

**Horizon Defects  
Review**

**Terms of Reference**

**V3.2**

# Horizon Defects Review ToR



## 0. Document Control

Document Owner	Post Office Ltd
Document Author	Paul Smith (Post Office) Steve Browell (Fujitsu)
Document Sponsor	Martin Godbold (Post Office)
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## 1. Background

The Post Office needs to ensure that Horizon, as the core system used by Postmasters is robust. Any Defect identified must be managed via an auditable and transparent defect management process with every Defect recorded centrally. Weekly governance reviews will ensure progress against resolution and /or closure of all Defects with all evidence retained centrally. Branch impact assessment, and proposed branch communication will be key elements and will be managed and tracked through this Horizon Defects Review forum. Branch communication will be the responsibility of Post Office.

The Horizon Defect Review forum will also include an initial section to cover any items that Fujitsu needs to raise that relate to Defects or system changes identified as needed due to Incidents or Problems being worked on that require Post Office input before a final decision can be made as to resolution. This has traditionally been known as the Customer Business Impact Forum (CBIF).

## 2. Purpose of the Horizon Defects Review

The Horizon Defects Review is a weekly forum attended primarily by Post Office and Fujitsu to govern the process of defect management (Section 9) within the supplier scope of obligations. This includes reviewing any potential new Defect and managing all open Defects to resolution.

The forum will review any potential new Defects noting where responsibilities apply to making progress, with Post Office recording each centrally within the Post Office Service Management toolset, ServiceNow, and appending them to a managed list of open Defects. The Fujitsu tracking reference will be recorded and used to clarify where Fujitsu is involved and to capture the Fujitsu status updates provided.

Where Fujitsu are not the managing supplier, the reference provided by the managing supplier will be recorded.

The Horizon Defects Review will focus its time on those Defects that reflect or have the potential to reflect the definition of a Defect as defined in Section 3. Progress of all lower impact Defects (As defined as excluded in Section 3) will be validated through reporting updates.

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The meeting is held as two distinct parts, the first will focus on the Defects within the Fujitsu scope of responsibility. Fujitsu's attendance is mandatory for this part of the meeting. The meeting will then continue to discuss other non-Fujitsu Defects and Fujitsu will not be expected to attend this part of the meeting unless a defect is managed collaboratively by both Fujitsu and another supplier.

Defects (as defined in Section 3) can be identified and brought to the forum through a number of sources including but not exclusive to:

- New Live bonded Incidents that meet the definition of Defect - that are being worked on by Fujitsu.
- New Problems that have been raised by Fujitsu and meet the definition of a Defect.
- Deferred Defects from recent RAM/RAB approvals – where approval to go live has been granted with Defects having been deferred.
- Customer Business Impact Forum (CBIF) – where the implication of Post Office involvement brings the item within the definition of Defect.
- Items identified through Post Office Investigations on behalf of Postmasters, or raised through other forums that are Postmaster impacting – either financially or operationally. These items must be raised as Incidents or Problems by all resolving affected or tracking parties.
- Changes that have been through the Post Office CAB process that are remedying an issue which should map to an existing or closed Incident.

The weekly review will track the status of every open Defect from identification to resolution. Prioritisation will be given to any Defect with the potential to impact a branch financially.

A key output of this review will be transparency for both Postmasters and Post Office stakeholders on all open Defects. Post Office will ensure there is clear communication, helpful knowledge articles, publications, release notes, and business updates against progress.

### 3. Definition of 'Defect'

A Defect is defined as an issue that:

- Relates to the LIVE system only
- Is inconsistent with the agreed design or service specification
- The Horizon Defects Review scope will be those Defects that also have at least 1 of the following attributes:
  - Affects, or has the potential to affect, branch financial outcomes;
  - Affects, or has the potential to affect, the way a Postmaster is required to use the system (User Interface, Report, Function);

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- Affects, or has the potential to affect, the experience of a Post Office customer or client.
- May have a workaround but the underlying issue still meets the criteria above
- May be under investigation and is not confirmed to meet the criteria above but has attributes that meet the criteria above (a potential Defect)

Each Defect will be recorded as an Incident or Problem in the supplier service management toolset, and will be logged as a Problem in the Post Office Service Management toolset. Every Defect will be categorised and prioritised by Post Office based on potential branch impact and given a priority/severity rating (as per table below) that indicates its propensity to occur and its impact if it does occur.

