

Witness Name: Elizabeth Jane Evans-Jones (formerly Melrose)

Statement No: WITN06680100

Date: 12 February 2023

POST OFFICE HORIZON IT INQUIRY

FIRST WITNESS STATEMENT OF *ELIZABETH JANE EVANS-JONES (formerly MELROSE)*

I, *ELIZABETH JANE EVANS-JONES*, will say as follows:-

INTRODUCTION

1. I have been invited to provide a witness statement to the Post Office Horizon IT Inquiry (the "**Inquiry**") pursuant to the Rule 9 Request No 1 dated 5 January 2023 (the "**Request**"). This witness statement is made to the Inquiry with the matters set out in the Request.
2. I am a former Service Delivery Team Manager ("**SDM**"), employed by Fujitsu Services Limited from October 2005 to August 2010. I worked with Post Office Limited ("**POL**") and the Post Office Account ("**POA**") account from October 2005 until December 2007, before moving to a different account.

3. Given the length of time that has elapsed, it is difficult for me to recall precise details and specific events. I have, however, attempted to answer all questions honestly and as comprehensively as I am able. In preparing this statement, I have been assisted by Morrison Foerster. Morrison Foerster are representing Fujitsu as a Core Participant in the Inquiry.
4. Throughout this statement, I refer to documents that have been brought to my attention by the Inquiry. These documents are referred to using document URN numbers as listed in the index accompanying this statement.

A. PROFESSIONAL BACKGROUND

5. The Inquiry has asked me to set out briefly my professional background. In 1999, after completing my university studies at Nottingham University, I was accepted onto a graduate scheme at Pink Elephant Ltd. I held a number of roles at Pink: Multi-lingual Service Desk Agent; User Administration Manager and Change Manager supporting Yellow Pages.
6. In April 2003, I changed companies and moved to work for Threadneedle Asset Management as a Technical Services Change Manager. The scope of my role expanded and I became Service Control Manager (Change, Release and Configuration), and briefly held the role of Head of Service Management as a secondment due to the ill health of my manager.
7. In October 2005, I moved to work for Fujitsu Services Limited on the POA. In this role I was a SDM, responsible for managing a team of SDMs from different areas (as explained further below in paragraph 17).

8. I was responsible for presenting the service performance of the aforementioned services to POL's Service Delivery Organisation. I was also responsible for the continual improvement of these services. This included identifying missed service level agreements ("**SLAs**"), Incidents, Problem Management (repeated incidents) and holding meetings with POL to identify and agree the improvements (as explained further below in paragraph 17(c)).
9. In December 2007 I left the POA, to manage the Global Service Desk for Thomson Reuters, and I remained in this role for 2 years, before moving briefly to an Implementation Manager role for 6 months.
10. In September 2010 I moved to Lisbon in Portugal and joined Xerox. Over the 10 years of my career in Xerox, I held the following service delivery and client engagement roles: European Operations Manager for the Global Contact Centre (GCC) and Head of Lisbon Operations; VP of Service Operations and Excellence; VP Business Transformation; and VP Delivery Account Operations for Multi-Country and Southern.
11. In September 2019, I moved to work for HCL Tech, following the outsourcing of parts of the Xerox Delivery Operations. I am still working at HCL Tech providing support to Xerox, and I am responsible for Global Services Delivery, Asset Management, Reporting and Data Analytics, Service Improvement & Operational Excellence, and Delivery Contract Performance.

B. USE OF THE HORIZON IT SYSTEM

12. The Inquiry has asked me to explain when I used the Horizon IT System during the course of my work. I never used nor had access to the Horizon IT system during my time in POA, as my role was not related to the system.

C. MY ROLE IN RELATION TO THE HORIZON SYSTEM

13. I have been asked by the Inquiry to describe my roles in relation to the Horizon IT system. My role was not directly related to the Horizon IT system but was in relation to the management of services which supported the branch network.

14. To explain my role, I will briefly outline the Fujitsu Core Services and Account Model, as was in existence when I was employed by the company. At this point in time, services in Fujitsu were either provided by Core Services or were Account Owned Services.

