



THE BED CURRENT PROCESS REPORT  
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**CP/CWO Reference:** Not applicable

**Abstract:** A report to Post Office Ltd explaining the current process for the management of Bugs, Errors and Defects.

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|---------|---------------------------|
| Fujitsu | Horizon Audit Team (POA)  |
|         | See Dimensions for record |

THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL

## Table of Contents

|           |   |           |
|-----------|---|-----------|
| <b>0</b>  | <b>DOCUMENT CONTROL .....</b>                               | <b>3</b>  |
| 0.1       | Document History .....                                      | 3         |
| 0.2       | Review Details .....  | 3         |
| 0.3       | Associated Documents (Internal & External) .....            | 3         |
| 0.4       | Abbreviations .....   | 3         |
| 0.5       | Glossary .....  | 3         |
| 0.6       | Changes Expected .....                                      | 4         |
| 0.7       | Accuracy .....  | 4         |
| 0.8       | Information Classification .....                            | 4         |
| <b>1</b>  | <b>EXECUTIVE SUMMARY .....</b>                              | <b>5</b>  |
| <b>2</b>  | <b>PURPOSE &amp; SCOPE.....</b>                             | <b>6</b>  |
| <b>3</b>  | <b>BACKGROUND &amp; INTRODUCTION .....</b>                  | <b>6</b>  |
| <b>4</b>  | <b>TERMINOLOGY.....</b>                                     | <b>7</b>  |
| <b>5</b>  | <b>INCIDENT MANAGEMENT .....</b>                            | <b>7</b>  |
| 5.1       | Management of Incidents .....                               | 7         |
| 5.2       | Management of Software Fixes .....                          | 9         |
| 5.2.1     | Business Impact Forum – Fujitsu (BIF).....                  | 9         |
| 5.2.2     | Business Impact Forum – Customer (CBIF) .....               | 11        |
| 5.2.3     | Peak Targeting Forum (PTF) .....                            | 12        |
| 5.2.4     | SDLC, Testing & QA .....                                    | 13        |
| 5.2.5     | Urgent/Emergency Software Fixes .....                       | 13        |
| <b>6</b>  | <b>SYSTEMS, TOOLS AND REPORTING .....</b>                   | <b>13</b> |
| 6.1       | Systems and Tools.....                                      | 13        |
| 6.2       | Notification and Reporting to POL .....                     | 14        |
| <b>7</b>  | <b>FORMAL AUDIT REPORTS.....</b>                            | <b>14</b> |
| <b>8</b>  | <b>CONCLUSIONS.....</b>                                     | <b>14</b> |
| <b>9</b>  | <b>RECOMMENDATIONS.....</b>                                 | <b>14</b> |
| <b>10</b> | <b>INFORMATION DISTRIBUTION.....</b>                        | <b>14</b> |
|           | <b>APPENDIX A – RECOMMENDATIONS .....</b>                   | <b>16</b> |
|           | <b>APPENDIX B – HORIZON KNOWN ERRORS REVIEW FORUM .....</b> | <b>17</b> |



THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL



## 0 Document Control

### 0.1 Document History

| Version No. | Date       | Summary of Changes and Reason for Issue | Author  |
|-------------|------------|---|---------|
| 1.0         | 26/02/2021 | Approved for release                    | Fujitsu |

### 0.2 Review Details

| Issued for Information |         |
|------------------------|---------|
| Position/Role          | Name    |
| Horizon Audit Team     | Fujitsu |

### 0.3 Associated Documents (Internal & External)

| Reference        | Version | Date   | Title   | Source |
|------------------|---------|--------|---|--------|
| COM/MGT/REP/4164 | Latest  | Latest | Expanded Table of Contents for the BED Report |        |
| COM/MGT/REP/4168 | Latest  | Latest | SDLC Report                                   |        |
| COM/MGT/REP/4166 | Latest  | Latest | Testing & QA Report                           |        |