		Urgency to fix		
		1	2	3
Impact on branch	1	1	2	3
	2	2	3	4
	3	3	4	4

1 = Critical  
 2 = High  
 3 = Moderate  
 4 = Low

Defect classification for inclusion in the forum *excludes*:

- Anything not meeting the Defect description shown above (likely to be the following example list):
  - Minor cosmetic issues affecting neither the ease of use or accounting performed by Postmasters
  - Issues that would not knowingly affect a Postmaster or Post Office

These lower level issues will be reported upon and disclosed on a weekly basis by the supplier to Post Office Ltd to ensure full disclosure and clarity of outstanding live issues.

## 4. Responsibilities

The attendees of the meeting will be responsible for ensuring new Defects are raised and discussed, progress on existing Defects is tracked and reported, and that Defects are effectively managed to resolution.

### 4.1 Horizon Defects Review Chair

The Post Office Branch Technology Defects Lead will chair the Horizon Defects Review Forum and is accountable for the process being delivered and maintained.

### 4.2 Horizon Defects Review Meeting

The membership is jointly responsible for the following:

- Ensure transparency, accountability and that the controls and risk management are robust and defensible.

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- Providing documentation outlining the nature, symptoms, cause and effect of all Defects investigated as a single update into the Incident/Problem record as defined in Appendix A. with updates as necessary. (*Resolving party only*)
- Providing updates for each recorded Defect on a weekly basis at least one working day in advance of the meeting as a single report to the forum chair in the absence of system integration. (*Resolving party only*)
- Actively participating in all discussions regarding Defects raised to the forum including the agreement of the initial priority of the Defect scored 1 - 4 defined in Section 3.
- Understanding, documenting and making plans to investigate and rectify Defects.
- Considering the impact of Defects, identifying current impacts and symptoms and proposing recommended solutions.

Post Office is additionally responsible for the following:

- Providing communication to branches, stakeholders and legal representatives in a clear and timely manner.
- Reviewing each new Defect raised providing an overall impact scoring using the Post Office Criticality Matrix.
- Providing information to Post Office Legal advising of new Defects and seeking legal advice as appropriate.

## 5. Membership

The table below lists the core membership of the Horizon Defects Review forum. Should a new defect be raised for discussion, it is the responsibility of the supplier i.e Fujitsu, to ensure that the right subject matter experts are available to support a full understanding of the defect. Additional optional attendees may be included should any ongoing defect require their support:

Role	Organisation
<b>Branch Resilience Manager</b>	Post Office Ltd
<b>Head of Horizon Live Services</b>	Post Office Ltd
<b>Senior Service Manager IT Retail</b>	Post Office Ltd
<b>Branch Technology Defects Lead</b>	Post Office Ltd
<b>BRT Operations</b> Manager Branch Reconciliation Team	Post Office Ltd
<b>Head of Branch Operations Engagement Team</b>	Post Office Ltd
<b>Defect &amp; Quality Manager</b>	Fujitsu
<b>Service/Technical Management</b>	All Suppliers

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Core members are expected to attend all Horizon Defects Review meetings or arrange appropriate representation.

### 6. Secretariat

Post Office will be responsible for taking and circulating minutes, capturing actions centrally and sharing updates both ahead and after each meeting. The minutes will clearly identify the Defects that are the responsibility of individual suppliers including Fujitsu to progress and will show the supplier i.e Fujitsu reference and Fujitsu provided updates.

### 7. Frequency of Meetings

The Horizon Defects Review will be held on a weekly basis unless demand requires more frequent meetings. Should a new Defect be acknowledged with clear branch impact, an extraordinary Horizon Defects Review meeting can be held to socialise the issue and begin investigation and remedial action where the next scheduled forum is more than 2 working days in the future.

### 8. Materials

Meetings will be led using Microsoft Teams with Post Office ServiceNow as the central record of each Defect. Each action is held on ServiceNow as an auditable record and updated after each meeting by the Horizon Defects Review Chair.

