through a Quality and Compliance Framework, which identifies key areas needed to ensure it meets the obligations of these stakeholders and that they are planned, operated, managed, monitored and reviewed.

To supply services to POL, the Post Office Account uses shared resources from within the whole of Fujitsu; therefore Post Office Account is mandated to follow the frameworks, process and procedures documented by Fujitsu Business Assurance, Fujitsu Quality Management, and Fujitsu Development Assurance.

It also follows the ISO methodology of Plan, Do, Check and Act (PDCA model) to ensure Post Office Account maintains its accreditation for ISO 27001 and assists POL retain the PCI DSS and the Vocalink LASSIS 1.6 standards.

Inputs to the Quality and Compliance framework are broken down into the following areas:

- Legislation & Regulations
- Customer Standards
- Fujitsu Standards
- Post Office Account Standards

These are the building blocks of governance as they are the basis for all controls that Post Office Account must build into its solutions, services, management and reviews.

The framework enables all stakeholders too clearly understand their obligations with regards to meeting any legislative or compliance requirements and ensure that any new projects, or changes to current systems, identify, agree and document all the legislative or compliance Identify agree and document the responsibility for the management and updating of legislative and compliance requirements.

These requirements ensure documentation for all the services provided to POL the roles and responsibilities, Finances, standards, review methodologies and management and reporting of Quality and compliance findings or risks raised.

POL and Post Office Account Senior Management receive regular reports of the status of the Quality and Compliance framework to enable informed decision making based on the metrics and measurements made.



16.2 Please provide a specific example of a recent quality plan you have produced and explain the linkage/flow through to quality assurance reviews.

Fujitsu's Post Office Account already has in place a quality plan which covers the activities of the Engineering Process Group (EPG) instructions of the Post Office Account Design, Development and Integration (DDI) Teams.

According to Fujitsu's Corporate Engineering Master Policy: "*All groups must use an approved, documented process to guide the development, maintenance and support of software, system and service solutions for customers.*" The DDI Teams also ensure they are compliant against requirements.

Stakeholders cascade policies, standards, contractual, and legislative requirements to the business unit. The business unit captures these and manages implementation. The Account and DDI teams measure how successful the implementation of these controls are, and continuously review them.

DDI teams develop software to the FJS corporate standards laid out in the BMS as ADBM v4.0, tailored by the Post Office Account Business Unit as HNGx-DBM. This is with the aim of moving, in the medium term, towards the 'Apt' framework and methodology. The document therefore:

- records approach taken to effect changes potentially required to HNGx-DBM, to accurately reflect the current process position of the Post Office Account BU, but limited to the activities of the DDI teams, and not teams which precede or follow those activities in the project lifecycle
- measures compliance within the current working practices of the individual DDI teams to the HNGx-DBM standards and other relevant standards
- documents current activities and progress being made to ensure compliance
- documents the approach taken to effect general improvement in working practices and processes
- identifies work instructions and local, bespoke procedures which sit outside of the HNGx-DBM based framework / BMS
- lists resources and repositories for process and evidence of compliance to process (the collateral of development).

It also follows the ISO methodology of Plan, Do, Check and Act (PDCA model) to ensure Post Office Account maintains its accreditation to ISO standards.



16.3 Please demonstrate how you would establish and maintain documented procedures for planning, implementing and undertaking internal and external quality audits to verify whether quality activities and related results comply with expected results and which determine the effectiveness of the Quality System.

Fujitsu's Post Office Account ensures that audits undertaken by POL agents, and Fujitsu Business Management Systems, are supplied with adequate information, resources and evidence to complete their audits. Each audit undertaken by POL has differing requirements dependent on the purpose of the audit and therefore the outputs will vary dependent upon the scope jointly agreed with the auditor and owner of the audit.

Prior to each audit the scope is reviewed with the relevant interviewees and an assessment is made of whether the requirement is for an interview, a documentation review, whether the auditor wants to observe a process or action or state being undertaken or whether observation of data, system settings or configurations are required.

In principle each audit will consist of the following details and evidence they are in place will be provided to the auditor:

- Requirements are clearly understood, documented and defined for the following areas:
 - Compliance
 - Systems
 - Information
 - Documentation
 - Roles and Responsibilities
 - Evidence that a Plan, Do, Check, Act Methodology is followed
 - Technical Evidence of compliance to our documentation and standards requirements
 - Projects are managed, costs controlled and risk monitored
 - Projects have acceptance processes across all levels of Fujitsu's Customer Service Life Cycle for issues and risks and a final acceptance into live processes are in place and are agreed and approved by POL
 - All types of Changes across Fujitsu's Customer lifecycle are managed and controlled and an audit trail exists for them
 - Issues are managed and controlled with root cause analysis and lessons learned identified
 - Risks are managed and controlled across all areas of the Customer Lifecycle
 - Regular reviews take place with all our third parties including internal ones where risks, issues and service improvements are discussed and documented
 - Regular reviews and authorization takes place by senior management and the audit owners or their delegates of change, risk, resources, issues and finance



16.4 Please explain how you will provide resources to support the external audit processes required by POL, including, attendance at meetings, provision of information and records to support the audit, responding to questions and requests for additional information, logging and completing actions and supporting POL to make changes identified as part of an audit report.