15. Core Services provided standard services which would be required by more than one account, but could be customised for each account. For example, for the Horizon Service Desk, the same toolset (TfS) would be used across Core Services but it would be customised for the account needs (initially POA used its own tool, Powerhelp, but migrated to TfS), along with specific training for the account. Those that worked within Fujitsu Core Service would not have been part of the POA (or any other account team). Operational Management of the Core Services provided functions resided with the management team in Core Services, who were responsible and accountable to provide the services to the account team. The account team had Service Delivery Managers who interacted with Core Services

to ensure that the service met the contract requirement with the end customer. The SDM also held the client relationship with the end-client (in this case, POL), and provided the service performance reporting to the client through management packs and services reviews. The SDM would also take any client feedback and share this with core services. The SDM and Core Services would then work on any improvement needed to the service based on the feedback from the client. POL were actively engaged in the identification of Service Improvement and progress was communicated through the Service Improvement Working Group (“**SIWG**”).

16. Account Owned Services were Services that were very specific to the account requirement and employees were part of the account team headcount. For these services, the operational management and the end-client engagement was normally held by the same person.

17. With the above in mind, my role in POA was:

a. To manage a team of SDMs, who were responsible for the following Core Services Provided Services:

i. **Horizon Service Desk (“HSD”)**: this involved engaging with the Core Services Operations Manager to ensure delivery against the agreed performance metrics for the first-line desk, and improvement of the service. Ensuring that the Core Service function was in line with the profit and loss / business case. The HSD SDM also managed escalations from POL on the performance of the Service Desk with the Core Services Team.

- ii. **Branch Engineering and Logistics**: this involved engaging with the Core Services Operations Manager to ensure delivery against the agreed performance metrics for the engineering service, and improvement of the service. Ensuring that the Core Service function was in line with the profit and loss / business case. The Branch Engineering and Logistics SDM also managed escalations from POL on the performance of the Engineering with the Core Services Team.
- b. To manage a team of SDMs, who were responsible for the following Account Owned Services:
- i. Operational Branch Change ("**OBC**"): the OBC team was responsible for the planning and management of the logistics and costs associated with the physical opening of new POL branches, the physical closing of locations and managing physical changes (increase / decrease in counters) at locations. This included ensuring that the premises was correctly configured for the counters, that broadband was installed and that the counters were delivered. The team also ensured that the agreed service performance levels were met.
 - ii. Branch Availability: the connectivity to the branches was provided by BT Open Reach, and was a broadband solution. This team held the Supplier Relationship Management with BT Open Reach and the management and resolution of connectivity issues with BT. When branches experienced connectivity issues which could not be

resolved by the desk, the Branch Availability Team assisted in the resolution of these incidents by co-ordinating with BT. The team also ensured that the agreed service performance levels were met.

- iii. BIM (Branch Incident Managers) who attended to a site to assist with the diagnosis and resolution of hardware or connectivity faults.
- c. To compile service reporting and management information to share with POL on the performance of the aforementioned services. There was a close working relationship with POL in this regard. The Problem Management Working Group, later termed the SIWG, featured members from POL and Fujitsu that regularly worked together to improve the service. I attended the Monthly Service Review Board, which was chaired by Fujitsu's Head of Service Delivery. To prepare for the Monthly Service Review, my team and I added commentary to the Service Review Book. Such commentary was on performance metrics of the services in my portfolio, explained certain trends, provided reasons for variations to SLAs and provided details of Major Incidents that were associated with my portfolio. In addition, my team and I would also have ad-hoc specific meetings with POL to discuss particular services. For example, there would be meetings on incidents or service improvements. A weekly service management report was also shared with POL, sharing a weekly update on, amongst other things, HSD performance, engineering performance, incidents, branch management visits. Fujitsu also issued Major Incident Reports (MIRs) to POL relating to major incident investigations involving hardware. There was also an

Operational Review Forum (ORF) for branch online services that was attended by both POL and Fujitsu, which was an operational review of the service, covering analysis of incidents, and identification of improvement opportunities.

- d. To act as a point of escalation for the POL Service Delivery Team on the aforementioned services.
- e. To ensure that the aforementioned services were delivered in line with the internal financial forecasts and business case, and identify and manage any variances beyond the forecasts.