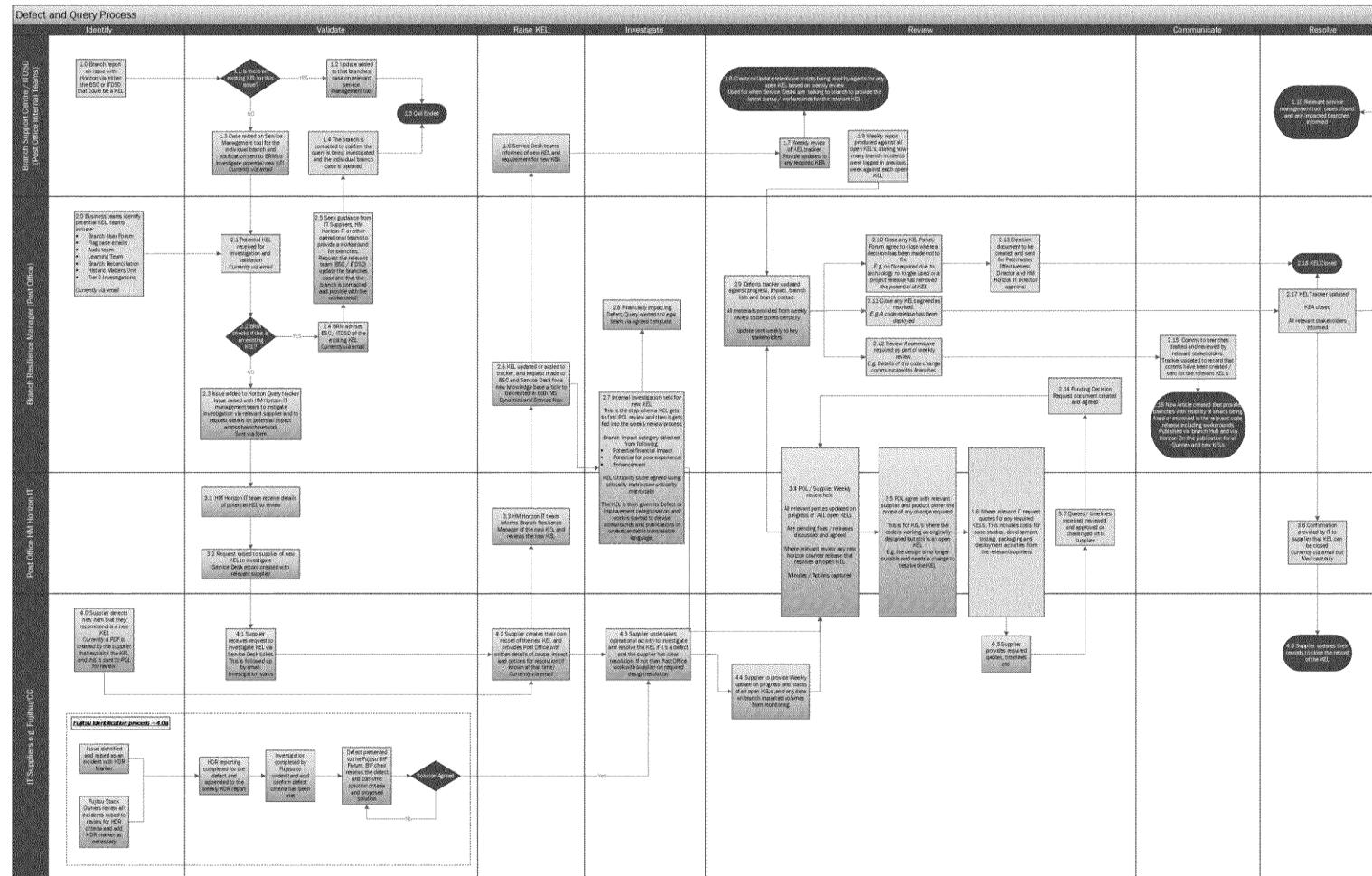
The minutes of the meeting will also be recorded in MS Word for dissemination to the attendees of the meeting. These notes will be held centrally on the Post Office Teams Site in the defect management library maintained and managed by the Branch Resilience Manager. The document owner is the Post Office HM Horizon IT Problem Manager. The custodian of the document is the Post Office Branch Resilience Manager.

The minutes will clearly differentiate between the Fujitsu and non-Fujitsu parts of the meeting. The minutes will be issued after the meeting with an invitation to recipients to highlight any corrections required. The minutes will be agreed at the subsequent meeting with Fujitsu confirming the Fujitsu portion of the minutes only.