To communicate, Fujitsu and Post Office meet regularly at joint boards to review the effectiveness of the quality management systems. Clear terms of reference define the roles and responsibilities of these boards. Minutes are recorded and action lists maintained to ensure that risks, service improvement plans and escalations, where required, all take place.

These boards ensure quality is maintained across hosting, all the functions and services provided to POL.

In addition to these boards, Fujitsu assigns specialists teams with the relevant expertise to work with Post Office to plan, check and act upon specific audits requested by them and their auditors. These teams:

- arrange, co-ordinate and facilitate resources and evidence for the auditors and with the specialist experts provided for interviews assist in resolving auditor queries
- present with Post Office the findings of the audit
- action any appropriate remediation through risk plans and service improvement plans and challenges to the auditor.



17.0 General Requirements: Collaborative Relationships

17.1 Please explain how you would leverage influence, buying power, supplier networks and use your reputation to achieve the best value for the Post Office in supplier negotiations and sourcing activity.

'SupplierConnect' is Fujitsu's professional procurement service for managing a client's supply chain from establishing initial requirements and tendering, through to delivery and contract compliance. It allows Fujitsu to manage the supply base at two distinct levels; firstly, at a corporate level; leveraging the buying power it has across its accounts, and then, at a detailed account level; using its focused approach to meet a customer's specific needs.

Fujitsu believes that, for a customer's organisation, effective supplier management is an important factor in enabling a customer to manage its cost base, identifying opportunities to deploy innovative propositions and ultimately, to remain competitive.

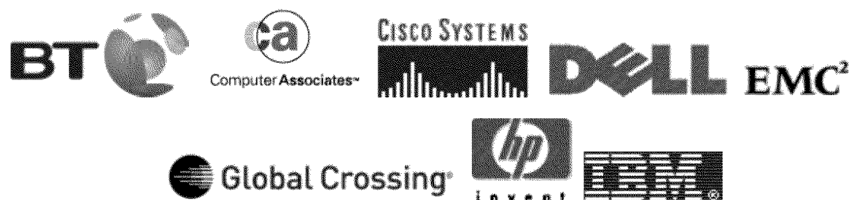
The Fujitsu Procurement Team is highly professional and qualified. It is widely recognised across the industry that Fujitsu's Procurement Team operates at a level of industry leading good practice, taking care of corporate governance, risk management and embracing continual improvement to.

- Assess all third party suppliers required for the provision of in-scope services
- Identify opportunities to rationalise the customer's supplier base
- Fully leverage Fujitsu's existing supplier relationships to reduce cost and increase value for money
- Work with third party suppliers to create agreements that will mitigate potential risk or exposure
- Negotiate best value pricing, leveraging previous deals and strength of relationship for the customer's benefit
- Run competitive tendering, where appropriate, to demonstrate best value for money
- Provide a comprehensive view on current market pricing using our extensive network of suppliers.

Fujitsu has established relationships in the UK, often underpinned with formalised supply agreements, with a wide range of product suppliers. Our size, and the value of business we transact, enables us to leverage this "buying power" for the advantage of our clients.

As outlined under 5.2 above, Fujitsu has many long-standing, strategic and operational relationships with all Tier 1 volume hardware, service and software suppliers, and with numerous distributors with whom we hold established trading relationships. Fujitsu can engage with over 250 suppliers to meet POL requirements to deliver value for money and reduce TCO. Fujitsu Procurement can review and renegotiate existing agreements, engage new suppliers, agree technology and service roadmaps and assess cost implications.

Our relationships include:





Each major suppliers will have a dedicated Fujitsu Procurement Manager. This ensures that we remain informed as to the suppliers roadmaps and have quick and direct escalations routes in place to facilitate effective working together.

The resource to manage quotes and orders are provided from a multi skilled and experienced existing team who understand our fulfilment systems and processes, and those of our major suppliers that deal with revenues of some £250m per annum, relating to product fulfilment activity.

To add value to the order process we have a dedicated Supply and Operational Management team, which:

- Monitors and reviews supplier operational performance and drives service improvement plans
- Drives supplier delivery performance improvements
- Updates and manages customer delivery dates
- Minimises and controls inventory risk
- Provides buying function for hardware and software products based on professional purchasing practice
- Works closely with our sourcing capability to establish a cost effective supply base.



17.2 Please explain how you would provide assistance with the design of the optimal sourcing and commercial models with respect to software licensing, business-wide roll out and refresh programmes, future proofing and total cost of ownership.

