

Witness Name: Susan Campbell

Statement No.: WITN07020100

Dated: 27/02/ 2023

POST OFFICE HORIZON IT INQUIRY

FIRST WITNESS STATEMENT OF SUSAN CAMPBELL

I, SUSAN CAMPBELL, will say as follows...

1. This witness statement is made to assist the Post Office Horizon IT Inquiry with the matters set out in the Rule 9 Request dated 26 January 2023.
2. I am currently employed in adult social care as a Welfare Benefits Interviewer. I have spent the last 20 years in various welfare to work and admin roles in both the private and public sector. I was employed by Fujitsu around April 2000 through to around the middle of 2002, although I can't remember the exact duration and dates as it was over 20 years ago. I also had a period of maternity leave during my employment. I started as a front-line technical support analyst and quickly moved over to be as a senior technical support analyst on the service control team.
3. I was trained by the Peritas team of trainers and other colleagues on the Horizon system and there were training Horizon terminals scattered around the help desk for front line analysts to use and practice on during calls and in between, so they could see what the callers could see. There were some issues with these terminals as they were not 'live' and didn't always have software updates that the live terminals had. I also received training on the call logging and management system that was used at the time, as well as

other systems relevant to the role. I cannot recall what the names of these systems were.

4. I only spent a short time on the front line and went over to customer interface (Service Control Team) quite quickly. I was one of two to three team members responsible for dealing with complaints from post masters about different aspects of the service provision and system issues. I also was assigned call closure monitoring and looking at different call types and the length of time they were left open and unresolved. During my time on the team I worked alongside the second line team known as SMC and liaised with them identifying certain call types that were being left on the call stacks and taking time to be resolved. This collaboration resulted in both teams creating additional training and awareness for front line analysts in order to deal with the calls in a more effective and timely manner whilst gathering the relevant information needed to help resolve the issues and manage the calls more effectively, as we identified a training need. This training was delivered to teams at our Stevenage and Manchester call centres. It was immediately put in place and if I remember rightly was very effective. The team I was in was responsible for complaints and call monitoring and other issues. Due to the passage of time, I don't recall all of the details, but do remember that the SMC team were very much involved with the service control team. I left Fujitsu shortly after the training was delivered. I didn't receive many calls on the service control team as I was analysing information, dealing with complaints, or involved in training. I would make outbound calls and keep the post masters and other staff updated on the progress of their complaint. Complaints were resolved by interrogating the call content, looking at the history and speaking to front line teams. Initially when I started taking calls

from postmasters, I had training using the Horizon system with the Peritas team of specialist trainers. We had access to a training version of the system that the post masters would use. We also had bespoke systems and reporting software to monitor calls and report on them. The team had a manager that reported to the operations manager for the help desk. I don't remember much about the management structure. Most of the teams and individuals had a good attitude towards the post office staff including post masters. There was a lot going on and high turnover of staff as far as I recall.

5. I believe that most of the postmasters received adequate support and their needs were addressed to the best ability of the teams and individuals.
6. I don't recall bugs or defects at the time I was on the desk. I do however recall there were a lot of non-polling issues for various reasons, which were sometimes occurring when the cash accounts were being rolled over each week. A lot of these were due to communication with the data centres and the technical details were above my capability. I do recall there being issues when there were revaluations (prices of stamps and other items going up in price), as these had to be reflected on Horizon and there seemed to be problems with the software. There was always an expectation of high call volumes during and after revaluation. My understanding of these is very limited.
7. There was a lot of emphasis on the volume of calls and how best to manage them, and the penalties for non-resolution of incidents. I can't think of anything else relevant. I found the Horizon system difficult to understand and complicated to begin with, as did a lot of frontline staff. The desk was in 'red alert' when I started but I am not sure of the exact explanation of this, I just remember the words and urgency on the desk. There was a lot of changes to

management during my time on the desk and there were different shift patterns.

Statement of Truth

I believe the content of this statement to be true.

Signed: **GRO**

27.02.2023

Dated: _____