### 0.4 Abbreviations

| Abbreviation | Definition   |
|--------------|--|
| BIF          | Business Impact Forum  |
| CBIF         | Customer Business Impact Forum (Fujitsu & POL joint meeting)   |
| KB           | Knowledge Base article   |
| KEL          | Known Error Log (now called a Knowledge Base article)          |
| MAC          | Major Account Controllers                                      |
| POA          | Post Office Account  |
| POL          | Post Office Limited  |
| POL ITDSD    | POL IT Digital Service Desk (POL 1 <sup>st</sup> Line support) |
| PTF          | Peak Targeting Forum   |
| SMC          | Systems Management Centre                                      |
| SME          | Subject Matter Expert  |
| SSC          | Software Support Centre (Fujitsu 3 <sup>rd</sup> Line Support) |

### 0.5 Glossary

| Term                | Definition   |
|---------------------|--|
| Change Control      | POL IT Change Management process                       |
| Developers          | Fujitsu software development teams                     |
| Incident Management | The process for managing Incidents on the POA          |
| Knowledge Base      | Fujitsu database containing Knowledge Base articles    |
| Peak                | Incident and Release Management system used by Fujitsu |



THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL



| Term               | Definition   |
|--------------------|--|
| Release            | A set of software changes that are to be deployed          |
| Release Management | The process for releasing change into the live environment |
| TfSNow             | Service Management toolset used by Fujitsu                 |

## 0.6 Changes Expected

| Changes |
|---------|
|         |

## 0.7 Accuracy

Fujitsu endeavours to ensure that the information contained in this report is accurate but, while every effort is made to ensure the accuracy of such information, it accepts no liability for any loss (however caused) sustained as a result of any error or omission herein.

## 0.8 Information Classification

The author has assessed the information in this document for risk of disclosure and has assigned an information classification of FUJITSU CONFIDENTIAL. This report is also subject to the Information Distribution statements in Section 10.



THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL



## 1 Executive Summary

On 20 August 2020, POL requested an audit of the HNG-X services by sending a letter to Fujitsu titled "Horizon Audit". Following a number of discussions between POL and Fujitsu, it was agreed by POL that Fujitsu would prepare a set of reports on key topic areas identified by POL.

This report explains how BEDs are managed in the HNG-X services that Fujitsu provides. It follows the "Expanded Table of Contents for the BED Report" (COM/MGT/REP/4164) which was shared with POL on 01 December 2020. It was subsequently agreed that the sections proposed in COM/MGT/REP/4164 which were to deal with "Current Processes, Procedures & Controls" would be the subject of this separate report, "The BED Current Process Report" (COM/MGT/REP/4184). The "BED Report" would cover the sections listed in COM/MGT/REP/4164 under the heading "Historical – Response to the '29 Bugs'".

"Bugs, Errors and Defects" has a very broad meaning and can apply to a wide range of possible Incidents. In this report, Fujitsu explains how they are managed under the POA Incident Management process, and how Incidents that require a software fix are managed through the Management of Software Fixes process (see Section 5.2).

A compilation of recommendations for improvement is contained in Appendix A. The list in Appendix A collates the various action items into a single list so that POL and Fujitsu can work jointly to act on these recommendations.

POL is invited to comment on this report to seek any additional clarifications it needs. Fujitsu will endeavour to respond to any comments or clarifications requested and may, if it deems necessary, provide an updated version of this report.

Fujitsu welcomes the opportunity to provide this report.



**THE BED CURRENT PROCESS REPORT**  
**FUJITSU CONFIDENTIAL**

## 2 Purpose & Scope

The purpose and scope of this report is to explain the current processes in place for the management of Bugs, Errors and Defects (BEDs) in the HNG-X services that Fujitsu provides. This report provides POL with information to understand how Fujitsu currently provides this capability for the live environment.

POL is invited to comment on this report to seek any additional clarifications it needs. Fujitsu will endeavour to respond to any comments or clarifications requested and may, if it deems necessary, provide an updated version of this report.

Fujitsu welcomes the opportunity to provide this report and looks forward to a constructive dialogue with POL.