Fujitsu's Procurement team uses a structured approach for procurement which through defined process steps develops the model and approach to be used to provide the best POL outcome. This process is applicable to any external supply and the strategy is flexible to allow for any project size or complexity. These process steps consist of the following:

- Research the requirement
 - Sourcing Project Research Summary
 - Market Summary
 - Market Profile by Commodity
 - Summary, comments, risks and recommendations
 - Identify Suppliers to whom an RFI should be issued
- Pre-Tender Investigations
 - Issue suppliers and document responses
- Approve Business Requirement Specification
 - Review as part of the Local Business Approval Review process
 - Review strategy with Business Assurance
 - Create project plan with key steps
- Design the Sourcing Strategy
 - Background
 - Business Requirement
 - Make / Buy decision
 - Competitive Tender
 - Timetable
 - Suppliers
 - Proposed Solution
 - Methodology
 - e-Auction suitability
 - Supplier evaluation criteria
 - Identify risks.

All Fujitsu Procurement professionals attend a formalised training academy to ensure a consistent high level of skilled procurement resource. The procurement team will be supported by the appropriate Subject Matter Experts (SMEs) to ensure that the sourcing approach followed takes full account of the POL's overall requirements including long term TCO aspects not simply initial acquisition and rollout cost.



17.3 Please explain how you will work collaboratively in a multi-supplier environment in order to achieve a successful outcome using all available skills and capability. Please provide an illustrative example.

Working collaboratively in a multi-supplier environment is fundamental to the success of any service transition, service transformation and ongoing service delivery. Fujitsu already works collaboratively in many of its contracts both in the private and public sectors and in national and international businesses.

Where Fujitsu accepts responsibility for the management of a service, or services, in a multi-supplier environment Fujitsu will protect the integrity of the service(s) being provided by ensuring that our business and contractual relationships with the customer and other suppliers provide clarity on the elements listed below and are proactively managed in a fair and equitable manner.

- Service scope –clearly define the delivery requirement;
- Service levels –agree volumetrics and appropriate KPIs;
- Service boundaries – ownership and handover points;
- Service processes – how delivery will be achieved and problems avoided;
- Exception handling – agree escalation points of contact and how both parties will react to problems;
- Service change – how service variation will be seamless and professionally managed;
- Commercial impacts – by being transparent; preserving the rights of the customer and/or other suppliers and Fujitsu while acknowledging our responsibilities and obligations.

However Fujitsu strongly believes that effective service delivery in a multi-supplier environment is not just about contracts. Dependent upon Fujitsu's role, for example service integrator or specific service(s) supplier, Fujitsu will seek to either manage, as a service integrator, the whole business relationship with the customer and other suppliers, or as a specific service(s) delivery agent to be part of a collaborative consortium of suppliers working as "one team" to deliver the services to the customer in a seamless and transparent manner.

An example of where Fujitsu works collaboratively with other suppliers is in our HM Revenue & Customs (HMRC) contract which brings together HMRC, Fujitsu and Capgemini. Fujitsu manages a large scale desktop and hosting infrastructure for HMRC, supporting 70,000 users across 400 offices. Capgemini operates as the service management integrator. Capgemini also operates the service desk as first point of contact for all calls and provides most applications maintenance services. Fujitsu provides resolver groups to manage and resolve infrastructure service calls. The enterprise management systems for both suppliers are integrated for technical configuration management and alerting allowing seamless handover of calls between supplier resolving teams. In this case the customer SLA is measured across the complete service. Overall Governance with the HMRC was implemented via a Joint Delivery Board and Programme Board.

"The collaboration, innovation and "can-do" attitude of the project team made this a tremendous success",
Phil Pavitt HMCR CIO

Fujitsu recognises and welcomes that being able to work in a collaborative multi-supplier environment is part of business as usual in the ITC industry and we already have many examples of successful collaborative working in both the private and public sectors and in national and international businesses.



17.4 Please explain how you could leverage your existing customer relationships to bring benefits to the Post Office.

A key strategic aim for POL is to become the “Front Office of Government” (FOoG). POL already provides many counter services for Government, such as Driver and Vehicle Licensing and passports. The aim for POL is to grow revenue in this area by £200m.

We are actively supporting this initiative by leveraging our large client base in Government to POL’s advantage. We are currently working with POL to identify revenue opportunities and engage clients. In some cases these can be to generate revenue by attracting more transactions to POL through counter services, electronic identity, and document management. In other cases, these opportunities are for reducing costs through shared infrastructure, cloud services, and supply chain benefits.

We are supporting POL’s bid for DVLA. We operate DVLA’s existing back office systems and infrastructure. This has enabled us to support POL by offering insight into key issues and drivers, future needs and strategy and gain informal insight into the bid. We have also identified areas where we have common infrastructure across a number of government departments involved in the bid, such as scanning services, which may enable a reduction in transaction costs. Further detail can be provided by Spencer Chapman, Bid Manager for POL.