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## 9. Business Defects Process



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The following dataset will be populated as information becomes available. It may not always have all fields completed depending on the nature of any specific Defect.

<b><u>HORIZON DEFECT REVIEW FORUM - DEFECT SUMMARY</u></b>	
<b>POL Problem Reference</b>	<b>PRB00nnnnnn</b>
<b>Fujitsu Reference</b>	<b>PC0nnnnnnn</b>
Date first logged at HDR	
Fujitsu Title	
POL Title	
Description	
Branch Financial Impact or Experience (Fujitsu HDR-Fin/HDR-Exp)	
Branch impact described	
Defect Confirmed (or still under investigation)	
How found	
When found	
When it dates back to (when could it have started happening)	
Branches affected (with detailed impact by branch where available)	
Frequency of occurrence	
Root cause	
Is it detected/monitored	
Workaround	
Workaround description	
Fix required	
Status update	
Next action	
Target Release number	
Target Release date (latest estimate)	

*Note: This format is subject to change by agreement at the HDR forum and the latest reporting may differ from what is shown here until this document is updated.*

**11. Glossary**

Branch	The physical Post Office premises/equipment
Horizon	Point of sale system utilised in branch supported/developed in part by Fujitsu
Postmaster	The manager/owner of the branch, and responsible for branch accounting
Supplier	The organisation responsible for providing services to Post Office Ltd
Defect	As described in Section 3 of this document.
Problem	A problem is a cause, or potential cause, of one or more incidents. Problems can be raised in response to a single significant incident or multiple similar incidents based on trend analysis

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Bonded Incident	An incident (issue raised by or on behalf of a branch that requires remediation) managed across both Post Office and another supplier where the Service Now tickets are linked and incident updates flow between both parties
ServiceNow	Service Management system tooling used for recording incidents, changes and problems.
Knowledge Article	Electronic documentation within the Post Office ServiceNow toolset used by Post Office to document incidents/ Problems/Known errors. This usually includes support notes.
Release Notes	Documentation provided as part of a packaged/release detailing the content of the release.
CBIF	Customer Business Impact Forum – A joint meeting led by Fujitsu to discuss items being progressed that require Post Office involvement in decisions relating to the solution options. Although all new items will be discussed, some may not meet the definition of Defect and will not be managed as per the process defined in this document.
RAM/RAB	Release Acceptance Meeting/Release Authorisation Board - A meeting to discuss and authorise the release of impending changes.
CAB	Change Advisory Board – A meeting to discuss and authorise the implementation of changes.

**12. Review Date**

Membership and chairing arrangements will be reviewed annually.

**13. Version History**

Date	Document Version	Document Revision History	Document Author/Reviser
7/09/2020	V1.0	Converted onto TOR template	Annmarie Woodcraft
21/09/2020	V1.1	Update membership details	Annmarie Woodcraft
16/10/2020	V1.2	Update membership and amendments	Annmarie Woodcraft
3/12/2020	V1.3	Update – add review process	Annmarie Woodcraft
14/01/2021	V1.4	Update and review following POL chairing meeting	Annmarie Woodcraft & Paul Smith
31/04/2021	V2.0	Updated to reflect the change of focus to implementation defects only	Paul Smith & Martin Godbold
17/06/2021	V2.1	Updated to reflect changes in process and clarify engagement	Paul Smith & Steve Browell
25/06/2021	V2.2	Updated to embed process image and final clarifications	Paul Smith & Steve Browell
12/01/2022	V2.3	Updated to include revised target dataset and changes to the format of the forum	Steve Browell & Paul Smith
21/02/2022	V3.0	Finalised updates to revised target dataset and changes to the format of the forum	Steve Browell & Paul Smith
21/12/2022	V3.1 Draft	Updated to reflect HIJ and Accountability	Paul Smith

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03/01/2023	V3.2	Removal of GLO phrasing and agreement of Accountability	Paul Smith - Agreed MG / SB
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### 14. Approvals

Date	Document Version	Approver Name and Title
21/02/2022	V3.0	Martin Godbold - POL Head of Live Service
21/02/2022	V3.0	Steve Browell - Fujitsu Management Consultant and CISO
03/01/2023	V3.2	Martin Godbold - POL Head of Live Service
03/01/2023	V3.2	Steve Browell - Fujitsu Management Consultant and CISO