## 3 Background & Introduction

On 20 August 2020, POL requested an audit of the HNG-X services by sending a letter to Fujitsu titled "Horizon Audit". Following a number of discussions between POL and Fujitsu, it was agreed by POL that Fujitsu would prepare a set of reports on key topic areas identified by POL.

The spirit of the discussions between POL and Fujitsu in relation to these reports was to share content that would allow both organisations to confirm the efficiency of the current ways of working together, and to identify ways to make meaningful improvements that would enhance the working relationships and experience for the POL branches and their postmasters. Fujitsu believes in collaboration and welcomes constructive suggestions from POL.

This report explains how BEDs are managed in the HNG-X services that Fujitsu provides. It follows the "Expanded Table of Contents for the BED Report" (COM/MGT/REP/4164) which was shared with POL on 01 December 2020. It was subsequently agreed that the sections proposed in COM/MGT/REP/4164 which were to deal with "Current Processes, Procedures & Controls" would be the subject of this separate report, "The BED Current Process Report" (COM/MGT/REP/4184). The "BED Report" would cover the sections listed in COM/MGT/REP/4164 under the heading "Historical – Response to the '29 Bugs'".

Fujitsu operates the HNG-X services to the service standards contractually required by POL. No complex IT system, such as HNG-X, will ever be completely free of Bugs, Errors and Defects. Fujitsu's monitoring systems and processes seek to proactively identify faults, log them as Incidents, and then work to resolve them promptly following the agreed Incident management processes. Fujitsu also relies on Incidents being reported to them by POL. These reported Incidents are also logged and worked on to identify their cause and resolution options. Thousands of Incidents have been logged – as would be expected of a system of this complexity and size.

As a general comment, it should be noted that Fujitsu is only one supplier involved in the overall delivery of end-to-end services to POL in relation to HNG-X. The HNG-X application also relies on the working partnership between POL and its chosen partners – such as Verizon, Computacenter and Atos – as well as external service providers such as banks and affiliated organisations. This applies to both the IT systems and the operational processes in HNG-X.

Although every effort has been made to avoid confusing technical jargon in this document, the very nature of this aspect of the service delivered to POL necessitates the use of many acronyms and phrases that may need expanding upon to ensure the correct understanding. Fujitsu accepts that further explanation may be necessary and encourages POL to seek these clarifications.

The topic of Bugs, Errors and Defects is a current open and active topic that results in continued communications between POL and Fujitsu. This report aims to collate those interactions and communications in order to provide a common baseline for any future discussions. POL manages all communications relating to BEDs with the subpostmasters.

Fujitsu has endeavoured to ensure that the content of this report is correct as at the date of issue. This report has been prepared with the input of numerous Fujitsu individuals and attribution of any statements made in this report should be made to Fujitsu only. In preparing this report, the authors have collectively characterised and summarised many internal Fujitsu documents. They have also described processes



## THE BED CURRENT PROCESS REPORT

### FUJITSU CONFIDENTIAL



and procedures which have been established over many years and may not be in written form. Many of the documents, processes and procedures described in this report are continuously updated and Fujitsu reserves the right to make changes to the way it works in the ordinary course of its operations and business without obligation to update this document. POL should verify the position with Fujitsu before relying upon any information or content from this document in the future, as well as bearing in mind the requirements set out in "Information Distribution" at Section 10 below.

## 4 Terminology

Fujitsu have adopted the term Knowledge Base article (KB) to describe the contents of its POA knowledge base. The term KEL is no longer seen as an accurate reference.

A KB is raised when a member of Fujitsu support staff identifies information that may be beneficial to share with other Fujitsu support staff. KBs are stored in a database, so that when an issue is identified, support staff can crosscheck the database to see if a similar issue has been seen before and how such issues have previously been handled. KBs record information on many types of issues related to HNG-X and can include, but are not limited to, information regarding an event, failure, fault, user error or potential bug. The purpose of KBs is to create helpful information for future reference.

The following are some examples of topics recorded in KBs:

- Explanation of why a button is greyed out (perhaps as the user does not have appropriate permissions to perform the function).
- Actions to take when a printer shows offline.
- Causes and actions relating to specific error messages or error screens.
- Actions to take when barcodes don't scan or printed labels are incorrect.
- Workarounds to known issues.