In addition, we have created an Independent Software Vendor (ISV) programme to allow small companies to take advantage of the scale and support of Fujitsu. As clients of our services, we enable ISV’s to transform traditional on-premise software applications to a cloud based Software as a Service (SaaS) offering. To support this we also offer, where appropriate, to broker new relationships between our ISV community and our clients. Clients then get the benefit of access to innovative and agile solutions, with the protection of an agreement with Fujitsu.

Through an enterprise-class ‘App Store’, known as the Business Solutions Store (BSS) and due to go live in July 2012, POL can find best-of-breed software to meet their business needs, and subscribe to these as a utility, on a service model. Fujitsu’s BSS manages the complexity of subscription; provisioning, billing and reporting whilst providing a highly available, scalable cloud infrastructure. This allows niche software providers who have either sector specific or horizontal market offerings to leverage Fujitsu’s relationships in the enterprise and government marketplaces, and allows our clients to leverage Fujitsu’s relationships in the software vendor arena at a managed level of risk.

“As a leading Optimisation-as-a-Service vendor, we were looking for a partner we could really trust to help launch our cloud offering into new markets. We were attracted by Fujitsu’s reputation for reliability, uptime and security, but most important to us is that Fujitsu really understands how to collaborate with early stage high-tech companies and we admire their experience of getting innovative ISVs exposed to valuable opportunities. We completely trust Fujitsu with all of the infrastructure and merchandising processes, which means we can concentrate on our value-add with the end-customer.” Daniel Hulme, CEO, Satalia

Fujitsu’s ISV programme is a disruptive influence on the applications market offering tangible, proven, benefits to POL including easy adoption, reduced time to value, lower costs of delivery and a pay-as-you-go operating model aligned to their business – whether it be per user per month, transactional or value-based. Examples of niche clients and ISVs with whom we work include:

- Northgate – vehicle hire. Fujitsu uses Northgate for flexible vehicle hire, and, in return, provides Northgate with IT services;
- PerspecSys – a company which mitigates risks around data residency for Salesforce.com;
- AuraQ – providing a digital pen solution.



18.0 General Requirements: Security Management

Please explain how you will:

18.1 comply with POLs Information Security Minimum Standard as set out in the Framework Agreement, including Payment Card Industry (PCI) compliant Products and services.

Fujitsu recognises the absolute importance of security for its customers, and the need to comply with various security standards. As a result, our security team will agree with POL the security policies, standards and regulations which will need to be complied with as part of the service. Regular technical and procedural audits will take place to identify any areas of non-conformance and ensure ongoing compliance of the infrastructure and services being managed on behalf of POL by Fujitsu. These activities will be managed by the Chief Security Officer and undertaken by the Security Auditor and Security Technicians.

In order to ensure that Fujitsu provides a service in accordance with the agreed POL security policies and standards, the Fujitsu Operational Security team will either adopt existing operating security standards or develop new ones as required. These standards will be discussed and agreed with nominated POL security personnel and utilised by Fujitsu Service Towers Units in the provision of service to POL. These activities will be managed by the Chief Security Officer and undertaken by the Security Administrator with support being provided by the Security Technicians.

Fujitsu can implement a control framework that includes technical and operational PCI controls for the assets identified as within the PCI DSS estate or connected to the estate. This framework would cover the building and maintenance of secure networks, protecting the Card Holder Data, maintaining a vulnerability management program, implementing strong access controls, regularly monitoring and testing the network and maintaining an Information Security Policy.

To achieve this each service tower and function or third party would follow the framework with agreed Service Requirements, Defined Project Requirements, Service Delivery Goals and for each agreed KPIs and metrics to measure and jointly review with POL. Changes to the service due to incidents, requirement changes, project fixes or business as usual changes would be subject to an agreed joint change management and incident management process.

Resources and assets used in the delivery of the service physical, technical and people would be subject to appropriate vetting for their roles only. Access, Authentication and logging of these assets would occur with jointly defined and identified errors and thresholds to raise incidents against Confidentiality, integrity and availability. Internal audits in conjunction with business as usual reporting would identify areas for improvements with remediation plans and service improvement plans put in place.



18.2 provide mechanisms that monitor and report compliance with POL Security Requirements including all relevant legislation, industry regulation, required standards and industry best practice.

As part of the current obligations under our existing contracts with POL, Fujitsu has introduced toolsets to collect, aggregate and trend the controls implemented to ensure compliance and ensure these have the correct interfaces to adjust them from technical recording logs and error management toolsets and Help Desk calls.

To make sure that the regularity standards and controls are followed, POL and Fujitsu agree risks from these and prioritise and agree clear ownership across Fujitsu Towers and Functions, suppliers and third parties and ensures SLAs and OLAs include defined risk reduction, Risk Acceptance, Risk Transfer and Risk Avoidance.

As an illustration, Fujitsu already adheres to POL's security requirements across the following areas:

- **ISO/IEC 27001:2005** – the management system that is intended to bring information security under explicit management control. POL required Fujitsu to comply to the ISO 27001 security standard as part of its contractual obligations. Fujitsu's management team decided to take this one stage further and to have the account fully accredited to the standard, which it subsequently achieved, and which underlined our commitment to POL.