D. ADVICE & ASSISTANCE

In order to prepare this section of my statement, I have been asked by the Inquiry to consider various documents numbered 1 to 26 listed in the index at the end of this statement..

HSD

18.I have been asked to consider document FUJ00080034, FUJ00080027, FUJ00080478, FUJ00080037, FUJ00080054, FUJ00002009, FUJ00002034, FUJ00002036, FUJ00080043, FUJ00080472, FUJ00002042, FUJ00002058, FUJ00080016, FUJ00080495, FUJ00080496, FUJ00080498, FUJ00080499, FUJ00080500, FUJ00080501, FUJ00096658, FUJ00117290.

19.Regarding my role in relation to the HSD, I managed an SDM who was responsible for the relationship with the Core Services Team, who were operationally responsible for the desk services. I attended internal service reviews with the core

services team in which the performance of the HSD was discussed and validated against the agreed contractual metrics. Such metrics were shared with POL and where there was a performance gap against these metrics the account team, the core services team and POL worked collaboratively to implement improvements to return the desk metrics back to green performance.

20. The HSD was primarily a log and flog function, as there were very limited first line/level fixes that the desk could complete. I do not recall the exact type of Incidents that the HSD could log and fix themselves. All other incidents were logged and assigned to support teams. It is my opinion that the HSD were effective in logging the Incidents, providing the first-level support and assigning to the correct support group. There was an SLA in place as to how long a ticket could remain in the service desk queue in the service management toolset. I do not remember the duration.
21. The HSD was part of Fujitsu. Once the HSD agent determined the nature of the Incident, and captured the necessary information from the SPM, the ticket was logged in the Service Management Toolset and the Service Desk Agent assigned the Incident to the correct support group. I consider the desk was effective in passing Incidents to the appropriate Service Delivery Unit (“SDU”).
22. I have been asked to describe my role in receiving or responding to complaints / incidents relating to the Horizon System.
 - a. All Incidents were logged at the HSD and then were passed to the appropriate SDU if the desk was not able to resolve at first point of contact.

I was not involved in the receipt or responding to incidents, which followed the incident management process without escalation.

- b. In the event of Incident escalation, this could either come directly from POL or through the HSD. In the case of an escalation from the HSD, this would be passed to the SDM responsible for the service to manage. In the event of further escalation, as the SDM Team Manager, I was involved to ensure that the escalation and the incident were progressed to closure, through ensuring that the incident process was followed to completion. If the incident was initially escalated to POL, Fujitsu would provide an incident report to POL. In this case, Fujitsu would provide feedback to POL through a number of forms, such as the weekly reports or MIRs. Incidents escalated to me related to the portfolio of services under my responsibility as noted in paragraph 17 above.
- c. When Security Incidents were logged, this was passed immediately to the POA Security Manager, who was responsible for the management of the Incident through to closure. Distribution of information about security incidents was limited to those involved in the investigation as per the process design. I do not recall being involved in the management of security incidents, however any involvement I would have had would have been limited to ensuring the correct people were connected into the process.
- d. As detailed in the complaints process, complaints were also logged at the HSD, and passed to the SDM responsible for the service to investigate. Complaints were made about resolved incidents, and POL and my team

worked collaboratively to determine if the complaint was valid, and if so, what the improvement action should be. Improvement areas were added to the Service Improvement Plan and discussed at SIWG. My involvement in the management of complaints was only when the feedback / complaint response was disputed, in which case this was referred to myself and the POL Service Manager to determine next steps.

23. In relation to the training of the HSD agents, face-to-face training was provided, however, I do not recall the detail of the training nor the duration of the training provided to agents. The agents were provided with scripts / pre-defined questions, which they were expected to use when providing support to the SPM. In the operational structure of the desk there were service controllers who were responsible for ensuring that the desk metrics were met, and also for validating with the team managers the quality of the agent interaction with the end callers. To the best of my recollection there was also a customer satisfaction survey which was completed, and the output from the review of agent calls and CSAT was reviewed by the desk management to ensure the quality of the interactions was satisfactory.

