

FUJITSU CONFIDENTIAL – INTERNAL USE ONLY

TITLE: POA IMPROVEMENTS LOG (WIP)

The following is a summary list of improvements that have been made on POA that were stimulated by comments seen in any court cases, were seen as necessary for internal improvements generally, or were introduced to improve the information provided to POL. The items are loosely grouped into categories and are not, at this stage, fully described.

HIJ PROGRAMME

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

HORIZON DEFECTS REVIEW (HDR)

- Fujitsu introduced Horizon Known Error Review Forum (HKERF) in late 2018 to provide POL with early visibility of branch impacting defects
 - POL considered ending this in 2019 (Martin Godbold)
 - POL requested transfer of chairmanship to POL in Q1 2021 with a new name HDR – started February 2021
 - May/June 2021 the ToR for HDR was updated and the interaction formalised
- In 2018, Fujitsu introduced internal weekly review of any new Knowledge Base Articles that could potentially refer to defects to ensure a Peak/Incident was in place if needed and POL notification of the Peak was provided where branch impacting. This fed into the HKERF.
 - This evolved to be more system driven in May/June 2021
 - Now Peak/Incident tag driven
 - Advised all staff of the criteria
 - This is a cultural shift in how POA considers postmaster implications

LIVE DEFECT MANAGEMENT

- Continuous improvement focus – not a new activity
- Agreed definition of Live Defect and branch impacting with POL
- Fujitsu now provides a weekly report on all branch impacting defects to POL weekly as well as attending the POL weekly meeting to review progress
- Shored up the internal Live Defect Management processes to enable process analysis and reporting – making a number of changes within teams to improve efficiency
- Added features to the TfsNow and Peak toolsets to enable better management of Live Defects & HDR Defects to enable greater visibility for POL

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- Ran workshops with all support, development, test and release management teams to embed improved processes
- Changed model for Live Defect delivery to include option for a rapid deployment option [WIP]
- Expedited processes to get Live Defects assigned to a Release [WIP]
- Raised the profile of Live Defect Management to the demand planning forum to enable POL to guide on priorities [WIP]
- Appointed a Defect/Quality Manager [WIP]
- Introduced monthly review and report to POL of any Incidents closed where POL could consider process improvements or enhancement requests to improved error repelling [WIP]

PRIVILEGED ACCOUNT IMPROVEMENTS

- Reviewed assignments of user accounts with elevated privileges and rationalised it from 56 to 34 in Q2 2021
- Introduced additional weekly reporting for POL on PAM account status – May 2021
- Enhanced the monthly PAM verification processes [WIP]
- Introduced additional monthly reporting in H2 2020 of numerous types of physical and user account privileged usage in the monthly SecOps report to give POL greater visibility – Fujitsu initiated

ENQUIRY SUPPORT

- Introduced a simple enquiry mailbox for POL and its legal representatives and assigned a multi-skilled team to be available to review and actions (PO.Enquiries@ and the channels we proposed prior to this)
- Offered to work with POL to check it is using all of the Horizon content it has access to to best support an inquiry from a postmaster [WIP and awaiting POL input]

APPSUP

- Removed the default privilege APPSUP on BRDB and made it an on-demand controlled allocation of temporary rights (this was done in 2018 TBC)
- APPSUP is not used to correct branch balance discrepancies or to amend financial transactions. Corrections relating to branch balance discrepancies are performed by POL using the POL Transaction Correction Process (this is true - just not sure if we implemented that because of the criticisms in the cases or if this has always been true) [WIP – what's the story]
- Implemented a new jointly defined and agreed process for APPSUP usage in May 2021 that ensures a new POL approval process can be integrated and evidence of action taken provided

RISK MANAGEMENT

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

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ARQ

- Digitised the delivery of ARQ responses [WIP]
- Provided POL with a full list of data available to them in the Audit Archive - to support POL's postmaster investigation processes [WIP – “What is in the Audit Archive?”]
- Enhanced the ARQ query process to align it to the contents of the Audit Archive by using a menu system on the request form to make it much easier for POL to request Audit Archive data [WIP – dependent on the item above]

HEADCOUNT

- Added 35 heads in October 2020 to better support POL in its change aspirations

TRANSACTION CORRECTION TOOL

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

HORIZON AUDIT

- Delivered 6 detailed reports on Fujitsu ways of working to assure POL of the current Fujitsu working practices on:
 - SDLC
 - Testing & QA
 - BED Management
 - Remote Access
 - Robustness
 - Detailed update on the 29 BEDs

PROJECTS & CHANGE

- Fujitsu project workload tracking improved to enable better feed into Demand Planning
- Fujitsu initiated review of all open work items to identify any that would affect the BEX delivery dates that POL are keen to achieve
- Fujitsu took on more active leadership of Demand Planning to apply more rigour and better manage workload
 - This includes validating if work by Fujitsu is in fact the right option
 - Fujitsu provides a POAP to help POL understand the overall demand landscape
- Delivered key change projects for POL [WIP - need Marion/Dan to add here and maybe say which we initiated rather than POL]
 - Dispute button
 - UI improvements

GOVERNANCE/COMPLIANCE

- A Weekly Priority Meeting was introduced in April 2019 to enable POL to clearly its priorities – face to face – so Fujitsu could be clear on the context and ask questions to avoid any confusion from emails, meetings, and other ad-hoc discussions

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- Dan/Marion – anything else?

TESTING

- Have we enhanced any aspects of testing (including release) that helps POL or drives quality or efficiency improvements [Chris Maving, Tomi Okelola, Matt Swain, Graham Allen,...]

MONITORING

- Have we enhanced any monitoring – technical or service related – that would show we look for more conditions than we did before? [Steve Bansal/Jerry Acton]

REPORTING

- Horizon Defect weekly reporting
- Have we enhanced any other reporting to POL that we believe helps POL work better and helps them support postmaster better [Marion Chave-Jones, Graham Allen, Dan Walton,...]