To achieve this accreditation Fujitsu had to show that it followed the "plan, do, check, act" methodology, documenting its ISMS and its scope and how it would review and monitor the assets that fell within this scope. It had to evidence its Senior Management Team had Security Management had allocated security responsibilities and that they were committed to support and review these. Resource management, training competencies, evidence of continual improvement and corrective actions were also required to be evidenced.

The external Auditor also checked that the following were being met and that evidence was available to show that the security principles of confidentiality, integrity and availability were applied appropriately in the following areas:

- Security Policies
- Internal Organisation structures
- External Parties
- Asset Management
- Information Classification
- Human resources Security
- Physical and Environmental Security
- Operational procedures and responsibilities
- Third Party Service Delivery
- System Planning and Acceptance
- Protection against malicious and Mobile Code
- Backup
- Network Security Management
- Media handling
- Exchange of information



- **PCI Data Security Standard** – created by the Payment Card Industry Security Standards Council to increase controls around cardholder data to reduce credit card fraud via its exposure. Validation of compliance is done annually through the Post Office Account by an external Qualified Security Assessor (QSA). Fujitsu has over the past three years worked with POL to review the technology, processes, policies and physical environments used to protect the processing, storage and transmission of Track2 data and PAN Data held within the card holder environment.

The standard required Fujitsu to:

Control Objectives	PCI DSS Requirements
Build and Maintain a Secure Network	1. Install and maintain a firewall configuration to protect cardholder data
	2. Do not use vendor-supplied defaults for system passwords and other security parameters
Protect Cardholder Data	3. Protect stored cardholder data
	4. Encrypt transmission of cardholder data across open, public networks
Maintain a Vulnerability Management Program	5. Use and regularly update anti-virus software on all systems commonly affected by malware
	6. Develop and maintain secure systems and applications
Implement Strong Access Control Measures	7. Restrict access to cardholder data by business need-to-know
	8. Assign a unique ID to each person with computer access
	9. Restrict physical access to cardholder data
Regularly Monitor and Test Networks	10. Track and monitor all access to network resources and cardholder data
	11. Regularly test security systems and processes
Maintain an Information Security Policy	12. Maintain a policy that addresses information security

The QSA worked with both Post Office Ltd and Fujitsu in ensuring that each of the high level controls above were met and that each sub control could be evidenced through either Documentation, Interviews, observations of a system state, observation of a process action or state, sampling and traffic monitoring. Fujitsu are now preparing for the second PCI Audit which will include the regular reports that it provides to the joint Post Office Ltd Service Review Boards and Information Security Forum.

- **LINK** – POL required Fujitsu to implement controls to protect the messages and transactions in the LINK Network which contain both cardholder sensitive data and related financial information, in particular the protection of transmitted PIN data from the PIN pads. Cryptography is used to protect PINs and PIN keys to reduce the risk of financial loss by fraud, to maintain the integrity and confidentiality of the network, and to instil cardholder confidence in the use of the LINK network and ATMs in general.



18.3 ensure that your staff including any and all sub-contractors will be trained in compliance with all Security Requirements including all relevant legislation, industry regulation, required standards and industry best practice ; how this will be reviewed and refreshed annually and how this will be monitored and reported.

Fujitsu's Post Office Account and sub-contractors' training function is mandated and managed using the following processes, and includes an appointed Security Manager:

Training

Fujitsu is engaged on an ongoing staff training programme to communicate its compliance with all relevant security industry standards, relevant legislative regulations and Best Practices throughout. There is mandated training for all account employees that addresses all Security Training needs prior to employment on the account.

The Security Manager is responsible for implementation of the Training process for:

1. Development and publication of Security related guidelines
2. Development of training programmes to reflect the requirements of all Security legislation currently in force
3. Regularly reviewing compliance with good management practices involving Stakeholders within both the account and Fujitsu corporate.
4. At least Annual refresh of the Post Office Account Staff training requirements are performed to make sure that obligations are met with regard to Knowledge and skill sets
5. All training requirements are monitored by Line Management and senior executive level together with HR functions where this is recorded to identify skill gaps and resource needs.
6. Representing Fujitsu Services to the Office of the Information Commissioner and appropriate professional organisations.

Compliance at all levels of the organisation is mandatory.

Audit

A key factor in the implementation of Fujitsu compliance programme is compliance auditing. We have an internal audit framework that has a fairly detailed but also layered set of questions depending on the kind of audit and the specific business unit.



18.4 ensure that staff working in a Post Office environment will be vetted in accordance with POL Policy, including provision of SC-cleared staff to install and maintain Products that are identified by POL as needing SC cleared staff, e.g. POLs' Biometric Equipment.