24. I have been asked by the Inquiry how effective were POL and Fujitsu in managing complaints. The process efficacy was reported on each month in metrics provided at the monthly service review with POL. I do not recall the performance against these metrics for the complaints process. However, as referred to in paragraph 22(d) above, there was a formal complaint process and the output of the process was an input into the service improvement activity on the account.

25. I have been asked to provide my opinion on the efficiency of incident escalation.

For the services that were part of my portfolio, it is my opinion that incidents were effectively escalated. When the account delivery team received an escalation relating to the engineering service, online services, service desk or OBC, this was picked up by the appropriate member of my team and owned and managed to resolution with the engagement of the supplier teams (internal or external). I have no view as to how escalations were managed for other support and delivery teams.

Performance Reporting

26. I have been asked to consider document FUJ00002061, FUJ00002056 and FUJ00002051.

27. As part of my role, I was responsible for ensuring that the SDMs in my team updated the Service Review Book (“**SRB**”) with the performance against the contractually agreed metrics, and commentary for their respective services. Performance data was extracted from the toolsets by the Management Information Team, and pre-loaded into the draft SRB. The SRB was shared with POL on a monthly basis.

28. I have been asked for my opinion as to how effective I consider the reporting to be. In my opinion, the reporting provided for my portfolio was effective. There was clear and effective communication between the service management team and POL. In terms of channels with POL, in general, issues would be escalated to me for the services I was responsible for. If escalated further, it would then pass to the Head of Service Management, who would deal with POL’s head of Service Management.

Providing Advice to Sub-postmasters / Branches

29. I have been asked to consider document FUJ00081017 and FUJ00081046. .

30. In my role, I was not responsible for providing sub-postmasters / branches with advice or assistance.

31. I received escalated Incidents from the areas that I was responsible for, which had passed through the HSD and the SDMs before reaching me. I then ensured that my teams closed the incident in accordance with the Incident Management Process in place at the time.

32. For issues raised with regards to my portfolio, to the best of my knowledge all steps were taken to respond to concerns raised.

Further Support / Assistance for the SPM

33. Of the persons that I recall having engagement with over the duration of my tenure on POA, I do not feel that more support could have been given to assist the SPM. The persons I interacted with, both in Fujitsu and POL, were committed to ensuring that we delivered strong and stable service performance for the services supported by my team to the branches, and we worked to manage service interruptions as effectively as possible. Fujitsu was able to meet its SLAs in these areas by closely managing the services with core services, closely monitoring the performance on a daily basis and implementing remediation actions when necessary. I cannot comment on other services outside of my area of responsibility.

E. RECTIFICATION OF THE SYSTEM

Developing Procedures for Horizon IT System

34. I have been asked to consider various document FUJ00002010, FUJ00080024, FUJ00080033 and FUJ00002112.

35. I was listed as a reviewer on the documented procedures for rectifying and problems and issues in the Horizon system. My area of expertise is Service Management and my role was to ensure that the Horizon IT system procedures accurately referenced the services management procedures on the account, such as Incident Management and Operational Level Agreement (OLA) documentation. I do not have a technical background and had no input into the actual technical procedures. I also had no exposure into the efficacy of these procedures in rectifying issues in Horizon.

F. ERRORS OR ISSUES WITH THE HORIZON SYSTEM

Issues with the Horizon System

36. The Inquiry has requested me to comment on my understanding of issues or problems with the Horizon system. In particular, I have been asked to consider various documents FUJ00092942, FUJ00092943, FUJ00095212, FUJ00095213, FUJ00095331, FUJ00095332, FUJ00095576, FUJ00095577, FUJ00096845, FUJ00084715 and FUJ00084717.

37. I am not a subject matter expert on the Horizon software, however I was aware that software Incidents were logged with the HSD. My remit was to ensure that these were accurately logged and passed in accordance with the agreed timescales, to the correct SDU for them to diagnose and resolve the incidents. To the best of my recollection, I was not involved in any analysis relating to the nature

of the issues or problems with the Horizon system. Where software incident resolution was delayed and this was escalated to me by POL, I would escalate this to the SDU management to ensure the correct level of focus on the Incident. However, as the Horizon software was not part of my portfolio, I was not involved in the technical analysis or resolution of the Incident.