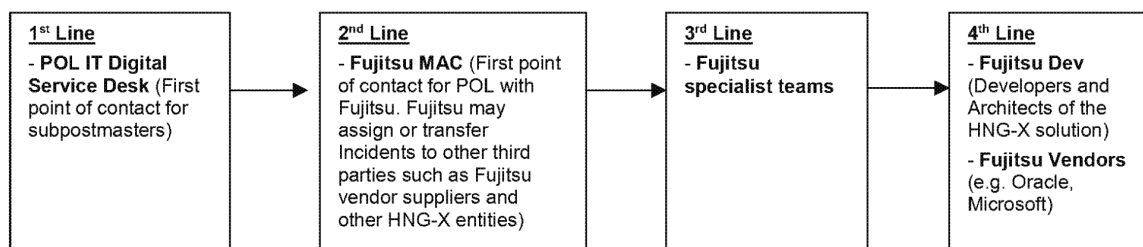
## 5 Incident Management

An Incident is defined in the HNG-X contract as "*any perceived abnormal or undesirable occurrence relating to the Services*". Incidents are logged in the Fujitsu and POL service management toolsets. Incidents can then be "bonded" which causes them to be replicated between the respective toolsets so progress can be seen by both Fujitsu and POL.

### 5.1 Management of Incidents

The POA Incident Management process is regularly used by both Fujitsu and POL. It is documented in the POA Incident Management Process (SVM/SDM/PRO/0018 v14.0 dated 21-Jan-2021) and a high-level overview is provided below.

There are 4 levels of support within the support model for POL: 1<sup>st</sup> Line; 2<sup>nd</sup> Line; 3<sup>rd</sup> Line; and 4<sup>th</sup> Line.



When a new Incident is reported relating to the live system by POL or a subpostmaster, it will be logged by the POL IT Digital Service Desk (POL ITDSD) in the POL ServiceNow platform. POL ITDSD can decide to raise their Incident with Fujitsu 2<sup>nd</sup> Line by recording it as a ServiceNow Incident which causes it to appear automatically in the Fujitsu TFSNow platform for the attention of Fujitsu's 2<sup>nd</sup> Line MAC team.

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Ref: COM/MGT/REP/4184

Version: 1.0

Date: 26-Feb-2021

Page No: 7 of 17

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**THE BED CURRENT PROCESS REPORT**  
**FUJITSU CONFIDENTIAL**

Incidents are passed through the chain of support until they are closed, either by being resolved or if no further action is deemed appropriate. This chain of support defines and logs the Incident, gives an initial response; evaluates priority; applies relevant skills to seek a resolution; records progress and relevant metrics.

When an Incident reaches 3<sup>rd</sup> Line, a Peak is created. This is the Fujitsu system used for Incident management at 3<sup>rd</sup> and 4<sup>th</sup> Line. The Peak and TfsNow platforms are integrated so that relevant updates to Peaks by 3<sup>rd</sup> or 4<sup>th</sup> Line can automatically be seen in TfsNow. For Incidents which have been “bonded” the updates will also appear in the POL ServiceNow platform.

The cause of an Incident and the required resolution may be identified at any stage of the process. If the cause is deemed to relate to a non-Fujitsu contracted 3<sup>rd</sup> party (such as Atos, Computacenter or Verizon) then the Incident is passed back to the POL ITDSD for POL to transfer it to the relevant 3<sup>rd</sup> party. If a new Incident has the potential to impact branch operations then it will be raised at the Horizon Known Errors Review Forum to provide POL with early notification whilst the Incident is managed (see Appendix B).