All applications for employment shall be screened in order to assess reliability. Applicants' identities and references are to be checked as stated in the Fujitsu Policy Security Checking in HR Shared Services Processes (Ref: HRS1). Equivalent checks will be applied to all subcontractor staff and third party Engineers, as appropriate, and where applicable follows POL vetting procedures.

Requirements for further pre-employment checks for Post Office Account Staff are outlined below. It is the responsibility of the hiring manager to ensure that employees have the appropriate level of security for their role.

- Additional security checks, in accordance with POL vetting procedures, must be performed for all Post Office Account engineer staff that requires access to Post Office locations in order to undertake development, support or maintenance activities. Satisfactory Credit Reference Bureau checks will be required for all Post Office Account Staff who have access to financial information contained within Post Office systems.
- Criminal Record Checks will be carried out on Post Office Account Staff. This will be done as part of a UK Government specified Baseline Standard check.
- Higher level UK Security Clearance may be required for individuals who have access to POL information classified as Strictly Confidential. Advice should be sought from the Chief Information Security Officer who will confirm the requirement with POL on a case by case basis.
- All new vetting cases will be reported to POL via the monthly Information Security Management Forum (ISMF) to provide assurances that Vetting procedures have been followed.

When an existing Fujitsu employee transfers to work on the Post Office Account the hiring manager must ensure the employee has either satisfied the checks above or that the checks are performed if the employee has not already been fully checked.



19.0 General Requirements: Data Protection

Please confirm:

19.1 you will comply with the Data Protection Act 1998, when you are conducting any activities with the Post Office. If you have been investigated by the ICO for lack of compliance with the DPA, subject to Enforcement action or an Undertaking from the Information Commissioner. Please Provide:

- i) number of investigations
- ii) details of any Enforcement Action
- iii) details of the Undertaking
- iiii) and information on how these issues have been resolved

Fujitsu confirms that it will comply with the Data Protection Act 1998. Fujitsu Services Limited has a current Notification in the Information Commissioner's Register of Data Controllers. Its registration number is Z6251262 and the registration expires on 3 February 2013.

Fujitsu has not been investigated by the ICO for lack of compliance with the DPA, subject to Enforcement action or an Undertaking from the Information Commissioner.

19.2 whether you have an appointed individual who is responsible for Data Protection and whether this is formally documented in the individual's role description?

Yes. Fujitsu Services Limited employs a Privacy Manager within its Legal Group, who is responsible for ensuring that Fujitsu complies with all aspects of the Data Protection Act.

19.3 whether you have a Data Protection Policy in place readily accessible to staff and whether you provide training to members of staff on handling personal information, which is compulsory for all staff with access to personal information and refreshed regularly.

Fujitsu has a Data Protection Master Policy which applies throughout Fujitsu. A copy of this Policy is available on request. Concerning customer information, it states that "*information from our customers must be used only in accordance with the terms and conditions defined and specified in each contract with them, including those terms and conditions which specify intended use, management and duration of confidentiality of such information*".

There is also a Fujitsu Data Protection Code, the objective of which is to provide adequate and consistent safeguards for the handling of personal data by Fujitsu.

A Legal Compliance Master Policy, attached, lists in outline the legal obligations of employees in relation to a number of areas of law, including data protection.

Fujitsu Services Limited aims to follow internationally accepted good practice in the area of Information Security, and complies with ISO17799, the international Standard for Information Security Management.

Our policy on Monitoring / Investigation of IT and Communications complies with the following control in ISO/IEC27001:

- Monitoring System Use 10.10.2
- Collection of evidence 13.2.3.

As detailed under 18.2 above, Fujitsu's Post Office Account is already accredited to ISO/IEC27001:2005, as well as PCI security standards, and LINK best practice controls for PIN pad data transmission. All Fujitsu Master Policies are accessible to all staff via the company's intranet site called Café VIK.



19.4 what checks you have in place to ensure the reliability of staff and Sub-contractors who have access to personal information.

The Group Securities team of Fujitsu Services Limited is responsible for all Fujitsu UK Pre-Employment Screening (PES). This screening is done for all new permanent employees, and would include checks on whether the person has the right to work in the UK.

Using Dunn & Bradstreet's Portfolio Manager, Fujitsu's Supply Base, where financial stability is concerned, is monitored on a monthly basis. This can result in alerts being issued by D&B when they consider a supplier is either like to fail financially and go into administration or are highlighted as part of the statistical analysis D&B carry out on Fujitsu's supply base to determine 'likely failures' often as far out as 5 months from the projected financial failure is likely to occur.

The Fujitsu Supplier Assurance Programme will be used to record basic information from all its suppliers (new and legacy) involving Social Responsibility. The information obtained will be used to form the basis of a new supplier review and site visit schedule. The information can also be used to provide an internal trail for any audits Fujitsu's end customers may carry out on them.

Fujitsu operates a zero tolerance policy where bribery and corruption is concerned and expects its Legacy Third Party Vendors to follow its Code of Ethics in all of its dealings with Fujitsu. Legacy Third Parties are directed to a Fujitsu Website where copies of the Global Business Group Business Standards and Master Policies can be found.