38. The information I received relating to the Horizon system incidents was provided from the HSD and was service level performance data for the HSD and their handling of these tickets. I was not aware of the nature of the issues in the system other than the breakdown provided by the powerhelp codes as detailed in FUJ00080499. It is my recollection that the software SDU would be aware of the exact detail of the issues as they were responsible for Incidents on the software. I was not aware of the impact on the wider Horizon IT system, as this was not in my portfolio.

Capacity Reports

39. I have been asked to consider various documents FUJ00116314, FUJ00116331, FUJ00116357, FUJ00116367, FUJ00116376, FUJ00116387, FUJ00116405, FUJ00116457.

40. As I recall I was on the generic distribution list for the capacity reports, however the information contained within was not relevant to the portfolio of services I supported. It is my understanding that the purpose of the report was to show actual and forecasted transaction volumes, however I did not use nor review the information contained within the reports, and I was not aware of the failure rates

detailed in the report nor the fact that these errors could cause discrepancies in branch accounts.

Awareness of Errors in the System to cause Branch Discrepancies

41. As a result of some of the of escalated incidents, which I directed to the Software Team, I was aware that it had been reported by SPMs that the system could cause branch discrepancies, however I do not recall these in detail.

Fujitsu Access Rights

42. As I had no direct involvement in the resolution of software issues, I do not recall being aware of Fujitsu's use of access rights and privileges to alter transaction data or data in branch accounts, nor to implement fixes in horizon which would impact transaction data or data in branch accounts.

Other information

43. I am not able to recall any other information which I believe the chair should be made aware of.

I believe the ^{content} content of this statement to be true.

Signed: _____

GRO

Dated: _____

12/02/2023

Index to the First Witness Statement of ELIZABETH JANE EVANS-JONES

No	URN	Description	Control Number
1	FUJ00080034	PO/Fujitsu RMGA End-To-End Customer Complaints Procedure – Joint Working Document V2.0 – dated 24/12/2007	POINQ0086205F
2	FUJ00080027	Fujitsu/PO - POA Customer Service Incident Management Process Definition V2.0 – dated 02/04/2007	POINQ0086198F
3	FUJ00080478	Report: Joint Working Document to support the Service Desk Service provided to Post Office by Fujitsu Services – dated 04/09/2008	POINQ0086649F
4	FUJ00080037	Horizon Support services business continuity plan, Version 5.0 – dated 24/10/2007	POINQ0086208F
5	FUJ00080054	Fujitsu Report on POA Customer service major incident process – dated 02/09/2008	POINQ0086225F
6	FUJ00002009	Communications Management Team: Service Description (version 1.0) – dated 09/06/2006	POINQ0008180F
7	FUJ00002034	Message Broadcast Service: Service Description – dated 24/08/2006	POINQ0008205F
8	FUJ00002036	Service Desk: Service Description – dated 31/08/2006	POINQ0008207F
9	FUJ00080043	Fujitsu report on RMGA customer service problem management process (v2) – dated 22/04/2008	POINQ0086214F
10	FUJ00080472	Report: This plan provides a summarised description of the Horizon Service Desk (HSD) which supports the	POINQ0086643F

No	URN	Description	Control Number
		Horizon service. The document also details the planned actions that will be taken to minimise the risk of this service not being available – dated 20/11/2008	
11	FUJ00002042	Branch Network Service Description – dated 28/02/2007	POINQ0008213F
12	FUJ00002058	Service Level Target and Liquidated Damages Exclusions – dated 20/11/2007	POINQ0008229F
13	FUJ00080016	POA Fujitsu/PO Customer Service Incident Management Process - V1.1 – dated 02/03/2007	POINQ0086187F
14	FUJ00080495	Report: report detailing the prioritisation and call codes for implementation incidents logged on PowerHelp – dated 17/04/2007	POINQ0086666F
15	FUJ00080496	Report: report detailing the prioritisation and call codes for Operational Business Change incidents logged on PowerHelp – dated 16/04/2007	POINQ0086667F
16	FUJ00080498	Report: report detailing the prioritisation and call codes for Reference Data incidents logged on PowerHelp – dated 23/04/2007	POINQ0086669F
17	FUJ00080499	Report: report detailing the prioritisation and call codes for Software incidents logged on PowerHelp – dated 23/04/2007	POINQ0086670F
18	FUJ00080500	Report: document detailing the prioritisation and call codes for hardware incidents logged on PowerHelp – dated 23/04/2007	POINQ0086671F