The following are some of the potential outcomes for an Incident that can be identified at any support level:

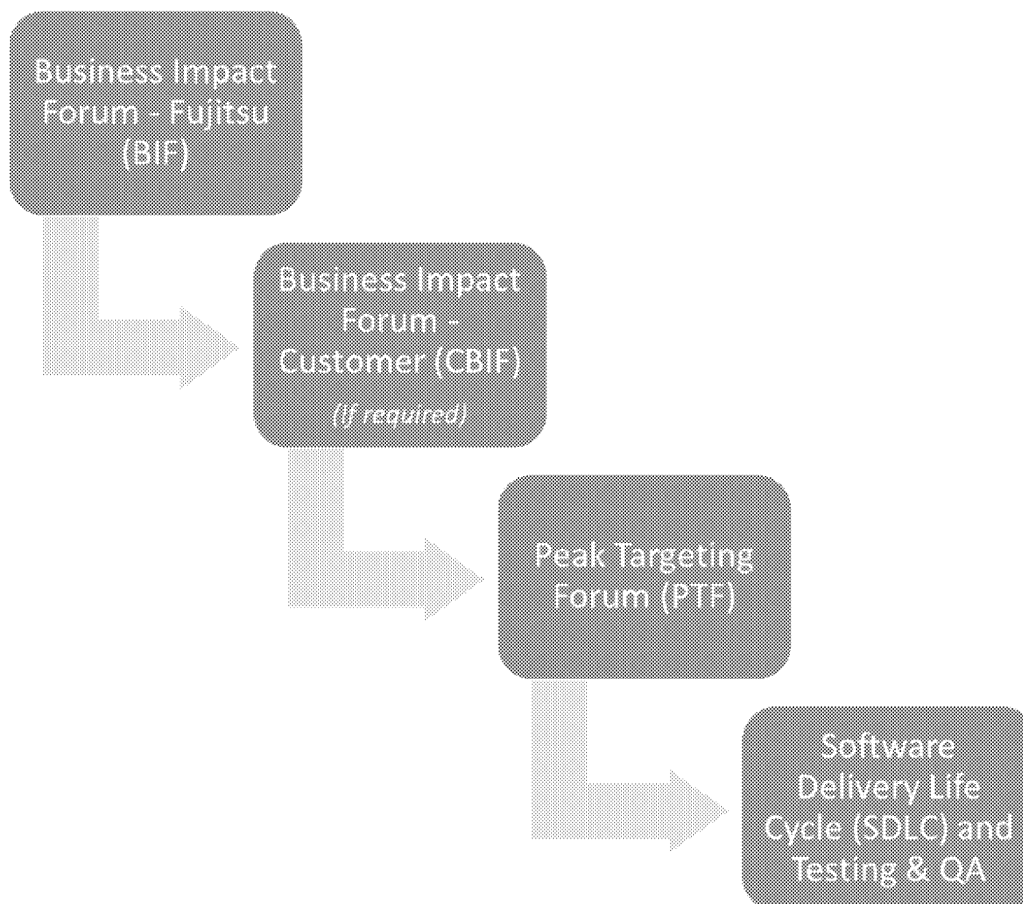
1. No fault can be found/validated at this time.
2. A workaround is possible that prevents the Incident that is being investigated from (re)occurring
3. A change is needed to a Fujitsu platform (such as to a configuration setting, a script, or a hardware fix) that will require a change to be raised by Fujitsu and progressed through the POL Change Control process.
4. A change is believed to be needed to a service component provided by a POL 3<sup>rd</sup> party such as Atos, Computacenter or Verizon. The updated Incident is passed back to POL ITDSD for POL to invite the 3<sup>rd</sup> party to carry out their own investigation and resolution.
5. The Incident is recurrent and is associated with a Problem that is also being actioned following the agreed Problem Management processes.
6. An Incident has been transferred to the Fujitsu 4<sup>th</sup> Line Developers for further investigation, for example to look at the actual source code, and their solution is that a software fix is required. The Peak is then tagged accordingly and progressed through the Management of Software Fixes process described below.



## 5.2 Management of Software Fixes

Software fixes are managed via the following process steps.

Figure 5.2.A – Cascade Process diagram for software fixes



### 5.2.1 Business Impact Forum – Fujitsu (BIF)

BIF is a weekly meeting attended by Fujitsu personnel. An Emergency BIF on the other hand, can be scheduled at any time if Peaks need urgent review. BIF is attended by a broad representation of SMEs from many teams and areas of expertise.