For all New Third Party requests, Fujitsu has implemented a robust process which includes; Integrity Due Diligence, involving Dunn & Bradstreet's databases, for both Financial Risk and Anti-Money Laundering (AML) checks, as well as requiring the prospective third party to complete and sign a Disclosure Letter for exposure to 'Supply Chain' Risk. Once a prospective Third Party has been successful in meeting the needs and requirements of the process, a Certificate of Compliance is issued. Depending upon the level of findings, an on-site audit of the prospective third party may be required to validate their policies concerning anti-bribery and corruption.

19.5 whether you have a Data Protection incident/Breach Management policy and process and how you would ensure any breaches are reported to POL immediately.

Fujitsu Services Limited is registered under the Data Protection Act 1998 with the registration number Z6251262. Compliance with the DPA is an integral part of corporate responsibility within Fujitsu. Awareness of the Act is a contractual requirement imposed by many customers and is also regarded by Fujitsu as an essential part of the way we do business.

Fujitsu has a Data Protection Master Policy which applies throughout Fujitsu. This Master Policy is owned by the Fujitsu UK & Ireland Director, Commercial, Legal & Compliance and managed on his behalf by the Privacy Manager. There is also a Fujitsu Data Protection Code, the objective of which is to provide adequate and consistent safeguards for the handling of personal data by Fujitsu.

A Legal Compliance Master Policy lists in outline the legal obligations of employees in relation to a number of areas of law, including data protection.

Fujitsu Services aims to follow internationally accepted good practice in the area of Information Security, and complies with ISO17799, the international Standard for Information Security Management.

Our policy on Monitoring / Investigation of IT and Communications complies with the following control in ISO/IEC27001:

- Monitoring System Use 10.10.2
- Collection of evidence 13.2.3

It is a requirement of the Fujitsu Data Protection Code that employees working with personal data must be aware that breaches of data protection laws can be legally punishable, and can lead to claims for compensation or damages. Employees who are found responsible for the breach will be dealt with according to applicable provisions of law and company policy.



Should an incident occur Fujitsu and Post Office Limited already have the procedures and processes in place for communication and ongoing incident management.



20.0 General Requirements: Health & Safety

Please describe the following:

20.1 your organisation's health and safety policy, providing an overview of the organisation's arrangements for health and safety.

Fujitsu's Health and Safety Master Policy (CPM14) is available via the company's intranet. It is reviewed annually and following any significant amendments to legislative or other relevant standards. Fujitsu engages the services of both health and safety and occupational health consultants. It is Fujitsu policy that all sites, including customer sites, have at least one Health and Safety Contact. The Fujitsu Health and Safety Management System follows the principles as defined within BS8800/BS OHSAS 18001 Occupational Health & Safety management standard and HSG65. Fujitsu has achieved registration for its London HQ and Bracknell sites, and its Warrington and Manchester campuses.

The Company's Board of Directors has ultimate responsibility for Health and Safety at work. The Company is responsible for providing and maintaining a safe and healthy working environment for all its employees, and for promoting a positive health and safety culture. Duncan Tait, CEO UK & Ireland, has overall executive responsibility for Health and Safety, and he requires all directors, managers and employees to play an active part in the development and implementation of procedures and other measures to protect the health and safety of everyone who may be affected by the Company's activities.

The Health and Safety Master Policy states that Fujitsu UK and Ireland is committed to:

- Achieving a high standard of health and safety in all its operations
- Taking all reasonable steps to protect the health and safety of employees from risks in their work or working environment
- Safeguarding the health and safety of others with whom the Fujitsu may have contact in its business activities, and
- Complying with health and safety laws in the countries in which the Fujitsu operates.

In order to achieve the goals set out above, the Policy states that Fujitsu will:

- Promote a business culture that gives a high priority to the health, safety and wellbeing of employees and is committed to the prevention of injury and ill health,
- Manage health and safety risks actively and effectively, and promote positive attitudes to identifying and reducing risks and to safeguarding health
- Make employees aware of their responsibilities for health and safety, and develop the competences necessary to carry out their work effectively and safely
- Set and document appropriate objectives that are communicated and implemented throughout the company.
- Implement an effective health and safety management system that ensures:
 - Risks to the health, safety and welfare of employees and others are identified and eliminated, or reduced to acceptable levels where elimination is not possible
 - Safe and healthy working environments are provided and maintained, and that workplaces and equipment incorporate appropriate health and safety features
 - Emergency response procedures are in place for foreseeable incidents, and that employees and others understand information on procedures relevant to them



- Work-related hazards, risks, injuries, illnesses, near-misses and opportunities for safety improvement are systematically recorded, reported, investigated and acted upon, and any necessary remedial or other action is taken promptly
- Continual improvement in health & safety management and performance
- Inform and consult with employees, their representatives and with working partners on health and safety matters, and encourage them to participate actively to achieve the Fujitsu's goals.
- Report openly and transparently on health and safety performance to employees, working partners, customers and other stakeholders
- Provide employees with health, safety and welfare support through professionally resourced health, safety and employee support services.