No	URN	Description	Control Number
19	FUJ00080501	Report: report details the prioritisation and call codes for Branch Network Resilience, Closure, Postshop, Kiosk, Non Polling, Other Queries, Environmental, Inappropriate Helpdesk and Security incidents logged on PowerHelp – dated 17/04/2007	POINQ0086672F
20	FUJ00096658	RMGA Document Reviewers/Approvers Role Matrix – dated 19/01/2010	POINQ0102829F
21	FUJ00117290	BSI Assessment Report – dated 29/05/2007	POINQ0123461F
22	FUJ00002061	Management Information Service: Service Description – dated 20/02/2008	POINQ0008232F
23	FUJ00002056	Calculating Mean Time Between Failure and Availability – dated 12/09/2007	POINQ0008227F
24	FUJ00002051	Service Level Target and Liquidated Damages Exclusions – dated 19/06/2007	POINQ0008222F
25	FUJ00081017	Quarterly Log of PO Branch Calls to Helpdesk following moneygram pilot – dated 02/05/2007	POINQ0087188F
26	FUJ00081046	Spreadsheet Quarterly Log of Calls from PO Branches to Helpdesk following Moneygram Pilot – dated 10/05/2007	POINQ0087217F
27	FUJ00002010	Closure of Associated NBX Circuits – dated 18/07/2006	POINQ0008181F
28	FUJ00080024	Fujitsu End to End Reconciliation Reporting Service Description - V1.0 – dated 02/02/2007	POINQ0086195F
29	FUJ00080033	Fujitsu/PO AP Client File Re-Send: Joint Working	POINQ0086204F

No	URN	Description	Control Number
		Document - V1.0 – dated 29/06/2007	
30	FUJ00002112	Application Interface Specification: Horizon to POL MIS AIS – dated 17/09/2009	POINQ0008283F
31	FUJ00092942	Weekly report- open problems – dated 09/02/2010	POINQ0099113F
32	FUJ00092943	Corporate Red Alerts, Amber Alerts, Customer Complaints – dated 09/02/2010	POINQ0099114F
33	FUJ00095212	Weekly Report- Open Problems – dated 13/04/2010	POINQ0101383F
34	FUJ00095213	Weekly Report All Open Alerts – dated 13/04/2010	POINQ0101384F
35	FUJ00095331	Weekly Report Open Problems – dated 20/04/2010	POINQ0101502F
36	FUJ00095332	Weekly Report All Open Alerts – dated 20/04/2010	POINQ0101503F
37	FUJ00095576	Weekly Report of Open Problems – dated 05/05/2010	POINQ0101747F
38	FUJ00095577	Corporate Red Alerts, Amber Alerts, Customer Complaints – dated 05/05/2010	POINQ0101748F
39	FUJ00096845	HNG-X CS Reqs Doors Assurance Extract – dated 01/01/1900	POINQ0103016F
40	FUJ00084715	Suspended BIMS, Peaks, HNGx Issues and Incident Calls – dated 01/01/1900	POINQ0090886F
41	FUJ00084717	Register of Suspended BIMS, HNGx Issues, Calls with Dev and Risk Register – dated 06/01/2011	POINQ0090888F
42	FUJ00116314	Horizon Capacity Report – January 2007	POINQ0122485F
43	FUJ00116331	Horizon Capacity Report – February 2007	POINQ0122502F

No	URN	Description	Control Number
44	FUJ00116357	Horizon Capacity Report – March 2007	POINQ0122528F
45	FUJ00116367	Horizon Capacity Report – April 2007	POINQ0122538F
46	FUJ00116376	Horizon Capacity Report – May 2007	POINQ0122547F
47	FUJ00116387	Horizon Capacity Report – June 2007	POINQ0122558F
48	FUJ00116405	Horizon Monthly Volumes – July 2007	POINQ0122576F
49	FUJ00116457	Horizon Capacity Report – December 2007	POINQ0122628F