The Developers first document the impact and proposed solution for each of the Peaks that have been marked as requiring a software fix following the Incident Management process above. They may also identify any workarounds that could be implemented whilst the software fix is progressed. Once this information is ready, it is brought to the BIF for review.

Additionally, Peaks can also be brought to the BIF by Fujitsu that are not related to Incidents. For example:

- if, during the course of any other unrelated work a Developer is doing, the Developer identifies a requirement for a software improvement in any part of the live HNG-X solution, then a Peak will be raised and tagged accordingly and brought to the BIF
- if, during the testing of a Release, a defect is identified, Fujitsu and POL may agree to defer that defect for a later Release, so as not to impact the deployment of the current Release. In such



THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL



circumstances, the relevant Peak(s) relating to that defect will be tagged accordingly and brought to the BIF

- if a requirement for a software improvement to a part of the live HNG-X solution is identified during testing activity, and that requirement is not related to the scope of the applicable Release, then a Peak may be raised and tagged accordingly and brought to the BIF.

The purpose of BIF is to ensure that a viable software fix has been identified, including any temporary workarounds if possible, so that the software fix can be passed along to the next part of the process: the Peak Targeting Forum (PTF).

If there are further questions, additional information is required, or the proposed solution is not agreed, then the Developer will be tasked to provide further information and the Peak will be discussed at the next BIF meeting.

The BIF meeting determines which Peaks will be taken to the Customer BIF (CBIF). The criteria for what is to be taken to Customer BIF has evolved over time (see Recommendation 1). The main criteria Fujitsu use is based on the following non-exhaustive list:

- The software fix can be done in more than one way and POL would need to guide Fujitsu on choosing the preferred option.
- The software fix may change the functionality of the system and consequently POL will be required to provide appropriate communication, and potentially training, to the subpostmasters.
- The software fix may need to be done in conjunction with changes performed by some of POL's other suppliers and POL will need to manage and synchronise that activity.
- The software fix may need to be done concurrently with a separate future planned change, due to the two fixes being logically related, and POL would need to confirm their willingness to accept any potential delays in deploying the fix.
- The software fix may relate to active discussions between Fujitsu and POL on a specific and separate topic and hence should be discussed within that context.
- The software fix may address an important issue that is affecting the subpostmaster experience when using the system or may be affecting branch balances (these are usually discussed at the Horizon Known Errors Forum – see Recommendations).
- The software fix may be something that Fujitsu wishes to bring to the attention of POL for any reason.
- The additional information requested at CBIF has been reviewed and agreed by BIF and can be taken back to CBIF for POL's decision on next steps.

Minutes of the BIF meetings are prepared and the output of the BIF review then feeds in to the PTF.



**THE BED CURRENT PROCESS REPORT**  
**FUJITSU CONFIDENTIAL****5.2.2.A Example CBIF Minutes (with redactions as necessary)**

| POST OFFICE  |                              | FUJITSU  |                    |
|--|------------------------------|--|--------------------|
| Meeting Agenda/Actions/Minutes   |                              |  |                    |
| <b>MEETING NAME:</b> Fujitsu / Post Office Accounts Customer BIF           |                              |  |                    |
| <b>Chair:</b> [Redacted]   |                              |  |                    |
| <b>Surfide:</b> [Redacted]   |                              |  |                    |
| <b>Addressor BIF:</b> [Redacted]   |                              |  |                    |
| <b>Managerial Representation:</b> [Redacted]                               |                              |  |                    |
| <b>Date:</b> 01/12/2020  |                              |  |                    |
| <b>Time:</b> 10:00-11:00   |                              |  |                    |
| <b>Date of Next meeting:</b> Every Thursday                                |                              |  |                    |
| <b>Location:</b> Skype Meeting / Room 38801                                |                              |  |                    |
| <b>Members/Attendees:</b>  |                              |  |                    |
| <b>Name</b>  | <b>Area</b>                  |  |                    |
| BIF - Meeting was successful and approved and prior to date of the meeting |                              |  |                    |
| <b>1. Peaks Discussed:</b>   |                              |  |                    |
| <b>Peak No</b>   | <b>Customer BIF Approved</b> | <b>Actions/Notes</b>   |                    |
| PC029  | yes                          | To go to PTF on the 1st Feb to discuss this to being discussed with [Redacted] |                    |
| <b>2. Actions (Green = new actions, Yellow = outstanding actions)</b>      |                              |  |                    |
| <b>Date</b>  | <b>Raised by</b>             | <b>Action</b>  | <b>Assigned to</b> |
|  |                              |  |                    |
| <b>Any other business discussed</b>  |                              |  |                    |
| <b>No.</b>   | <b>Actions/Notes</b>         |  |                    |
|  |                              |  |                    |
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| Page 1 of 1  |                              |  |                    |
| Version 1  |                              |  |                    |