The Master Policy is supported by subsidiary policies and procedures as required to meet Fujitsu's Global Business Standards, legislation and guidance, to reduce risks and promote a positive health and safety culture at Company, Country, Business Division, Function, and contract or site level.

Fujitsu will seek to ensure that its working partners, and any joint ventures or consortia in which it is engaged, have the required management systems in place to achieve high standards of health and safety performance.



20.2 how you will identify and assess significant health and safety risks and develop and implement controls such as safe systems of work and method statements when conducting any activities for the Post Office.

Fujitsu undertakes regularly site surveys in order to conduct risk assessments in the workplace and undertakes work in compliance with a pre-defined set of method statements. When an engineer attends a POL branch, they will always carry out a visual inspection of the item they are due to replace/repair in order to ensure that they are not putting themselves or anybody else at risk before they begin any work.

Engineers are provided with the correct tools to do the job and a full training manual that describes the approach that they should follow when working on any piece of equipment in branch.

Some basic principles apply, and are followed by the engineers when on site; these include making sure that the base unit is powered down and unplugged before they start connecting and disconnecting cables at the back of the unit.

Engineers are also provided with anti static straps should they have any requirement to work on open base units which may give an opportunity for a shock, and they have received instructions on when and how to use them.

Before a piece of kit is returned to the user, it is tested by the engineer to prove it works.

Cable ties are provided to engineers, and as part of the exchange/repair they are instructed to make sure that the cables are left in a suitable condition and do not create a trip hazard to the user.

Engineers are also encouraged to report back via the Horizon Service Desk if they see anything on site which they believe may be a H&S risk, and this is then addressed between the appropriate people within Post Office Limited and Fujitsu as necessary.

Our engineers are not electricians, and therefore we do not get involved in any work outside our remit as hardware engineers. In the event that a branch had to be closed due to flooding for example, we would not send an engineer to site until the branch has been able to produce an electrical safety certificate to confirm that the branch is safe to attend. Details of these processes can be found in the 'Enforced Closure Process' which details the agreed processes that must be followed in the event of an enforced branch closure.

Only the plug sockets installed for the Horizon equipment which run on an isolated line to the offices other electrical sockets are used for connecting our own Horizon equipment, and Postmasters are advised not to use the Horizon power sockets for non Horizon equipment.

Whilst rare, the occasional use of a ladder is required to reach things such as the HUB box within a large branch (Cambridge, for example); if we are required to attend a call for this fault at a branch that has a requirement for a ladder, then two engineers are assigned to the call.

In addition, Fujitsu undertakes as part of the contractual arrangement with Post Office Limited, full Portable Appliance Testing (PAT) at every branch in the UK (11,000) and on all 30,000 counters on a regular basis; the last nationwide check was carried out between August 2011 and April 2012.



20.3 what health and safety related documentation will you provide to Post Office, following completion of your project/ programme.

Upon completion of the work on site, we will test that the equipment is working before handing it back over to the PM to use to serve customers. Upon request we are able to provide documentation that shows our processes and procedures for dealing with different issues that arise from time to time, and some of those will have a Health and Safety link.

Our documentation and service descriptions are reviewed by both parties. We have our own security team who will pick up any issues that are flagged to them that relate to potential security or health and safety breaches. These may have been identified by Postmasters or by engineers whilst on site.

All parts exchanged from a branch should have a completed PRF (Product Return Form) and this ensures that any product returned to repair has a description of the fault contained within it; this is especially important if the part removed from site failed because of a power surge, for example, or has glass/water damage from a flood or robbery situation. In addition, the box would also be clearly marked when an item is being returned as faulty following potential H&S damage/impact.



20.4 the system your organisation employs for monitoring your health and safety procedures, for auditing them at periodic intervals, and for reviewing them on an ongoing basis.

Fujitsu employs a team of both Health and Safety and Occupational Health professionals. All Health and Safety personnel are qualified to degree, diploma or certificate level, variously in occupational health, hygiene and / or safety disciplines. This team is responsible for administering the compilation, consultation and issue of all corporate health and safety related documentation. Company divisions / departments and the facilities management department administer divisional / departmental and the site-related health and safety documentation respectively.

The Fujitsu Health and Safety Master Policy (CPM14) is owned by the Head of Occupational Safety & Health, on behalf of the Chief Executive Officer of Fujitsu UK and Ireland and the Regional Human Resources Director. It is subject to change control and reviewed regularly, before its expiry date. The current expiry date is 13 November 2012.

All Company health and safety policies, procedures and other information are subject to change control and are available on Fujitsu's Intranet service. They are principally conveyed to employees by electronic means. Additionally, employees are made aware of such information during training sessions, local briefings or team meetings.