**5.2.3 Peak Targeting Forum (PTF)**

PTF is a weekly meeting attended by Fujitsu personnel, but an Emergency PTF can be scheduled at any time if Peaks need urgent review. PTF is attended by a broad representation of SMEs from many Fujitsu teams and areas of expertise.

PTF will review Peaks that have gone through BIF, and, if required, CBIF, and need to be targeted at a Release.

The agreed solutions are reviewed along with other development activity to identify the most appropriate Release in which to incorporate them. This is usually a maintenance Release for the relevant area of code to which the fix will need to be applied. POL and Fujitsu may agree to incorporate a fix with a major Release in respect of specific projects. If the fix relates to the Counter Business Application then this needs to align with the POL and Fujitsu agreed counter release deployment schedules.

Maintenance Releases occur on a regular basis. Fujitsu identifies a space in the Forward Schedule of Change (the live release calendar) and then raises a change. The change then goes through the POL Change Control process for POL's approval to proceed with the maintenance Release. The Peaks are listed on a Release Note and references added in the change (see Recommendation 5).

In summary, the outcome of the PTF can be one of the following:

1. The fix is incorporated into the next maintenance Release for the code to be fixed (e.g. Horizon Business Server (HBS), Estate Management, Branch Access Layer (BAL)). This is the most likely path a fix will take; or
2. The fix is incorporated into an existing scheduled project major Release. This is an infrequent outcome; or









## THE BED CURRENT PROCESS REPORT

### FUJITSU CONFIDENTIAL



- **Peak** – Fujitsu toolset for recording 3<sup>rd</sup> & 4<sup>th</sup> Line Incidents and tracking software fixes.
- **Knowledge Base** – Fujitsu support database containing KBs containing support guidance.

## 6.2 Notification and Reporting to POL

POL is aware of status via the following methods and processes:

- **Incidents** – these are managed within the Fujitsu and POL service management toolsets. POL ITDSD log calls from subpostmasters and then notify the Fujitsu MAC team – typically via the integration of the mutual service management toolsets. It is assumed that the POL ServiceNow toolset provides reporting for POL review.
- **Change Control** – this is managed within the Fujitsu and POL service management toolsets. POL own the Change Control process and provide approval for, and have visibility of, Releases and operational changes.
- **Customer Business Impact Forum (CBIF)** – a joint minuted meeting to seek POL's decisions on next steps relating to software fixes. See Section 5.2.2.
- **Known Errors Review Forum** – a joint POL-Fujitsu forum to provide POL with early notification of any new Incident with the potential to impact branch operations. See Appendix B.

POL manages all communications relating to BEDs with the subpostmasters.

## 7 Formal Audit Reports

POL has commissioned an ISAE3402 audit as well as quarterly PCI Prioritised Approach audits on POA. Both audits examine the Incident Management topic from slightly different perspectives and to varying degrees of detail. Furthermore, POA are periodically requested to contribute to internal Fujitsu corporate audits to support Fujitsu UK in attaining and maintaining a variety of certifications such as ISO27001, ISO9001 and ISO22301.

## 8 Conclusions

"Bugs, Errors and Defects" has a very broad meaning and can apply to a wide range of possible Incidents. In this report, Fujitsu explained how they are managed under the POA Incident Management process, and how Incidents that require a software fix are managed through the Management of Software Fixes process (see Section 5.2).

## 9 Recommendations

A compilation of recommendations for improvement is contained in Appendix A. The list in Appendix A collates the various action items into a single list so that POL and Fujitsu can work jointly to act on these recommendations.

Fujitsu strives for continual improvement and is committed to having an open dialogue with POL on additional recommendations that can be considered as appropriate.

## 10 Information Distribution

This report and any enclosed materials (the "Audit Materials") are being provided to Post Office Limited ("POL") pursuant to POL's request for an audit of the HNG-X services Fujitsu provides (the "Audit"). The Audit Materials comprise work product prepared by Fujitsu pursuant to requests from POL. Fujitsu has confined this report to the specific requests from POL and accepts no responsibility for any other matters. The Audit Materials relate to the current HNG-X environment.



THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL



The Audit Materials are confidential and provided to POL for the sole purpose of the Audit. The Audit Materials may only be shared by POL with KPMG, the external auditors appointed by POL in connection with the Audit. POL shall take all necessary precautions to ensure that any Audit Materials are: (i) not used for any purpose other than the Audit and; (ii) not disclosed to any third party (apart from KPMG), without Fujitsu's express consent in writing. In particular, it should be noted that:

- (i) the Audit Materials may contain highly confidential and sensitive information which, if disclosed, is likely to significantly increase the risk of cyber and engineering attacks on the HNG-X environment;
- (ii) the Audit Materials may contain personal data within the meaning of the General Data Protection Regulation ("GDPR"); and
- (iii) any system architectural content may be subject to copyright and/or other intellectual property rights and cannot be shared or disseminated.

Prior to making any permitted disclosure of the Audit Materials (or any part thereof), POL shall provide Fujitsu with reasonable advance notice of such intended disclosure and shall permit Fujitsu the opportunity to redact information including but not limited to any privileged information, personal data and/or other commercially sensitive or proprietary content.

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THE BED CURRENT PROCESS REPORT  
FUJITSU CONFIDENTIAL



## Appendix A – Recommendations

A compilation of recommendations for improvement options arising out of these discussions is contained here. This Appendix collates the various action items into a single list so that POL and Fujitsu can work jointly to act on these recommendations.

Fujitsu strives for continual improvement and is committed to having an open dialogue with POL on additional recommendations that could be further considered where appropriate.

| Ref | Recommendation   |
|-----|--|
| 1   | Review criteria for what is reviewed at CBIF.                          |
| 2   | Review viability of combining CBIF and the Known Errors Review Forum.  |
| 3   | Review reporting requirements.   |
| 4   | Review criteria for what is reviewed at the Known Errors Review Forum. |
| 5   | Review detail provided in changes for maintenance releases.            |



## Appendix B – Horizon Known Errors Review Forum

The Horizon Known Errors Review Forum is a weekly Fujitsu and POL forum. Its purpose is to provide POL with early notification of new Incidents with the potential to impact branch operations. POL are notified of such Incidents as soon as they are identified and ahead of the weekly meetings.

The forum looks at Incidents (for which KBs will have been raised) which have the following high-level classifications (see Recommendation 4):

- **SPM Financial Impact** - entries which contain information that has the potential to cause financial impact to subpostmasters; and
- **SPM Experience** - entries which contain information that impacts the subpostmasters' user experience.

A description of the Incident is provided to Post Office, along with an impact statement and the proposed resolution or resolution options, when they are known.

The Incidents discussed at the forum do not necessarily require software fixes. The resolution may also relate to changes that need to be made by POL or one of POL's suppliers – such as Verizon, Computacenter or Atos.

Investigation and resolutions for the Incidents raised will follow the established processes.

Any POL decisions made at this forum on the required actions are taken to the Customer Business Impact Forum (CBIF) for review as per the relevant processes.

*Note: Ownership and chair of the Horizon Known Errors Review Forum transferred from Fujitsu to POL from January 2021. The release of a new Terms of Reference for the Forum is expected from POL in February 2021. A change of scope is also anticipated.*